



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Meeting of Clackmannanshire Council

Thursday 22 August 2019 at 9.30 am

**Venue: Council Chamber, Kilncraigs,
Greenside Street, Alloa, FK10 1EB**



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 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.clacks.gov.uk

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14 August 2019

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 22 AUGUST 2019 at 9.30 AM.


FIONA MCOMISH
Strategic Director (People)

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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 Services Officer.	--
3. Confirm Minutes of Meeting of Clackmannanshire Council held on Thursday 27 June 2019 (Copy herewith) (Exempt Part of the Minute is a separate item on the Agenda)	07
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EXEMPT INFORMATION

It is anticipated (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.

It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 6 of the Local Government (Scotland) Act 1973.

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It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 1 of the Local Government (Scotland) Act 1973.

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| 12. | Post Project Implementation Review – report by Strategic Director - -
(Place) | |
|-----|--|--|

Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Bill Mason	5	Clackmannanshire East	CONS



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 27 JUNE 2019 at 9.30 am.

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Dave Clark
Councillor Chris Dixon
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Craig Holden
Councillor Darren Lee
Councillor Helen Lewis
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor George Matchett QPM
Councillor Jane McTaggart
Councillor Bill Mason
Councillor Les Sharp
Councillor Derek Stewart

IN ATTENDANCE

Nikki Bridle, Chief Executive
Garry Dallas, Strategic Director (Place)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Fiona McOmish, Strategic Director (People)
Lindsay Sim, Chief Finance Officer
John Munro, IT Manager
Cherie Jarvie, Strategy and Performance Manager
Julie Hamilton, Service Manager, Development
Gordon Smail, Audit Scotland
Tom Reid, Audit Scotland
Lindsay Thomson, Service Manager (Legal and Democracy) (Clerk to the Council)
Gillian White, Committee Services (Legal and Democracy)

The Provost intimated that an item of urgent business had been submitted by Councillor Ellen Forson. The motion, submitted by Councillor Forson, was to seek support for a bid by Kincardine Community Council to carry out a feasibility study into re-opening the Alloa to Dunfermline rail line to passengers. In terms of Standing Order 11.6, the Provost agreed to accept this item onto the agenda as the last item of non-exempt business. The reason for accepting the item of urgent business was that the bid is to be submitted to the Local Rail Development Fund by Kincardine Community Council on 28 June 2019.

CC.223 APOLOGIES

Apologies were received from Councillor Mike Watson.

CC.224 DECLARATIONS OF INTEREST

None.

**CC.225 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
18 APRIL 2019**

The minutes of the meeting of the Clackmannanshire Council held on 18 April 2019 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 18 April 2019 were agreed as a correct record and signed by the Provost.

**CC.226 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL
12 JUNE 2019**

The minutes of the special meeting of Clackmannanshire Council held on 12 June 2019 were submitted for approval.

Decision

The minutes of the Special Meeting of the Clackmannanshire Council held on 12 June 2019 were agreed as a correct record and signed by the Provost.

**CC.227 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL
MEETING ON 18 APRIL 2019**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 18 April 2019.

- (i) Appointments Committee on 9 May 2019
- (ii) Local Review Body on 13 May 2019
- (iii) People Committee on 16 May 2019
- (iv) Planning Committee on 28 May 2019
- (v) Partnership and Performance Committee on 30 May 2019
- (vi) Regulatory Committee on 30 May 2019
- (vii) Place Committee on 6 June 2019
- (viii) Education Appeals Committee on 11 June 2019
- (ix) Audit Committees on 25 April and 20 June 2019
- (x) Licensing Boards on 30 April, 28 May and 25 June 2019

CC.228 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought Council approval of recommendations which have been made by the Place Committee on 6 June 2019.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed:

1. from the **Place Committee of 6 June, 2019** in relation to the report entitled "*Proposed Transfer and Lease of Walled Garden, Pine Grove, Alloa*"
 - (a) to approve the transfer of the Walled Garden at Pine Grove (shown outlined in red on the plan at Appendix A of the report) ("property") from the HRA to General Fund at market value.
2. from the **Place Committee of 6 June, 2019** in relation to the report entitled "*Kerbside Glass Collection*"
 - (a) that the provision of the service to residents qualifying for the Assisted Collection Service should now be retained.

Action

Strategic Director (Place)

CC.229 MEMBER APPOINTMENT

The report, submitted by the Chief Executive, invited Council to agree a change to the Council appointment to the CoSLA Convention.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Bill Mason. Seconded by Councillor Darren Lee.

Decision

The Council agreed to appoint Councillor Martha Benny as one of Clackmannanshire Council's three representatives on the CoSLA Convention, replacing Councillor Mike Watson.

Action

Chief Executive

CC.230 CLACKMANNANSHIRE COUNCIL BEST VALUE ASSURANCE PROGRESS REPORT

The report, submitted by the Chief Executive, introduced the recently published Clackmannanshire Council Best Value Assurance Progress Report.

Gordon Smail from Audit Scotland presented the report and responded to questions about the content of the audit report.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

Decision

Having commented on and challenged the report, the Council agreed:

1. To note the contents of the Best Value Assurance Progress Report (Appendix 1);
2. To note that, if the Accounts Commission has made findings, the findings are scheduled to be released on 27 June 2019; and
3. That an action plan is brought to the August 2019 Council meeting to progress the recommendations contained in the Best Value Assurance Progress Report and to allow the Council formally to consider any findings made by the Accounts Commission.

Action

Chief Executive

CC.231 ORGANISATIONAL REDESIGN: UPDATE

The report, submitted by the Chief Executive, updated Council on progress with implementing the organisational design it agreed as part of the 2018/19 Budget approved on 8 March 2018. The report aimed to provide information on the broader framework and context within which activity has been taken forward since August 2018.

Motion

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

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

Decision

The Council agreed to:

1. Endorse the Organisational Redesign Framework as detailed in Exhibits 2 and 3 of the report; and
2. Note the progress to date against key elements of the framework as detailed in Exhibit 5 of the report.

Action

Chief Executive

Councillor Craig Holden with drew from the meeting during the next item of business (10:05 am)

CC.232 STRATEGIC WORKFORCE PLAN 2019-22

The report, submitted by the Strategic Director (Partnership and Performance), sought approval of the Strategic Workforce Plan 2019-22.

Motion

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

Moved by Councillor Helen Lewis. Seconded by Councillor Les Sharp.

Decision

The Council agreed to:

1. Note the background to the development of the Strategic Workforce Plan;
2. Note the Workforce Development Delivery Plan (Annex A: Strategic Workforce Plan); and
3. Approve the Strategic Workforce Plan 2019-22

Action

Strategic Director (Partnership and Performance)

CC.233 DRAFT FINANCIAL STATEMENTS 2018/19

The report, submitted by the Chief Finance Officer, sought approval of the Draft Financial Statements 2018/19. The Council is required by law to prepare a statement of accounts in accordance with “proper practices” which set out its financial position at the end of each financial year. The draft financial statements continue to be finalised for submission to the Controller of Audit and had been made available to Elected Members in advance of the Council Meeting. The draft financial statements also included the Annual Remuneration Report, and the Annual Governance Statement (AGS).

Motion

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Helen Lewis.

Decision

The Council agreed to:

1. Approve the 2018/19 draft Financial Statements;
2. Approve the submission of these draft Financial Statements to the Controller of Audit no later than 30 June 2019;
3. Note that finalised, audited financial statements will be presented to the Audit committee in September 2019; and
4. Note the contents of the report.

Action

Chief Finance Officer

CC.234 BUDGET STRATEGY UPDATE

The report, submitted by the Chief Finance Officer, maintained Council’s regular update on the approved Budget Strategy. The report provided an update on the approved 2019/20 Budget and the Budget process for 2020/21.

Motion

That Council agrees the recommendation as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

Decision

Having commented on and challenged the report, the Council agreed to note the report.

CC.235 ANNUAL TREASURY MANAGEMENT REPORT 2018/19

The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The report, submitted by the Chief Finance Officer, detailed the treasury management activities for the Council for the year ended 31 March 2019 and how this compares to the 2018/19 Treasury Management Strategy Statement set in March 2018.

Motion

That Council agrees the recommendation as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Helen Lewis.

Decision

Having considered the report, the Council agreed to note the Annual Report for 2018/19 on the Council's Treasury Management activities.

CC.236 ANNUAL REVIEW OF DEBTORS 2018/19

The report, submitted by the Strategic Director (Partnership and Performance), provided Council with the annual update on income collection and to propose the "write-off" of those debts which are deemed as irrecoverable or "bad debts". The presentation of the report is a key milestone in the preparation of the Council's draft financial statements which need to be approved by the end of June each year.

Motion

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

Moved by Councillor Helen Lewis. Seconded by Councillor Les Sharp.

Decision

Having noted and commented on the matters raised in the report, the Council agreed to:

1. Note the trends in income collection for 2018/19; and
2. Approve the proposed write-off of £614,026 (Appendix B).

Action

Strategic Director (Partnership and Performance)

CC.237 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 – PUBLIC INVOLVEMENT IN THE DEMOCRATIC PROCESS

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Dave Clark.

Motion

“That Council supports the public involvement in the democratic process..”

Moved by Councillor Dave Clark. Seconded by Councillor Kenneth Earle.

Decision

The Council agreed to support the public involvement in the democratic process.

The remainder of the Minute of Meeting of Clackmannanshire Council held on Thursday 27 June 2019 is exempt and is a separate document.

Report to: Clackmannanshire Council

Date of Meeting: 22 August, 2019

**Subject: Clackmannanshire Council Best Value Assurance Report -
Action Plan**

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this paper is to propose to Council an Action Plan to progress the recommendations contained in the Best Value Assurance Progress Report which was published by Audit Scotland in June, 2019, and presented to Council at its meeting of 27 June, 2019.
- 1.2. This meeting of Council also provides the opportunity for the formal presentation of Audit Scotland's report by a representative of Audit Scotland.

2.0 Recommendations

It is recommended that Council:

- 2.1. notes the Accounts Commission Findings and Audit Scotland's recommendations (Appendix A and paragraph 3.3)
- 2.2. agrees the Action Plan which is attached as Appendix C to this report.

3.0 Background & Considerations

- 3.1. The Best Value Assurance Report will be formally presented to Council by a representative of Audit Scotland at this meeting, though elected members will recall that the Audit Scotland report has already been considered by Council prior to the publication of the Accounts Commission's Findings on the 27 June, 2019.
- 3.2. Council agreed at that meeting that an Action Plan would be prepared and presented to the August meeting.
- 3.3 The Best Value Assurance Report for Clackmannanshire Council contained the following three recommendations:
 - . 1) councillors and officers should build on recent progress and work collaboratively to agree initiatives which secure transformational

change, long term savings and service and financial sustainability;

- 2) the Council should work urgently to finalise its new management structure and proceed with organisational redesign and ensure that initiatives that are in train provide the necessary capacity to support and embed change;
- 3) the Council should further develop its working relationships with local councils and others and use these to secure efficiencies in services.

3.4 The Council is well placed to take forward the necessary improvement activity and Audit Scotland has highlighted the following progress:

“The council’s overall financial position remains very challenging. Against that backdrop, it is making the investment necessary to create the conditions for change. The pace of change has increased significantly since August 2018 and the council is taking steps to secure the capacity it needs to maintain this momentum. The council still has much to do to implement and embed the changes required for service and financial sustainability.

The council made limited progress in the period from the Best Value Assurance report (BVAR) in January 2018 up to August 2018. This was mainly due to the delay in recruiting the new Chief Executive and appointing the council’s new senior management team.

The pace of change has increased significantly since August 2018. The council has responded positively to the Accounts Commission’s findings and has:

- achieved savings to improve its financial position.
- agreed a new corporate plan which provides a clear focus for improvement based on collaboration, inclusive growth and innovation.
- developed arrangements for debate and scrutiny of options, involving councillors and officers and more cohesive leadership of change through its change programme board.
- made progress in securing capacity for improvement through the appointment of a new senior management team and statutory officers.
- secured a range of external assistance to support improvement, including leadership training and development.
- explored alternatives for delivering services, recognising that working with other councils must be part of its approach to financial sustainability.

3.5 The Action Plan builds on these foundations to move the transformation process to the next stage (Phase 2). This is also the subject of a separate report on this Council agenda. Phase 2 is characterised by a focus on embedding and better integrating the work undertaken to date, promoting a positive customer focused organisational culture, and providing a specific focus on securing innovation in our relationships with our communities as well as promoting the profile and contribution of Clackmannanshire locally, regionally, nationally and internationally. Amongst a range of planned activity, three key areas are highlighted as critical to delivering organisational sustainability. These are:

- **embedding Council vision and values:** promoting a positive and consistent customer focused organisational culture which ensures that collaboration, inclusive growth and innovation are at the heart of all we do whilst demonstrating our organisational values as set out within Be the Future (Appendix B)

- **empowering families and communities:** revitalising our communities and working in partnership to develop, innovate and sustain community participation and empowerment with regards the delivery of local services

- **continuing to raise the profile of Clackmannanshire locally, regionally, nationally and internationally:** working collaboratively and in partnership to create opportunities for inclusive growth and jobs and skills development aligned with City Region Deal and the development of a Regional Economic Strategy .

3.6 The action plan is set out at Appendix C. Council will note that the action plan developed to meet Audit Scotland and the Accounts Commission's recommendations/ Findings is integrated within the broader organisational redesign framework to ensure that the desired improvement activity is fully embedded within the Council's future plans.

4.0 Sustainability Implications - n/a

5.0 Resource Implications - n/a

6.0 Exempt Reports - this report is not exempt.

7.0 Declarations

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

Our Priorities

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

8.0 Equalities Impact

8.1 n/a

9.0 Legality

9.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers.

10.0 Appendices

- Appendix A Best Value Assurance Progress report
- Appendix B Council vision and values
- Appendix C Organisational redesign phase 2 – Best Value Action Plan

11.0 Background Papers

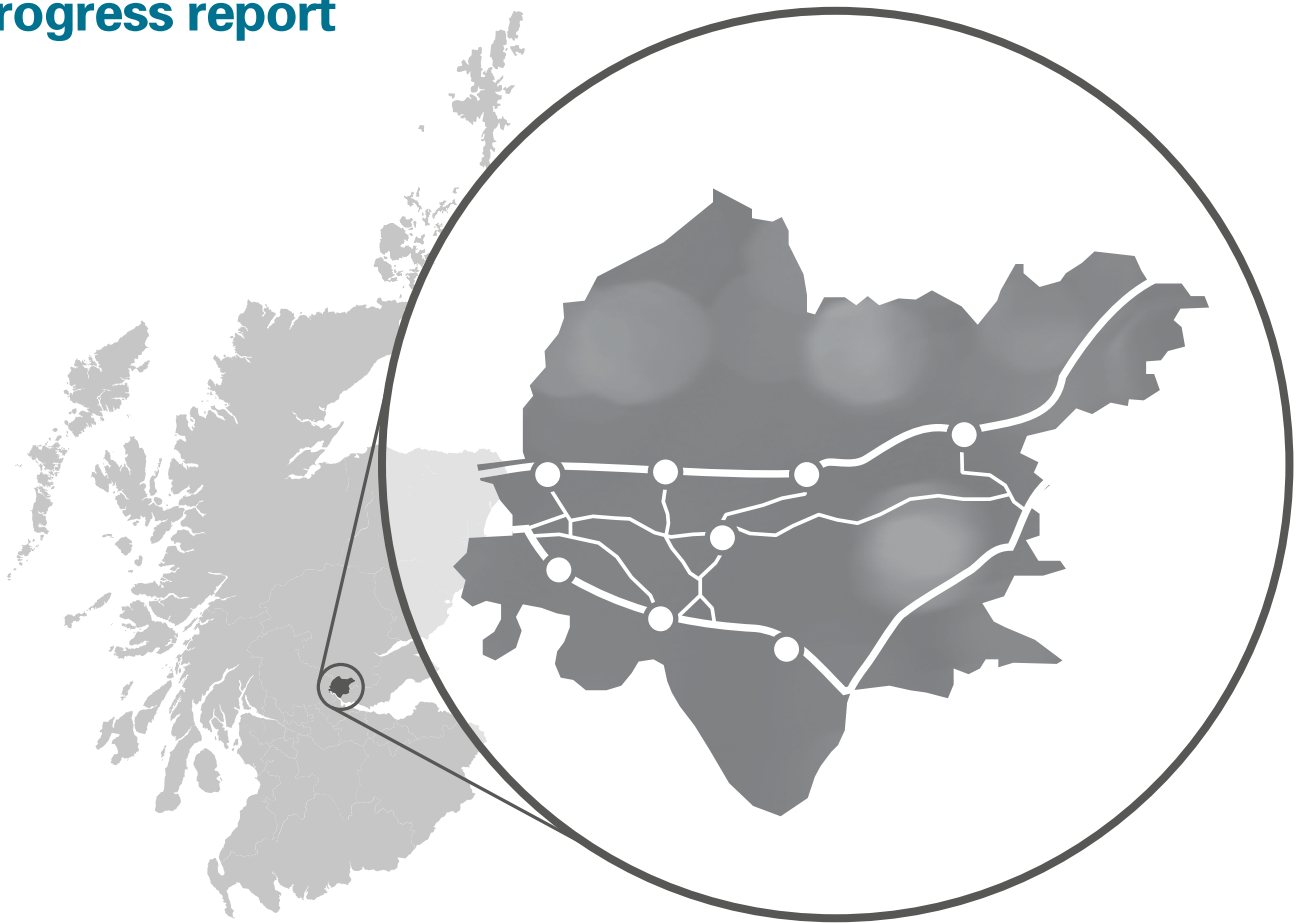
- 1 Report to Council of 27 June, 2019, on Best Value Assurance Progress Report for Clackmannanshire Council

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Best Value Assurance Report

Clackmannanshire Council

Progress report



ACCOUNTS COMMISSION 

Prepared by Audit Scotland
June 2019

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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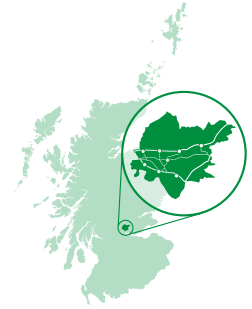


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Links

-  PDF download
 -  Web link
-

Commission findings



- 1** The Commission accepts the Controller of Audit's report on the progress made by Clackmannanshire Council against the previous report on Best Value in the council in January 2018. We endorse the recommendations set out by the Controller in his report and expect the council to act upon them.
- 2** We required a further report by the Controller of Audit because we were seriously concerned about the council's financial position. We stressed the need for urgent action, improved capacity and better leadership to address required savings.
- 3** We are pleased to note that action has been taken that has led to a positive momentum and increasing pace of change. However, the scale of the challenge to be met remains significant, as does the urgent need to implement change to address the council's financial position.
- 4** The council has responded positively to our findings, most notably in achieving savings, and in members working constructively with each other and with officers. We welcome the council's commitment to collaborating with partners. Improving the capacity for change, both in a new senior management team and in securing external assistance, is also a positive development. We encourage the council to engage staff and local communities as it progresses its programme for change and long-term savings.
- 5** Implementing the new corporate plan and taking forward the required transformational change, based upon these new arrangements, will remain very challenging. We therefore remain seriously concerned about the financial position and the need for key decisions and action to be taken over the next few months. Our auditors will maintain a close interest in progress and the Controller of Audit will keep us updated as appropriate.

Controller of Audit report



The council's financial position remains very challenging. Against that backdrop, it is making the investment necessary to create the conditions for change. The pace of change has increased significantly since August 2018 and the council is taking steps to secure the capacity it needs to maintain this momentum. The council still has much to do to implement and embed the changes required for service and financial sustainability.

1. The council made limited progress in the period from the Best Value Assurance Report (BVAR) in January 2018 up to August 2018. This was due mainly to the delay in recruiting the new chief executive and appointing the council's new senior management team.

2. The pace of change has increased significantly since August 2018. The council has responded positively to the Accounts Commission's findings and has:

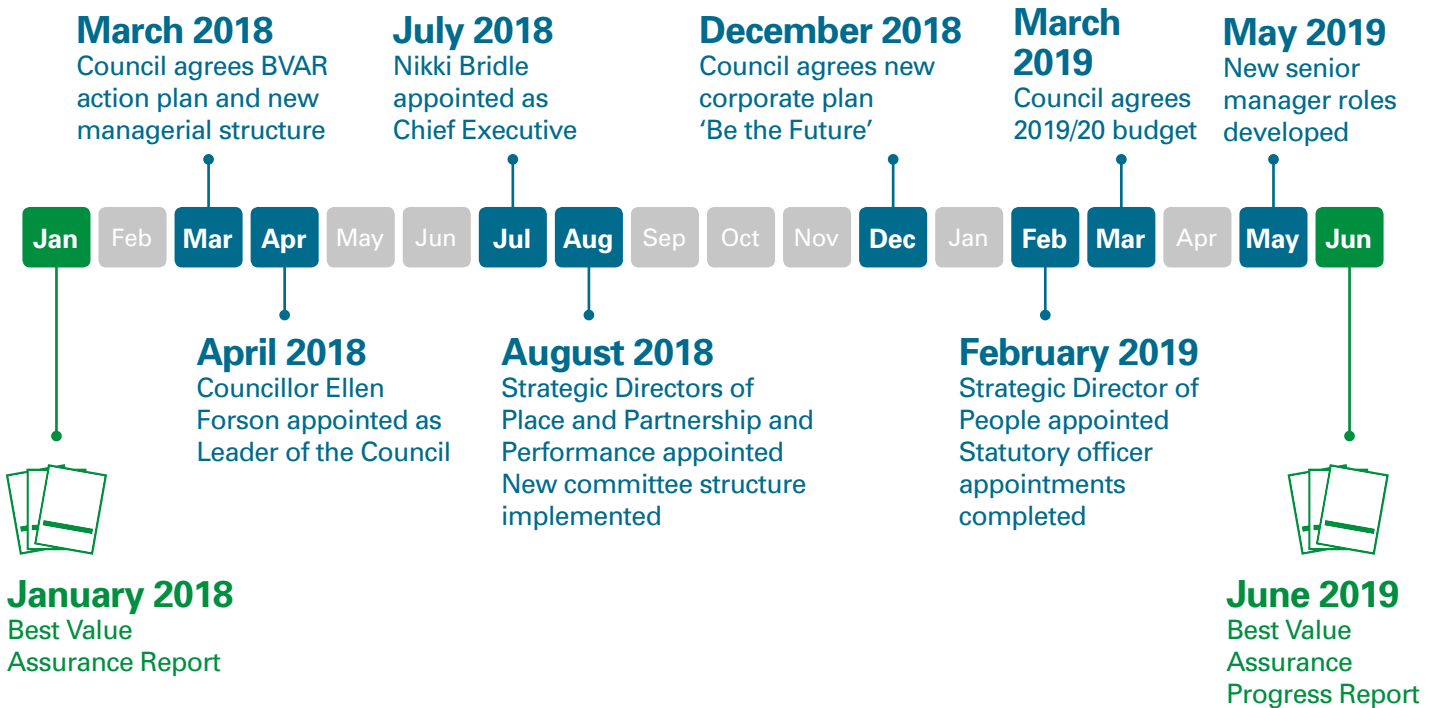
- achieved savings to improve its financial position
- agreed a new corporate plan which provides a clear focus for improvement based on collaboration, inclusive growth and innovation
- developed arrangements for debate and scrutiny of options, involving councillors and officers and more cohesive leadership of change through its change programme board
- made progress in securing capacity for improvement through the appointment of a new senior management team and statutory officers
- secured a range of external assistance to support improvement, including leadership training and development
- explored alternatives for delivering services, recognising that working with other councils must be part of its approach to financial sustainability.

3. [Exhibit 1 \(page 6\)](#) outlines the key events and the decisions that have taken place since the BVAR in January 2018.

4. The work the council has done since January 2018, and particularly since August 2018, has laid the foundations for improvement. It still has much to do to implement and embed the changes required for service and financial sustainability.

Exhibit 1

Timeline



Source: Audit Scotland

5. This report updates the Accounts Commission following the [Best Value Assurance Report](#) in January 2018. I have prepared the report in response to the Commission's request for a further report on the progress made by the council in June 2019, or earlier if required.

6. In January 2018, the Commission endorsed the recommendations in my report ([Appendix](#)) and said it expected the council to act upon them. [Exhibit 2 \(page 7\)](#) sets out the Commission's findings at that time.

7. My report is based on audit work carried out in March and April 2019. It builds on the annual audit work reported by the external auditor in the September 2018 [Clackmannanshire Council 2017/18 Annual Audit Report](#). My report covers:

- the council's progress in securing its financial position
- how effectively councillors and officers are leading action to address the financial position, organisational change and transformation
- an assessment of the council's capacity for improvement, including its use of external assistance and partnership working.

Exhibit 2

January 2018 Commission findings

- 1 We are seriously concerned about the council's financial position. The Controller of Audit reports the need for savings of £29 million over the next three years, from an annual budget of £118 million. We underline the Controller of Audit's view that urgent and decisive action is needed by the council to address these required savings.
- 2 The council previously agreed a new strategic model for providing services and this now needs to be taken forward. In doing so, the council must consider carefully a balance between finding savings and ensuring it has the officer capacity and time to identify those savings and deliver change, while still maintaining the performance of its services.
- 3 To do so, clear political leadership is needed. This was not in evidence in the political instability in recent years. The duty of Best Value is the responsibility of the whole council: this needs to be fulfilled by members working collectively. Combined leadership between members and officers is also vital.
- 4 The need to ensure sustained effective leadership and improvement is substantial. The design and implementation of transformational change in a complex organisation is demanding, and more so when carried out under time and resource pressure. The task of securing the necessary changes to sustain services and demonstrate Best Value is urgent. It is our view that the council should seek external assistance of appropriate quality and experience.
- 5 The challenges faced by the council and its partners in improving outcomes and reducing inequalities for the people of Clackmannanshire are significant. The local outcome improvement plan provides an important vehicle for the council and its partners to help prioritise resources. We encourage the council to build on this partnership working, and its good record of engaging with communities, to deliver the required change.

