



**Clackmannanshire
Council**

www.clacksweb.org.uk

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

Special Meeting of the Clackmannanshire Council

Friday 21 February 2014 at 10.00 am

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

Date	Time
------	------

Clackmannanshire Council

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

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

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

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

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

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

13 February 2014

A SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on FRIDAY 21 FEBRUARY 2014 at 10.00 am.

**ELAINE McPHERSON
Chief Executive**

B U S I N E S S

	Page No.
1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer.	--
3. General Services and HRA Revenue and Capital Budget 2014-15 - report by the Director of Finance and Corporate Services (Copy herewith)	07
4. Prudential Indicators 2014/15 to 2016/17 - report by Director of Finance and Corporate Services (Copy herewith)	127

EXEMPT INFORMATION

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

5. Provision of Care at Home Service for Older People and People Under 65 with a Physical Disability - report by the Head of Social Services (Copy herewith)	139
--	-----

Clackmannanshire Council – Councillors and Wards

Councillors

Wards

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

CLACKMANNANSHIRE COUNCIL

Report to Special Meeting of Clackmannanshire Council

Date of Meeting: 21st February 2014

**Subject: General Services and HRA Revenue and Capital Budget
2014/15**

Report by: Director of Finance and Corporate Services

1.0 Purpose

- 1.1. The purpose of this report is to present the Council's Budget for 2014/15. This report covers revenue and capital expenditure budgets for both General Services and Housing Revenue Accounts. In addition this budget seeks approval and/or provides information for further actions which will contribute to the Council's aim of improving medium term financial planning and financial sustainability.
- 1.2 This report also builds on the regular *Making Clackmannanshire Better (MCB)* and Budget Strategy Update reports and briefings presented to Council and Resources and Audit Committee throughout the year.

2.0 Recommendations

- 2.1. It is recommended that the Council **approves:**
 - 2.1.1 the General Services Revenue Budget for 2014/15 (Appendix B),
 - 2.1.2 the proposals for demand pressures (Appendix C),
 - 2.1.3 the indicative budget savings targets and the underpinning assumptions for 2014-2017, including the proposal to provide £5k pending the outcome of the review to establish holiday lunch clubs (Table 1 and paragraph 5.6),
 - 2.1.4 the savings set out in Appendix D1 as additionally explained in Appendices E to I and paragraph 5.7, and including the explicit recommendations set out in Appendices E to I which are incorporated as part of this recommendation,
 - 2.1.5 a 0% increase in the level of Council Tax for 2014/15, resulting in Band D remaining at £1,148 (paragraph 5.6),
 - 2.1.6 the utilisation of £1.319m of uncommitted General Services Revenue reserves to achieve a balanced budget for 2014/15,

- 2.1.7 the utilisation of £1.714m from the available Capital Receipts Reserve and the release of previously budgeted sums of £0.883m in 2013/14 and £0.535m in 2014/15 which are no longer required,
- 2.1.8 the *MCB* programme development priorities set out in paragraph 8.3,
- 2.1.9 the *MCB* Draft Target Operating Model and action plan (Appendix J), subject to consultation through the established Programme governance of the Steering Group, Programme Board and Council
- 2.1.10 the Summary Revenue Budget based on the HRA Business Plan (Appendix K)
- 2.1.11 a housing rent increase of 4.2% for 2014/15 in line with the HRA Financial Business Plan Assumptions (Appendix L)
- 2.1.12 £256k of the remaining HRA Service Improvement Contract (SIMCo) reserve balance of £293k is brought into the HRA Financial Business Plan to support Capital Investment and, if required, the balance of £37k is earmarked to support door entry installations for private owners to enable the Council to meet 100% SHQS by 2015 (paragraph 7.24)
- 2.1.13 a rent increase of 4.2% to lock up garages and garage pitch sites (Appendix K2)
- 2.1.14 a weekly rent of £85 for the travelling persons site, as the Council moves towards full service cost recovery for the site management
- 2.1.15 the financing limits placed on capital investment for 2014/15-2019/20 based on the underpinning assumptions in Table 4 and paragraph 7.14.
- 2.1.16 the General Services Capital Budget for 2014-2020 (Appendix M)
- 2.1.17 the HRA Capital Budget for 2014-18 based on the HRA Financial Business Plan (Appendix N),
- 2.1.18 the principle of a managed contraction of staffing levels in line with the agreed service delivery priorities (paragraphs 8.3 and 8.12)
- 2.1.19 the establishment of an Employment Fund of £400k, financed by £200k from the Spend to Save Fund and £200k from the anticipated underspend in 2013/14 of £251k (paragraphs 8.13 and 5.10).
- 2.1.20 the continued application of the underpinning principles set out in paragraphs 3.4 and 7.4 to future budgeting.
- 2.2 It is also recommended that Council **notes:**
 - 2.2.1 the feedback from recent consultation and engagement activity detailed in Appendix A,
 - 2.2.2 the efficiency savings set out in Appendix D2,

- 2.2.3 the anticipated level of uncommitted revenue reserves of £7.69m by 31 March 2014, prior to setting this 2014/15 budget
- 2.2.4 that the budget approved for 2014/15 includes provision to deliver across all of the specified commitments, set out in the letter from the Deputy Director of Scottish Government's Local Government Division on 11 December 2013
- 2.2.5 the intention to carry out a new Housing Needs and Demand Assessment to inform investment in current stock and future provision,
- 2.2.6 the balance of £1.824million in the Capital Receipts Reserve, available to invest in new capital projects or repay existing debt (paragraph 7.17),
- 2.2.7 the intention to establish a corporate officer group, the Capital Investment Group (CIG), to improve the co-ordination of capital investment activities (paragraph 7.7).

3.0 Strategic Framework

3.1. The Council's approved Budget Strategy is regularly reviewed and updates are reported to Council on a regular basis. The Budget Strategy sets out the planning assumptions and indicative savings figures for a rolling four year period, currently 2014/15 -2017/18. The Strategy focuses on a framework which aims to:

- *reduce expenditure*
- *maximise income*
- *redesign service provision, and*
- *implement other targeted initiatives to deliver high quality services from a sustainable cost base.*

3.2. The Strategy also restates the following objectives from the Council's approved Financial Strategy (28th June 2012):

- Budgets are prudent and sustainable in the long term
- Financial Plans recognise corporate priorities and objectives
- Significant risks are identified and factors to mitigate those risks are identified
- The Capital Programme is planned over a minimum five year rolling programme, with "unsupported" borrowing minimised, other than where there are clear economic benefits to the Council
- Constraints on capital and revenue resources, including the uncertainties around future government funding, are taken into account
- Council Tax increases will be kept to a minimum, within the current constraints agreed with the Scottish Government
- Prudent levels of general balances, reserves and contingencies are maintained in the context of an assessment of the risks facing the Council.

3.3. This 2014/15 Budget, incorporating both General Services and Housing Revenue Accounts' planned expenditure, complies with both the objectives and framework set out within the Council's Financial and Budget Strategies respectively, and specifically the Housing Business Plan in respect of the HRA. It also seeks to establish a longer term financial planning outlook by requesting approval for specific actions which if approved now, should assist the Council in bridging the indicative funding gap for future years which averages £6.4m annually to 2018 (Table 1).