Source: [Best Value Assurance Report Clackmannanshire Council](#) , Accounts Commission, January 2018

The council's financial position has improved but remains very challenging. It recognises its finances are not sustainable in the longer term without transformation and decisions on services

8. In January 2018, the council was forecasting a three-year cumulative funding gap of £28.7 million. As a proportion of net expenditure this was among the highest funding gaps of any Scottish local authority.
9. The council regularly reviews its financial position. It has longer-term plans that include best, most likely and worst-case scenarios. Following its 2019/20 budget, it is now forecasting most likely funding gaps of £10.1 million, £6.7 million and £6.5 million for the three years to 2023. This is a cumulative gap of £23.3 million.

10. The council has a track-record of managing its finances year-on-year. The council reported in its budget consultation document that it had made savings of over £43 million since 2011. In addition, it is forecasting it will achieve 86 per cent of the £7.2 million savings planned for 2018/19. The council's financial position has improved because it has sustained savings and because of wider changes in council funding. In particular, the Scottish Government provided councils with funding to cover increases in teachers' pay and pensions in its revised settlement in January 2019.

11. The council agreed a balanced budget for 2019/20 in March 2019. Councillors across political parties worked to form a budget which the majority of the council supported. It agreed a four per cent increase in council tax. Through the budget, the uncommitted general fund balance is maintained at £4.8 million, £0.8 million above the minimum set in the council's reserve strategy. The budget includes further recurring savings of £4.8 million and the council will use one-off savings and a contribution from its capital receipts reserve. The council knows this approach is not sustainable and accepts that the £10.1 million funding gap for 2020/21 is very challenging.

12. The combination of savings, ongoing organisational redesign, increased council tax, use of reserves and increased grant funding meant that the council was able to avoid difficult budget decisions. The budget consultation document clearly set out the challenges the council faces and the difficulty in finding savings that will not impact individuals and communities. Officers presented a range of savings proposals.

13. Residents raised concerns about the savings options. Petitions were presented to council committees objecting to proposed school closures, the ending of the Alloa Leisure Bowl contract, and stopping funding to the Citizens Advice Bureau. Councillors agreed not to proceed with these options. Earlier, in December 2018, the council reversed previously agreed changes to staff terms and conditions which would have resulted in savings of £0.4 million. The council's very challenging financial position means it cannot continue to avoid or defer difficult decisions about the services it can afford to deliver.

14. The council acknowledges that it needs to demonstrate better the link between decisions on how it uses its resources and its priorities. Actions include earlier consideration of savings proposals through the change programme board and more targeted engagement with individuals and communities which will be affected, as part of the council's wider commitment to community engagement.

15. Funding the Clackmannanshire and Stirling Integration Joint Board (IJB) is also creating uncertainty about the council's longer-term financial position. In April 2019, the council agreed to make an additional payment of £0.6 million to the IJB as its contribution to resolving the IJB's projected £2.5 million deficit. The IJB is considering the council's proposal.

16. The council is working with the University of Stirling to determine whether existing central government funding reflects the level of vulnerability in its area. The university considered indicators including childcare and education. It concluded that, relative to the levels of deprivation in its area, the funding the council receives is disproportionately low. The council is planning further research. The council has also agreed to create a funding officer post to identify sources of additional income and develop funding proposals.

The new corporate plan provides a clear focus for improvement, based on collaboration, inclusive growth and innovation. Councillors and officers are working together to deliver change

17. The council agreed its new corporate plan 'Be the Future' in December 2018. The plan, which covers the period to 2022, sets out a clear vision for the council based on collaboration, inclusive growth and innovation. The plan aligns with the strategic outcomes of the Clackmannanshire local outcome improvement plan (LOIP).

18. The council consulted with residents and communities on its new priorities. Respondents generally agreed with the council's priorities of:

- inclusive growth, jobs and employability
- raising attainment
- empowering families and communities
- reducing child poverty
- sustainable health and social care
- organisational transformation.

19. The corporate plan is supported by the budget strategy, transformation programme, workforce plan and digital transformation strategy. The council's budget strategy is well established, and the digital transformation strategy was agreed by the council in April 2019. The council is working at an increased pace to develop its transformation programme and workforce planning initiatives. The council also consulted its staff during 2018 and worked with them to develop new corporate values.

20. There is evidence of improved working relationships between councillors and officers and a stronger commitment to work collectively in the best interests of the council. This is apparent in the way in which business is conducted at council meetings and further evidenced through the work of the change programme board.

21. The change programme board includes representation from each of the political parties and the council's senior management and first met in November 2018. The board oversees the council's transformation programme. It reviews and supports the development of business cases before these are referred to the council for approval.

22. There are signs that councillors and officers support a more collaborative approach and have a shared understanding of the need to do things differently. The party leaders have worked to develop more constructive working relationships and, along with their deputies, now meet monthly. These improved working relationships will be further tested as the council works to deal with its financial challenges and implement its transformation programme.

The pace of change has increased significantly since August 2018. There are signs of progress and the council is taking steps to secure the capacity it needs to maintain this momentum

23. The council appointed a new chief executive in July 2018. At that point, she started to implement the council's new strategic model which has three broad categories of service: people, place, and partnership and performance. The council appointed strategic directors for place and partnership and performance in August 2018. It appointed a strategic director of people in February 2019, on secondment from the Scottish Fire and Rescue Service.

24. The pace of change has increased significantly since August 2018. The council implemented a new committee structure to reflect its strategic model. Three service committees, for people, place, and partnership and performance were formed and are now well established. A new audit committee replaced the audit and finance committee and the scrutiny committee. The new committee is chaired by a member of the opposition, in line with accepted good practice. Councillors have contributed to the pace of change by supporting these new arrangements and working collectively to provide political leadership.

25. The new chief executive has had significant influence and is the driving force for change. She recognises the need to ensure the council has the necessary senior management skills and capacity to maintain the momentum and has prioritised the new management structure and leadership development. The extended senior leadership group includes the chief executive, strategic directors and the statutory officers for finance, legal, social work and education. This is designed to widen senior officer involvement in strategic decision-making and to increase the focus on managing risk alongside operational delivery.

26. The strategic directors have reviewed the range of services within their portfolios to identify opportunities for integrating services and models to sustain statutory and priority services. This resulted in proposals for new management structures in the partnership and performance and place portfolios. The council is consulting with managers and trade unions on these options. Redesign proposals for the people portfolio were delayed due to the later appointment of the strategic director. The strategic director of people has proposed a transitional model involving an evaluation of risk and sustained service delivery, and the redistribution of tasks to create capacity for change in her portfolio.

27. Alongside structural change and the review of portfolios, the council is working with external specialists to provide leadership development and training. The council also has plans for a corporate forum of managers to support capacity for further change across council services.

28. Organisational redesign includes the appointment of a transformation project manager, recruited in partnership with the Improvement Service. The manager's priorities are to promote visibility of change, provide cohesiveness across change initiatives and integrate City Region Deal activities. Taken together, these developments are intended to support further progress in the pace and depth of change.

29. As part of wider initiatives to develop additional capacity and support, the council has worked to re-establish its profile with external partners, including the Improvement Service, Scottish Enterprise and COSLA. For example, Scottish Enterprise is helping the council to develop a strategic framework for local tourism.

30. In summary, the council has taken steps to build the capacity needed to support organisational change and service redesign. Further work is required to secure the skills and capacity needed to maintain momentum and to embed change throughout the council.

31. We previously reported that over a period of budget reductions and service cuts, the council had maintained service performance and customer satisfaction in key areas but that the pace of improvement was slow in some areas and not evident in others. The Improvement Service's 2017/18 Local Government Benchmarking Framework (LGBF) data showed that this continued to be the case. Information is not yet available to measure the impact recent changes are having on council service performance. The council will need to monitor this closely. It is looking at how it can get real-time information on service performance. The council's focus is on maintaining performance in priority areas rather than across all services.

32. The council remains the worst performing local authority for teachers' and non-teachers' sickness absence according to the LGBF data. The council is taking a range of actions to look behind the data and to manage sickness absence, including holding all-staff events to explore the issue.

33. The council's October 2018 staff survey indicated that it was making progress in some areas but communicating the council's vision across the organisation was challenging. It is developing a joint action plan among management, trade unions and staff to address the issues in the staff survey. This was the first staff survey since 2014 and management will use the results as a baseline to assess the impact of the changes the council is implementing.

34. The Care Inspectorate and Education Scotland published inspection reports on the council in 2018. The Care Inspectorate produced a joint report with Healthcare Improvement Scotland on the effectiveness of strategic planning in the Clackmannanshire and Stirling Health and Social Care Partnership. The report focused on the partnership but found that the council has consistently performed at or above the Scottish average across several social care indicators. The report recommended that the partnership improves the effectiveness of collaborative working.

35. Education Scotland reported on the progress being made by the council in improving learning, raising attainment and closing the poverty-related attainment gap. It found that the council has a clear vision and well-defined set of priorities for this aspect of its work, but this has not yet reached all staff.

The council is prioritising collaborative working in its efforts to improve service and financial sustainability

36. The council has secured a range of external assistance to support improvement. This includes its work with the University of Stirling on its finances and advice from the Improvement Service on setting-up its transformation programme management function. The council has also engaged external specialists to strengthen collective leadership of change and to support staff engagement. The council views collaboration as critical to achieving financial sustainability, consistent with its corporate plan.

37. The council has agreed that business cases for collaborative arrangements with local partners should be developed. It is in discussions with councils in Forth Valley, Fife and Tayside to explore opportunities to develop joint arrangements in areas including waste management, road services, facilities management and support services. The council shares a trading standards service with Stirling Council and is looking to extend the arrangement to include environmental health. The council also has a joint working agreement with Falkirk Council for internal audit services.

38. The chief executives and political leaders of the Forth Valley councils meet regularly to discuss options for collaboration, which is a constructive development. From a Clackmannanshire perspective, this is about what the council can both gain itself and offer others in terms of resilience and sustainability.

39. Digital transformation is a significant element of the council's transformation programme. The council aims to redesign its services to take advantage of digital technologies, to improve outcomes for residents and communities. In September 2018, it joined the Digital Office for Scottish Local Government, which leads and facilitates digital transformation for a partnership of 31 Scottish councils. The council has approached other councils to identify ways they can collaborate digitally.

40. The council recognises that to transform services it also needs to increase collaboration with community planning partners, third sector organisations and its communities. This includes developing and co-producing local solutions with communities that meet the needs of local people. The council engages with residents on major decisions, such as the corporate plan and budget, but it could do this earlier in the process and more clearly.

41. The City Region Deal involves Clackmannanshire and Stirling councils. They are working together to deliver the programme, with Stirling Council acting as the lead authority. A governance framework is in place, including a joint committee as the decision-making forum for all City Region Deal matters. The council is working with the University of Stirling to develop a significant City Region Deal project to develop an environment and innovation centre in Alloa. The council is managing the pressures on its capital programme associated with the City Region Deal projects.

Recommendations

- Councillors and officers should build on recent progress and work collaboratively to agree initiatives which secure transformational change, long-term savings, and service and financial sustainability.
 - The council should work urgently to finalise its new management structure and proceed with organisational redesign, and ensure that initiatives that are in train provide the necessary capacity to support and embed change.
 - The council should further develop its working relationships with local councils and others, and use these to secure efficiencies in services.
-

Appendix

January 2018 Controller of Audit recommendations and progress



Controller of Audit recommendation



Progress at the council

Councillors and officers should build on their constructive working relationships to provide the coherent, combined leadership necessary to secure the council's financial position.

There is evidence of improved working relationships between councillors and officers and a stronger commitment to work collectively in the best interests of the council.

[\(Paragraph 20\)](#)

There are signs that councillors and officers support a more collaborative approach and have a shared understanding of the need to do things differently.

[\(Paragraph 22\)](#)

The council should consider savings options and decide how best to direct resources to priorities. It should work with communities to develop options and prepare for the difficult decisions it has to make.

The council acknowledges that it needs to demonstrate better the link between decisions on how it uses its resources and its priorities. Actions include earlier consideration of savings proposals through the change programme board and more targeted engagement with individuals and communities which will be affected, as part of the council's wider commitment to community engagement.

[\(Paragraph 14\)](#)

The council should further develop its working relationships with community planning partners to ensure their combined resource is directed towards the strategic local outcomes.

The council recognises that to transform services it also needs to increase collaboration with community planning partners, third sector organisations and its communities.

[\(Paragraph 40\)](#)

The council should balance the drive for savings with the need for sufficient officer time and skills to support change. It should also consider how it could make more use of external assistance to support improvement.

The council has taken steps to build the capacity needed to support organisational change and service redesign. Further work is required to secure the skills and capacity needed to maintain momentum and to embed change throughout the council.

[\(Paragraph 30\)](#)

The council has secured a range of external assistance to support improvement.

[\(Paragraph 36\)](#)

Best Value Assurance Report Clackmannanshire Council

Progress report

This report is available in PDF and RTF formats,
along with a podcast summary at:

www.audit-scotland.gov.uk 

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format and/or language, please contact us to
discuss your needs: 0131 625 1500

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THE CORPORATE PLAN 2018-22,

Be the FUTURE - OVERVIEW

Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all. ● Our communities will be resilient and empowered so that they can thrive and flourish. ● Our families, children and young people will have the best possible start in life. ● Women and girls will be confident and aspirational, and achieve their full potential. 	
Our Priorities	Inclusive Growth, Jobs & Employability	Reducing Child Poverty
	Raising Attainment	Sustainable Health & Social Care
	Empower Families & Communities	Organisational Transformation
Our Values	Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity.
	Be the TEAM	Respect each other and work collectively for the common good.
	Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
	Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Exhibit 2 – Planned Priority Activity – Phase 2 Organisational Redesign

Phase	Activity	Planned Work
Creating the Conditions	Deliver on immediate priorities/needs	<ul style="list-style-type: none"> • Balanced Budget 2020/21+ • Reprioritised Capital investment programme • City Region Deal: Full Deal incorporating financial profiling • Improve visibility: Roadshows and briefings on Culture, values and change, new Corporate Plan • Potential election events • Health and Social Care Partnership Service and Financial sustainability • Chief Officer Group relaunch and conference: Protection
	Right People	<ul style="list-style-type: none"> • Appointment to Senior Management roles • New HSCP Chief Officer/ Review of HSCP resourcing • Organisational restructuring in all portfolios aligned with new service delivery proposals • Additional capacity: Funding officer and communications officer • Specialist capacity: Transformation and CRD
	Infrastructure	<ul style="list-style-type: none"> • Capital Strategy • Medium Term Financial Plan • HSCP Recovery Plan • Learning Estate Strategy • Local development Plan • Strategic Housing Investment Plan • Developing and Implementation of Sport and Active Living Infrastructure • Devolved business support model • Digital Strategy: priority automation proposals • Embed Programme Governance Board • Communications: internally and externally
	Making Connections	<ul style="list-style-type: none"> • Collaborative work with Improvement Service: PMO joint appointment • Develop joint proposals with SFT/Hubco for specialist support • Collaborative work with Scottish Enterprise: CRD PMO appointment • Forth Valley CEs meetings to review opportunity to develop joint business cases progressed • Forth Valley Regional Economic Strategy development proposal • Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement
	Vision for Change	<ul style="list-style-type: none"> • New Corporate Plan: Streamlined priorities: Be the Future • Aligned LOIP • Strategic narrative on economic impact of CRD and regional Economic Strategy
Developing the Team	Culture: the way we do things	<ul style="list-style-type: none"> • Embed corporate vision and values: New corporate Values: Be the Future campaign (Staff, Trade Unions and Stakeholders) • Workforce Strategy • Maximising attendance/ health and well-being campaign • Healthier Working Lives Gold Standard accreditation • Development of Employee Voice initiatives

		<ul style="list-style-type: none"> Develop Empowering Families and Communities proposal
	Collaboration	<ul style="list-style-type: none"> Develop sustainable health and social care models of care aligned with housing strategy and leading edge research: Programme and investment priorities Public Service procurement options appraisal Collaborative models to increase capacity/skills: Improvement Service and Scottish Enterprise Clacks Effect work: potential options for wider collaboration on issues re disproportionate public sector resource need and scale factors
	Skills Development	<ul style="list-style-type: none"> New PRD process Extend Leadership development: Senior managers, supervisors, trade union and elected member to be considered Develop succession planning arrangements Senior Leadership Forum established
Releasing the Potential	Innovative Solutions	<ul style="list-style-type: none"> Poverty and Inclusive Growth Summit and Legacy Primrose Street implementation Social Work Management information system CRD procurement approach Programme Governance Board multi year Transformation programme Developing public service focus and options/models with communities and partners Partnership work with CTSI: food and waste initiative Collaborative service delivery: Internal Audit; Street Lighting
	Effective and empowered teams	<ul style="list-style-type: none"> Management Charter and Action plan for extended Senior Leadership Group Transition to new portfolios under new Senior Management Structure Significant refresh and new workforce policies e.g. carers, menopause, various Health and Safety
Sustainability	Local outcomes and Priorities	<ul style="list-style-type: none">

Report to: Clackmannanshire Council

Date of Meeting: 22 August, 2019

Subject: Organisational Redesign: Update

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to update Council on progress with implementing the organisational redesign it agreed as part of the 2018/19 Budget, approved on the 8th March 2018. The report aims to provide further information on the key actions to be prioritised within the broader framework of activity planned over the coming 12-18 months.

2.0 Recommendations

It is recommended that Council:

- 2.1. Agrees the range of planned activity which represents Phase 2 of the Council's organisational redesign (Exhibit 2 and paragraph 3.8)
- 2.2. Notes the timescale of phase 2 activity up to February 2021 and the intention to integrate sustainable service and financial planning in the medium term (paragraph 3.2)
- 2.3. Notes the intention to regularly update and refine the phase 2 plan to reflect contextual changes, new opportunities and learning, whilst updating Council on a regular basis (paragraphs 3.3 and 3.4)
- 2.4. Notes the priority aspects of development work highlighted in paragraph 3.8
- 2.5. Notes that the next update report for Council will present an updated plan with responsibilities and indicative timescales incorporated, alongside progress to date.

3.0 Considerations

- 3.1. At the meeting on 27 June 2019, Council considered an update report on progress with organisational redesign since August 2018. Alongside reporting on progress to date, the report also set out a framework against which future activity could be reported, monitored and evaluated. The report also indicated that a further report would be presented to the August Council meeting, highlighting priority redesign activity that is planned over the next phase of development. This report builds on the update presented in June 2019.
- 3.2. The second phase of activity is intended to cover the period up to February 2021. This timescale has been established with the aim of progressing the alignment of the review and development of the Council's organisational redesign approach with the Council's medium term financial planning approach. In time, it is anticipated that these approaches will be fully integrated and a continuous cycle of innovation, learning and review activity will represent 'business as usual' across the range of public services delivered locally.
- 3.3. Planned key actions are highlighted at this stage but Council is asked to note the intention that this is a dynamic plan which will continue to be updated to reflect new opportunities or changes to plans, for instance in response to lessons learned as we continue to implement transformational change across the range of services we deliver, or due to contextual and environmental changes.
- 3.4. Regular updates have also been scheduled for future Council meetings. This routine reporting aims to retain Council's focus on the broader agenda for change and not only the restructuring aspects of the redesign process. It also provides greater transparency and opportunity for scrutiny and evaluation of the progress that is being made. Routine reporting also aims to sustain momentum and engagement on driving forward the necessary transformation agenda.
- 3.5. Separately on this Council agenda is a report on the Council's Best Value Assurance Progress report. The report recognises the positive progress being made and additionally recognises that the Council still has a challenge to meet in delivering service and financial sustainability. Council will also note that the action plan developed to meet Audit Scotland and the Accounts Commission's recommendations/ Findings is integrated within this organisational redesign framework to ensure that the desired improvement activity is fully embedded within the Council's future plans.

Organisational redesign framework

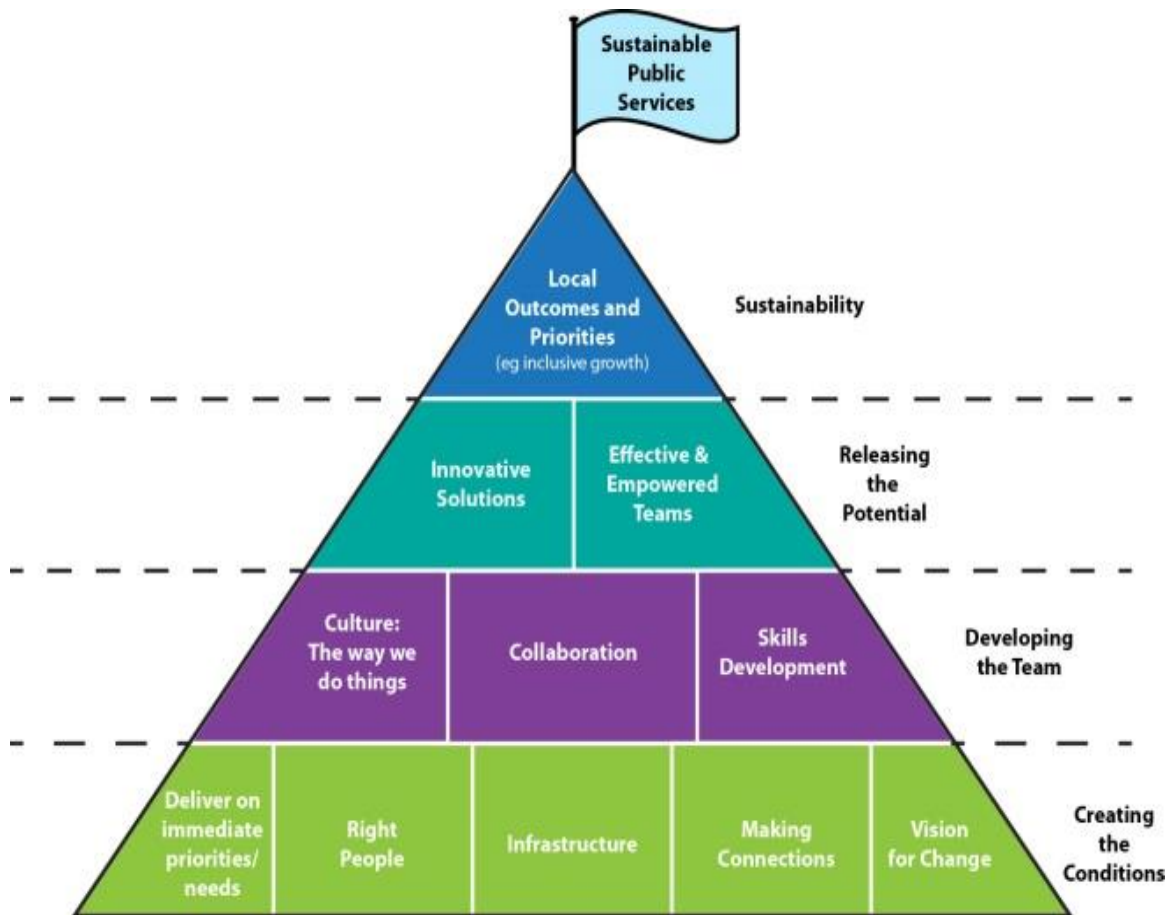
- 3.6. As stated in Council's previous update report, the framework and activity set out in Exhibit 1 is complementary to, and aligned with, the Council's Transformation Strategy which was agreed in March 2019. The framework sets out the broad phases of activity to move the Council from where it was in

August 2018 to achieving sustainable public service delivery in the medium to longer term.

3.7. The framework proposes four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not intended to be sequential but run concurrently. The four phases are as follows:

- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
- **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.
- **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
- **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.

Exhibit1: Organisational redesign framework



3.8. Exhibit 2 sets out the key planned improvement priority actions for Phase 2 of the Council’s organisational redesign. Phase 2 is characterised by a focus on embedding and better integrating the work undertaken to date, promoting a positive customer focused organisational culture, and providing a specific focus on securing innovation in our relationships with our communities as well as promoting the profile and contribution of Clackmannanshire. To facilitate these developments, Exhibit 2 incorporates three key areas which are considered to be critical to delivering organisational sustainability. These are:

- **empowering families and communities:** revitalising our communities and working in partnership to develop, innovate and sustain community participation and empowerment with regards the delivery of local services

- **embedding Council vision and values:** promoting a positive and consistent customer focused organisational culture which ensures that collaboration, inclusive growth and innovation are at the heart of all we do whilst demonstrating our organisational values as set out within Be the Future (Appendix A)

- **continuing to raise the profile of Clackmannanshire locally, regionally, nationally and internationally:** working collaboratively and in partnership to create opportunities for inclusive growth and jobs and skills development aligned with City Region Deal and the development of a Regional Economic Strategy .

Exhibit 2 – Planned Priority Activity – Phase 2 Organisational Redesign

Phase	Activity	Planned Work
Creating the Conditions	Deliver on immediate priorities/needs	<ul style="list-style-type: none"> Balanced Budget 2020/21+ Reprioritised Capital investment programme City Region Deal: Full Deal incorporating financial profiling Improve visibility: Roadshows and briefings on Culture, values and change, new Corporate Plan Potential election events Health and Social Care Partnership Service and Financial sustainability Chief Officer Group relaunch and conference: Protection
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	Infrastructure	<ul style="list-style-type: none"> Capital Strategy Medium Term Financial Plan HSCP Recovery Plan Learning Estate Strategy Local development Plan Strategic Housing Investment Plan Developing and Implementation of Sport and Active Living Infrastructure Devolved business support model Digital Strategy: priority automation proposals Embed Programme Governance Board Communications: internally and externally
	Making Connections	<ul style="list-style-type: none"> Collaborative work with Improvement Service: PMO joint appointment Develop joint proposals with SFT/Hubco for specialist support Collaborative work with Scottish Enterprise: CRD PMO appointment Forth Valley CEs meetings to review opportunity to develop joint business cases progressed Forth Valley Regional Economic Strategy development proposal Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement
	Vision for Change	<ul style="list-style-type: none"> New Corporate Plan: Streamlined priorities: Be the Future Aligned LOIP Strategic narrative on economic impact of CRD and regional Economic Strategy
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Sustainability	Local outcomes and Priorities	<ul style="list-style-type: none">

- 3.9 As previously indicated, clear responsibility and accountability for taking forward tasks will be allocated. The next Council update aims to clarify key officers leading on each of the specific priority proposals. It is intended that senior managers and strategic directors will take corporate leadership roles which aims to promote matrix working within the new structures. This approach also aims to facilitate skills development and succession planning and thereby enhance organisational resilience.
- 3.10 The further regular updates for Council will also be aligned with the work and progress of the Programme Governance Board.

4.0 Sustainability Implications

4.1. N/A

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 X

5.4. *Staffing*

6.0 Exempt Reports

6.1. Is this report exempt? No

6.0 Declarations

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

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

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

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

Appendix A: Council vision and values

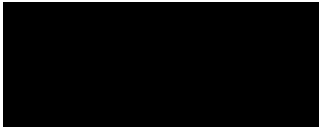
10.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

THE CORPORATE PLAN 2018-22,

Be the FUTURE - OVERVIEW

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	Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Report to: CLACKMANNANSHIRE COUNCIL

Date of Meeting: 22ND AUGUST

Subject: CLACKMANNANSHIRE COUNCIL BUSINESS PLANS

Report by: CHIEF EXECUTIVE

1.0 Purpose

- 1.1. This report presents the Council's three business plans for Partnership & Performance; Place and People Directorates for the 2019/20 reporting year.

2.0 Recommendations

- 2.1. It is recommended that Council approve the business plans for 2019/20 and note that progress on each will be reported through service committees.

3.0 Considerations

- 3.1. Business plans are high level, strategic documents that provide a link from the corporate plan and give direction for services within the Council's three directorates. Their common aim is to show how services are working towards the Council's vision and outcomes and focusing on the Council's stated priorities and values. Business plans are intended to give an overview of the main issues and activities within the directorates and are intended to focus on matters of strategic importance.
- 3.2. Business plans set out the service key strategies and actions aligned to the Council's outcomes and priorities, demonstrating how services will contribute to the Council's ambitions. They provide clear direction for more detailed delivery plans within services and partnerships including individual work plans to ensure a linked Golden Thread.
- 3.3. It is worth noting that all our services are undergoing a significant period of transformation. These business plans very much reflect current transitional arrangements and may therefore be subject to further development over the coming year.

4.0 Sustainability Implications

- 4.1. Council Business Plans will have a positive impact on a number of sustainability outcomes. These will be set out in each directorate Business Plan.

5.0 Resource Implications

5.1.1. *Resource Implications are set out in each Business Plan where relevant. There are no implications which arise directly from this report.*

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

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)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
Our families; children and young people will have the best possible start in life
Women and girls will be confident and aspirational, and achieve their full potential
Our communities will be resilient and empowered so that they can thrive and flourish

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

Clackmannanshire Council Business Planning Guide 2019

Clackmannanshire Council Corporate Plan 2018/22

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

Appendix 1) Partnership and Performance Business Plan 2019/20

Appendix 2) People Business Plan 2019/20

Appendix 3) Place Business Plan 2019/20

11.0 Background Papers

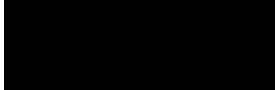
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	2365

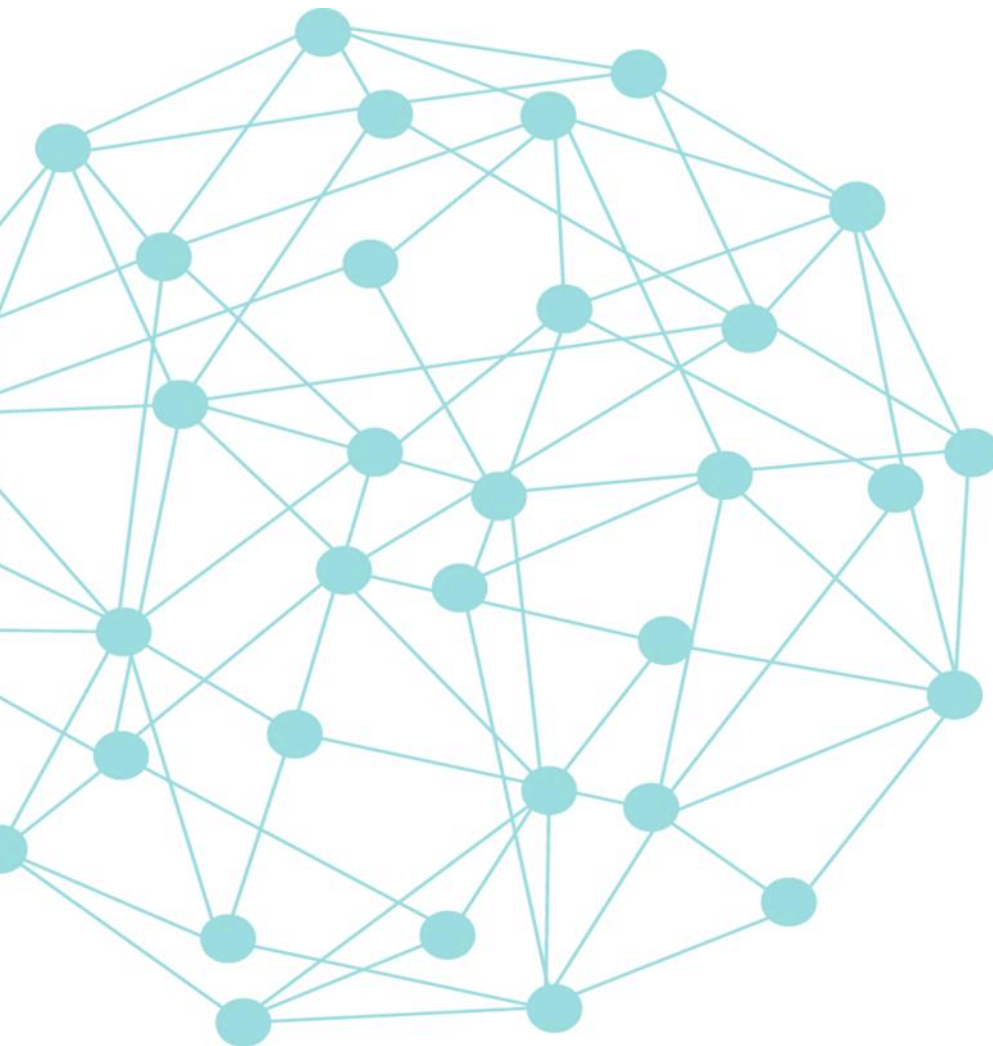
Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	



Partnership & Performance

Business Plan 2019-20



1 SERVICE OVERVIEW

1.1 DIRECTORATE PURPOSE & OBJECTIVES

Our vision, outcomes, priorities and values reflect those of the Council as described in the Corporate Plan.

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- Our communities will be resilient and empowered so that they can thrive and flourish.
- Our families, children and young people will have the best possible start in life.
- Women and girls will be confident and aspirational, and achieve their full potential.

Our Priorities

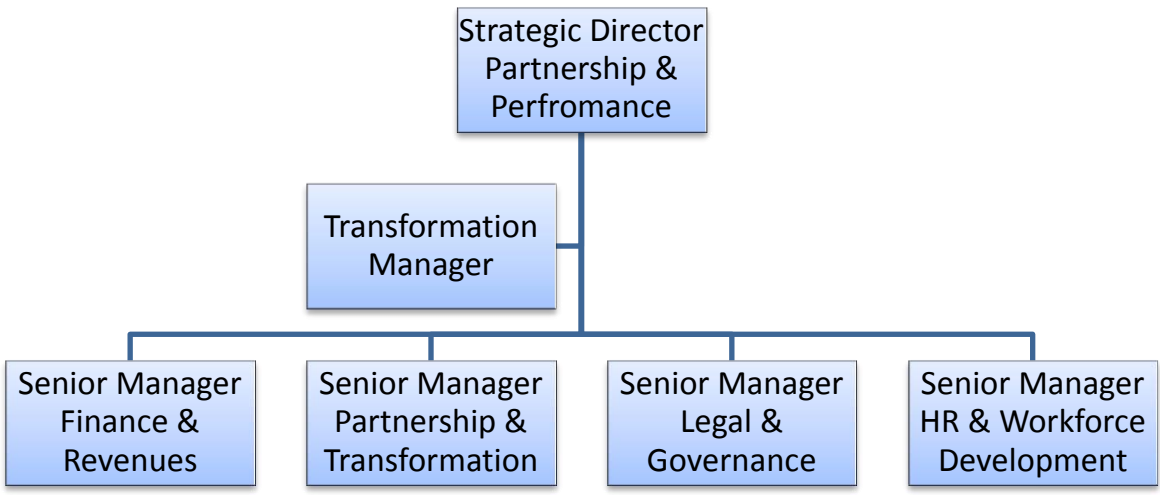
- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empower Families & Communities
- Organisational Transformation

Our Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

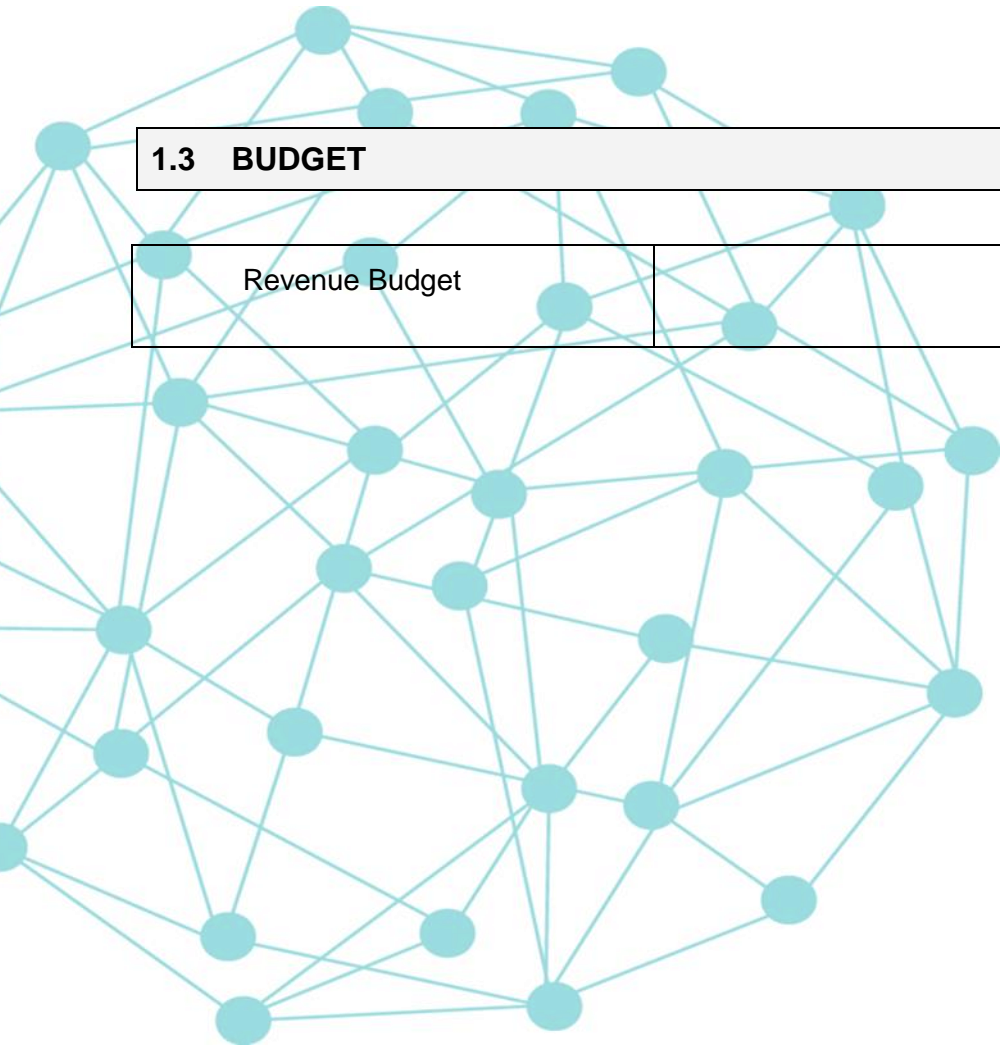
1.2 SERVICE STRUCTURE

Partnership and Performance Directorate incorporates a broad range of functions contained within the following structure:



1.3 BUDGET

Revenue Budget	£12,434k
----------------	----------



1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2020
Corporate Plan	2018	2022
Budget Strategy	2019	2020
Strategic Workforce Plan	2015	2019
Community Justice Outcomes Plan	2018	2023
Gaelic Language Plan for Clackmannanshire	2015	2020
Mainstreaming Equalities Report and Outcomes	2019	2021
Procurement Strategy	2018	2022
Digital Transformation Strategy	2019	2022
Corporate Communications and Marketing Strategy	2013	2019
Corporate Risk Management Guidance	2015	2019
Major emergencies operational procedures Civil Contingencies Guidance	2018	2021
Business Planning Guidance and Performance Management Framework	2019	2020
Consultation Guidance and Toolkit	2014	2020
Customer Charter	2011	2020
Council Complaints Handling Procedure	2017	2021
Unacceptable Behaviour Policy	2015	2020
Standing Orders	2019	2019
Scheme of Delegation	2014	2019
Financial Regulations		
Contract Standing Orders		

2 KEY ISSUES FOR PARTNERSHIP & PERFORMANCE

The directorate is still in a transitional, and to some extent, formative phase. One of our immediate priorities is to establish the management team, including roles and accountabilities, and thereafter continue with deployment of organisational redesign; both within the directorate and supporting People and Place.

In the context of the Council's priorities, Organisational Transformation will be prominent for Partnership & Performance over the coming year, with particular focus on workforce development, leadership development, digital transformation, innovation and collaboration with partners and making best use of our assets. These efforts will underpin the Council's wider priorities in areas such as improving attainment and creating sustainable health and social care services.

Good governance creates the basis for improvement, accountability and efficiency; therefore, we will continue to maintain a focus on managing risk, as well as deploying, embedding and modelling organisational values across the Council. Creating a strong health and safety culture, and improving governance in financial and information management, as well as communications and customer service, will remain key underpinning aspects of organisational improvement.

- 
- Inclusive Growth, Jobs & Employability
 - Reducing Child Poverty
 - Raising Attainment
 - Sustainable Health & Social Care
 - Empower Families & Communities
 - Organisational Transformation

Workforce:

- Maximising Attendance and Employee Wellbeing
- Health and Safety
- Workforce Development and Succession Planning
- Leadership and Staff Development

Enabling Transformation and Change:

- Digital
- Culture and Values
- Collaboration and Partnerships

Performance:

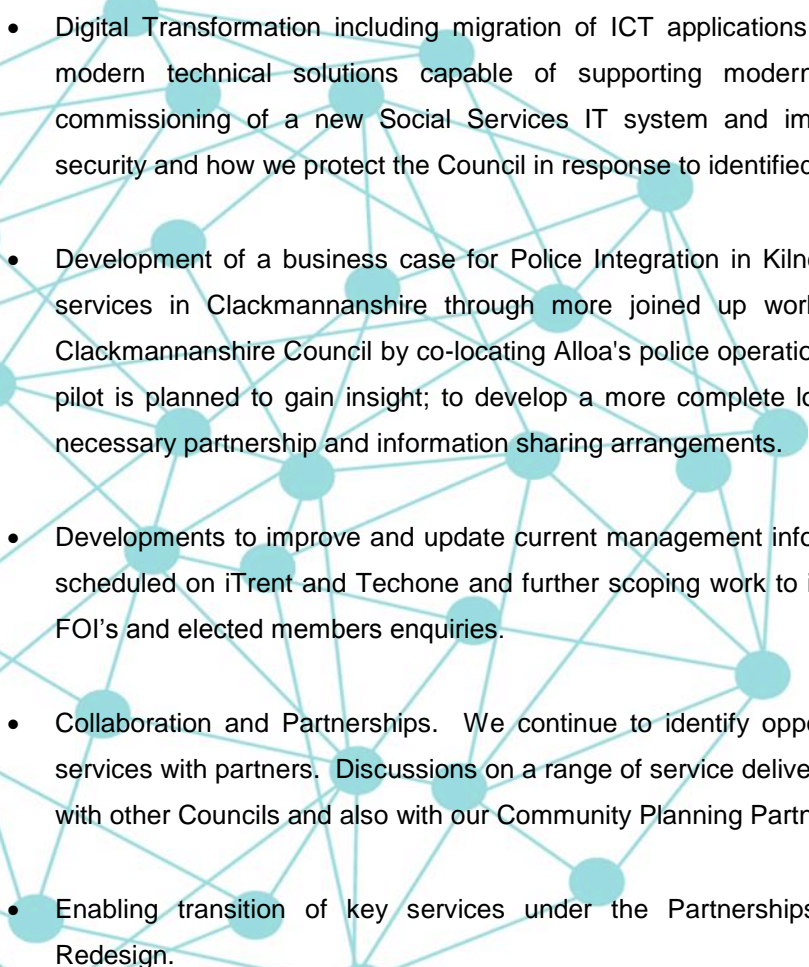
- Budget
- Legal
- Communications
- Risk and Performance
- Policy priorities and Horizon Scanning

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Partnership and Performance is leading on a range of transformation projects over 2019/20. The Portfolio also takes the lead on the overall management and delivery of the Transformation Programme through the Transformation Board and Programme Management Office.

Key transformation projects for 2019/20 include:

- 
- Digital Transformation including migration of ICT applications to cloud based services; providing modern technical solutions capable of supporting modern and different ways of working; commissioning of a new Social Services IT system and implementing improvements to cyber security and how we protect the Council in response to identified cyber threats.
 - Development of a business case for Police Integration in Kilncraigs which seeks to improve local services in Clackmannanshire through more joined up working between Police Scotland and Clackmannanshire Council by co-locating Alloa's police operations in Kilncraigs. A shadow MATAC pilot is planned to gain insight; to develop a more complete longer term approach and to explore necessary partnership and information sharing arrangements.
 - Developments to improve and update current management information systems with improvements scheduled on iTrent and Techone and further scoping work to identify improvements to complaints; FOI's and elected members enquiries.
 - Collaboration and Partnerships. We continue to identify opportunities to deliver and co-produce services with partners. Discussions on a range of service delivery proposals are being taken forward with other Councils and also with our Community Planning Partners in Clackmannanshire.
 - Enabling transition of key services under the Partnerships and Performance Organisational Redesign.

- Ensuring that our workforce has the skills, knowledge, capacity and support to deliver our priorities. This includes implementation of the Leadership Development Programme 2019/20 and a review of training needs and delivery to support succession planning; work to raise awareness and promote our organisational values, a vital component of organisational transformation.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Partnerships and Performance engage with customers and stakeholders in a number of ways that reflect the Council's values, primarily: *Be the Customer*. As such we will always listen to our customers, communicate honestly and with respect and integrity. Our approach will be communicated through regular meeting meetings, PRDs and systematic supervisory supports to enable us to reach a standard of customer service that the Council aspires to. Engagement and consultation with stakeholders as part of the development of new policies will continue to be essential; implementing equality and poverty impact assessment process as part of policy development and engagement and gathering data on services to provide customer insight and feedback.

3.2 WORKFORCE PLANNING AND DEVELOPMENT

Our approach to workforce planning will reflect the council's Strategic Workforce Plan, approved by Council in June 2019. As such, our priorities are to:

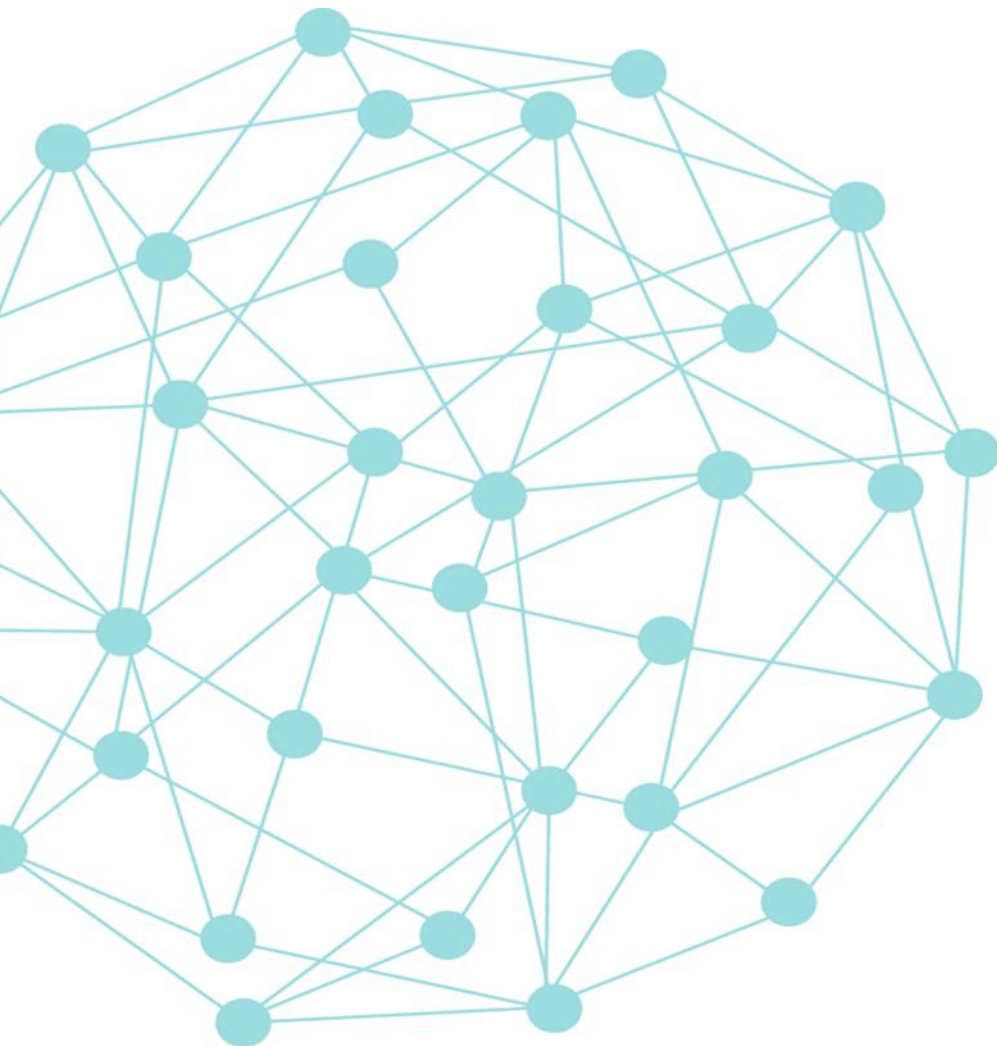
- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;
- Ensure our workforce feels supported, empowered, respected and engaged; and
- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

Continuation of organisational redesign, deployment of the Council's vision and values, leadership development and development to develop and support good governance in areas such as information management, health and safety and procurement will be particularly important.

3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff, particularly in a time of resource constraint, is essential. This business plan provides the basis for all service, team and individual PRD plans within Partnership & Performance. Senior managers will maintain plans and risk registers for their areas of responsibility. Every employee will have an annual PRD, with regular one-to-one supervisory meetings.

Whilst objectives will continue to form a core element of PRDs and supervisory meetings, how we go about Council business is a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values on an ongoing basis will form an equally important part of PRDs and managing service performance.