3.4 In setting this Budget, the scale of the challenge facing the Council remains clear, especially given the level of savings already made in previous years. In light of this, as in 2013/14, the following key principles underpinned the preparation of the Budget:

- **Clackmannanshire's context:** the priorities for the area are set out in the Council's Corporate Plan, *Taking Clackmannanshire Forward*, and the SOA, both of which are founded on the Community Plan, *Working Together for Clackmannanshire*. Meeting the impact of demographic trends and employment and health issues in the area presents a considerable challenge for the public sector, especially alongside the forecast level of a continuing real terms reduction in the resources available. It is anticipated that planned Welfare Reform will continue to impact on a significant proportion of the area, creating changes in the historic levels of demand and service usage. The Budget has sought to focus on stated priorities and reflect future shifts in need and demand.
- **Sustainability:** a medium to long term view of the impact of demand, expenditure levels, and savings proposals underpins the budget. The Budget has sought to look at both revenue and capital opportunities to deliver demand management/cost avoidance measures as well as budget savings whilst preserving, and where possible, improving quality and performance levels. In doing this, efforts have also been made to ensure the sustainability of proposals and to avoid 'short termism' to deliver the necessary reduction in expenditure levels. This year, this approach is more evident where approval is being sought to commence specific work which will assist in bridging the funding gap in future years.
- **Business transformation:** since last year's Budget, significant work has been taken forward to establish *Making Clackmannanshire Better*, the Council's corporate business improvement programme. The development of this Programme has been, and will remain, a priority as it aims to establish sustainable service delivery and a sustainable cost base for the future. Clearly, the establishment of such a significant change programme takes time to develop and much of the ground work has now been laid (Appendix J).
- **Equity:** Previous Budget Strategy reports to Council detailed the approach to the identification of savings proposals and that this aimed to be proportionate within and between services. Whilst this principle remains, it is increasingly important that equity is considered in the light of increasing prioritisation of service delivery for the future. In proposing savings and as is usual each year, all services have also had the opportunity to submit Demand Pressure proposals and bids for Additional Capital Investment where this is deemed appropriate. This approach has aimed to look at a rounded level of investment in services on the basis of equality of opportunity to bid for additional resources.
- **Transparency:** This Budget seeks to be transparent in detailing the nature and scope of proposed savings and investments. This rests alongside the approach to ongoing consultation and engagement referenced in the following paragraphs.

4.0 Budget consultation and engagement process

4.1 In recent years, additional effort has been made to improve the approach to budget consultation. This is particularly significant in the light of the challenging financial context within which the Council now operates and the need to improve awareness of this position and the difficult choices which elected members face in the coming year and for the foreseeable future.

4.2 This year consultation activity comprised three strands of engagement undertaken in two distinct phases over a ten week period:

4.2.1 Phase 1

Medium term financial planning and awareness raising

This strand of activity was wide ranging and aimed to seek views to inform the Council's medium term priorities within the *Making Clackmannanshire Better* improvement programme. In parallel, this strand of activities also aimed to raise awareness with our partners, service users, communities and the public of the challenges faced and options available to allow the Council to operate effectively within its funding allocation in the future.

Specific activities included:

- publicising consultation activity and aims through the local press, an edition of the View (which goes to all Clackmannanshire households), Clacksweb, local council offices, Facebook and Twitter.
- the preparation and distribution of the first of three Budget consultation booklets: this first one focusing on the medium term financial planning context and options for change; the second on staff Terms and Conditions, and a third on specific officer savings proposals in respect of the 2014/15 budget.
- a Budget Consultation Roadshow chaired by the Leader of the Council which comprised a number of meetings involving the Third Sector Forum, Parent Councils, Alliance Partners as well as two open meetings including representatives from communities, interest groups and general public.
- online consultation facilities using Citizenspace.

Staff and Trade Union consultation

The first phase of activity also included specific consultation with staff and Trade Union representatives over proposed changes to staff Terms and Conditions (Ts & Cs) which have been proposed as part of the savings recommended for 2014/15. The process of Trade Union consultation on Ts & Cs is longstanding and year round. However, specific discussions on the range of options being considered in respect of the 2014/15 Budget commenced in January 2013 and resulted in the proposal that was put to staff in November 2013. This proposal reflected the negotiated preferred options in respect of both Trade Union representatives and management. Specific activities included:

- preparation and distribution of the second of three Budget Consultation booklets. This booklet focussed on the proposals impacting employees
- 27 staff meetings on Ts & Cs between 11th and 20th November , each led by the Chief Executive and/or the Directors and involving Trade Union representatives. All employees had the opportunity to attend a session and many took the opportunity.
- an online staff survey open to all staff to feedback on the proposed changes to Ts & Cs and a dedicated email address (tacs@clacks.gov.uk) for further feedback and suggestions from staff.

4.2.2 Phase 2

Officer Savings Proposals Consultation

This second phase of activity focused on seeking feedback on the range of potential savings options which have been proposed by Council officers for consideration by elected members. Feedback was also sought on the preliminary equalities impact assessments which had been undertaken to indicate where officers believe a more detailed impact assessment may be required. This phase of activity ran until 22nd January 2014. Specific activity included:

- preparation and publication of the third Budget consultation booklet
- an online survey using Citizenspace available via Clacksweb
- responding to separate enquiries for further information to specific proposals.

4.3 As a consequence of this activity, the number and nature of responses to the consultation was substantial. By the end of ten weeks, in addition to the wide range of views expressed in the various face to face consultation meetings, 450 responses had been received from the external consultation activity and over 150 from internal (staff) activity. Feedback has been wide ranging and diverse. The full range of views are included in the full budget consultation analysis report, which along with the individual consultation submissions, have been made available to elected members prior to this Special Council meeting. Key messages include:

- there appears to be an acknowledgement from partners, the public and service users that there are difficult decisions to be made. The Council's efforts to seek views and opinions were welcomed.
- there were mixed and divergent views expressed in many areas (which services the Council should **Stop** providing, those areas where the Council could **Reduce** the level of service provision and those areas where services could be **Charged for**)
- there was much greater consensus on proposals for **Change**, with the majority of respondents indicating that the Council should make more

efficient and widespread use of Council buildings and merge school and community facilities. Likewise there was overall consensus that the Council should make it easier to access Council services.

- the majority of staff noted that current sickness and absenteeism policies are ineffective and should be reviewed.

In addition, a number of individual comments were made, some proposals for savings and some general comments on the consultation process. All consultation responses have also been provided to all elected members on the Members' portal and were available at the all elected member briefing held on the 19th February 2014. This has provided the opportunity for a fuller consideration of consultation responses in advance of this Special Council meeting.

- 4.4 As in the last 3 years, Budget briefing events have also been held for elected members, senior managers and Trades Unions representatives during the current financial year (2013/14). These sessions are scheduled throughout the year.
- 4.5 As part of this ongoing consultation process, the Leader and Depute Leader of the Council and the Director of Finance & Corporate Services met with Trade Union representatives to discuss the detail of the proposed Budget on the 5th February 2014. In addition, in acknowledgement of the level of detail included within these Budget papers, an additional all Councillor meeting was held on the 19th February 2014 to provide clarification and discussion of the budget proposals.
- 4.6 During 2013, the Capital Investment Forum (CIF) continued to meet. The CIF is a cross party elected member and officer forum focused on improving the targeting of the Council's finite capital resources to deliver the best services and environment for Clackmannanshire residents. Recent activity has focused on the consideration of the Lands and Fleet Asset Plans, the developing Corporate Asset Management Strategy (CAMS) and reviewing the first tranche of capital bids submitted under the Capital Project Appraisal Framework which the CIF endorsed prior to its formal adoption by Council.
- 4.7. Within the Council, work to prepare the Budget continues to place a significant focus on corporate working. Budget preparation has involved all Chief Officers taking part in Budget Review and Challenge events. In 2013, the first meetings were held in May. The aims of this process were to challenge;
 - (1) the delivery and identification of planned and new savings;
 - (2) review of 2013/14 budget outturns to identify further opportunities for recurrent savings,
 - (3) review of individual service commitments in respect of earmarked reserves.