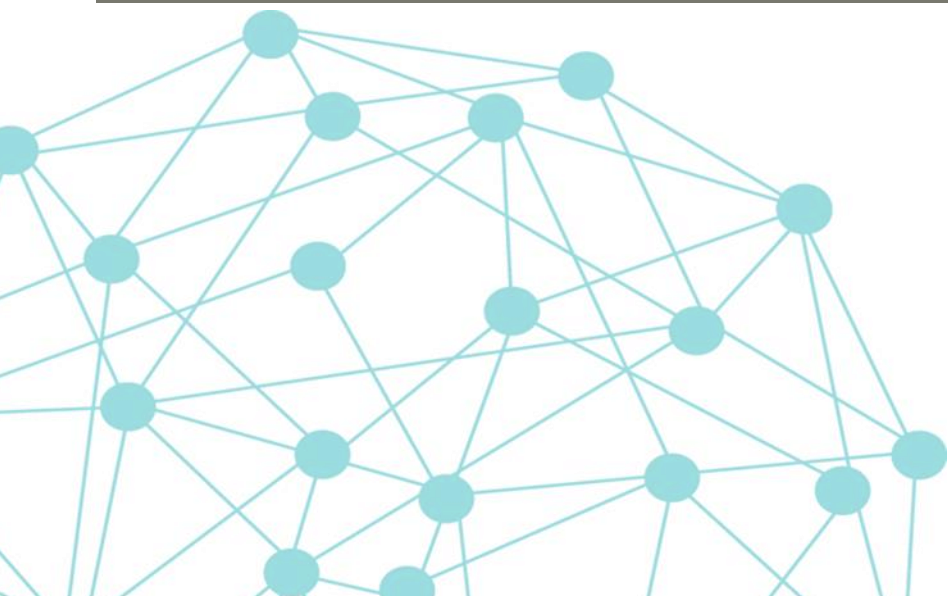


Partnership & Performance Business Plan 2019-20

Key Organisational Performance Results

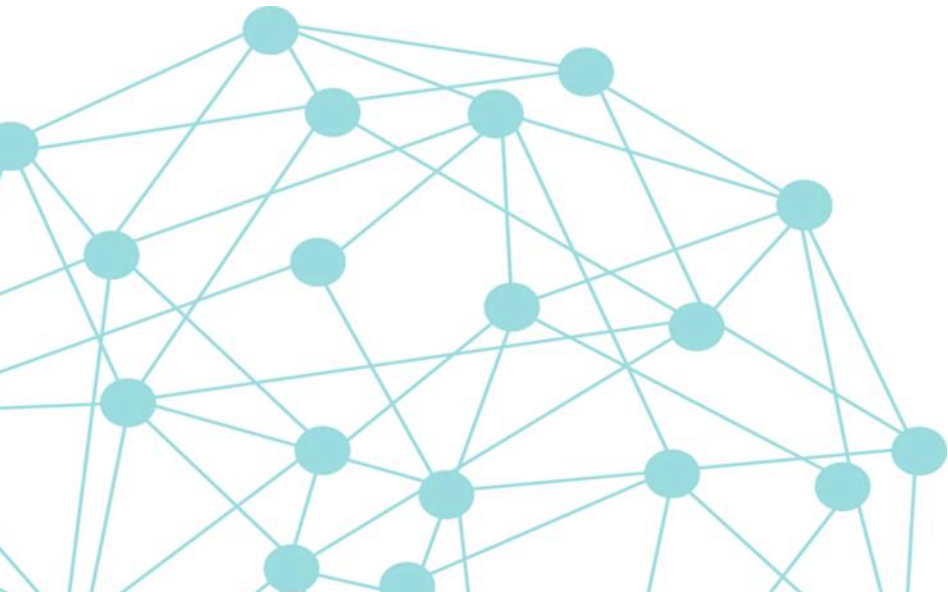
Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£6.05	£2.90	NK	NA	Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	95.9%	96.1%	95.9%	96.2%	Finance & Revenues
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises	16.6%	14.0%	14.0%	16.5%	Finance & Revenues
RAG CRD 003	Invoice Payment Within 30 Days	81.1%	89.8%	NK	91%	Finance & Revenues
RAG FIN 001	The cost of support services (definition as per Local Financial Return) as a percentage of gross general fund expenditure	7.1%	6.9%	NK	6.5%	Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	54.6%	55.4%	NK	NA	Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	3.5%	1.6%	NK	0%	Partnership & Transformation
NEW	Number of organisational data breaches reportable to the Information Commissioner				N/A	Legal & Governance
NEW	Instances of Fraud detected				N/A	Legal & Governance
NEW	Percentage of 2019/20 targets met for implementation of Strategic Workforce Plan				80%	HR & Workforce Development
NEW	Percentage of 2019/20 targets met for implementation of Digital Transformation Plan				80%	Partnership & Transformation
-	Average FTE Days Sickness Absence (Council)	-	-	13.15	12	HR & Workforce Development
NEW	Staff Engagement Index: I am given the opportunity to make decisions relating to my role			52.4%	57%	HR & Workforce Development

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
NEW	Staff Engagement Index: I feel valued for the work I do			28%	36%	HR & Workforce Development
NEW	Staff Engagement Index: I feel a sense of achievement for the work I do			52%	58%	HR & Workforce Development
NEW	Staff Engagement Index; I feel that I am treated with dignity and respect within my team			66%	70%	HR & Workforce Development
NEW	Staff Engagement Index: I am clear about how I contribute to the organisation's goals			49%	58%	HR & Workforce Development
NEW	Number of risk assessments reviewed and completed against the number expected				70%	HR & Workforce Development
NEW	Number of employees received a toolbox talk on new H&S policies expressed as a % of those who should have received				90%	HR & Workforce Development
NEW	Number of employees completing core H&S Training expressed as a % of the total number of employees				90%	HR & Workforce Development
NEW	Number of violent incidents to employees expressed as a % of the overall number of employees				5%	HR & Workforce Development
NEW	Number of incidents reported within 5 working days expressed as a % of incidents reported				90%	HR & Workforce Development
NEW	Number of Health Surveillance appointments attended expressed as a % of the total number appointments offered by OH				90%	HR & Workforce Development



Partnership & Performance: Financial Results

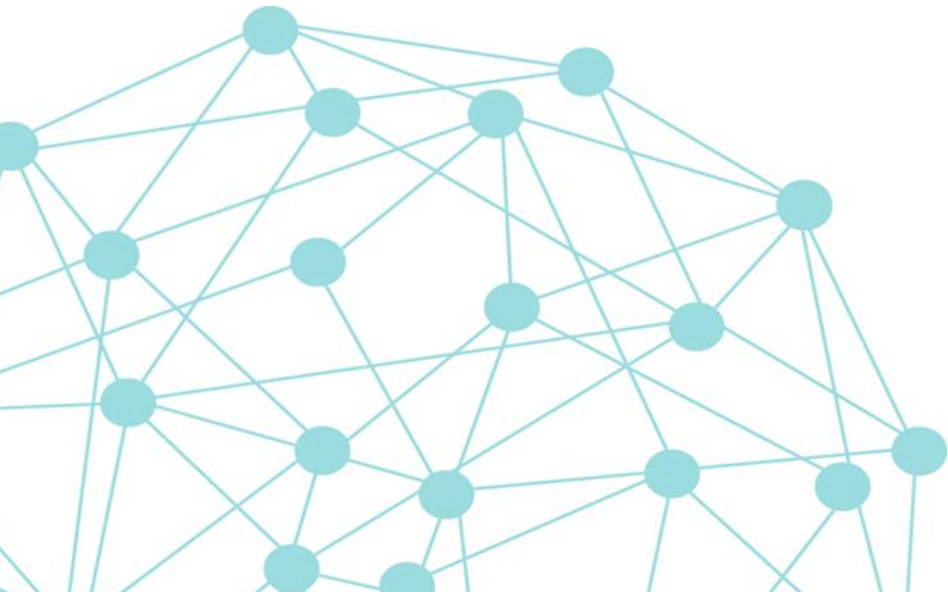
Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
NEW	Percentage of savings agreed in 2019/20 budget achieved	-	-		100%	Strategic Director
	Outturn variance based on budget				<0%	Strategic Director



Partnership & Performance: Customer Results

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
NEW	Number of risk assessments reviewed and completed against the number expected				70%	Strategic Director
NEW	Number of employees received a toolbox talk on new H&S policies expressed as a % of those who should have received				90%	Strategic Director
NEW	Number of employees completing core H&S Training expressed as a % of the total number of employees				90%	Strategic Director
NEW	Number of violent incidents to employees expressed as a % of the overall number of employees				0%	Strategic Director
NEW	Number of incidents reported within 5 working days expressed as a % of incidents reported				90%	Strategic Director
NEW	Number of Health Surveillance appointments attended expressed as a % of the total number appointments offered by OH				90%	Strategic Director
P&P FOI GOV	% FOI enquiries responded to within timescale - Partnership & Performance	93.3%		92.2%	95%	Legal and Governance
GOV AUD 001	Percentage of Internal Audit plan completed		100%	100%	100%	Internal Audit
ICT ICT 002	Percentage of available hours lost on ICT systems due to unplanned incidents	0.015%	0.400%	0.500%	0.250%	Partnership & Transformation
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.7%	96.4%	95.1%	96.5%	Partnership & Transformation
CUS REG 001	Customer satisfaction with overall experience of the Registrars Service	97.1%	100.0%	100.0%	100.0%	Legal & Governance
SCS C03 CUS	% formal complaints dealt with by Partnership and Performance that were upheld/partially upheld	56.25%	84.62%	36.36%	N/A	Strategic Director
SCS C10 CUS	Percentage of formal complaints closed within timescale during period Partnership and Performance	93.75%	100%	90.91%	100%	Strategic Director
SCS CNQ BUS	% of Councillor Enquiries dealt with by Partnership and Performance within timescale	50.0%	80.0%	76.7%	100%	Strategic Director

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
SCS MPQ BUS	Percentage of MP/MSP enquiries dealt with Partnership and Performance within timescale	100.0%	60.0%	72.4%	100%	Legal & Governance



Partnership & Performance: People Results

Code	KPI	2016/17	2017/18	2018-19	2019-20	Lead
		Value	Value	Value	Target	
PRP AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	-	-		7.5	Strategic Director
NEW	Percentage of employees* with current PRD	-	-	-	100%	Strategic Director
NEW	Percentage of employees* who have regular supervisory meetings with their manager	-	-	-	100%	Strategic Director
NEW	Percentage of staff that have completed mandatory training by the due date*	-	-	-	100%	Strategic Director
NEW	Staff Engagement: I am given the opportunity to make decisions relating to my role	-	-	-	65%	Strategic Director
NEW	Staff Engagement: I feel valued for the work I do	-	-	-	55%	Strategic Director
NEW	Staff Engagement: I feel a sense of achievement for the work I do	-	-	-	67%	Strategic Director
NEW	Staff Engagement: I feel that I am treated with dignity and respect within my team	-	-	-	80%	Strategic Director
NEW	Staff Engagement: I am clear about how I contribute to the organisation's goals	-	-	-	75%	Strategic Director

* Not including those staff on maternity leave, long term illness, secondment or career break



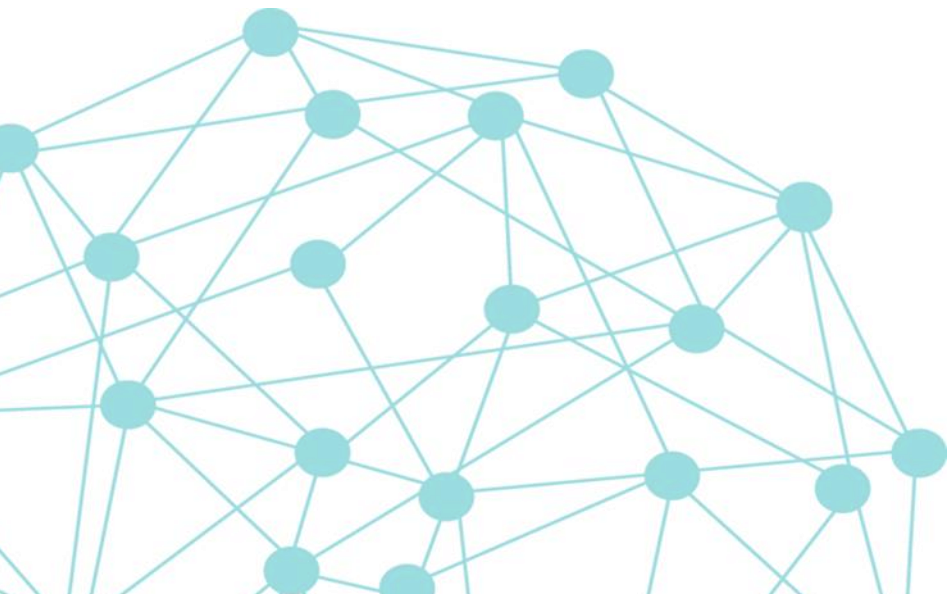
Improvement Actions

Code	ACTION	Impact	By When	Lead
	Lead on the approach to deliver an approved balanced budget	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-20	Finance & Revenues
	Lead on the approach to deliver approved Annual Accounts	A valued, responsive Council with a reputation for innovation and creativity	30-Sep-19	Finance & Revenues
	Lead on the approach to enable improved governance through the Annual Governance Statement	A valued, responsive Council with a reputation for innovation and creativity	31-May-19	Legal & Governance
	Updated Fraud and Raising Concerns at work policy and process	A valued, responsive Council with a reputation for innovation and creativity	31 December 2019	Legal & Governance
	Consolidate corporate support Information management approaches and develop an action plan to address gaps	A valued, responsive Council with a reputation for innovation and creativity	31-March-20	Legal & Governance
	Put in place and deliver an effective organisational change programme to support organisational sustainability	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-20	Change Manager
	Implement an upgrade of the Financial MIS, TechOne	A valued, responsive Council with a reputation for innovation and creativity	31-Mar-20	Finance & Revenues
	Prepare a range of business cases to support organisational sustainability	A valued, responsive Council with a reputation for innovation and creativity	31-Dec-19	Strategic Director
	Implement Scottish Cyber Security Resilience Framework	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Implement ICT infrastructure Improvement Plan.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Transition Business Support to New Organisational Model	A valued, responsive Council with a reputation for innovation and	30-Sep-19	Business Support

Code	ACTION	Impact	By When	Lead
		creativity.		Manager
	Implement HR and Payroll MIS, iTrent Upgrade (including Mobile Access)	A valued, responsive Council with a reputation for innovation and creativity.	31-Dec-19	HR & Workforce Development
	Achieve Health Working Lives (Gold Level)	A valued, responsive Council with a reputation for innovation and creativity.	31-March-2020	HR & Workforce Development
	Implement e- PRD/ERD Process	A valued, responsive Council with a reputation for innovation and creativity.	30-Sep-19	HR & Workforce Development
	Undertake Staff Survey	A valued, responsive Council with a reputation for innovation and creativity.	31-Oct-19	HR & Workforce Development
	Roll Out Staff Benefits Awareness Campaign	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	HR & Workforce Development
	Develop & Implement A Leadership and Management Development programme that support our vision and values	A valued, responsive Council with a reputation for innovation and creativity.	30-Apr-20	HR & Workforce Development
	Support the Development of a Workforce Plan (HSCP)	We enable sustainable Health & Social Care	30-Apr-20	HR & Workforce Development
	Undertake a systematic Health & Safety Training programme	A valued, responsive Council with a reputation for innovation and creativity.	Ongoing	HR & Workforce Development
	Undertake a systematic Health & Safety Audit Programme	A valued, responsive Council with a reputation for innovation and creativity.	Ongoing	HR & Workforce Development
	Implement Health & Safety Improvement Action Plan	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	HR & Workforce Development
	Put in place preparations for Census 2021 as part of the requirements set out in the national programme.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation

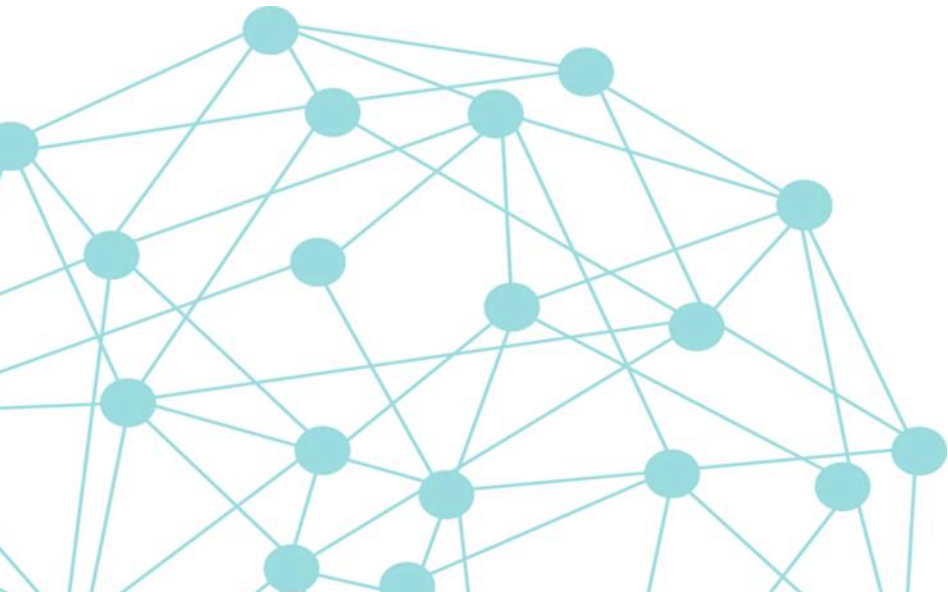
Code	ACTION	Impact	By When	Lead
	Develop policy approaches with key partners around the corporate priorities: reducing child poverty and inclusive growth, jobs and employability.	Reducing Child Poverty/Inclusive growth, jobs and employability/Empowering families and communities – corporate priorities	29-Feb-20	Partnership & Transformation
	Develop and publish key corporate and partnership strategies and annual reports as part of an agreed programme.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-20	Partnership & Transformation
	Implement approved Mainstreaming Equalities and Diversity Report 2017/22.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-20	Partnership & Transformation
	Ensure appropriate plans and preparations are in place to manage and respond to EU Withdrawal and to ensure business continuity.	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Provide support for major consultation and engagement activities (budget and corporate strategies).	A valued, responsive Council with a reputation for innovation and creativity.	31-Mar-20	Partnership & Transformation
	Co-ordinate major incident response and ensure statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.	A valued, responsive Council with a reputation for innovation and creativity.	31-Jan-20	Partnership & Transformation
	Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.	A valued, responsive Council with a reputation for innovation and creativity.	31-Oct-19	Partnership & Transformation
	Develop corporate funding plans and approaches to support delivery of the Councils agreed priorities.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Dec-19	Partnership & Transformation
	Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Mar-20	Partnership & Transformation

Code	ACTION	Impact	By When	Lead
	Develop options with partners to consider community research and surveys to inform strategic planning and performance (replace Clacks 1000).	Corporate Priorities: Inclusive Growth, Jobs & Employability; Reducing Child Poverty; Empowering Families & Communities; organisational transformation.	31-Dec-19	Partnership & Transformation



Risk Register

ID & Title	PP 001	Business continuity or resilience failure	Status		Managed By	Strategic Director	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
Related Actions	Co-ordinate major incident response and ensure statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work.		Internal Controls	Corporate and Service Business Continuity Plans						
Latest Note										
ID & Title	PP 002	Lack of preparedness for Brexit 'No Deal'	Status		Managed By	Partnership & Transformation	Current Rating	15	Target Rating	12
Potential Effect	Inability to assess, mitigate, prepare for impact across UK and Scottish planning assumptions linked to migration, trade, regulation, security or wider impacts across sectors. Potential additional impacts for Clacks around economic resilience, workforce and costs/value and funding of goods and services.									
Related Actions	Working under the guidance of the Scottish Resilience Partnership, ensure appropriate plans and preparations are in place to manage and respond to EU Withdrawal and to ensure business continuity		Internal Controls	Brexit reports to Council Brexit risk assessment undertaken						
Latest Note	Work is ongoing to monitor the potential impacts of ED withdrawal based on the Scottish and UK planning assumptions. Information has been shared with employees, elected members and with communities on the potential impacts and to plan mitigations. This has included planning work with partners. Information on EU withdrawal has been shared on the Council website. Work in partnerships with resilience partners, COSLA and SOLACE is ongoing.									



ID & Title	PP 003	Ineffective communication and engagement with our communities	Status		Managed By	Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.									
Related Actions	<p>Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan.</p> <p>Provide support for major consultation and engagement activities (budget and corporate strategies).</p> <p>Develop options with partners to consider community research and surveys to inform strategic planning and performance (replace Clacks 1000).</p> <p>Ensure that community planning structures are effective and enable the integrated delivery of the Local Outcomes Improvement Plan 2017/27.</p>		Internal Controls	<p>Corporate Communications Strategy</p> <p>Consultation and Engagement Toolkit/Citizen Space</p> <p>Asset Transfer Guidance</p> <p>Community Learning and Development Strategy</p> <p>Mainstreaming Equality and Diversity</p>						
Latest Note	<p>Work is ongoing to update the Councils Corporate Communications Strategy to ensure that our communication and engagement approaches are fit for purpose. We have made a number of improvements in how we plan for communications and will continue to build on these improvements using feedback and customer insight. We continue to strive to make improvements to consultation and engagement on key decision making such as the budget setting process and to provide opportunities for communities to influence our key strategies. We have made a number of improvements over the last year in how we develop and implement communications and engagement based on our understanding of equality and poverty impacts and have improved how we report our engagement and decisions on key decisions. Work is ongoing to make improvements to the ways that we engage with communities who wish to run local facilities or who wish to co-produce or influence how local services are run. We continue to support community councils to contribute to community empowerment and provide small grants for training and learning and development for community councils. We continue to provide a local community empowerment fund for local groups for capital projects and improvements throughout Clackmannanshire and we monitor its uptake.</p>									

ID & Title	PP 004	Ineffective engagement with our staff	Status		Managed By	HR & Workforce Development	Current Rating	12	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision.									
Related Actions	<p>Develop and publish a new Corporate Communications Strategy aligned with the Councils Corporate Plan and Strategic Workforce Plan</p> <p>Working together group</p> <p>Develop further the principles of the Fair Work Convention</p>		Internal Controls	<p>Strategic Workforce Plan</p> <p>Staff Survey</p>						
Latest Note	<p>Work is ongoing following the approval of the Strategic Workforce Plan by Council in June 2019. A series of actions are outlined in the Workforce Delivery plan with associated timescales and identified officers. The staff survey will be undertaken in Q3 of 19/20 and will be benchmarked against 18/19 results via both independent researchers and an internal focus group.</p>									



People

Business Plan 2019-20

A large teal circle containing the text "Be the FUTURE".

**Be the
FUTURE**

1 SERVICE OVERVIEW

1.1 DIRECTORATE PURPOSE & OBJECTIVES

Our vision, outcomes, priorities and values reflect those of the Council as described in the Corporate Plan.

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- Our communities will be resilient and empowered so that they can thrive and flourish.
- Our families, children and young people will have the best possible start in life.
- Women and girls will be confident and aspirational, and achieve their full potential.

Our Priorities

- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empower Families & Communities
- Organisational Transformation

Our Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Our objectives

The People service provides a wide range of services for children, young people, families and communities, in order to educate, protect, support and promote the achievements, attainment and health and wellbeing of every child, with a particular focus on the most vulnerable children within Clackmannanshire.

This plan sets out the key actions that will be delivered by the People Service in 2019/20 to ensure better outcomes for everyone in Clackmannanshire, and contribute to the delivery of strategic objectives as set out within the Council's Corporate Plan 2018-22 and the Local Outcomes Improvement Plan 2017-27.

The current pace of change for the People service at local and national level driven by Scottish Government is rapid, ongoing, and significant. We are committed to seeking opportunities as we respond to national policy developments set by the Scottish Government including Getting It Right for Every Child (GIRFEC), Curriculum for Excellence, the implementation of the Children and Young People (Scotland) Act 2014, Community Justice Scotland Act 2016, and Developing the Young Workforce. As a Scottish Attainment Challenge authority, we also remain committed to raising attainment for all and closing equality gaps.

Key priorities during 2019/20 include a focus on early intervention and prevention, early years expansion to incorporate the delivery of 1140 hours by 2020, embedding the principles of GIRFEC, and working in partnership with all our stakeholders to improve and deliver safe and meaningful outcomes for our people and their communities.

Current heightened levels of risk within People services means that we must continue to build upon our efforts to ensure the delivery of safe standards and practices. In addition, we are undertaking a programme of transformation, presenting opportunities for increased collaboration, integration, innovation and flexibility. Our approaches will allow the organisation to achieve required modernisation and efficiencies to meet the significant financial challenge and future service demand, with a particular focus on workforce development, succession planning and stakeholder engagement.

For the first time, the business planning process brings together priority actions into one document for the People service. Our integrated approach to People Services means that early years, primary and secondary education sits alongside support, protection and care functions all encompassed within one Council service. This approach allows us to best respond to meeting the needs of children, young people and families and provides a sound basis for us to achieve our vision and aims.

The People business plan will be supported by functional plans which outline in more detail the specific actions, accountable officers and timescales to deliver outcomes. Summarised below are the overarching themes that apply to all People service actions, followed by more specific Education and Children's Services actions.

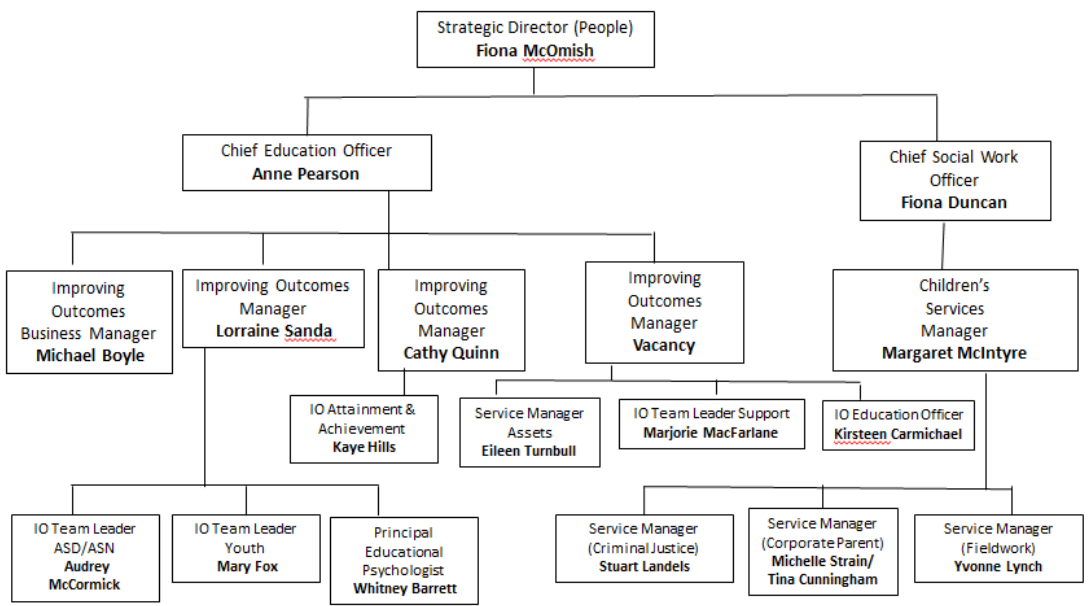
This plan is guided by, and aligned with, Clackmannanshire Council's Children and Young People's plan 2017-20 and Clackmannanshire Community Justice Plan 2018-23.