Budget holders were also given the opportunity to present their business cases for proposed bids to offset demand pressures in 2014/15 as part of the challenge

process. All of this information has been made available to elected members through both Budget Strategy update reports to Council or as part of the budget update briefings.

5.0 2014/15 Revenue Budget

- 5.1. This section of the report sets out the revenue budgets for both General Services and Housing Revenue Accounts.

General Services 2014/15

- 5.2 The 2014/15 General Services Revenue Budget is summarised at Appendix B. The budget proposes expenditure of £115,384m against income of £115,384m providing a balanced position.
- 5.3 The 2014/15 Budget is based on the approved 2013/14 General Services Revenue Budget which has been updated and realigned to reflect changes and variances which have arisen during the year, for instance the revised structures now in place following specific service redesign initiatives implemented during the year.
- 5.4 In addition to these changes are the demand pressures advised by services which reflect any increasing demand for mandatory services, new duties and responsibilities, the demographic change affecting the area and specific provisions for inflation. These total £2.319m and were presented to the meeting of Council on 19 December 2013. These are now set out at Appendix C for approval as part of this Budget. Elected members saw the full schedule of bids submitted at the briefing on the 6th November 2013.
- 5.5 Table 1 below details the budget for 2014/15 compared to the anticipated level of Government Grant and Council Tax Funding. This results in a budget 'gap' of £7.345m in 2014/15. Table 1 also sets out the indicative funding gap for 2015-17 based on our most up to date information on expenditure commitments. The net expenditure figure includes the annual PPP charge and reflects known demand pressures.

Table 1: General Services Budget 2014/15-2016/17 Indicative funding gap

	2014/15	2015/16	2016/17	2017/18
	£000	£000	£000	£000
Net expenditure	119,696	124,587	130,097	134,535
Net Funding	112,351	111,991	110,643	109,100
Cumulative indicative Funding Gap	7,345	12,596	19,453	25,435
Indicative Annual Gap	7,345	5,251	6,857	5,981

In addition to the net funding position set out in Table 1, the Council has received notification that it will also receive £607k to facilitate the implementation of the Children and Young People Bill. Further information on how this money will be utilised is set out in Appendices D1 and F. The proposed model was also agreed at the recent Education and Sport and Leisure Committee meeting on the 4th February.

5.6 The main assumptions included within Table 1 are:

- 0% increase in the level of Council Tax for 2014/15
- Pay inflation maintained at 1% across the period to 2017/18
- an allowance of £830k per annum for impact of auto enrolment to pension fund
- an annual allowance for utility increases and contractual inflation but not general inflationary pressures
- limited demand pressures of £1.4m for 2014/15 (Appendix C) with an estimate of £1m each year thereafter for further budget pressures
- an allowance of £1.1m in 2014/15 and £1.2M 2015/16 onwards to cover the impact of welfare reform across the Council.
- the ending of contracted out National Insurance contributions estimated at £1.1m in 2016/17
- Cash reduction on general fund grant of 1.3% and 1.8% in financial years 2016/17 and 2017/18 respectively
- a further contribution of £10k to support local food banks .
- maintenance of the commitment to implement Minimum Living wage (currently £7.50 rising to £7.65 from the 1st April 2014).
- continuation of OLE SLA for £75K until March 31st 2016.
- a proposed £5k contribution to implement potential recommendations arising from the current ongoing review of the potential to establish holiday lunch clubs for those children with free school meals entitlement. This review is planned to be reported to Council at its next meeting on 13th March 2014.

5.7 The 2014/15 budget proposes savings of £4.312m. These are set out at Appendix D. Appendix D1 highlights those proposals which require either a change in existing policy and/or a change to existing levels of service and Appendix D2 sets out proposed efficiency savings. Additional detail is provided as appropriate/ necessary for those proposals included in Appendix D1 to facilitate Council decision making. The key areas requiring approval are summarised as follows:

- Revised Income and Charging Policy/Schedule of Charges (Appendix E & E1)
- Implementation of Children and Young People Bill (Appendix F)

- Chief Officer Reconfiguration (Appendix G)
- Removal of 10% relief and the introduction of additional 100% Council Tax charge for long term empty properties
- Realignment of funding to voluntary organisations (Appendix H)
- Reduction in various corporate subscriptions (Appendix I).
- Introduction of school transport charges for all children attending school by means of a placing request.
- Ceasing to maintain non-council owned land per the Lands Asset Management Plan
- Review of commissioning and reprioritisation of care packages
- Winter maintenance standards in respect of roads and footpaths.

For those initiatives which set out more detail in Appendices E to I, it is proposed that approval of the Budget would also constitute approval of the specific recommendations contained within these individual appendices.

5.8 Table 2 below shows how the combined savings are distributed across services:

Table 2: General Services Revenue Budget 2014/15: Distribution of planned savings by service.

Service	Current 2013/14 Budget (£000)	Service savings Proposals approved 2014/15 (£000)	Savings as % reduction in service expenditure
Housing and Community Safety	2,973	(646)	21.72
Strategy and Customer Services	6,884	(376)	5.46
Education	33,984	(627)	1.84
FM	24,482	(61)	0.25
Social Services	26,055	(466)	1.78
Community and Regulatory	5,460	(74)	1.35
Cross cutting/ support services		(2,062)	N/A
TOTAL	106,172	(4,312)	

5.9 In addition, as part of consultation feedback, two further potential areas for savings/ efficiencies have been highlighted. These are:

- a review of the operation of service committee structures and arrangements

to identify options for improved efficiency, effectiveness and alignment with agreed council priorities and managerial/ service delivery structures.

- rejection of the 1% pay award recently notified in respect of members' allowances, which if accepted by all elected members would deliver an additional saving of £5,541, and a corresponding reduction in the contribution required from Council uncommitted revenue reserves.

At this stage, no sums are assumed within the draft Budget in respect of these proposals.

Balances and reserves

- 5.10 The un-earmarked reserves at the start of 2013/14 were £7.393m .The current outturn suggests that there is an expected net contribution of £0.251m by 31 March 2014. This, along with released earmarked reserves of £44k results in total anticipated uncommitted reserves of £7.69m by 31 March 2014.
- 5.11 This net position reflects little change from the £202k underspend previously reported to Council on the 20 December 2013. However, this overall picture is the product of movements in expenditure within and between services.
- 5.12 The Council's approved Finance Strategy is to retain uncommitted non HRA reserves of a minimum of 3% of net expenditure. The above outturn results in anticipated total reserves of £7.69m by 31 March 2014, which is £4.22m above the minimum threshold of the Council's approved Reserves Strategy of £3.470m.
- 5.13 In 2013/14, following the removal of the earmarked reserve to support the Secondary Schools PPP, £1.562m of Capital Receipts Reserve was utilised together with the £59k remaining in the PPP earmarked reserve, to allow the full costs of the PPP increase to be met. For 2014/15, it is proposed that the £1.714m required will be met from the Capital Receipts Reserve.
- 5.14 After taking account of this earmarked sum of £1.714m to cover PPP costs, the revised budget gap for 2014/15 is £1.319m. In order to propose a balanced budget, it is therefore recommended that the Council approves the utilisation of £1.319m of the currently anticipated uncommitted reserves of £7.69m. Based on the most up to date outturn position this would result in a revised sum of £6.37m of anticipated uncommitted reserves by 31 March 2014 which is equivalent to 5.5% of net expenditure which still exceeds the maximum threshold stipulated by the Council's approved Reserves Strategy by £2.9m.
- 5.15 Following the 19 December Budget Strategy Update report and verbal briefing which updated Council on the revised arrangements for acceptance or otherwise of the terms of the settlement offer from the Scottish Government, the Council only need to write to the Cabinet Secretary for Finance, Employment and Sustainable Growth if it does not intend to accept the following commitments:
- maintain a council tax freeze in the remaining years of the current spending review.