Collectively, as a People service and more broadly with key stakeholders both within and outwith the Council, we will be working collaboratively to deliver improved outcomes with a specific focus on reducing inequalities in the following areas:

Overarching People Priorities	Aims
Design and implement new Organisational Structure for the People Service	To deliver an effective and efficient organisational structure in People services, in accordance with the requirements agreed by Council in March 2018.
Develop strategies to enable earlier, more effective intervention for children and families particularly where parental drug and alcohol misuse and neglect are key factors.	To develop strategies for earlier collaborative intervention by working closely with internal and external partners including Police Scotland, SCRA and the third sector (in particular, Alcohol and Drugs Partnership).
Develop proposals to transform how People services delivers more effective family support services	Design and develop intensive and flexible family support services to meet assessed need in line with relevant standards and legislation, ensuring best possible use of assets, partnerships and resources.
Research, develop and implement programme to provide focused and integrated mental health services.	Develop plans to transform the provision of integrated mental health services, including the teaching and promotion of mental health resilience skills in schools.
Education Priorities	Aims
Continue to modernise our school estate, maximising opportunities for communities to benefit from facilities.	Reviewing the school estate to make the most effective and efficient use of buildings, and staff across the estate.
Improvement in attainment, particularly in literacy and numeracy	All children achieving appropriate levels for age and stage in Early Learning and Childcare and BGE, and for relevant Senior Phase Qualifications in line with virtual comparators.
Closing the attainment gap between the most and least disadvantaged children	No pattern of lower attainment and achievement for children in lower SIMD bands, and for Looked After Children, in line with national and virtual comparators
Improvement in children and young peoples' health and wellbeing	Improvement in attendance, engagement in learning, and in children's health and well being, in line with national levels
Improvement in employability skills and sustained, positive school leaver destinations	All young people develop employability skills and move into a positive and sustained destination post-school

Social Services and Criminal Justice Priorities	Aims
Review internal staffing capacity, progress and implement structure to ensure the safe delivery of services.	Stabilise leadership, and ensure clear accountabilities and routes for escalation are in place. Reduce risk, enable early intervention, and ensure statutory compliance. Redesign the functions of strategic commissioning, policy and planning, risk, and performance reporting across the department.
Improve quality of assessments, our use of data and the quality/sharing of case records to ensure better services and outcomes are delivered.	Develop and progress proposals to replace social work IT system. Embed consistent approaches to case recording, case load levels and quality assurance.
Strengthen internal approaches to learning, development and improvement.	Invest in workforce development, engaging with external consultants to embed strong approaches to social work practice.
Develop healthy relationships, maximise employment opportunities, and address substance misuse through Community Justice interventions.	Healthy personal relationships will encourage and build resilience and sustain positive change.

1.2 SERVICE STRUCTURE



1.3 BUDGET

People	Annual Budget
	<i>2019/20</i>
	<i>£'000</i>
*Strategy & Customer Services	1,295
*Development & Environmental	501
Education Service	54,732
Social Services	12,887
Division Expenditure Budget	69,414

This is subject to change as restructure moves forward.

* Denotes transition between services. Reporting and budget lines will shift during the year.

1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

The policy landscape for the People service is complex and subject to rapid change and tight implementation timescales. The ambition is to improve approaches to service delivery in the face of current pressures - reduced funding, Council restructuring, reduced availability of qualified teaching staff, demographic and socio-economic pressures - whilst continuing to improve attainment and achievement to bring about the best possible outcomes for our children and young people.

High level policies relating to the delivery of children's services are as follows:

- National Improvement Framework – a key driver for dynamic and agile improvement in education. It underpins work on the Scottish Attainment Challenge which provides a framework for expenditure of the additional finance given directly to schools from the Pupil Equity Fund. Education (Scotland) Act 2016
- Children and Young People (Scotland) Act 2014
- Getting It Right For Every Child
- Children's Rights - United Nations Convention on the Rights of the Child (UNCRC)
- Expansion of Early Learning and Childcare entitlement
- Curriculum for Excellence
- Carers and Young Carers Strategy and the Carers Legislation which came into Force in April 2018.
- Community Empowerment (Scotland) Act 2015
- Gaelic Language (Scotland) Act 2005
- Community Learning and Development (Scotland) Regulations 2013
- Governance Review: Next Steps, June 2017 - promotes working in Regional Improvement Collaboratives Update
- Review of the Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement Action Plan "Learning Together" launched in August 2018
- Developing the Young Workforce and Youth Employment Strategy
- Child Poverty (Scotland) Act 2017 and "Every child, every chance – The Tackling Child Poverty Delivery Plan 2018-22"
- Corporate Parenting Strategy
- Forth Valley and West Lothian Regional Improvement Collaborative (RIC)
- Public Bodies (Joint Working) (Scotland) Act 2014 and the integration of adult health and social care services.
- Social Care (Self-directed Support) (Scotland) Act 2014
- Carers (Scotland) Act 2016
- Community Empowerment and Renewal Bill

This schedule includes key strategic documents and publications:

Key Service Document	Approved/Last Reviewed	Date for Review
Clackmannanshire Children's Services Plan, 2017-2020	2018	2020
Child Protection Committee Strategic Plan, 2018-2019	2018	2019
Adult Support and Protection Committee Strategic Plan, 2018-2019	2018	2019
Community Justice Improvement Plan, 2018-2023	2018	2023
Corporate Parenting Strategy, 2018-2021	2018	2021
Forth Valley Carer Strategy, 2017-2020	2017	2020
National Improvement Framework Plan	August 2018	August 2019
Health and Wellbeing Strategy	2017-22	2022
Learning Estate Strategy	2016	December 2019
Community Learning and Development Plan	2018-21	2021
Sport and Active Living Strategy	2018-28	2028
Scottish Attainment Programme Plan	March 2019	March 2020
Anti Bullying Strategy	June 2019	2022

2 KEY ISSUES FOR THE SERVICE

Context

Particular areas of pressure for Children's Services during 2019-20 include:

- Higher than average incidences of looked after children and child protection cases, often due to areas of significant deprivation, and parental drug and alcohol misuse;
- Increasing numbers of children with additional support needs in schools
- Legislative requirement to expand the provision of early years' provision from 600 to 1140 hours per year, per child, by 2020;
- Challenges around the continued reserve of supply and permanent teachers.
- Reform of Community Justice designed to deliver community based responses and improved outcomes for victims, people who offend, their families and the wider public (in accordance with Community Planning Partnerships).
- Increased emphasis on Public Protection incorporating Child Protection, Adult Support and Protection, substance misuse, gender-based violence and Multi-Agency Public Protection Arrangements in respect of Community Justice.

Health and Wellbeing

- 15.5% of our children live in families with limited resources [defined as combined low income & not being able to afford certain basic necessities] (Scottish average is 20.7%)
- Clackmannanshire has the second highest rate of teenage pregnancies across Scotland (under 16 years)
- Recent Police Scotland data indicates that Clackmannanshire has the highest rate of Domestic Abuse across Scotland (162 per 10,000 population)
- High rate of alcohol consumption among young people (more than double the national weekly rate)

Attainment

- Attainment in the Broad General Education (P1-S3) remains below the Scottish average in a number of areas of Literacy and Numeracy, and at some stages, but is an improving trend both in Primary and Secondary
- When compared to other areas with similar levels of deprivation, Clackmannanshire Secondary School leavers are achieving higher at Level 5 and Level 6 Literacy
- Senior Phase attainment is showing a 3 year improving trend

Positive Destinations

- More school leavers from Clackmannanshire are entering a Positive Destination, an increase from 87.% to 93% in 2018/19, showing the highest percentage increase across Scotland
- A higher percentage of school leavers are entering Further Education and Higher Education

3 APPROACHES

Service Plans and performance information are available currently on the Council's website. We also use opportunities to proactively engage with the media to promote positive stories about the service. Performance information is available at a national level to enable comparisons and benchmarking. The Service uses qualitative and quantitative data to evaluate performance and inform service improvement.

The Education Service has developed its Strategy for Research and Evaluation, which sits alongside the Self Evaluation Framework and Communications Plan. These three key documents are inter connected and support the service planning cycle.



As we progress with the delivery of this business plan outcomes data will be considered together with data about costs and activities to assist us to make decisions about future investment. There is also recognition of the need to enhance our capacity for quality assurance across the Service including ensuring that all core policies and procedures are updated and fit for purpose. This will ensure that all front-line staff have a thorough understanding of the policies, procedures and standards for their service area.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The People Service has mechanisms in place to engage with customers and stakeholders in a number of ways that reflect the Council's values, primarily: *Be the Customer*. We publicise plans and performance information and engage with those who use our services to obtain feedback. In addition to this, and in conjunction with our partners, the Service performs a role in raising public awareness in relation to Public Protection and associated community safety initiatives.

The Service also convenes consultation events with service users and throughout the course of the year and hosts sessions and workshops in conjunction with local providers to obtain feedback from service users about processes and procedures and areas for improvement. Participation Strategies are in place for registered services and are being developed more broadly as part of the Council's aims to promote and enhance community involvement.

3.2 WORKFORCE PLANNING AND DEVELOPMENT

The Strategic Workforce Plan is in place to ensure that services have the right mix of staff, in sufficient numbers, and with the knowledge and skills to do their job effectively. The People service will work together with other portfolios in the Council to ensure a consistent approach to workforce and succession planning. People service priorities in relation to workforce planning and development are integrated with the business planning process.

In Education, the Senior Leadership Team will ensure there is an appropriate level of staffing to deliver on the requirements of emerging policy developments relating to for example the Attainment Challenge, Pupil Equity Fund, and increasing early years provisions. They ensure systems are in place that support:

- **The transition from GTCS (General Teaching Council for Scotland) Provisional Registration to Full Registration** for Probationers who work in schools in Clackmannanshire. We have recruited a centre-based Probationer Supporter with responsibility for working with Probationers and their school-based supporters. This has enabled the service to ensure equity and fairness in terms of support for all newly qualified teachers. This has also helped to ensure consistent standards/expectations and increased understanding of the GTCS Standard for Full Registration, which supports fully registered teachers to participate in the Employee Review and Development process. Liaison between school Probationer Supporters and colleagues at centre has developed stronger partnership working.
- **Employee Review and Development (ERD)** provides colleagues with a meaningful opportunity to reflect on their knowledge, skills and professional values and lies at the heart of the service's improvement process. The Education Service in Clackmannanshire Council is currently trialling the process for Headteachers on ITrent, with a view to rolling this out to all staff.
- **Recruitment of high quality teachers and leaders** who are equipped to provide a meaningful educational experience for children and young people is an essential goal of the service. For class teachers, this involves observation of their classroom practice, followed by an interview, during which candidates have an opportunity to reflect critically on the lesson they taught. For senior leaders in the centre-based team and in educational establishments, candidates take part in an Assessment Centre which includes four activities that explore aspects of the role they hope to undertake, as well as a school visit where they are interviewed by pupils and staff.
- **Leadership Development**
The Preparing for Leadership programme is aimed at class teachers and early learning and childcare workers aspiring to leadership roles. It ran for the first time in session 2018/19. Following feedback, adaptations will be made for 2019/20.
- **The Improvement Partnership Professional Learning Programme** (formerly Central Scotland Partnership) continues to offer a programme of short courses that will take place during Session 2019/20. These explore leadership for a wide range of practitioners.
- **The Regional Improvement Collaborative Professional Learning Steering Group** has devised a series of events for staff in a range of roles in education- these will take place later in Session 2019/20. The events will provide opportunities to hear from speakers from our own and other partnership authorities, as well as colleagues from Education Scotland.

3.3 MANAGING SERVICE PERFORMANCE

We have a relentless focus on improving outcomes and of studying and evaluating what difference our actions are making to children's lives.

We have a robust planning methodology, which ensures that there is a clear rationale for each action with defined outcomes and a measurement plan for evidencing impact. This is replicated in the Delivery Plan tables.

Our vision for children in Clackmannanshire is that they are skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them. As part of this vision we will work to minimise the effects of child poverty and raise attainment for all children.

Our theory of change and improvement in Clackmannanshire is based on working as a family, collaborating at cluster and local level and with partners, and by always putting children first, at the centre of everything we do.

Our People performance indicators are outlined below:

Early Years

- Cost per pre-school education registration
- Funded Early Years provision graded good or better

Attainment

- 4th year pupils gaining 5+ awards at level 5 or above
- 5th year pupils gaining 5+ awards at level 6 or above
- 4th year pupils from deprived areas gaining 5+ awards at level 5 or above
- 5th year pupils from deprived areas gaining 5+ awards at level 6 or above
- Average tariff score in SIMD quintile 1 (most deprived)
- Average tariff score in SIMD quintile 2 (2nd most deprived)
- Average tariff score in SIMD quintile 3 (middle)
- Average tariff score in SIMD quintile 4 (2nd least deprived)
- Average tariff score in SIMD quintile 5 (least deprived)
- Overall average tariff score – all pupils

Schools

- Cost per primary school pupil
- Cost per secondary school pupil
- Average working days lost through sickness absence per teacher
- School attendance - all pupils
- School attendance - Looked After Children
- School exclusions - all pupils (per 1,000 pupils)
- School exclusions - Looked After Children (per 1,000 Looked After Children)
- School leavers entering positive destinations
- 16-19 year-olds participating in employment, education or training
- Satisfaction with schools (3 year average)

Child Care

- Cost of Looked After Children in residential care per child per week
- Cost of Looked After Children in the community per child per week
- Looked After Children being cared for in the community
- Looked After Children with more than 1 placement in the last year
- Child Protection re-registrations within 18 months
- Children meeting expected developmental milestones at 27-30 month health review

4 DELIVERY PLAN

Business Plan 2019-20 Overarching priorities:

Code	ACTION	Impact	By When	Lead
PS 001	Design and implement new Organisational Structure for the People Service	Clear accountabilities; increased efficiency; financial savings; safe delivery of statutory services; risk-based approach to priorities.	28/02/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS002	Develop strategies to enable earlier, more effective intervention for children and families particularly where parental drug and alcohol misuse and neglect are key factors.	Early intervention; best value services; partnership and collaboration; more integrated outcomes for children and families.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS003	Develop proposals to transform how People services delivers more effective family support services	Best value services; community engagement; streamlined assets; partnership and collaboration; more integrated outcomes for children and families.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS004	Research, develop and implement programme to provide focused and integrated mental health services.	Best value services; community engagement; partnership and collaboration; more integrated outcomes for children and families.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS005	Reinvigorate Children and Young People's Strategic focus, priorities and performance in line with expiry of Children and Young People plan in 2020.	Opportunities for collaboration and integration; better outcomes for children and families; more informed data on delivery of meaningful outcomes.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer
PS006	Proactively seek to achieve reductions in sickness absence and improve employee wellbeing across the People directorate	Increased staff engagement, financial savings, increased productivity.	31/03/2020	Strategic Director/ Chief Education Officer/ Chief Social Work Officer

Education Service Business Plan 2019-20

Priority 1

Improvement in attainment, particularly in literacy and numeracy

- Support children to be ready for learning
- Increase opportunities for teachers to collaborate and increase their professional capacity
- Empower and support school leaders
- Increase innovative and nurturing approaches to improve behaviour, attendance and achievement

Code	KPI	2016/17	2017/18	2018-19	Lead
		Value	Value	Value	
EDU BGE 01	% Children achieving expected levels of CfE	71%	78%	81%	Lorraine Sanda
EDU SPH 02	% Young people achieving at SCQF Levels in Literacy and Numeracy (Level 4, 5 & 6)	64.6%	64.6%	68%	Lorraine Sanda
EDU ELC 06	Inspection / VSE rating for Early Years establishments, schools and services (no of inspections rated satisfactory or above)	100	100	100	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU SPH 19 09	A Numeracy Plan is further developed and implemented in liaison with RIC numeracy officers to enhance Clackmannanshire CLPL and direct school support. A targeted approach to 2nd Level attainment in numeracy in BGE is implemented (covering BGE and Senior Phase).	Teachers better understand and have strategies to identify and address gaps in Children's Numeracy development through the BGE and Senior Phase. Progression in Numeracy Attainment improves.	30/06/2020	Adrienne Aitken

Code	Action	Impact	By When	Lead
EDU ELC 19 24	All early learning and childcare establishments are effectively using e-learning journals to track and monitor children's learning.	Early Interventions will have improved the children's learning. Increase in attainment at Early Level.	30/06/2020	Kirsteen Carmichael
EDU ELC 19 25	Training around Early Level Numeracy Trajectories is developed and delivered.	Increase in attainment at Early Level.	30/06/2020	Stacy McAllister
EDU ELC 19 10	Additional graduates will continue to develop literacy and numeracy.	The children's literacy and numeracy skills will be improved. Improvements in literacy and numeracy at Early Level	30/06/2020	Kirsteen Carmichael
EDU BGE 19 55	The Equitable Literacy programme is further developed and is led by Headteachers in partnership with Professor Sue Ellis and the Improving Outcomes Literacy Principal Teachers. Literacy is further developed in reading to support transition from P7 to S1.	The % of Children achieving expected levels of attainment in literacy will improve. Data from TPJ will evidence impact.	30/06/2020	Emma McFarlane and Emma Ritchie
EDU BGE 19 50	A targeted action plan is developed to collaborate with school staff to identify children and young people who are living in poverty to ensure they are being supported in their learning	The poverty related attainment gap across all cohorts by the end of the academic year reduces The percentage difference of CfE achievement levels at BGE level reduces The percentage gap for achievement of SCQF qualifications at senior level reduces	30/06/2020	Cathy Forsyth
EDU SPH 19 49	All establishments are supported to use data tools to effectively target pupils with the appropriate intervention.	To ensure overall attainment levels are raised by the end of the academic year - - at BGE level, an increase in CfE achievement and, - at senior level, an increase in SCQF qualifications.	30/06/2020	Cathy Forsyth

Code	Action	Impact	By When	Lead
EDU SPH 19 41	A Digital Learning Strategy is developed and implemented to increase the offer of flexible and individualised online pathways for children and young people	A digital culture is embedded across all establishments	30/06/2020	Lorraine Sanda
EDU SPH 19 38	FLIP + (Flexible Learning, Individual Pathways) programmes are developed, and promoted to address barriers to learning	The % of Children achieving expected levels of attainment in literacy and numeracy will improve. FLIP+ - make progress	31/12/2019	Julie-Anne Miller
EDU SPH 19 40	Community Learning and Development digital resources for learners in school and wider community are developed and implemented.	The % of children achieving expected levels of attainment in literacy and numeracy will improve.	30/06/2020	Mary Fox
EDU BGE 19 42	The S1 - S3 Curriculum is further reviewed in all secondary schools to ensure a broader range of pathways available.	Progression from S1-S3 improves, and progress to Senior Phase. Attainment levels improve.	30/06/2020	Leigh Graham
EDU BGE 19 43	Early Learning and Childcare Reviews are carried out, including funded providers, to ensure quality provision.	All children have high quality experiences. Funded providers including local authority nurseries, private providers and childminders provide a quality provision.	30/06/2020	Kirsteen Carmichael
EDU BGE 19 11	CLPL is delivered on Assessment and Moderation to all practitioners in line with Assessment and Moderation Strategy.	Feedback from practitioners who undertake this CLPL is positive. Assessment and Moderation improves.	30/06/2020	Leigh Graham
EDU BGE 19 44	An Exit Strategy for the Scottish Attainment Challenge is developed, reflecting research from University of Strathclyde and internal evaluation.	Feedback from Scottish Government is positive.	30/06/2020	Cathy Quinn
EDU BGE 19 01	A Workforce Plan is developed to ensure that resources are managed and deployed to minimise risk to the Education Service.	Staffing levels are maintained	30/06/2020	Michael Boyle

Code	Action	Impact	By When	Lead
EDU BGE 19 02	The Clackmannanshire Way - an empowered, connected and self improving model of education delivery is developed to achieve excellence and equity for all children and young people	All children will have a high quality learning and teaching experience. Attainment will improve.	30/06/2020	Cathy Quinn
EDU SPH 19 12	The wider programme of CLPL opportunities for education staff in R4L is integrated	Teachers are more confident in using R4L strategies in the classroom. Children are more regulated and ready to learn.	30/06/2020	Whitney Barrett
EDU SPH 19 13	R4L Level Two and Three e-learning modules are developed and R4L podcast series continues to support educators to develop their practice in relation to wider SAC effective learning approaches.	Teachers are more confident in using R4L strategies in the classroom. Children are more regulated and ready to learn.	30/06/2020	Whitney Barrett
EDU BGE 19 31	A strategy is developed for identifying, tracking and monitoring of ELC progression from pre-school through to end of Early Level	Early Level Attainment improves Vocabulary Gap closes ELC Milestones are met	30/06/2020	Lorna Willows
EDU FIN 19 06	Absence Management procedures in schools are rigorously implemented and monitored	iTrent Records Staff absence figures decrease	30/06/2020	Michael Boyle
EDU BGE 19 14	Regional Improvement Collaborative provides effective and appropriate CLPL which enriches our own Clackmannanshire programme	Uptake of RIC CLPL Reduction in cost of Authority CLPL Feedback from practitioners	30/06/2020	Emma McFarlane and Emma Ritchie
EDU FIN 19 56	The Estate Management Plan is finalised	School estate is well managed	30/06/2020	Eileen Turnbull

Priority 2

Closing the attainment gap between the most and least disadvantaged children

- Ensure barriers to learning are identified and addressed
- Help families and children who most need it
- Increase partnership working and support for most vulnerable / at risk children
- Improve planning and interventions for those with specific additional support needs

Code	KPI	2015/16	2016/17	2017/18	2018/19	Lead
		Value	Value	Value	Target	
EDU BGE 03	Attendance figures	92.58%	92.95%	92.8%	93.3%	Lorraine Sanda
EDU BGE 04	No of Exclusion incidents	242	212	19	19	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU ELC 19 15	The plan for increase to 1140 hours by 2020 will be communicated robustly with staff and parents/carers.	Parents/carers will be clear as to the options available to them from August 2020. Uptake in 1140 hours from August 2020.	30/06/2020	Kirsteen Carmichael
EDU SPH 19 26	The ASN Strategy is implemented to achieve Excellence and Equity for all.	Inclusion and Equity Outcomes and achievements improve for children with ASN	30/06/2020	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU ELC 19 16	Food, Families and Futures is rolled out further to provide after-school and holiday family engagement clubs, with support from partners and outside agencies to Close the Poverty Related Attainment Gap and tackle holiday hunger.	Children and their families develop the skills of food hygiene and preparation and have a healthy meal each session. Social networks for parents/carers will be developed promoting community engagement.	30/06/2020	Denise Penman
EDU SPH 19 17	In partnership with Columba 1400, Family Learning programmes are implemented that will identify and address the needs of parents/carers, children and young people.	Increase the number of family learning opportunities. Increase in parental engagement with schools from the families living in SIMD 1 & 2.	30/06/2020	Mary Fox
EDU ELC 19 04	The quality of Child Protection systems in educational establishments are reviewed and evaluated by planning and implementing a timetable of quality assurance visits.	Children's wellbeing will improve due to staff awareness of national and local guidelines and using agreed procedures.	30/06/2020	Helen Munro
EDU SPH 19 23	Reporting to parents is reviewed to ensure that parents are given information on their child's progress which allows them to support learning at home.	Parents agree that they are given meaningful and timely reports about their child's progress. Information provided by the school enables parents to support children's learning at home. Attainment improves.	30/06/2020	Diane Cherry / Judith Morrison
EDU SPH 19 45	Actions from Staged Intervention Reviews are taken forward to ensure Equality and Inclusion.	Audit will identify good practice and areas for improvement	30/06/2020	Audrey McCormick
EDU SPH 19 46	ASN Reviews are carried out in all secondaries and action plan developed.	Quality assurance review will identify good practice and areas for improvement.	30/06/2020	Audrey McCormick

Code	Action	Impact	By When	Lead
EDU SPH 19 39	A range of assessments, interventions and strategies are developed to minimise 'Concrete Concept Gaps' within children's development which impact on their ability to engage in effective learning approaches.	Teachers are more confident in using R4L strategies in the classroom. Children are more regulated and ready to learn.	30/06/2020	Whitney Barrett
EDU SPH 19 05	Practice in Restraint and Seclusion across all schools is reviewed.	All children are being supported and included in line with guidance. Staff CLPL needs are being met.	30/06/2020	Julie Anne Miller
EDU SPH 19 18	Plans to support Syrian Refugee Families and children when funding ceases, and plan for newly arrived families is in place.	Feedback from families and educators	30/06/2020	Kate Gibney
EDU SPH 19 51	A Business Case is developed for a Transformation Project to improve collaborative approaches for effective Family Support.	Families who most need it get co-ordinated and effective support when they need it.	30/06/2020	Lorraine Sanda
EDU SPH 19 36	Updated Autism / ASD Strategy is developed with Children's Services and Adult Services	Feedback from parents / staff / children and young people / Scottish Government	30/06/2020	Audrey McCormick
EDU SPH 19 37	Speech and Language Therapy is reviewed across Forth Valley	Cost Feedback from staff / parents / children and young people	30/06/2020	Lorraine Sanda
EDU SPH 19 08	Poverty Plan / Strategy for all schools is in place which reflects outcomes of Poverty Summit	School Improvement Plans Standards and Quality Reports	30/06/2020	Improving Outcomes Managers

Priority 3

Improvement in children's and young people's health and wellbeing

- Provide access to wellbeing support and advice in schools for those at risk and who most need it
- Provide easy access to sport and leisure activities, addressing any barriers to participation related to poverty or family circumstances
- Promote sexual health
- Minimise the misuse of drugs, alcohol & tobacco