- maintain teacher numbers in line with pupil numbers.
- secure places for all probationers who require one under the teacher induction scheme.

- 5.16 Should the Council not agree to meet these commitments, the settlement figure included in Table 1, will be reduced by the equivalent needs based share of the £109m attributed to the above commitments. In Clackmannanshire, this would equate to £1.039m.
- 5.17 This budget has sought to make adequate provision for meeting these assumptions, and we are able to provide assurance that we can deliver across all of the specified commitments referred to above.

6.0 Housing Revenue Account 2014/15

- 6.1 The HRA Business Plan provides the basis for HRA financial planning and budget setting. The HRA Business Plan reflects the strategic priorities set out in the Clackmannanshire Housing Strategy 2012-17 which was approved by Council on 20th December 2012. The current HRA Business Plan 2013-18 was approved by Council in June 2013.
- 6.2 Key strategic priorities highlighted within the Housing Strategy 2012-17 and reflected in the HRA Business Plan are as follows:
- New Housing Supply,
 - Making Best Use of Existing Housing,
 - Homelessness
 - Support for Independent Living
 - Specialist Housing
 - Energy Efficiency and Fuel Poverty
 - Improving Neighbourhoods and Communities,
 - Housing Investment
- 6.3 The HRA Revenue Budget proposes expenditure of £13.227m which represents an increase of £379k when compared with the business plan budget for 2014/15. Overall, the increase in expenditure, along with expected reduction in income (£97k) is largely attributable to the reduction in the interest anticipated on revenue balances. As a consequence, there will be a £476k reduction in Capital to be financed from the HRA revenue surplus. Summary information on budgeted income and expenditure is set out in Appendix K and recommended rent levels are set out in Appendix L for approval.
- 6.4 This is the first Budget to be set following approval of the HRA Business Plan in June 2013. In establishing the Business Plan, new arrangements were put in place to undertake an annual review of the Business Plan assumptions. This change was made in recognition of the challenging economic context which now prevails and the potential sustainability challenges this presents to a five year business planning process. This Budget has been prepared incorporating the first annual review of assumptions.
- 6.5 Table 3 below details the budget assumptions. These assumptions are consistent with those included in the model approved by Council in June 2013 and have not been updated following the first annual review.

Table 3: HRA Revenue Budget assumptions 2014/15

<u>Category</u>	<u>Assumption</u>
Inflation	September 2012 rate of 3% used (RPI).
Rent Increases	RPI+1% for 2014/15, RPI+0.75% for 2015/16, RPI+0.5% for 2016/17 then RPI thereafter for the remaining period (2017/18 onwards).
Repairs and Maintenance and	2014/15 inflated in line with RPI then 1.5%

<u>Category</u>	<u>Assumption</u>
Other Expenses	ongoing.
Supervision and Management	Based on 3 year budgets to 2015/16 then 1.5% thereafter (2016/17 onwards).
Reserves as % of rental income	No lower than 4% using CIPFA guidance.

6.6 HRA Expenditure is classified over four main headings:

- Repairs and Maintenance
- Supervision and Management
- Capital financing
- Other expenses.

Key issues relating to each element are highlighted in the following paragraphs.

6.7 **Repairs and maintenance:**

The increased spend and proposed budget increase in Private Contractors budgeted expenditure reflects extensive fencing repairs undertaken largely as a result of storm damage which is not covered by insurance. Provision has also been made in the 2014/15 capital programme of £140k for the replacement of fencing that has reached the end of its life cycle in the Bowmar.

Analysis of void trends indicates an increased rate of empty properties from the end of 2012/13 and into the first half of this financial year. As a consequence, 77 more void properties were repaired and let from 1st April 2013 to December 2013 compared with the same period the previous year.

The budget proposes increased spend on gas system maintenance. In recent years, the Council has invested in new gas installations to help improve the energy efficiency of the stock. These systems have now reached the end of the defects warranty period and, therefore, require servicing and maintaining by the Council. The budget set reflects these additional responsibilities.

The proposed increase in the cyclical maintenance budget is due to increased activity relating to the Scottish Housing Quality Standard. A review of the cyclical maintenance programme is underway to ensure that revenue expenditure on HRA property is aligned with capital investment priorities.

6.8 **Supervision and management:**

The auto enrolment of staff into the pension scheme is impacting on direct employee costs. Realignment of posts and the completion of the Service restructuring will, however, compensate for this increase, resulting in the overall Supervision and Management budget remaining in line with the approved Business Plan. Any amendment to staff terms and conditions as proposed in Appendix D2 would also deliver savings to the HRA.

6.9 **Income:**

The projected base rental charges and other income are estimated at £17.3m. This represents a reduction of £97k against the Business Plan, primarily due to a £91k reduction in the expected income from the interest on revenue balances that was previously assumed. Income on Rents is slightly behind the Business Plan projection due to a delay with some new build units such as Hallpark now expected in 2014/15. The HRA income projections are also set out in Appendix K.

- 6.10 The introduction of the underoccupation charge as part of Welfare Reform has resulted in an increase in the number of current tenants in arrears. To mitigate the impact of these changes, the Council is, within prescribed eligibility criteria, seeking to improve the situation for those affected through the administration of its Discretionary Housing Payment scheme. However, the current tenant arrears figure, excluding the element attributable to under occupation, has continued to rise with the figure increasing from £382k in March 2013 to over £550k at the end of December 2013. The trend of increasing rent arrears levels could have a significant impact on the Business Plan assumptions, as any efficiencies achieved in other areas, may be cancelled out if levels of tenant debt continue to rise.
- 6.11 In line with the HRA Financial Business Plan and assumptions approved by Council in June 2013, rents were required to increase by RPI + 1% in 2014/15. Therefore based on September RPI (3.2%) it is recommended that an overall increase of 4.2% is approved.
- 6.12 As indicated at paragraph 6.3, the surplus anticipated by the HRA in 2014/15 is £476k less than the budget assumed by the Business plan. In addition, the projected outturn for the HRA in 2013/14 is also projecting a reduction in the surplus achieved against budget. This is primarily as a result of additional work carried out by the cyclical inspection and maintenance programme and an increase in the expected expenditure on void houses. Moreover, Facilities Management are not anticipating any surplus return to the HRA as has been the case in recent financial years under the SIMCo agreement and no adjustments will, therefore, be required to HRA budget outturns at the end of 2013/14.

7.0 Capital Budget 2014/15- 2019/20

Considerations

- 7.1 This section of the report sets out the capital programmes and associated budgets for General Services and HRA.

General Services

- 7.2 The revised General Services Capital Programme and associated budget in respect of financial years 2014/15–2019/20 is set out at Appendix M.

- 7.3 In setting the Capital Budget for 2014/15 onwards, Council will be reconfirming the following two key drivers:

- the Council's approved Investment Strategy to ensure that the programme is affordable and complies with the objective of reducing the Council's overall levels of borrowing
- implementation of the capital investment priorities set out in asset management strategies.

- 7.4 In addition to the two key drivers set out in paragraph 7.3 above, the capital programme and budget continue to be based on the CIF underpinning principles approved by Council in February 2012:

- **Alignment:** the phasing of planned activity and expenditure is aligned within the Programme to maximise the use of available capital resources
- **Maximise Investment potential** by minimising slippage
- **Flexibility and responsiveness:** Flexibility to rephase activity and expenditure between years to maximise the use of available resources
- **Sustainability:** prioritise investment to ensure the sustainability of the environment, local infrastructure and service delivery. Also ensure the sustainability of the financing of investments by proactively identifying innovative funding mechanisms and opportunities.
- **Prudence:** exercise caution and careful management in considering investment opportunities
- **Transparency:** Capital investment prioritisation is open and transparent and is appraised within a consistent council approved framework
- **Fairness and Equity:** Access to finite capital investment resources is underpinned by equality of opportunity for services and communities through the consideration of Equalities Impact Assessment.