Code	KPI	2015/16	2016/17	2017/18	2018/19	Lead
		Value	Value	Value	Target	
EDU BGE 07	No. of children taking part in sport / physical activity out of school	–	–	–		Lorraine Sanda
EDU SPH 08	Teenage Pregnancy levels (women aged under 20 years)	45.8 per 1000 women (2015)	–	–	32.4 (Scottish average)	Lorraine Sanda
EDU SPH 09	Rates of weekly drinking	30.7	–	–	11.6	Lorraine Sanda
EDU BGE 10	% of children and young people who report 'enjoying being in school today'	68% (primary)	–	71% (primary & secondary)		Lorraine Sanda
EDU BGE 11	% of children and young people who agree with the statement 'I enjoy my life'	84% (primary)	–	79% (primary & secondary)		Lorraine Sanda
EDU SPH 13	C&YP with conduct causing serious concern	21	18	23	20	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU BGE 19 47	The Health and Wellbeing Strategy is implemented across ELC and schools with priority actions identified during HWB audit.	Health and Wellbeing survey indicators improve .	30/06/2020	Kaye Hills
EDU SPH 19 48	The LGBTi Charter, Gold standard is achieved across education services.	Young people from the LGBTi community are more confident and ready for learning	31/12/2020	Mary Fox
EDU SPH 19 52	A Business Case is developed for a Transformation Project to improve Mental Health for Children and Families	Service delivery improves	30/06/2020	Lorraine Sanda
EDU SPH 19 53	A pilot of the MASH Project is carried out to consider how services for children and families can be improved as a result of partnership working	Service delivery improves Partnership working is further developed	30/06/2020	Lorraine Sanda
EDU SPH 19 54	A Transformation Project is carried out on the approach to reshaping services on Alcohol and Drugs for children and young people	Service delivery improves	30/06/2020	Lorraine Sanda
EDU FIN 10 03	Schools / parents are adapting their travel plans to minimise costs, improve health and wellbeing and environmental targets.	Active Travel Records No. of pre school children who can pedal a bike by the end of P1 increases 'Bikeability' awards increase No. of participants in 'Walk once a week' Programme increases 'Cycle Friendly School' awards increases 'Hands Up' survey results improve	30/06/2020	Michael Boyle

Code	Action	Impact	By When	Lead
EDU FIN 19 07	Deliver (PEPASS), PE, Physical Activity and School Sport across all Clackmannanshire establishments focussing on; Leadership, links from primary to secondary school, and sports competitions including pupils with Additional Support Needs	Required amount of PE across all school is delivered Gold School Sports Awards are maintained % of schools participating in Active Schools programme Pupils participating in sports competitions and festivals Pupils achieving leadership qualifications	30/06/2020	Marjorie MacFarlane
EDU SPH 19 33	MCR Pathways are introduced in all Secondary Schools for care experienced and vulnerable young people	LAC attainment, attendance and positive destinations improve	30/06/2020	Lorraine Sanda

Priority 4

Improvement in employability skills and sustained positive destinations for all young people

- Increase numbers in employment, education or training
- Improve partnership working with employers, families and communities
- Reduce youth offending behaviour
- Increase young people's participation, voice and influence

Code	KPI	2015/16	2016/17	2017/18	2018/19	Lead
		Value	Value	Value	Target	
EDU SPH 12	No. of Awards achieved by young people by end of Senior Phase	–	–	–		Lorraine Sanda
EDU SPH 14	No. of C&YP volunteering at school and in the community	–	–	–		Lorraine Sanda
EDU SPH 15	Positive Destinations	90.2%	86.9%	93.0%	93.7%	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU SPH 19 22	Schools and Early Learning settings are supported and challenged to implement improvement actions from the National Action Plan for Parental Involvement and Engagement : Learning Together.	Parents are supported to be fully involved in the life and work of their children's early learning and childcare setting or school. Attainment improves. Parent Survey Indicators improve.	30/06/2020	Diane Cherry / Judith Morrison
EDU SPH 19 27	The Foundation Apprenticeship programme is supported to improve employability skills of young people.	Uptake of FAs improves Council and Partnership places increase Success in completion of FAs improve	30/06/2020	Lorraine Sanda

Code	Action	Impact	By When	Lead
EDU SPH 19 29	The DyW Action Plan and No One Left Behind Plans are developed to improve employability skills.	Activity Agreement figures improve Initial and Positive Destination figures improve	30/06/2020	Lorraine Sanda
EDU SPH 19 28	The transition period for Activity Agreements through 'No One Left Behind' employability framework is managed.	Increase in sustained positive destinations for young people aged 16 – 19 years	30/06/2020	Mary Fox
EDU SPH 19 30	A programme for senior phase experience of work and volunteer opportunities is developed across the Community Learning and Development sector.	Young people will develop employability skills.	30/04/2020	Mary Fox
EDU SPH 19 20	The Children and Youth Engagement Plan is developed, building on the CYP Standards for Participation and Engagement.	Increase in percentage of young people who feel that their views and opinions are listened to and acted upon and the youth voice is effective.	31/12/2019	Mary Fox
EDU SPH 19 21	The 2018 – 21 Community Learning and Development Plan is implemented	Actions from CLD Inspection are implemented CLD data gathering plan	30/04/2020	Mary Fox
EDU SPH 19 19	Develop the Parent Council Chairs Forum to play more effective role in strategic development of the Education Service	Feedback from Parent Council Chairs	30/06/2020	Lorraine Sanda
EDU SPH 19 32	A long term STEM Plan is developed to meet the needs of the City Deal and improve employability in Clackmannanshire	Uptake of CLPL in STEM. Confidence of Primary teachers. Partnerships with industry/business	30/06/2020	Lorraine Sanda
EDU BGE 19 34	1+2 Languages are available in line with Scottish Government policy	School Improvement Plans. Uptake of languages	30/06/2020	Adrienne Aitken
EDU SPH 19 35	Strategic Partnership with SFRA, Police Scotland and other Alliance Partners are developed to improve partnership working and outcomes for children, young people and families	Attendance Improves. Positive destinations increase. Feedback from the community	30/06/2020	Lorraine Sanda

Social Service and Criminal Justice Business Plan 2019-20

Priority 1: Review internal staffing capacity, progress and implement structure to ensure the safe delivery of services.

Code	Action	Impact	By When	Lead
SSCJ 001	Progress internal and/or external capacity review, with a particular focus at team leader level.	Ensure resource requirements assure safe delivery of services; Ensure statutory compliance.	31/12/2019	CSWO
SSCJ 002	Redesign the functions of strategic commissioning, policy and planning, risk, and performance reporting across the department.	Stabilise leadership, ensure clear accountabilities and routes for escalation are in place. Reduce risk, enable early intervention, and ensure statutory compliance.	31/03/2020	CSWO
SSCJ 003	Review resource requirements in accordance with service restructure and the workforce plan (link to risk and priorities)	Safe delivery of statutory services; aligned resource to corporate priorities; perceived financial savings.	31/12/2019	Strategic Director/ CSWO
SSCJ 004	Devise and implement Commissioning framework for Children's and Justice Services	Ensure statutory compliance and better quality/outcomes.	31/03/2020	CSWO


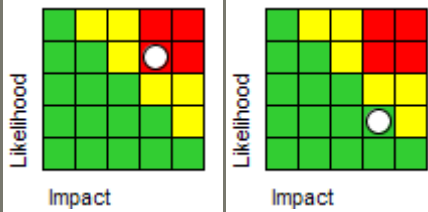
Priority 2: Improve quality of assessments, our use of data and the quality/sharing of case records to ensure better services and outcomes are delivered.


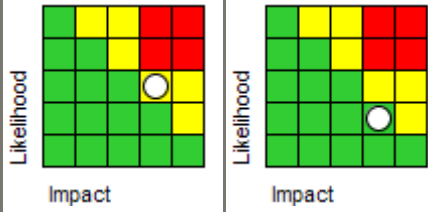
Code	Action	Impact	By When	Lead
SSCJ 005	Develop and progress proposals to replace social work IT system.	Short term investment for longer term saving; more efficient practices; more opportunity for collaboration and integration; streamlined processes.	31/12/2019	Children's services project manager
SSCJ 006	Support and improve approaches and planning to assessment and case management.	Workforce will be more skilled in leading assessments leading to better quality data and application of best practice.	31/03/2020	CSWO/
SSCJ 007	Embed consistent approaches to case recording, case load levels and quality assurance.	More consistent application of robust social work practice; enhanced quality of case reviews.	31/03/2020	CSWO


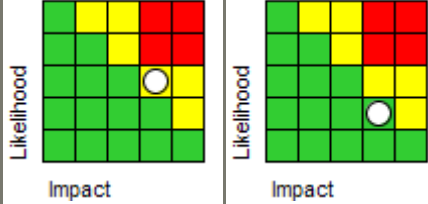
Priority 3: Strengthen internal approaches to learning, development and improvement.


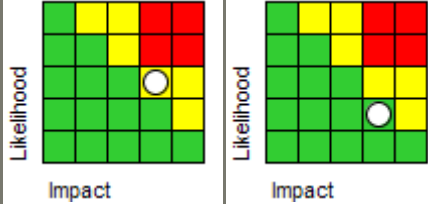
Code	Action	Impact	By When	Lead
SSCJ 008	Invest in workforce development, engaging with external consultants to facilitate learning sessions and embed strong approaches to social work practice.	Higher levels of skill and consistency at team leader level; more effective governance and scrutiny of practice; better skilled workforce.	31/03/2020	CSWO
SSCJ 009	Implement recommendations arising from Internal Case Review and Significant Case Reviews in the areas of child protection and the care system;	Higher quality processes; built in opportunities for improvement; enhanced reputation from stakeholders; more effective governance and scrutiny of practice; better skilled workforce.	31/12/2019	CSWO
SSCJ 010	Plan for shorter sentence assumptions by reviewing community services to address offending behaviour.	Change to service provision; enhanced community services; community engagement.	31/03/2020	Criminal Justice Manager
SSCJ 011	Set regular series of staff engagement sessions as a result of staff survey outcomes.	Improved staff engagement; strong leadership.	30/10/2019	CSWO


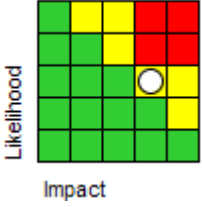
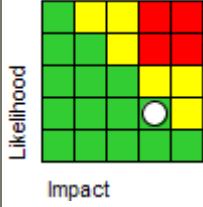
Service Risk Register

Risk	COU CRR 011 Harm to Child(ren)	Approach	Treat	Status		Managed By	Fiona McOmish	Current Score	16	Target Score	8
Description	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.										
Potential Effect	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.										
Latest Note	Children's Social Work services have embarked on a significant improvement journey, as outlined in the Corporate Parenting Strategy and related plans. A substantial level of service review has been undertaken across a wide range of areas, particularly focussing on workforce development. While these activities will reduce this risk in the future, the score is being increased at the moment to more accurately reflect the scale of the issues and the gaps in capacity currently being managed.										
Related Actions	Develop and Implement a new Corporate Parenting Strategy for 2018/2021					Internal Controls	Child Protection Procedures				
	People Business Plan 2019/20						Public Protection Forum				
	Children's Services Plan 2017-2020						Child Protection Committee				

Risk	COU CRR 048 Increasing Attainment Gap	Approach	Treat	Status		Managed By	Anne Pearson	Current Score	12	Target Score	8
Description	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.										
Potential Effect	Reputational damage, implications for audit/inspection findings and funding, and continued poor results in relation to school leaver destinations, participation and young people reaching their potential, with longer-term impacts in relation to social mobility, poverty, life chances and the economic growth of the area.										
Latest Note	The Attainment Team has reviewed programmes, ceasing some and redesigning others. Improving Outcomes Principal Teachers are in post, and the Pupil Equity Fund plan has been aligned to Attainment Challenge outcomes. A Collaborative Research & Evaluation Strategy is in place, including work with 3 Universities. The Tapestry Partnership is delivering a bespoke programme and the Early Intervention Team has been redesigned.										
Related Actions	Scottish Attainment Challenge Action Plan					Internal Controls	Education Senior Management Team				
	People Business Plan 2019/20						Scottish Attainment Challenge				
	Deliver actions linked to the Attainment Challenge and ensure that barriers to learning are identified early and addressed						National Improvement Framework				

Risk	EDU SRR 001 Impact of Budgetary/Financial Pressures	Approach	Tolerate	Status		Managed By	Michael Boyle	Current Score	12	Target Score	8
Description	Clackmannanshire Council's block grant from central government has reduced every year since 2010/11 and will continue to do so for the foreseeable future.										
Potential Effect	This will continue to impact on resources and the ability of Services to meet service demands.										
Latest Note											
Related Actions						Internal Controls	Budget Strategy & Monitoring Audit Committee				

Risk	EDU SRR 002 Partnership Working	Approach	Tolerate	Status		Managed By	Lorraine Sanda	Current Score	12	Target Score	8
Description	With the expansion of entitlement to Early Years provision to 1140 hours, partners' capacity to deliver may be stretched.										
Potential Effect	This has the potential to adversely impact on their ability to provide and deliver effective services in partnership with Education.										
Latest Note											
Related Actions	An Early Learning and Childcare Academy is set up to deliver SVQ Programme for Assessors					Internal Controls	Service Level Agreements & Contracts				
	Impact of Early Learning and Childcare providers delivering extra hours is evaluated						Early Years Partnership				
	Early Learning and Childcare 1140 hours expansion plan is developed										

Risk	EDU SRR 003 Leadership Recruitment & Retention	Approach	Tolerate	Status		Managed By	Cathy Quinn	Current Score	12	Target Score	8
Description	The Service may struggle to recruit and retain senior leaders within schools due to the national shortage of people willing to undertake such roles										
Potential Effect	Lack of leaders in promoted posts, and pressure on other staff members										
Latest Note											
Related Actions	Leadership and CLPL Programmes are implemented, supporting probationers, teacher, early Learning and Childcare staff, Principal Teachers, Depute Head Teachers, Head Teachers and Classroom Assistants					Internal Controls	Recruitment & Retention Policy				
	Mentoring and support mechanisms are set up for existing and new Head Teachers and SMTs										
	Leadership of Learning is delivered in partnership with University of Stirling (SAC) & SCEL										



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Place

Business Plan 2019-20



**Be the
FUTURE**

1 SERVICE OVERVIEW

1.1 DIRECTORATE OBJECTIVES

Our Vision

We will be a valued, responsive, creative organisation through collaboration inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Outcomes

- Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- Our communities will be resilient and empowered so that they can thrive and flourish.
- Our families, children and young people will have the best possible start in life.
- Women and girls will be confident and aspirational, and achieve their full potential.

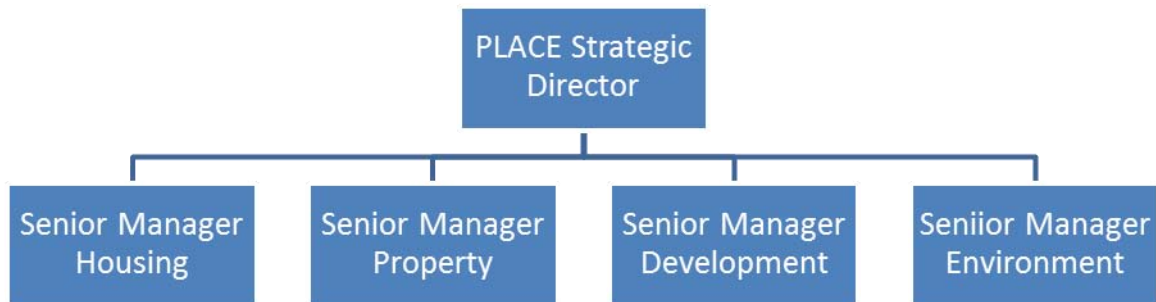
Our Priorities

- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empower Families & Communities
- Organisational Transformation

Our Values

- **Be the customer** – Listen to our customers; communicate honestly and with respect and integrity.
- **Be the team** – Respect each other and work collectively for the common good.
- **Be the leader** – Make things happen, focussing always on our vision and outcomes and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** – Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** – Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** – Work always towards ensuring that we deliver our vision and live our values so that we become a valued, responsive Council with a reputation for innovation and creativity.

1.2 SERVICE STRUCTURE



1.3 BUDGET

The Housing (Scotland) Act, 1987 sets out the statutory requirement for all local authorities to maintain a dedicated housing revenue account for their housing stock. The Housing Revenue Account (HRA) is used to provide tenants of Council owned housing with the maximum benefit from their rents and ultimately the best standards of service. Being a dedicated account, the HRA is ring-fenced, with income from rents meeting all expenditure on properties occupied by Council tenants.

The remainder of the Place directorate is funded through the General Fund budget. This includes Property, Development and Environmental Services, along with Housing services such as Homelessness and Housing Strategy. These areas are all subject to significant budget challenge and consultation to reduce budgets, focussing predominantly on fulfilling statutory duties.

HRA CAPITAL BUDGET	2019-20 £'000
Primary Building Elements	250
Secondary Building Elements	3,536
Energy efficiency	1,075
Modern facilities	800
Health, safe and secure	1,321
Non - AHQS	2,506
TOTAL CAPITAL INVESTMENT	9,488
Estimate House Sales to support Capital Investment	0
Borrowing to support Capital Investment	1,641

HRA REVENUE BUDGET	2019-20 £'000
Repairs and Maintenance	8,046
Supervision and Management	3,811
Capital Finance charges	2,871
Other	1,694
TOTAL GROSS EXPENDITURE	16,422
Total Income	-21,316
Surplus (deficit)	-4,894
Capital funded from current revenue surplus & reserves	7,847
HRA Uncommitted Reserves	787
HRA Total Outstanding Borrowing	23,656

Housing General Fund	2019-20 £'000s
Building Repairs & Maintenance	3,604
Property Administration	181
Homeless Accommodation & Admin.	126
Housing Support Team	123
Strategic Housing Authority	106
Anti Social Behaviour	17
Landlord Registration	-26
Housing Advice Services	7
Grand Total	4,138

Development and Environment Revenue Budget	2019-20 £'000s
Asset Management	0
Building Operations	2,015
Building Standards	-27
Catering	944
Catering Contracts	0
Development & Environmental	13
Economic Development	-115
Energy & Sustainability	187
Environmental Services	6,040
Facilities	1,580
Implementation	293
Land Services	43
Planning	183
Property Maintenance	0
Roads	638
Roads & Street Lighting	1,432
Grand Total	13,226

Exec Team Revenue Budget	2019-20 £000s
Executive Director	128

S&CS Revenue Budget	2019-20 £000's
Community Access Points	309
Receptions	68
Total	377

1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

There are a number of items that have already been subject to Committee approval this year including the Strategic Housing Investment Plan (SHIP) and changes to waste collection.

Strategy or Policy	Approved/ last reviewed	Date for review
Local Development Plan	2015	2020
Strategic Housing Investment Plan (SHIP)	2018	2019
Local Housing Strategy	2018	2023
<i>Asset Management Plan – Public Buildings</i>	?	2020
<i>School Estate Strategy</i>	<i>n/a</i>	<i>2019</i>
Rapid Re-housing	2019	2024
Waste collection (Household charter)	2015	2019
Scottish Housing Regulator Assurance Statement	2019	n/a
HRA Financial Business Planning Review (mid-cycle review)	2018	2020
Tenancy Management policies (Evictions, Short Scottish Secure Tenancies (SSST), Estate Management and Abandoned Properties)	2014/15	2019/20
<i>Code of Practice for Litter and Refuse</i>	<i>2019</i>	<i>tbc</i>
Smarter Choices Smarter Places (SCSP) strategy	n/a	2020
Sustainability and Climate Change strategy	2010	2020
<i>Community Empowerment - Allotments and Food Growing Strategy</i>	<i>2019</i>	<i>tbc</i>
<i>Transport/Parking Strategy</i>	<i>2019</i>	<i>tbc</i>
Road Assessment Management Plan	2018	2020
Local Transport Strategy	?	2019
Road Asset Safety Inspection (Risk Based Approach)	2012	2019

2 KEY ISSUES FOR THE SERVICE

Generally, the Place Service will be subject to significant challenges associated with organisational redesign during 2019/20. The appointment of a new Strategic Director (from 05/08/19) and impending appointment of 4 new Senior Managers creates both an opportunity and transitional challenge for the Place directorate.

The new Place Management Team will also require to contribute revenue budget savings as part of the corporate budget challenge exercise. Work has already commenced with identifying management efficiencies and initiation proposals are being formulated through the Corporate Transformation Programme in relation to potential policy based savings. Indeed, a particular effort will be required this financial year in order to advance the savings already approved in March 2019. This includes the reconfiguration of the Garden Waste collection service, full cost recovery in relation to Commercial Waste and generating additional income in relation to proposed accommodation sharing at Kilncraigs.

Thereafter, significant management resource will require to be applied to advance potential collaboration arrangements with adjoining authorities. In this respect projected savings have been identified in 2020/21 in relation to the delivery of Environmental Health Services, Soft FM functions, Stray Dog Kennelling facilities and, particularly, Waste and Roads Contract Services. Work has already commenced on all these workstreams but will depend largely on the willingness of potential partner authorities to work collaboratively. One specific option which is being explored in this regard is the opportunity to commercialise some of our contract services in order to generate income and enhance local employment opportunities.

The Place directorate will also be aiming to sustain recent improvements in sickness absence performance. It is anticipated that the dedicated Attendance Management Sub Group will remain a priority of the service management team.

Otherwise, the Place Service will continue to coordinate corporate property asset management including the Annual Property Review exercise. This will include review of any ongoing Community Asset Transfer requests and performance in achieving disposals agreed in the 2019/20 Property Review. The task of coordinating the Council's regeneration projects will also continue with a particular focus in 2019/20 on completing the Clackmannan project while also legally committing the agreed workstreams within the new Town Centre Regeneration Fund.

Finally, the directorate will continue to play an important role in taking forward the City Region Deal, particularly the SIEC project and associated Alloa West Masterplan.

Service leaders across Place have also raised their current challenges and the following priorities were identified :

Housing

- Full refresh and focus on tenant engagement, reflecting on feedback following 2019 Tenants Survey
- Complete and ensure corporate measures are in place to meet the new housing regulatory Assurance Statement requirements
- Rapid Rehousing implementation and continually review meeting Scottish Government objectives
- Implementation of Housing Contribution Statement actions

Property

- Internal trade resourcing, balancing work done in-house versus what can be done collaboratively with partners or not all
- Property Factoring, reflecting on the recommendations from the Scottish Parliamentary working group on Tenement Maintenance
- Property Contracts Unit (PCU) separate and stand-alone financial business plan, ensuring compliance with Guidance on the operation of the HRA is met
- Asset Management Strategy for Corporate Public Buildings
- Learning Estate Strategy
- Working towards ensuring compliance with Energy Efficiency Standard for Social Housing (EESH)
- Implementation of building compliance review actions
- Soft FM financial budget challenge implications of roll out of Early learning and Childcare by 2020
- Spend To Save on Energy Projects

Development

- City Deal project implementation
- Decriminalised Parking Enforcement (DPE) and Parking Strategy
- Identify the implications for the Council of the Transport (Scotland) Bill
- Review of Local Development Plan
- New Planning legislation being progressed

- Implement proposed targets in new Climate Change (Scotland) Bill

Environment

- Withdrawal of the kerbside box collection scheme from August 2019
- Preparation for the 2021 Landfill Ban on household residual waste
- Ensuring fleet management legislative compliance
- Maintaining reasonable standards of performance in Grounds Maintenance, Street Cleaning and Burials Services within the context of reducing resources

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

In addition to those workstreams already mentioned above the Place directorate is also working towards a range of transformational projects during the course of the next financial year. These include;

- Housing and Property IT system incorporating public building asset management requirements. Service requires an integrated Asset Management Software to lead on Compliance, Repairs and building Information for Housing and Corporate Assets. At present this is not linked or connected and has led to a fragmented service and corporate risks as demonstrated by the HSE issuing the council with an improvement notice. Currently Housing work with a number of different systems including in-house designed databases and spreadsheets, which leads to duplication and disjointed information. One system which encompasses the Housing Options and Tenancy Management functions is essential in streamlining processes and the customer journey.
- The Housing service is exploring new analytical software tool, which has been introduced by other local authorities and Registered Social Landlords (RSL) and helps focus recovery action on tenants by using software algorithms that analyse tenant and customer payment behaviour built up from analysis of millions of transactions across the UK. This allows those organisations to focus on the correct caseload for their patch area. Some organisations have seen a reduction of around 16% of arrears in year 1 of usage and capacity and resources freed up to work closely with tenants on other value add activities. Reductions in current arrears and value are the best way for the council to minimise its former tenant arrears. Progression of the above tool will be subject to the transformational board approval as well as council's formal tendering and procurement process.
- Commercialisation, the directorate is looking to establish a short life task group to explore the different opportunities that exist across a wide range of services to develop commercial services. Purpose of group would be to assess which areas could provide the best income for the Council, balanced with the right level of risk. Examples include: funeral services, funeral catering, event catering, cleaning, facilities management services, gas boiler servicing, street lighting - maintenance for private car parks, building maintenance, vehicle

charging point installation, social work adaptations, trade waste services, roads capital works and sharing of services & capacity (e.g. with Bear or Amey).

- To procure a digital mail system for inbound and outbound mail. This would mean all inbound mail is scanned and distributed to services electronically. Incorporating lessons learnt and benefits from the Council's revenues team ensure that outbound mail is also sent out electronically where possible, but if not then a third party can be engaged to print and post outbound mail. The system would allow for reduced business support and mail staff across the Council. Savings could also be realised in reduced transport requirements (mail van), reduced need for printing and associated costs. Efficiencies can be realised in processes, through tracking of mail, automated acknowledgements, improved integration with back office systems and improved work flowing of mail. There are a number of suppliers on the market with systems.
- Integrated assessment and support service, the Directorate is seeking to take forward (partially subject to rapid rehousing developments) the development of a service to work exclusively with "high tariff" clients who circulate from crisis led service to crisis led service within the public sector. To focus on early intervention and diversion from crisis and thus avoid the need for expensive interventions. Such services share a core group of clients who can be easily identified because of the frequency of their contact. The immediate issue is often addressed but not the underlying issue meaning they will present again, often to another service. Develop a multi-agency team to identify and work with these clients.
- Explore collaboration on procurement with neighbouring local authorities e.g. Fife Council on void housing energy supplier.