- 7.5 There is a strong relationship between these principles and those applied in respect of the General Services Revenue budget (paragraph 3.4). This is a

conscious development and aims to reinforce a more holistic approach to financial planning for services and for guiding decisions about savings and investment.

- 7.6 For the first time this year, General Services and HRA budgets are presented alongside each other rather than separately. This approach aims to start the process of better alignment and integration of service delivery and financial planning decisions in support of *MCB*. Specifically, officers will aim to better co-ordinate activity and investment in localities irrespective of whether they are funded by General Services, HRA or through external funding streams.
- 7.7 Effective corporate processes need to be developed to maximise the potential benefits of this approach. During 2014/15 this process will start with the establishment of the Capital Investment Group (CIG) which will be an operational officer forum primarily tasked with the improved co-ordination of capital investment activities. This approach builds on the learning from the Phase 1 Village and Small Town Centre initiative which commenced in Sauchie during 2013/14.
- 7.8 The proposed Budgets take account of any necessary rephrasing of the previously approved programmes as well as proposing new initiatives. In particular, work has been taken forward in respect of both General Services and HRA Capital Programmes to increase the transparency and governance over programmed activities by providing a greater level of detail about what is planned and where, for instance in respect of planned works at individual school level or in respect of the next areas to benefit from the Streetscape Programmes (Appendix O).
- 7.9 The CIF has continued to deliver against its workplan and during 2013 has taken forward development work in respect of asset strategies for IT, Land and Fleet. In addition, for the first year, the CIF has provided additional governance over the preparation of General Services capital bids by applying the capital project appraisal framework which was approved in December 2012. The CIF role is to ensure that bids are submitted in line with the approved framework requirements. The CIF saw draft bids when they were received and have received feedback on the first year of operation of the Capital Project Appraisal Framework prior to this Council meeting.
- 7.10 During 2014/15, once the final asset strategy (Lands) is in place, the overarching Corporate Asset Management Strategy (CAMS) will be further developed and submitted for approval. This will be a key strategic document for the Council's capital investment decisions, taking a longer term view of priorities and other long term strategic plans such as the Local Development Plan, Housing Strategy and the School Estate Asset Management Plan. The CIF is also involved in the preparation of this document and has endorsed an outline approach submitted by officers.
- 7.11 It is anticipated that the CAMS will be wholly consistent with the ambitions and priorities expressed through *MCB*. As a consequence, the General Services Programme now includes a new heading of CAMS/ *MCB*, alongside the Council's

other asset management plans. The previously approved funding in respect of Business Improvement and settlement reviews has been incorporated under the Asset Strategy heading and renamed *Making Clackmannanshire Better*. This approach will be developed in future years.

Borrowing and Investment Strategy

- 7.12 The current General Services Capital Programme has been developed within a financial strategy of minimising new borrowing. This strategy is underpinned by the Council's Treasury Management Strategy Statement (June 2012). The Council's strategy continues to be to reduce the level of debt (relative to our revenue) closer to the Scottish Average. In 2013/14, the total external debt repaid to 30 September 2013 was £4.6m with a further £0.6m due to be paid by 31 March 2014. This gives a total of a further £5.2m debt reduction in 2013/14.
- 7.13 This improvement is being achieved through incremental reductions in the level of budgeted new borrowing each year. This strategy, in parallel with low interest rates, has also delivered revenue savings. The budget for capital financing costs in 2013/14 is £9.463m. Based on the December outturn, current forecasts suggest that the actual sum required is £9.1m, a revenue saving of £363k in 2013/14.
- 7.14 The Prudential Indicators paper, also on this Special Council meeting agenda, sets out the effect of this strategy in more detail. In terms of the General Services capital programme it is recommended that new borrowing requirement is restricted to under £11.2m in 2014/15. This is in line with the sum budgeted for annual repayment of debt thus ensuring that there is no requirement to incur further external debt. This strategy will ensure that capital financing costs do not increase over the programme period.

General Services Capital Programme 2014/15

- 7.15 The general capital grant allocated to Clackmannanshire Council in 2014/15 is £5.319m. This includes previously reprofiled capital grant elements being received in 2014/15 and 2015/16. There is also a further £0.357m for capital works in connection with the implementation of the Children and Young People Bill requirements. Restricting new borrowing in line with the strategy set out in paragraph 7.12 results in a recommended gross programme limit for each year. Table 4 below sets the current programme against the gross programme limits. The programme is managed within the limits set to ensure that no new external debt is incurred.

Table 4: General Services Capital Funding 2014/15-2019/20

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000	£000
General Capital Grant	5,319	5,968	4,901	4,901	4,901	4,901
Gross Programme Limit	14,609	11,717	10,948	10,443	10,443	10,443
Current revised approved budgets	9,888	7,888	8,233	5,983	5,733	10,633
C/F from 2013/14 approved programme	2,709	1,337	0	0	0	0
Balance below Gross Programme limit	2,012	2,492	2,715	4,460	4,710	(190)

7.16 Table 4 also indicates that over the period to 2019/20, there is a total of £68.603m for capital investment. The Council's currently approved projects account for £52.404 million of this sum, leaving £16.199m available for investment in new projects.

7.17 In setting the 2013/14 Budget sums of £883k and £538K in 2013/14 and 2014/15 respectively were allocated from the Capital Receipts Reserve. Based on the current capital programme outturn which indicates £6.673m underspend in 2013/14, of which £2.672m are savings, this allocation will not be required in either year. Therefore, after releasing this earmarked funding and taking into account capital receipts received during the year, this results in a total of £1.824m remaining available within the Capital Receipts Reserve to fund new capital projects or repay existing debt.

7.18 The General Services Capital Programme covering the period 2014/15-2019/20 is set out at Appendix M. This programme reflects committed projects, recurrent infrastructure investment and proposed new projects together under each of the key asset strategies.

7.19 Appendix M includes the following recurrent infrastructure investments from 2015/16 to 2019/20:

- School Development funding maintained at £1m each year
- MCB funding increased to £2.1m in 2014/15 and thereafter maintained at £1.250m per year

- Village and Small Town Centre initiative Phase 2 additional £150k every two years bringing bi-annual investment to £400k
- Roads and Footways improvements increased to an average of £2.02m over the next 6 years
- Parks, play areas maintained at £50k each year
- Vehicle replacement programme £500k each year
- ICT Strategy increased recurrent investment of £100k per annum to upgrade school infrastructure
- Street lighting (including replacement columns) recurrent investment on average of £610k per annum.
- ICT infrastructure £300k each year.

In total, these recurrent investments account for £37.45m over the six year period to March 2020.

- 7.20 The proposed programme recognises that the strategic framework for Council investment decisions is not yet fully in place. This Programme is therefore transitional and retains a degree of financial flexibility for the future. Specifically, the proposed projects do not exceed gross programme limits and some projects such as the sums for *MCB* and street lighting improvements are indicative at this stage subject to further details on proposals being submitted. .
- 7.21 The proposed Capital Budget incorporates a significant level of new investment totalling £6.43m up to 31 March 2019/20. The details are set out in Table 5 below:

Table 5: Capital budget 2014/15-2019/20 new investment initiatives

Initiative	£000	Commentary
ICT Strategy	815	In line with approved ICT Strategy aims, additional investment in IT of £140k in 2014/15 in respect of a fibre optic installation to the Redwell school which will provide school connectivity and a council disaster recovery site at Kellibank. A sum of £75K is also allocated over 2014/15 and 2015/16 for the rollout of the SWIFT system across Social services, building on the investment already made within the Childcare team and in support of improved integration of Shared Services. Starting in 2014/15 a Programme for the Upgrade of School IT equipment is established with an indicative budget of £100K per annum.
Mill Glen, Tillicoultry	300	£300k to improve Glen access

Initiative	£000	Commentary
Community Development Grants	200	The establishment of a new capital Grant Fund for community improvements as part of <i>Making Clackmannanshire Better</i> . Eligibility criteria will be developed prior to the application process and timescales being publicised. This Grant funding aims to incentivise communities to work with the Council to improve the physical environment and community facilities. This sum is not included in total of new projects as it is an earmarked sum within the previously approved <i>MCB</i> Budget.
Village and small town centre initiative Phase 2	850	An additional £150k in 2014/15 to allow for the completion of works at Sauchie. A further increase of £150k to the previously programmed investment of £250k, bringing the sum available to £400k every two years up to 2019/20. This programme of activity aims to provide funding to enhance the main streets in the town and village centres across the area. The next phase of activity will prioritise Tullibody and subject to the completion of more detailed programme of works, subsequent phases will focus on Alva, Clackmannan and Tillicoultry.
Roads	1,484	Additional investment over that already programmed each year to provide for replacement street lighting columns (£250K) and A907 anti skid surfacing (£50K). Additional funding to complete B9140 bends work (£79K) and three cycle routes Tullibody to Cambus, Tullibody to Lornhill and Helensfield (£255K). This excludes £20k of investment included separately for Tullibody below.
MCB (formerly Business Improvement and settlement reviews)	840	An additional £840k in 2014/15 to augment the existing allocation of £1.250million. In recognition of the increasing pace of <i>MCB</i> planned during 2014/15, the additional allocation provides capital investment potential to implement the desired/ necessary changes.
Tullibody improvements	238	Based on pilot feedback, planned investment to improve the Tullibody network infrastructure and roads in Tron Court area. In keeping with the principle outlined in paragraph 7.6, efforts will be made to co-ordinate new and previously approved works within the settlement.

Initiative	£000	Commentary
Alva Glen Development	897	Housing redevelopment of former Alva Glen Hotel. Grant funding of £750k approved. This sum is the Council's net contribution to the total redevelopment cost of £1.7 million.
Bowmar area enhancements	200	This project includes the skate park development previously reported to Council and additional heritage area improvements. Potentially 50% grant funding is available for the skate park from Sports Scotland, subject to the approval of a grant bid in summer 2014.
Fleet	806	Additional funding for fleet replacement in line with the Fleet Asset Management Plan.
TOTAL	6.430	Over 6 financial years between 2014/15 to 2019/20.

- 7.22 As far as possible, new projects/investments are supported by capital project appraisal forms which provide greater detail on the scope of planned projects. In some cases, further development of business cases is required. Completed forms have been provided as background papers on the members' portal prior to this Special meeting of Council. Feedback on areas for improvement in the administration of this process have also been fed back to the CIF. Further opportunity to consider these proposals was also provided in the all Councillor briefing held on the 19th February 2013.

Housing Revenue Account Capital Programme

- 7.23 The HRA Capital programme is detailed at Appendix N. This is shown in the format directed by the SHQS and the Government reporting requirement. The programme has been developed taking into account the Council's requirement to meet the SHQS, the local Clacks Standard and the Clackmannanshire Housing Strategy. It includes provision for the HRA to support the Government's Affordable Housing Supply Programme. This was noted and approved by Council in June 2013 as part of the Strategic Housing Investment Programme (SHIP).
- 7.24 Clackmannanshire Council's attainment of the SHQS is currently at 94%. The remaining outstanding element relates to the Health, Safe & Secure requirement. The door entry systems in blocks where there is mixed tenure have still to be installed with secure door entry systems that meet the Government requirements. To facilitate this, the Service is looking to provide assistance from the Government's Private Sector Housing Grant and earmarked reserves, as appropriate, to enable owner occupiers to finance their required contribution to the project.
- 7.25 The Clacks Standard is progressing well with only the replacement of kitchens within amenity housing to complete. The projected completion of the bathroom programme is on target to be completed during the first half of 2016/17. This ties

in with the scheduled completion of the bathroom replacement contract agreed with Mite and Property Contracts Unit. During this current financial year (2013/14), expenditure on the bathroom replacement programme is anticipated to outturn at £3.3m. To complete the remaining 2600 bathrooms, the Service is projecting further expenditure of £5m over the next 3 financial years.

- 7.26 On completion of the bathroom programme, the focus of the capital investment required will be in accordance with the approved elemental life cycle highlighted in the approved HRA business plan. This will mean that major programmes going forward will include:
- Roof replacement
 - Window replacement
 - Energy efficient central heating systems.
- 7.27 The outline capital plan presented at Appendix N includes provision for 2,000 replacement heating systems to 2018. This will be particularly focused on areas such as Alva which did not qualify for Government energy efficiency grant e.g. CESP. The council will endeavour to maximise any available grant funding that may be available, such as HEEPS and ECO funding, to reduce the expenditure from the HRA. The Council will need to take cognisance of the likely introduction of a higher energy efficiency standard. Social housing stock will be required to meet this higher standard from 2017, as per the anticipated requirements of the Scottish Social Housing Charter. This will prove to be a particular challenge due to the variety of architectural types throughout the stock. The cost of providing external wall insulation to our "hard to treat" housing stock could be up to £17.5k per property.
- 7.28 The need to meet enhanced standards could mean that the sustainability of the Council's commitment to providing some of the elements currently included as part of the Clacks Standard will need to be reviewed.
- 7.29 During the financial year 2014/15 the total investment in capital works required by the HRA will be £9.3m. This includes an allowance of £2.45m for Council house new build to support the Government's affordable housing supply programme. The HRA contributions to this programme include £1.4m for the development of housing on the site of former Fairfield School, £650k to continue to purchase properties from the open market. This will help to meet the demand from the Housing waiting list. £400k has been allocated to the development at Hallpark to support the final completion of the project with £1m previously provided from the HRA. Future allowance for Council new build over the years 3, 4 & 5 of the business plan is projected at £3.91m. This is in line with the expected investment in the SHIP and accords with the indicated grant funding allocated to Clackmannanshire by the Scottish Government.
- 7.30 The HRA capital plan going forward includes a provision of £625k over the next 4 years to support the Council's Streetscape projects. In the Capital plan, a *Making Clackmannanshire Better* Tenant and Community Improvement Fund has also been created with a budget of £800k over the next 4 years. This will allow elected members, tenants and housing officers to bring forward specific housing

or area improvements identified during estate walkabouts. This is in line with the Scottish Social Housing Charter Outcomes 5 and 6 that require landlords to work with in partnership to create well maintained estates.

- 7.31 To finance these improvements the budgeted surplus from revenue is £4.07m, House sales at £680k, £2.25m of borrowing plus £2.32m from reserves. The reduction in minimum HRA reserves from £3m to no lower than 4% of rental income was approved as part of the business plan assumptions.
- 7.32 Current anticipated capital expenditure including the support for the Government's affordable housing supply programme will mean that HRA borrowing will peak just above £35m in year 7 of the business plan (2019/20). Based on our current projections this could mean that total borrowing will be £73k higher than the borrowing limit imposed on the business plan approved by Council. However, there are several mitigating factors to consider, for example, some of our affordable housing developments could be taken forward by an RSL, thus reducing the HRA's overall capital investment and again reducing the need for borrowing. Alternatively, proposed changes to staff terms and conditions (Appendix D2) would reduce costs and mean that more capital investment can be financed by revenue and hence reduce the borrowing required.
- 7.33 Movement in respect to the overall debt position will continue to be highlighted and monitored through routine performance reporting to the Housing, Health and Care Committee and Council.