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

Customers are key to the daily operation of our business. Much of the Directorate was formally accredited under the Charter Mark and Customer Service Excellence schemes. Across the Place directorate, stakeholders are involved in the planning and decision making process of our business. In particular, Housing Services have a statutory duty to involve tenants in the decision making processes. To ensure this obligation is met tenant surveys are conducted on a regular basis and stakeholder involvement is a standard feature of how plans and strategies are developed. Some examples, of particular activity this financial year are listed below.

Housing

- 2019 tenant survey, requiring refreshed approach to tenant engagement with Federation playing a crucial stakeholder role
- Development of stakeholder group for Westhaugh
- Continued engagement with strategic partners in
 - Health and Social Care Partnership
 - Community Wellbeing and Safety Partnership

Property

- 2019 tenant survey in conjunction with Housing
- Repair satisfaction surveys
- Regular interaction with key corporate services

Development

- Alloa Town Centre - improvements to footways
- Development of stakeholder/management working groups:
 - Energy Master Plan/Local Heat and Energy Efficiency Strategy (LHEES)
 - Climate Change/Carbon Management Working Group
- Local Development Plan
- Transport/Parking Strategy - public consultation
- Regeneration Projects - public consultation

Environment

- Garden aid satisfaction
- Garden waste permit system
- Household Recycling Charter Compliance
- Deposit Return Scheme
- Kerbside Box Collections

3.2 WORKFORCE PLANNING AND DEVELOPMENT

Our approach to workforce planning will reflect the Council's Strategic Workforce Plan, approved by Council in June 2019. As such, our priorities are to :

- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;

- Ensure our workforce feels supported, empowered, respected and engaged; and
- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

Continuation of organisational redesign, deployment of the Council's vision and values, leadership development and development to develop and support good governance in areas such as information management, health and safety and procurement will be particularly important.

Attendance management is a corporate priority and there is a particular focus to improve performance. A dedicated "Attendance Management" sub group meets regularly with our HR Advisor to review performance and agree improvement actions. Recent efforts have contributed towards a marked reduction from a peak of almost 6 FTE days absence (Development & Environment) and 5.8 FTE days absence (Housing) in 1017 to 3.5 FTE and 2.3 FTE days respectively in Q1 2019.

Corporately, the annual target in recent years has been 12 FTE days lost through sickness absence per local government employee (exc. Teachers). This compares with a Scottish local authority average of some 11.4 FTE days (2017/18). The combined performance of pre-Place Services during 2018/19 was some 15.4 FTE days. Given recent sustained improvement in performance the target which the service intends to aim for in 2019/20 is 12.0 FTE days. This is ambitious but considered achievable and, if achieved, would help improve the Councils overall standing nationally.

3.3 MANAGING SERVICE PERFORMANCE

Across the directorate there are a range of embedded practices for managing and monitoring service performance. These practices vary across the directorate and different approaches are taken depending upon what is appropriate to each relevant area.

- Quarterly senior management meetings
- Staff briefing sessions focussing on performance
- Scottish Housing Quality Standard (SHQS)/Energy Efficiency Standard for Social Housing (ESSH) return as part of Social Housing Regulator's annual charter return
- Joint tenant satisfaction survey 2019
- Planning performance framework
- Review of Energy and Sustainability team KPI's
- Digital transformation














- Monthly internal Fleet performance meeting
- Monthly garden completion targets
- Health & Safety review

4 KEY DIRECTORATE PERFORMANCE RESULTS














2017/18 Local Government Benchmarking Framework Place Directorate Extract

The full Local Government Benchmarking Framework was reported to Audit Committee on 07-Feb-2019 (<https://clacks.gov.uk/document/meeting/289/871/6223.pdf>). The framework covers a wide range of Council services, with this extract including only indicators for the Place directorate, to ensure visibility for all relevant Elected Members. For more information on service, Council and partnership performance, please visit: <https://clacks.gov.uk/council/performance/>.

Guidance

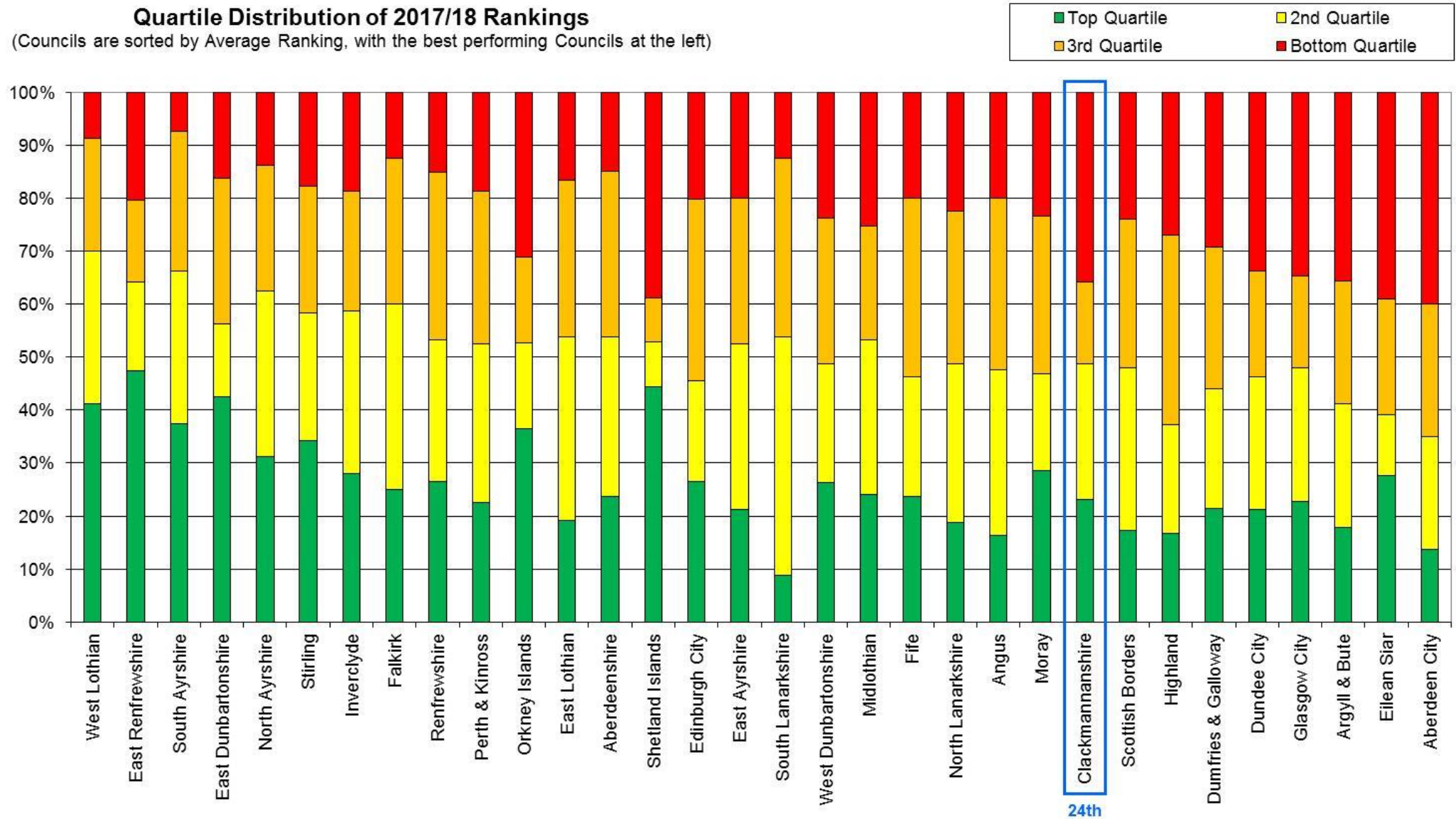
Services	Please note that service groupings under new Directorates are yet to be confirmed as part of the organisational restructure.
Status	Whether the target was met, taking into account a 'tolerance'. This highlights areas requiring attention, while those achieving (or close to) target remain green.  Meeting target or within 5%  5 - 15% worse than target  >15% worse than target  No target
Quartile	4 groupings of rankings, showing broadly how we performed in comparison to other local authorities. Quartile sizes may vary slightly if not all authorities report on an indicator.  Top quartile - 1 st to 8 th place rankings  2 nd quartile - 9 th to 16 th  3 rd quartile - 17 th to 24 th  Bottom quartile - 25 th to 32 nd  No rank
Rank	A more detailed summary of performance in relation to other authorities. The best performance in Scotland is ranked 1 st , and the poorest 32 nd (low costs are considered better).
Trend	Whether performance has improved or declined since the previous year. In some areas, such as costs, the aim is to reduce values, but an upwards arrow still indicates that performance has improved. An upwards arrow for all indicators would be ideal, however, we cannot expect to improve in all areas.  Performance has improved  Performance is consistent  Performance has declined  Missing data for previous or current year
Years	The value achieved by Clackmannanshire Council in the financial year shown. Historical data (from 2010/11) is held for most indicators but some data is not available for all years shown. Where 17/18 data is not available (mostly biennial or Children's Social Work indicators published on 31-Mar-19), the summary shown is for 2016/17.

Summary

Service Area	Status (comparison to target)				Quartile (comparison to benchmarks)					Trend (comparison to previous)				Total
														
1. Waste Management	3	1			1	1	1	1		3		1		4
2. Street Cleaning	2	1				1	1	1		1		2		3
3. Parks & Open Spaces	2				1		1			1		1		2
4. Roads & Transportation	4		1			3	1	1				5		5
5. Regulatory Services	2				1	1				2				2
6. Development Planning	1		1	1		1		2		1	1			3
7. Economic Development	1	1		4		3	2		1	4		1	1	6
8. Housing	3				3					2	1			3
9. Asset Management	2				1	1					2			2
Total – Place Directorate	20 67%	3 10%	2 7%	5 17%	7 23%	11 37%	6 20%	5 17%	1 3%	14 47%	4 13%	11 37%	1 3%	30 100%
Total – Corporate (All Framework Indicators) (percentages don't always total 100% due to rounding)	45 56%	13 16%	14 18%	8 10%	18 23%	19 24%	10 13%	31 39%	2 3%	39 49%	4 5%	35 44%	2 3%	80 100%

Quartile Distribution of 2017/18 Rankings

(Councils are sorted by Average Ranking, with the best performing Councils at the left)



The Place directorate performs better than the Council as a whole in both quartile distribution and average ranking. 62% of Place rankings were in the top 2 quartiles in 17/18, while corporately this was 47% (as shown above). Clackmannanshire's overall average ranking (across all framework indicators) declined from 12th in Scotland (15/16) to 24th, where it has remained in 17/18. The Place average ranking declined from 2nd in Scotland, to 8th, to 11th in 17/18. Therefore, while there is similar evidence of decline, this directorate continues to perform above average, both in comparison to other services, and other authorities.

	15/16	16/17	17/18
Clacks	12th	24th	24th
Place	2 nd	8 th	11 th
H&C	3 rd	9 th	17 th
P&P	26 th	24 th	19 th
People	24 th	28 th	29 th

1. Waste Management										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of refuse collection per premise		£67		11	£66		£56	£67	£52	Drop consistent with efficiencies arising from change to three weekly residual waste collections.
Cost of refuse disposal per premise		£104		19	£98		£98	£104	£105	Drop in disposal cost and increase in recycling rates consistent with behavioural change, encouraged by intervention strategies around improved recycling and reduced frequency of collections of landfill waste.
Household waste composted or recycled		56.5%		3	45.6%		59.5%	56.5%	48.1%	
Satisfaction with refuse collection (3 year rolling average)		81.7%		25	78.7%		77.0%	84.3%	88.3%	While contributing to efficiency and cost, the 3-weekly landfill collection has generated a significant rise in complaints.

2. Street Cleaning										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of street cleaning per 1,000 population		£13,007		18	£15,551		£13,081	£13,846	£13,084	Costs per head of population still below the Scottish average but standards have dropped.
Street cleanliness score (% 'acceptable')		93.9%		16	92.2%		93.5%	94.7%	96.6%	Performance consistent with reduction in staff resources and high level of vehicle breakdown.
Satisfaction with street cleaning (3 year rolling average)		72.3%		28	69.7%		62.7%	76.7%	80.7%	Standards have dropped over 2-3 years, below average due mainly to vehicle breakdowns and reduced staff resources.

3. Parks & Open Spaces										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of parks & open spaces per 1,000 population		£20,432		8	£19,814		£13,955	£26,446	£18,984	Capital works remained consistent but maintenance reduced due to ceasing to maintain land not owned by Council.
Satisfaction with parks & open spaces (3 year average)		86.0%		17	85.7%		87.0%	88.0%	86.7%	Standards dropped slightly from last year due to budget constraints but still above Scottish average.

4. Roads & Transportation										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of maintenance per kilometre of road		£10,338		26	£10,547		£17,697	£16,676	£14,160	Includes capital spend therefore a higher cost per km highlights committed investment in this asset group.
A class roads that should be considered for treatment		25.0%		14	30.2%		25.1%	22.2%	23.6%	Condition slightly down on 2016 relating to proportion on budget spent on network.
As above – B class roads		30.0%		12	35.9%		29.4%	26.3%	28.5%	Variance due to only 50% of network being surveyed annually.
As above – C class roads		30.0%		13	36.2%		30.8%	28.4%	32.5%	Variance due to only 50% of network being surveyed annually.
As above – Unclassified roads		42.0%		24	39.0%		41.9%	41.8%	41.9%	Only 10% of network surveyed annually.

5. Regulatory Services										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost of Trading Standards per 1,000 population		£3,725		4	£5,890		£2,430	£2,921	£3,057	A re-structuring of the service has led to a slight reduction in management costs and therefore the cost of the service.
Cost of Environmental Health per 1,000 population		£16,654		15	£15,496		£13,158	£15,248	£11,974	Budget savings have continued to be made by the EH service. More generic roles have enabled specialist posts to be reduced.

6. Development Planning										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Cost per local planning application		£4,565		25	£4,819		£6,598	£5,734	£7,841	Variable depending on number of applications received by small planning team compared with Scotland average.
Average weeks to process commercial planning applications		9.6		12	9.3		8.2	9.5	6.1	Improved following performance focussing.
¹ Immediately available employment land (as % of land allocated for employment in Local Development Plan)		-		26	40.8%		9.1%	9.1%	19.0%	Available land supply remains consistent and will be monitored in preparation of next Local Development Plan.

7. Economic Development										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
¹ Cost of Economic Development & Tourism per 1,000 population		-		16	£91,806		£55,335	£47,128	£33,119	This relates to expenditure as opposed to cost and includes capital as well as revenue. The net revenue budget for Economic Development has declined in recent years.
Unemployed people assisted into work via Council employability programmes		14.0%		16 ²	14.4%		12.5%	9.5%	10.6%	Economic Development improved the proportion of unemployed people supported into work from 30% (16/17) to 34% (17/18). This is slightly above the Scotland rate (33%).
¹ Residents earning less than the Living Wage		-		16 ²	18.4%		21.3%	24.8%	24.6%	The figure shows improvement which is to be welcomed. It is still, however, worse than the Scottish average and earnings for women continue to be very low.
Business gateway startups per 10,000 population		21.4		10	16.8		21.8	21.4	20.6	Performance remains consistent.
¹ Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only		-		-	11.5%		N/A	5.9%	9.8%	Improvement Service declined to use the data gathered due to the methodology used to collect it.

¹ Targets not set as these indicators were added to the framework over 6 months after the end of the reporting year. Targets will be set from 18/19 onwards.




² Quartile sizes can differ slightly – if data is available for all 32 authorities, 16th place is a 2nd quartile ranking, however, if fewer authorities report, 16th place is in the 3rd quartile.

¹ Properties with Superfast Broadband		-		14	91.1%		93.7%	92.0%	87.0%	A small improvement shown.
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8. Housing										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Average working days to complete non-emergency repairs		7.1		2	7.5		4.1	7.1	5.9	There has been a significant improvement in the average time taken to complete non emergency repairs. This is as a direct result of the improvements we have made to our processes.
Council housing meeting all Scottish Housing Quality Standard criteria		100%		6	93.9%		97.7%	97.3%	97.2%	Out of our current stock of 4911 properties, 4796 meet the SHQS. 59 are in abeyance and 56 fail SHQS. There are 4 kitchens and 55 door entry systems that cannot be upgraded due to either tenant or private owners refusing the work, these have been reported as in abeyance. Of the properties failing SHQS, 6 properties fail due to defective wall fabric, 2 failures due to structural issues and 48 failures are due to SDES failures within an area earmarked for potential demolition/regeneration. Outside the properties earmarked for potential demolition located in Alva, the other SHQS Failures will be targeted as part of works planned for 2018/19.
Council houses that are 'energy efficient' (SHQS)		100%		1	97.2%		100%	100%	100%	All Council Housing stock meets the requirement of the SHQS Energy Efficiency criteria. The Energy Efficiency Standard for Social Housing (EESH) now supersedes this indicator. The target date to meet EESH is 2020.

9. Asset Management										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Operational buildings suitable for current use		85.0%		14	81.0%		85.5%	85.5%	85.3%	2017/18 matches last year. Expected to improve following further Capital Spending on the Primary Education Estate, currently underway in Alva PS, Clackmannan PS, Craigbank PS and Tullibody South Campus. Improved Monitoring and control of mandatory testing and certification, for items such as Fire Risk Assessments, Legionella and fixed wire electrical testing in operational buildings continues to be improved. Fire Risk improvements on various properties currently ongoing.
Council buildings in satisfactory condition (by floor area)		95.0%		6	86.3%		97.6%	97.6%	97.6%	


2.3 Partnership & Performance – Revenues										
Performance Indicator	Status	Target	Quartile	Rank	Scotland	Trend	2017/18	2016/17	2015/16	Management Comments
Rent arrears as a % of rent due in the year		7.5%		22	6.7%		9.1%	8.4%	7.9%	Universal Credit is having an adverse affect on our ability to recover rent arrears. Clackmannanshire is now a full service area, meaning there has been an increase of UC cases of 83% since year end of 2016/17 (611 cases). The arrears total of UC cases is £455,914.35. From a sample we found that 48% of UC cases were not in arrears before claiming UC.


Rent loss due to empty (void) properties		0.90%		17	0.89%		0.99%	1.45%	0.61%	The % of rent lost due to properties being empty has reduced. This is due to the improvements implemented by staff to reduce the time taken to carry out repairs and match the property to a suitable applicant.
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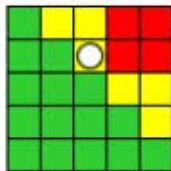
Improvement Actions :


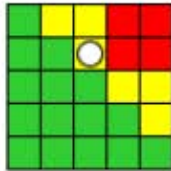
<i>Code</i>	<i>Action</i>	<i>Impact</i>	<i>By When</i>	<i>Lead</i>
	To acquire a fit for purpose IT system to encompass all Housing statutory, regulatory and customer delivery needs	Implement a fully integrated Housing IT system that supports core Housing Business	April 2020	Senior Manager Housing
	Transfer of travelling persons site to HRA	Tenants will receive a consistent service and continue to meet Government and regulatory standards	April 2020	Senior Manager Housing
	Implementation of Rapid Rehousing proposals	A refined approach to homelessness and temporary accommodation	Ongoing	Senior Manager Housing
	Asset Management Strategy for Corporate Public Buildings to be completed including stock condition surveys	Building Compliance for Corporate Buildings and Housing Assets are achieved, sustained and stringently managed to deliver value	tbc	Senior Manager Property
	Learning estate strategy		tbc	Senior Manager Property
	Parking Strategy including developing a Business Plan for the adoption of Decriminalised Parking Enforcement		tbc	Senior Manager Development
	Prepare and implement Community Engagement Plans to develop Town Centre Regeneration Projects: Alva 2018 – 2020		tbc	Senior Manager Development
	New IT – costing system		tbc	Senior Manager Environment
	Implement changes to waste collection services		tbc	Senior Manager Environment

5 RISK REGISTER

ID & Title	DAE SRR 100 Workforce Resources	Approach	Treat	Status		Managed By	Strategic Director (Place)	Target Rating	6	Current Rating	16
Description	Capacity to deal with peaks in workload, demands upon the service and service resilience due to workforce availability.										
Potential Effect	Service cannot demonstrate that it is effective, efficient and recognised for excellence.										
Related Actions	Organisational Redesign	Internal Controls	Performance Review & Development Process								
	Appoint Senior Managers		Attendance & Wellbeing Policy								
	Attendance Management Group		Interim Workforce Strategy								
Latest Note	Risks to service resilience have increased due to 60% vacancy rate within service senior management, reduced staff complement and workforce issues.										

ID & Title	HCS SBP 001 Resources Reduce Below Manageable Levels	Approach	Treat	Status		Managed By	Head of Housing & Community Safety	Current Rating	15
Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.								
Potential Effect	Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand.								
Related Actions	Review the HRA Financial Business Plan	Internal Controls	Interim Workforce Strategy						
	Implement the integrated Housing IT system								
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.								

ID & Title	HCS SBP 002	Loss of Staff Knowledge, Skills and / or Goodwill	Approach	Treat	Status		Managed By	Service Manager, Housing Management Operations	Current Rating	12
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.									
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.									
Related Actions	Training records collated for full service and training plan established.				Internal Controls	Information Management Strategy				
	Continue assessment of demand and current resource and skill base to address gaps.									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 003	Strategies Do Not Provide Clear, Deliverable Direction	Approach	Treat	Status		Managed By	Team Leader - Business Management	Current Rating	12
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.									
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.									
Related Actions	Redesign Estate management service to focus on customer priorities.				Internal Controls	CMT & Committee Approval Process				
	Review the Local Housing Strategy									
	Complete the Asset Management Plan 2018-2023									
	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 005 Missed Improvement Opportunities	Approach	Tolerate	Status	✓	Managed By	Service Manager Strategy & Revenues	Current Rating	9
Description	Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs.								
Potential Effect	Vanguard principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies.								
Related Actions	Review the HRA Financial Business Plan	Internal Controls	Making Clackmannanshire Better Programme		Vanguard Principles & Techniques		<p>Likelihood</p> <p>Impact</p>		
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.								

ID & Title	HCS SBP 004 Focus on Transformation Rather Than Need	Approach	Tolerate	Status	✓	Managed By	Head of Housing & Community Safety	Current Rating	9
Description	Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer need and preferences etc.								
Potential Effect	Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income.								
Related Actions	Establish mentoring of / for Seniors / TLs and challenge against service operating principles.	Internal Controls	Vanguard Principles & Techniques		<p>Likelihood</p> <p>Impact</p>				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.								

ID & Title	HCS SBP 006	Lack Of Appropriate Governance or Scrutiny	Approach	Tolerate	Status	✔	Managed By	Team Leader - Business Management	Current Rating	6
Description	Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure.									
Potential Effect	Potential for harm to individuals and / or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies.									
Related Actions	Housing Officers use the MCB improvement budget in consultation with local communities to maximise its impact.				Internal Controls	Governance & Audit Processes CMT & Committee Approval Process				
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

ID & Title	HCS SBP 007	Strategies Do Not Meet Local / Corporate / National Needs	Approach	Tolerate	Status	✔	Managed By	Team Leader - Business Management	Current Rating	5
Description	Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans.									
Potential Effect	Focus on the wrong actions and / or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications.									
Related Actions	Review the Housing Allocation Policy				Internal Controls	CMT & Committee Approval Process				
	Review the Local Housing Strategy									
	Complete the Asset Management Plan 2018-2023									
Latest Note	22-Nov-2017 This risk is being managed through the related actions. An update on these actions are provided in the content of the performance actions updates.									

Report to Council

Date of Meeting: 22 August 2019

Subject: Empowering our Communities

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. As agreed by Council on 6 March 2019, the purpose of this report is to seek agreement on a number of further innovations to support and empower our communities, including dynamic pricing arrangements.

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.1.1. Notes, challenges and comments on the contents of this report;
- 2.1.2. Agrees that the innovations proposed at paragraph 3.6 should be implemented on trial basis during 2019/20;
- 2.1.3. Notes proposals (as per paragraph 3.9) for the disbursement of £30,000 agreed by Council in March 2019 to support community groups that have recently taken on the management of former Council facilities
- 2.1.4. Agrees to make consequential amendments to the Council's Income and Charging Strategy and Register of Charges.

3.0 Considerations

- 3.1. This paper seeks to develop further innovations that will enable improved access to services for our communities and enhance community empowerment as part of a developing policy framework aligned with the Council's vision and priorities, in particular, Empowering Families and Communities. It is recognised that this is another step on a journey rather than a destination. As referenced on other papers in today's agenda, work is underway on a holistic policy approach that aims to empower families and communities, placing them at the heart of service design and decision making.

- 3.2. On 6 March 2019, Council agreed to bring forward a dynamic pricing strategy to the meeting of Council in June 2019 on the understanding that this could vary the Register of Income and Charging Rates for 2019/20. This was delayed due to unforeseen circumstances, however, it is now presented to Council for it to consider.
- 3.3. The Council's Charging Policy has seen a number of incremental changes over the years in response to feedback from elected members, officers and service users. Whilst the policy principle of aiming to recover the full cost of providing discretionary services to ensure that costs are covered by the charges made is well established, as more community groups become involved in the management of facilities, there is a growing case for further modifications.