8.0 Making Clackmannanshire Better

- 8.1 Table 1 also sets out the indicative funding gap for 2015/16 and 2016/17. This suggests a projected shortfall in funding of £5.251m for 2015/16 and £6.857m for 2016/17. In order to realise this level of savings within an appropriate timescale it is important that the Council's business improvement programme of activity, '*Making Clackmannanshire Better*' is progressed further.
- 8.2 A significant amount of work has already been taken forward to establish the Programme and undertake pilot activity. From this, it is clear that *MCB* work will be a significant, though not exclusive, driver in assisting with bridging the funding gap in 2015/16 and subsequent years. To this end a range of work will need to be progressed to allow for the timely approval and implementation of key changes.
- 8.3 Key Programme development priorities for early 2014/15 are proposed as follows:
- development of a clear specification of which services the Council will deliver and to what standard. This will require more detailed review and refinement of the early work undertaken to classify council services as mandatory, discretionary or support services.
 - refinement and adoption of the draft Target Operating Model (Appendix J) through the established governance structures of the Steering Group, Programme Board and Council. This work aims to deal with how and where Council services are delivered.
 - development of a clear statement of the intended benefits and outcomes of the planned changes, including when these will be realised and whether investment will be needed to secure them.
 - the development of a Forward Plan of key change decisions to ensure Service Committees and Council provide timely challenge, comment and governance over proposals for appropriate changes in service delivery and resourcing
 - completion of the detailed communications plan incorporating our approaches to both internal and external communication for both strategic and operational changes
 - redesign of the corporate Budget Challenge process to better align with *MCB* thereby providing an integrated corporate and consistent approach focused on minimising duplication and overlap within and between services.
- 8.4 Appendix J highlights some consistent themes for change arising from the budget consultation activity, Clackmannanshire Alliance, recent scrutiny reviews undertaken on behalf of the Resources and Audit Committee and qualitative and quantitative data from the Tullibody pilot. These are:
- prevent or intervene at the earliest opportunity to avoid poor outcomes and

associated costs

- develop long term person-centred relationships with vulnerable clients and support them to greater self reliance and personal resilience
- more integrated service delivery, preferably under one roof
- the need to reduce/ remove duplication and waste
- build services around customers and communities by improving accessibility and removing organisational and departmental silos.

It is intended that these will be considered and incorporated where appropriate, in the final models of service delivery recommended for approval.

- 8.5 Alongside these new activities, the existing *MCB* action plan has also been developed further. This now sets out key initial tasks along with the associated indicative timescales. This draft action plan is attached as part of Appendix J. It is important to note that as the strategic actions set out in paragraph 8.3 are developed, actions within the action plan may require refocusing and /or realigning to ensure that they remain consistent with the broader corporate context and strategic *MCB* developments.
- 8.6 Progress in implementing the *MCB* Action Plan will be monitored by the *MCB* Steering Group, Programme Board and Council on receiving their regular update reports. This approach seeks to ensure that there is appropriate transparency, engagement and governance over any proposed changes.
- 8.7 A key theme of this Budget has been to start the process of better integration of service delivery and the *MCB* improvement agenda, with financial planning. The *MCB* Programme aims to provide a consistent corporate framework within which the benefits of largely pre-existing service projects can be maximised. As a consequence, and to be consistent with this principle, management has sought to reprioritise spend to fit with the emerging themes of *MCB*. For 2014/15, this is reflected in both proposed revenue savings options such as the managed contraction of non mandatory service provision and improving the co-ordination of programmed capital investment at a community/ settlement level, for instance as is proposed for Tullibody.
- 8.8 The nature of much of the proposed capital programme also demonstrates a good fit with *MCB* priorities. For illustration purposes, those proposals with strong *MCB* alignment are highlighted in green in Appendices M and N for General Services and HRA respectively..
- 8.9 There is also specific revenue and capital resourcing available for the *MCB* Programme. This was previously approved as part of 2013/14 budget setting process for General Services. Revenue expenditure requirements will be met from the Council's Spend to Save Fund (current balance £547k). The Spend to Save Fund was notionally established following the approval of the Budget Strategy in August 2010 but has operated in practice since April 2011. Capital expenditure requirements will be met from the 2014/15 capital programme which

includes a sum of £2.1m in 2014/15 and £8.3m in total over the period to 2019/20.

- 8.10 Table 5 sets out proposals to invest £200k from the *MCB* General Service Capital Budget allocation to fund Community Development Grants. Eligibility criteria will be established prior to publicising the application process and timescales. This fund aims to incentivise communities to work with the Council to improve the physical environment and community facilities with a view to meeting the ambitions within *MCB* of integrated and accessible services within communities.
- 8.11 In addition, *MCB* capital investment of £800k has also been identified within the HRA budget over the next four years. This investment will be used to establish the *Making Clackmannanshire Better* Tenant and Community Improvement Fund. Further information on this initiative is set out in paragraph 7.30.
- 8.12 A significant proportion of the Council's operating costs relate to the cost of employment. It is clear that these costs will need to be reduced to allow the Council to function within its funding allocations in the future. As far as possible, it is proposed that this process would be delivered through a managed contraction of staffing levels in line with the service delivery priorities identified through the *MCB* Programme (paragraph 8.3). To facilitate this process, it is proposed that an Employment Fund is established. This Fund will be utilised to meet any costs associated with the managed contraction of service delivery.
- 8.13 The Employment Fund will initially be set at £400k and will be financed by £200k from the Spend to Save Fund and anticipation of £200k from the currently reported corporate underspend of £251k (paragraph 5.10.). This results in a revised balance of £6.17m of uncommitted reserves which is £2.7m in excess of the minimum level of £3.47m or equivalent to 5.3% of net expenditure.

9.0 Equalities Impact Assessment

- 9.1 The Council values diversity and believes in equality as it relates to its employees, customers and stakeholders. To that end an initial Stage 1 'Screening' Equalities Impact Assessment (EQIA) was undertaken based on officer proposals. Where there were potential impacts, these were highlighted as part of the public consultation exercise described at Section 4 of this report.
- 9.2 Following consultation, Stage 2 assessments were undertaken to consider impact on specific protected equalities characteristics for instance age, gender and so on. Where appropriate the need for mitigations or adjustments to the original proposals were then outlined. All Stage 2 EQIAs have been consolidated and are available as a background document on the members' portal.

10.0 Financial monitoring

- 10.1. As in previous years, work continues to improve the financial and management information available within the Council. This will remain a priority throughout 2014/15 and in following years to ensure that timely, accurate and relevant financial monitoring is undertaken. This will allow potential slippage in planned savings activities to be identified at an early stage and remedial action to be implemented as required.

11.0 Sustainability Implications

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

12.0 Resource Implications

12.1. Financial Details

- 12.2. 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**

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

12.4. Staffing

Staffing implications have been considered within individual service savings proposals and there is an ongoing dialogue with HR, Service Managers and trades union representatives as appropriate.