Empowering Communities

- 3.4. The Charging Policy agreed by Council in March 2019 acknowledged that further flexibility was needed to build community empowerment and support for recognised community groups. For example, for non-commercial community groups, the policy incorporated significantly reduced rates for Park Event bookings and Price on Application rates for partial park hire to better support smaller scale community events.
- 3.5. Whilst these developments are welcomed, feedback indicates that there are a number of areas where further innovation is required to support and empower non commercial recognised community groups. These are:
 - Increased influence over the booking of land adjacent to community-run facilities. For example, sports pitch bookings. The complication for end users arises where, instead of being able to book a pitch (booking through the Council) and changing facilities (booking through the community group) at one time, separate bookings for each are required. This unanticipated consequence of community asset transfer has led to instances where the pitch was booked but the changing facilities were subsequently found to be unavailable and vice versa.
 - The Council's policy is clear that concessionary rates should apply for community councils, charities, pensioners groups, and parent & toddler groups, out of school care groups and other properly constituted, non profit-making clubs and societies. There are a small number of events each year that are community-minded but have commercial aspects to them where a clear policy steer from Council would be helpful. For example, Alloa firework display, run on a commercial basis by Alloa Round Table though essentially to provide an established and valued 'community service' that would otherwise not take place.
 - Further flexibility over the requirement to pay a bond for Park Events. Whilst the introduction of bond charges has undoubtedly been successful in reducing losses and damage to public open space during commercial events, even with concessionary rates, bonds can be challenging for community groups, where cash flow is often marginal.

- Community Empowerment Fund – for a number of years the Council has agreed a capital grant fund of approximately £100,000 that community groups can bid into either to improve the fabric of community run facilities or for community council's to use for local participatory budgeting exercises. The fund has been popular, with numerous community buildings benefitting from upgrades and modernisation. However, current criteria is somewhat restricted by a requirement for security of tenure, and there appears to be little appetite within communities to repeat participatory budgeting exercises piloted a few years ago. Fledgling community groups have found it particularly frustrating not to have been able to access the funds either to upgrade a facility in order that they can take it on its management, or, if they have taken it on, because they are not quite in a position to commit to a long term lease.

Dynamic Charging – Increasing Use of Council Community Facilities

- 3.6. In the context of the Council's leisure and community services, there is a case for a more innovative, dynamic, and indeed, commercial approach with charging to encourage increased community uptake and, in turn, revenue. For example, the current charging policy is for a fee, set annually as part of the budget, over which there is no operational discretion. In a commercial context, providers often have flexibility to offer last minute discounted rates to maximise usage on the basis that costs are fixed, therefore a proportion of income for an asset is better than none at all.

Proposed Innovations

- 3.7. In order to address these issues a number of innovations are proposed as follows:
- 3.7.1. Sports Pitch Bookings Adjacent to Community Operated Facilities – it is proposed that the Council agrees on a trial basis to provide officer discretion to transfer the booking process and associated income to recognised community groups that wish to do so for a trial period. There would still be a requirement for close liaison with the Council staff on regulatory matters relating to licencing maintenance, and adhering to the Council's terms and conditions; however, this would provide a more joined-up solution for service users and communities, providing opportunities for increased community empowerment and in turn increased usage of community facilities.
- 3.7.2. This would mean a loss of income for the Council of around £1000 per annum; however, this would be offset to some extent by opportunity cost associated with bookings and failure demand. At this stage, it would apply to 2 facilities: Dumyat Centre (current income approximately £700 per annum) and Tullibody Civic Centre (current income approximately £350 per annum). Total income for sport pitch booking is £4,500 per annum, with the majority realised from West End Park, Alloa.
- 3.7.3. Requirement for Bonds for Community Councils and Development Trusts – it is proposed that discretion is given to officers for a trial period not to charge a bond fee for these groups on the basis that it is in the interests of both parties that the amenity value of public parks is maintained. The Council would conduct an inspection before and after the event to ensure no damage has

occurred. In the event of damage, it would be a condition that it is made good. This changes recognises that these groups may not have the fund up front to enter into a bond.

- 3.7.4. Dynamic Pricing – it is proposed that a dynamic pricing approach is adopted for a trial period during 2019/20 for Indoor Sports Facilities and Conference and Meeting Facilities to gauge whether it would realise increased revenue. This would provide officers with discretion to run targeted campaigns that could reduce fees of a facility which has not been booked already by up to 50% no more than 48 hours ahead of usage.
- 3.7.5. Concessionary rates – in this context it is merely proposed that the Council sets out a clear policy position on events such as the Alloa Firework display in that where a non-commercial group can demonstrate that any funds raised in connection with that event are returned to the direct benefit of the community in Clackmannanshire, then concessionary rates will apply.
- 3.7.6. Community Empowerment Fund – at present, the fund is open to applications from community groups that have long-term security of tenure and community councils to run participatory budgeting events. It is proposed that the Fund is extended to applications from constituted community groups who have taken on the running of properties still owned by the Council, at which location the Council previously provided leisure or community services irrespective of the length of tenure. Furthermore, it is proposed that applications are welcomed from constituted community groups to upgrade poorly used or surplus former Council leisure or community facilities so that the group could take over the management of the facility through a lease or Community Asset Transfer arrangement. The group would need to take legal control of the facility before work could commence, however, informal feedback to date suggest that an ability for community groups to access a small capital start up fund may assist to bring more facilities into community use.
- 3.7.7. Any award of grant would be in line with statutory regulations on the award of Capital grant to third parties and the definition of capital expenditure and subject to the Councils own terms and conditions as specified in the grant offer.
- 3.8. In line with the Council's vision, values and priorities, a key strand of our organisational transition programme, *Be the Future*, will seek to empower our communities. An important element of that will be how the Council and partners can better work with in partnership with communities and community groups. It is envisaged that a learning and development programme will accompany this work, to upskill communities and deliver a culture shift within the Council that can better support a more holistic policy approach to community empowerment.

Risks

- 3.9. These innovations provide opportunities to increase satisfaction with and usage of our community facilities, however, there is also a risk that the Council may lose income or incur increased costs. For example, income from sports facilities could fall below that predicted in the budget, or unintended damage to open spaces may exceed planned budget.

- 3.10. Although these risks are believed to be low, it is proposed at this stage that the proposals are trialled during 2019/20 to inform budget for 2020/21 and beyond.

Update on Revenue Funding for Community Groups

- 3.11. On 6 March, Council agreed that a fund of £30,000 should be created to support community groups that have taken on the running of council community facilities. Following a period of informal consultation, it would appear that a simple split of £6,000 per facility is the favoured approach at this time to assist fledgling groups with developing projects and initial cash flow concerns for items such as utility bills and minor repairs. Guidance and a simple application form seeking information on what the funds will be used for will be distributed to applicable groups which are as follows: Alva Development Trust (Cochrane Hall), Clackmannan Development Trust (former Clackmannan CAP), Tullibody Community Development Trust (Tullibody Civic Centre) , Dollar Development Trust (Dollar Civic Centre) and Menstrie Community Action Group (Dumyat Centre). A monitoring process will be used to ensure the funds are used for the purposes intended.

Conclusions

- 3.12. Further innovations are required in the way the Council works in partnership with our communities as part of a developing policy approach. Whilst there are risks of lost revenue and increased costs, these are believed to be low and potentially outweighed by opportunities for greater collaboration and innovation and increased usage and satisfaction of much valued facilities within our communities.

4.0 Sustainability Implications

- 4.1. The recommendations in this report provide opportunities for community empowerment and to increase the sustainability of community facilities.

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

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)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(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)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 22 August 2019

Subject: Town Centre Capital Fund

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report is to inform Members of the process proposed to identify Town Centre Capital Projects which may be eligible for all or part of the £683,000 awarded to Clackmannanshire by the Scottish Government as part of its £50 million Town Centre Fund announced on 1st March 2019.
- 1.2. The Town Centre Fund is supporting Councils to ensure their town centres are more diverse, sustainable and successful in the face of changing and evolving retail patterns.

2.0 Recommendations

- 2.1. It is recommended that the Council agree :
 - (a) to utilise the Town Centre Capital Fund to deliver the initial projects (1-5, Table 1, paragraph 2.12) identified through the Town Centre Masterplanning process such that they are at least legally committed within the required timescale (31 March 2020) and
 - (b) explore other external funding opportunities with key stakeholders for projects emerging through the Masterplanning process to achieve wider town centre transformation.

3.0 Considerations

Background

- 3.1. The Scottish Government is committed to supporting town centres face the challenge of changing and evolving retail patterns, and is investing in town centres so that they can be sustainable and thriving places for communities to live, work and enjoy.
- 3.2. The Scottish Government's Town Centre Action Plan published in 2013 focused on national and local solutions, encouraging action across public, private and community sectors. The Town Centre First Principle was subsequently agreed,

which requested that government, local authorities, the wider public sector, businesses and communities put the health of town centres at the heart of proportionate and best value decision making, seeking to deliver the best local outcomes regarding investment and de-investment decisions, alignment of policies, targeting of available resources to priority town centre sites, and encouraging vibrancy, equality and diversity. It committed to a collaborative approach which understands and underpins the long term plan for each town centre.

- 3.3. The Council shared the ambition to support the vitality and viability of local town centres and continues to invest in specific regeneration opportunities (e.g. King Street/Speirs Centre, Alloa & Main Street, Clackmannan). Indeed, the Council also continues to explore the scope for additional investment to transform Alloa Town Centre as part of its involvement in the City Region Deal.

The Aim of the Fund

- 3.4. The aim of the Town Centre Fund 2019-20 is to enable local authorities to stimulate and support place based economic investments which encourage town centres to diversify and flourish, creating footfall through local improvements and partnerships. Specifically, the fund will contribute to **transformational** investments which drive local economic activities and re-purpose town centres to become more diverse, successful and sustainable.
- 3.5. The Fund aims to deliver against the themes of the Scottish Government's Town Centre Action Plan, including:
- Accessible Public Services
 - Town Centre Living
 - Vibrant Local Economies
 - Enterprising Communities
 - Digital Towns
 - Proactive Planning

Identification of Projects

- 3.6. Local authorities are expected to make investment decisions in the context of national and local commitments to town centres including:
- the Town Centre First Principle
 - the Scottish Government's Town Centre Action Plan
 - the Place Principle.

It is also expected that investment decisions are based on approaches which are collaborative and place based with a shared purpose, and make use of tools and support of the Scottish Government, Scotland's Towns Partnership, Scottish Futures Trust, Scottish Enterprise and Architecture and Design Scotland.

- 3.7. There are a range of tools and resources to support how local authorities can understand, audit, plan, and improve their town centres. It is expected that they will use these to ensure investment decisions are based on an understanding of town centre performance and ownership; shared visions and plans with local communities, partnership and stakeholders fully engaged, and identification of physical infrastructure changes that will contribute to maximisation of investments and achievement of those visions.

- 3.8. The Council have already used some of these tools for Alloa Town Centre. In September 2015, Scotland's Towns Partnerships and EKOS Economic and Social Development published an audit of Alloa Town Centre, and during the first few months of 2019 a Place Standard exercise was carried out for Alloa Town Centre. The Place Standard is a framework designed to support communities, public, private and third sectors to work efficiently together to assess the quality of a place. The findings of this exercise are expected shortly.
- 3.9. As well as being the baseline on which the success of the Town Centre Capital Fund will be measured, the summary and key points of these pieces of work will be integral to identifying **appropriate, transformational** projects and informing investment decisions.
- 3.10. The key criteria on how the fund can be spent, is that it must be for capital expenditure for transformational projects. The grant may fund a wide range of investments which deliver against the themes of the Scottish Government's Town Centre Action Plan and the Alloa Town Centre Audit. The Town Centre Fund provides an opportunity to build on work already undertaken in the town centres and add value to realise transformative ambitions.
- 3.11. In Alloa Town Centre the fund will help to deliver projects which will be transformational, deliverable and address existing Town Centre issues such as sustainable transport, congestion, pedestrian connections and anti-social behaviour. Delivery of these projects will in turn lead to the next stage of town centre transformation to include other areas which form part of the broader Town Centre Masterplan such as Alloa South, the Leisure Bowl/Greenfield area, the police station, the town hall area and West End Park. This round of funding therefore forms part of the bigger picture for Alloa Town Centre.
- 3.12. The ongoing consultation exercise on Alloa Town Centre, in partnership with Alloa First, CTSI and Architecture and Design Scotland has helped identify projects 1-5 in the table below as being transformational, and important catalysts to the further transformation and regeneration of Alloa Town Centre. They are considered to best achieve the aims of the Scottish Government's Town Centre Fund and are based around the themes of, Arriving, Connecting, Unlocking, Meeting/Learning and Socialising.
- 3.13. Project 6, new car parking at Alloa train station may contribute to transformational change in the future. However, this will be dependent on other related actions, such as an agreed parking strategy, the location or re-location of public transport hubs and interchanges, the impact of increasing numbers of electric vehicles and other opportunities for future land use/re-use in the town centre, as mentioned in paragraph 3.10 above. This would also use 93% of the full £683,000 award on one project.

Table 1 : Potential TCRF Projects

Location	Issue	Improvement
1. Active Travel Hub	Lack of easily identifiable arrival point and visitor information and public toilet	3 rd sector led project to create active travel hub and visitor information centre involving innovative re-use of vacant building and streetscape enhancement [indicative cost contribution £200k]*
2. King Street	Barrier to easy access from north Alloa and Sauchie to town centre, inadequate connections	Enhance safe crossing opportunities on desire lines and associated environmental improvements [indicative cost £186k]
3. Link between King Street and Drysdale Street	Poor, unattractive and hard to find pedestrian link to Drysdale Street	Complete route to/from station and provide a safer crossing point [indicative cost £138k]
4. Shillinghill	Anti-social gathering and poor connections to the college	Re-model social space and improve physical and visual connections to college [indicative cost £100k]
5. Bank Street	Poorly functioning public space adjacent to restaurants and cinema	Re-model open space, improve connections and open up area [indicative cost £50k]
6. New station car park	Parking capacity at station	Provide new car park north of station [indicative cost £635k]

* Potential for part funding from other sources

Administration of the Fund

- 3.14. Clackmannanshire Council have been awarded £683,000, from a national 'pot' of £50 million, based on an equal weighting of the number of towns in a local authority and the local authority population. The grant is to be paid quarterly in April 2019, July 2019, November 2019 and March 2020 and used in the financial year 2019-20. If the grant is not used in the financial year 2019-20, any unused grant is to be repaid to the Scottish Government unless otherwise agreed in writing by Scottish Ministers. It is expected that work will be completed, or at least work or contracts signed or commenced within 2019-20.
- 3.15. The grant is for capital expenditure which is additional to that which is already or would otherwise be allocated to the 2019/20 budget, and should not substitute for existing spend. The grant may also be used to fund third party capital expenditure, either directly or through the provision of grants to third parties (public sector bodies, private sector bodies or individuals) which would, if incurred by the Council, be capital expenditure.

- 3.16. The Council shall keep the Scottish Ministers informed of the use of their grant through the submission of a third quarter return in November 2019 and a year end return, and an end of year report which details financial expenditure; *shows how this was additional to existing spend*; profiles delivery; and, outlines anticipated impact and outcomes and how these will be measured. The final report will also contribute to a wider publication to describe how local authorities have delivered the Town Centre Fund and share learning. The two returns will show estimated and actual spend by the financial year end. It is expected that the Scottish Ministers will be notified as soon as possible if an underspend is anticipated, and the return in November 2019 will be crucial in highlighting any risk of underspend.
- 3.17. The Council will be required to submit interim and end of year reports on how the fund is used and will require further future monitoring to measure improvement. An important monitoring tool will be the Your Town Audit developed by Scotland's Towns Partnership. In this respect, Clackmannanshire Council is well placed as Alloa is one of the towns for which such an audit has already been carried out, and this should be used as a baseline for measuring the success of the Town Centre Capital Fund.

Conclusion

- 3.18 Projects 1-5 are considered to be the best options and would provide transformational change in a number of locations within the town centre, with several of the outputs deliverable within the TCRF budget and timescale, and derive from initial stakeholder engagement on the town centre masterplan. Projects identified with 3rd sector input will also benefit from input from other funding sources, adding value to the TCRF contribution.

4.0 Sustainability Implications

- 4.1. The principles of sustainable development will be a consideration for the feasibility study, along with the contribution to delivering the Council's objectives on sustainability and climate change, as set out in the Clackmannanshire Sustainability & Climate Change Strategy. The proposal will be assessed for its contribution to achieving the Council's objectives for economic, environmental and social sustainability.

5.0 Resource Implications

- 5.1. 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
- 5.2. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.3. There are no additional staffing requirements associated with this work.

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)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(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

Town Centre Capital Grant 2019-20 - Offer Letter 7 March 2019

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Nikki Bridle	Chief Executive	

Report to: Clackmannanshire Council

Date: 22 August 2019

Subject: Weir Multicon Non Traditional House Upgrade - Caroline Crescent, Alva

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. The purpose of the report is to provide the Council with an update on the upgrade of the 17 Weir Multicon homes located in Caroline Crescent Alva as approved by Council in August 2018, and provide a further option for consideration following structural assessments.
- 1.2. The report details the actions taken so far, recent developments, the next steps, and recommendations for council to consider.

2.0 Recommendations

- 2.1 It is recommended that Council agrees :
 - (a) to pursue a pilot scheme, involving a revised scheme of works towards the application of an external render system on two properties (subject to Building Control approval), and
 - (b) to consider a further report, on completion of any pilot, prior to approving the upgrade of the remaining 15 properties.

3.0 Background

- 3.1. The 51 Weir Multicon homes were built by the then Alva Town Council in 1965. They were designed as a temporary housing solution with a projected life of 35 years (i.e. these properties are now twenty years older than their projected life span).
- 3.2. These homes have been very popular due to their size and location and since 1980, 34 of them have been sold through the "Right to Buy" Legislation to sitting tenants. No restriction was placed by the government on their sale. Some 17 remain within our existing stock portfolio.
- 3.3. Due to their non-traditional build the council have commissioned structural assessments at 10 year intervals, the last assessment being carried out in 2012.

- 3.4. In terms of the Energy Efficiency of these properties, they will not meet the Energy Efficiency Standard for Social Housing (EESH) set out by the Scottish Government to be achieved by the 31st of May 2020. This in brief will require an Energy Performance Rating of at least 69 per house ('C' rated). Given the wall construction type, typical current ratings are between 55 and 62 with "A" Rated Heating Boilers. The 17 Weir Multicon properties are the most difficult to treat housing stock within the Council's HRA Asset Portfolio.
- 3.5. The Housing Service has already highlighted this as an expected exemption to the Scottish Housing Regulator, and we are reasonably confident that we will be granted such an exemption on the basis of the construction type.
- 3.6. The Council agreed to upgrade the 17 remaining council properties in August 2018 through the Housing Capital Programme, with a programme of works estimated at £750,000.
- 3.7. The scope of proposed works agreed at Council in August 2018 included the fitting of internal wall insulation to improve the thermal performance of the dwellings, bathroom, kitchen and electrical rewire, central heating replacement, roof replacement, additional loft insulation and works to the external façade.
- 3.8. To set these properties in context, since 2012, Clackmannanshire Council has made great progress in terms of improving and upgrading its non-traditional Housing Stock. To date some 857 non-traditionally built homes have been upgraded with thermal efficient external wall insulation. This has sustained the longevity of the assets, increased value, addressed thermal efficiency and delivered significant fuel savings for our customers. This has given the Council a solid platform to achieve the EESH standard by the deadline set by the Scottish Government and enabled the Council to be the best performer in terms of achieving the Scottish Housing Quality Standard.
- 3.9. The last remaining 17 "Hard to Treat" properties within Westercroft have been subject to many assessments since 1996 and, as stated earlier, are the most difficult to upgrade due to their layout and condition. This is not a new problem for the Housing Service but to date has been difficult to resolve, especially with mixed tenure ownership in the street.

4.0 Update

- 4.1. A Briefing Paper was circulated to Members on the 19th of June 2019 advising of progress in terms of the council decision taken in August 2018.
- 4.2. This mentioned that the uptake of tenants showing interest in the original scope of works agreed at council has been low (6 out of 17 households) due to the decanting requirement to allow works to proceed. The tenant profile make up includes many elderly households.
- 4.3. Furthermore the structural assessment that was carried out by CRA in February 2019 has highlighted new concerns (which were not identified in the 2012 survey) with regards to the present condition of the external cladding, with extensive remedial repairs to the façade now required. Had these concerns not been raised by the Engineer, the original Council decision would

have been implemented with those tenants keen to take the package of improvement works.

- 4.4. The recent Engineers assessment has further influenced our discussions with the contractors to seek a more long-term solution for the properties that would encompass the upgrade of the external façade and thus alleviate the Engineers concerns, whilst delivering thermal improvements for the tenants.
- 4.5. The Housing Investment Team has since engaged with the councils current Term Contractor, Everwarm, to identify two pilot homes to explore the possibility of applying an external thermal render system to the properties. Consequently, Everwarm expressed an interest in the project moving forward and sought to explore with their Structural Engineer the possibility and feasibility of installing an external wall insulation cladding system (EWI). There have been changes in the market place with newer lightweight EWI systems coming on board to help the UK meet its carbon reduction targets.
- 4.6. As stated earlier the properties are of an unusual, non-traditional design however both Everwarm and the System Engineer from Weatherby are very confident that revised proposals to carry out external cladding are appropriate, and could be applied to the council stock in isolation (i.e. without owners participating).
- 4.7. The potential revised scope of works developed are as follows –
 - Removal of existing metal cladding facade
 - Removal of asbestos soffits and verges
 - Full repair of the existing timber frame
 - Sheet out entire wall area osb board or equivalent
 - Carry out full replacement of windows and doors as per the councils Secure by Design specification
 - Apply a Wetherby Epsitec External Thermal Wall Insulation system
 - Remove existing roofing fabric and Re-Roof including soffit and fascia and downpipe upgrade
 - Fit Panel 2.7kW solar PV System including 2.9kW battery storage (this could be building warrant dependent).
- 4.8. While this project is still fraught with difficulty it is considered worth exploring the revised proposal given the condition of the external facades, which would need to be addressed even if the original council decision was implemented.
- 4.9. Following close consultation with Structural Engineers, a full Design Proposal was forwarded to the Council and a Building Warrant Application is being pursued.
- 4.10. Given the problems involved in any decanting and a very poor uptake in terms of interested tenants, an external system (if it achieves building warrant approval) may be applied and could thereby avoid the need to decant any tenants. This would allow tenants to remain in situ during the project and avoid the need for the early upgrade of kitchen, bathroom and electrical rewiring outwith current council policy.

- 4.11. Although, the system can be installed without the involvement of owner-occupiers the adjoining owners will be encouraged by Everwarm to take part in the project and a grant funding package may become available to enable owners to achieve the benefits.
- 4.12. On completion of the works there would be a BBA Certification process, but in essence this could safeguard these properties for a further 30 years (thus lasting 50 years longer than anticipated during construction in 1965).
- 4.13. Crucially, Everwarm are the first contractor who have shown a desire to pursue this course of action to date. These properties have long been a concern and have been subject to many unsuccessful grant applications in previous years.
- 4.14. It is proposed than if Council (subject to warrant) approve this approach that two pilot homes are taken forward first. These can be instructed through the Council's existing term contract with Everwarm providing Energy Efficiency Upgrades. Should the pilots be successfully completed, the Council can directly award the remaining contract to upgrade the remaining 15 properties.
- 4.15. As highlighted, there is risk attached to this but it is considered that it is a risk worth exploring to sustain these properties within the community for a significant period.

5.0 Options for Consideration

5.1. Insofar as numerous options were considered prior to the Council's decision on a preferred approach in August 2018 (see background paper) it is now considered that there are effectively two options available, namely :

- (1) continue with the approved approach or
- (2) pursue a revised approach based on the changed circumstances.

5.2. (1) ***Approved Approach – August 2018 :***

Refurbish the remaining stock fitting internal wall insulation to the inner walls of the 17 remaining households. The scope of works within the project to include wall insulation, central heating upgrade, window and door replacement, roof upgrade and work to upgrade the existing structure. This can still be instructed however only 6 out of 17 households expressed an interest. Furthermore structural assessments highlighted risks with the condition of the external façade. This scope of work as highlighted in 2018 will ensure that the properties meet the current Energy Efficiency Standard for Social Housing (EESH). However, there will be no guarantee that this will be future-proofed against increases in the standard planned for review in 2022 and 2025. There will be no added value to the assets following this scope of works and we will likely require to finance additional works to the external facades.

5.3. (2) **Revised Approach – August 2019 :**

Instigate a programme of full external cladding to the 17 remaining homes. The scope of works will include external thermal wall insulation, roof replacement and window upgrade. This work will add value to the Council assets and sustain the properties for a further 30 years once the BBA Certification is secured. The work can be instructed to the Council's term contractor Everwarm. The proposed external thermal wall insulation will be guaranteed by the system designer. Sharing private owners can participate in the programme and Everwarm will provide a full engagement along with seeking grant assistance to allow owners to participate. The project is not dependant on owners participating but is subject to building warrant approval.

6.0 Resource Implications

6.1. *Financial Details*

6.2. The approved approach was budgeted at £750,000 in August 2018. The potential cost of the alternative approach has initially been estimated by the Contractor at nearer £800,000. However, until any pilot scheme is carried out it is too early to reliably state what the financial implications will be. Indeed, it is very possible that the approved budget of £750,000 will exceed the sum eventually required. A verbal update on the likely cost of any pilot scheme will be provided at the Council meeting.

6.3. It is intended that two pilot homes are taken forward and fully evaluated prior to a further report to Council on upgrading the remaining 15 properties. This will enable the cost of the revised approach to be fully considered by Council at that stage prior to pursuit of the whole scheme.

6.4. *Staffing*

6.5. There are no staffing implications as a consequence of the revised approach now being considered.

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 click on the check box)

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(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".

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

Council Report – August 2018

Author(s)

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Approved by

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