13.0 Exempt Reports

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

14.0 Declarations

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

(1) Our Priorities

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

(2) Council Policies (Please detail)

Financial Regulations

Scheme of Delegation

15.0 Equalities Impact

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

16.0 Legality

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

17.0 Appendices

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

Appendix A - Consultation response summary

Appendix B - General Services Revenue Budget

Appendix C - Approved Demand pressures

Appendix D1 - Policy Savings

Appendix D2 - Management Savings

Appendix E - Income & Charging Register and Strategy

Appendix F - Implementation of Children & Young People Bill

Appendix G - Chief Officer Reconfiguration

Appendix H - Realignment of voluntary organisations funding

Appendix I - Proposed reductions in corporate and service subscriptions

- Appendix J - MCB target operational model and initial key tasks

Appendix K - HRA Revenue Budget

Appendix L - Rent levels

Appendix M - General Services Capital Programme

Appendix N - HRA Capital Programme

Appendix O - Streetscape Programme

18.0 Background Papers

- 18.1 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

Financial Strategy June 2012

Budget Strategy August 2010

Consultation November 2013 to January 2014

General Services Revenue Budget 2013/14

Budget Updates to Council

Finance Circular No6/2013, December 2013

Spend to Save Fund

CIF Minutes

Capital Project Appraisal Forms

EQIA

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Liz Shaw	Chief Accountant	01259 452072
Nikki Bridle	Director, Finance and Corporate	01259 452373

Approved by

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

APPENDIX A

2014/15 Budget Consultation

Methodology

The budget consultation aimed to collect opinions on a number of savings from a wide range of audience over a period of 10 weeks.

In the course of the consultation, four methods of gathering views on the budget proposals were used:

- Public meeting,
- Email,
- Letter,
- and Citizen Space.

The consultation was a major exercise, resulting in significant and wide-ranging feedback from a range of stakeholders. It will inform the budget process in 2014/15 and help shape decision-making and service redesign into the future as part of the Making Clackmannanshire Better transformation programme.

Public Meetings

Over the consultation period, four public meetings were held across Clackmannanshire to gather views of the public on the budget proposals. The events took place at:

- Sauchie Hall, 18th November - Third Sector Forum (and subsequent Third Sector Forum consultation event at Alloa Town Hall on 15th January)
- Alloa Town Hall, 21st November 2013
- Alloa Academy, 26th November 2013 - Parent Councils
- Devonvale Hall, 11th December 2013.

Although attendance was variable, the overall number and nature of responses to the consultation was substantial. Feedback has been broad and diverse and is included in the full budget consultation analysis report.

Email

Between the 11th of November 2013 and the 22nd of January 2014, just under 100 emails were received regarding the budget proposals. While some of them expressed views of single individuals on either one or larger number of proposals, others consisted of opinions of larger groups and organisations.

Letter

Much fewer responses to the budget consultation were received via post. In the space of over two months, the Council received 92 responses via email and letter to the consultation¹. Similarly to the above discussed methods, views of the senders have been coded and included in the findings section.

Citizen Space

While the above mentioned methods appealed to some residents from across the county, the vast majority of responses were received through Citizen Space, an on-line engagement tool.

Citizen Space included all relevant documents and publications on the budget proposals, including the Making Clackmannanshire Better Budget Booklet along with Officers Savings Proposals.

Alongside the supporting documents, a questionnaire was used to establish public attitudes to the proposed changes. The questionnaire sought basic demographic information, followed by questions exploring views on a number of proposals divided into four broad saving areas the Council has been considering:

- Stopping services,
- Reducing services,
- Charging services,
- and Changing services.

In the course of the consultation, five open-ended questions were added as per residents' request. Four questions followed the above broad areas, while the fifth was introduced at the end of the questionnaire to elicit further comments and suggestions aiming at reducing the Council's financial burden.

In the space of 10 weeks, 327 respondents took part in the on-line survey leaving over 500 comments.

Analysis

The wealth of data gathered through public meetings, letters, emails and Citizen Space underwent qualitative and quantitative analysis. The exercise was divided into two stages.

The first stage involved establishing a demographic picture of the respondents from each area of Clackmannanshire². Further, it utilised Statistical Package for the Social Sciences (SPSS) to perform exploratory data analysis and descriptive statistics. The analysis

¹ 78 responses were from individuals and 14 from organisations, associations or groups.

² ArcGIS (geographical information system) was used to map out responses in each postcode sector in Clackmannanshire

focused on establishing measures of central tendency, frequency tables and data distribution per question and saving area.

The second, more prone to subjective interpretation stage utilised a thematic coding approach, whereby responses were subject to initial coding, followed by establishing broad topics before finally defining emerged themes.

Findings

The public budget consultation ran for a period of 10 weeks and overall attracted over 450 responses.

Four methods were used to gather views on the budget proposals. These were public meetings (59 responses), an online survey on Clackmannanshire Citizen Space (327 responses), email and letter (92 responses).

In general, the budget proposals drew broad and mixed reactions.

In the section exploring what services the Council could **Stop** providing, public opinion was very mixed. There was some acknowledgement that the Council should stop funding voluntary organisations who cannot demonstrate alignment with local priorities and also a high proportion of views against stopping school crossing patrols as these are seen to be paramount to child safety. Several suggestions were made on other areas that the council could stop. In face to face meetings, the Third Sector Forum voiced the opinion that added value from projects not funded by the Council would be lost if proposed funding realignment proposals were to go ahead.

Similarly, the section exploring the proposals to **Reduce** provision of Council services resulted in mixed opinion. Over half of respondents were against reducing respite support to carers, reducing the frequency of bin collections and reducing gritting. The letter and email responses fed back opposition to reducing Learning Assistant posts, Home/School liaison worker posts, speech and language therapy in schools and primary school swimming lessons. The most palatable services to reduce seemed to be open space maintenance and opening hours of council facilities and offices. Again, numerous suggestions on reducing service provision were made by the public.

In the section looking at proposals for **Charging**, the results again were fairly mixed. In general, the public agreed with proposals to increase charges for the hire of Council facilities. There was also limited support for prioritising free access to services through the use of means testing, increased charging for school meals and increased social work charges. However, several parents of children with disabilities wrote into the Council explaining why free respite provision is so important for them. In face to face meetings, the theme of those who could pay more, should do so arose several times. For some, this was preferable to stopping or significantly reducing services, others expressed views that charging, may shift costs to other parts of the system. In some meetings, particularly those

held in Alloa, those with interests in business and the third sector, voiced strong opinions against the introduction of parking charges in Alloa town centre.

Finally, the section exploring proposals on **Changing** the way the Council provides services, resulted in clearer public opinion. The vast majority of respondents agreed that the Council should make more efficient and widespread use of Council buildings and merge school and community facilities. Likewise, there was overall consensus that the Council should make it easier to access Council services and should target funds to prevent problems occurring. These themes also came out strongly in face to face consultation: respondents recognised the scale of the challenges faced and understood that big decisions would be required, including for example, to address issues such as school occupancy levels and the costs associated with numerous public service access facilities in many communities.

Overall, there was a sense of acknowledgement from the public that there were difficult decisions to be made and they welcomed the fact that the Council had asked for their opinion.

Full details on the budget consultation and can be found in the full 2014/15 budget consultation report.

Budget Consultation - Staff Terms and Conditions

Methodology

The budget consultation aimed to collect opinions on the proposals on pay, recruitment and flexible working as well as identify new and additional ways of saving money as suggested by staff.

Two methods of gathering views on the above mentioned changes were used: email and Citizen Space.

Emails

Between the 11th of November and 7th of December 2013, 69 emails regarding the proposals to terms and conditions were received. While some emails included the employee form only, others proved a platform for feedback and suggestions.

Whilst the majority of emails included individual views, a handful presented joint opinions of groups consisting of up to 188 employees. A small number of emails included practical questions related to some of the proposed changes to terms and conditions.

Citizen Space

Simultaneously to staff meetings and staff feedback forms, Citizen Space, a consultation tool, was utilised to reach out Clackmannanshire Council employees.

A questionnaire with a number of statements related to flexible working, recruitment and pay was used to establish employees' attitudes to the proposed changes. An open-ended question was introduced to elicit alternative cost-effective measures generating savings for the Council.

In the space of 4 weeks, 83 employees responded to the survey with 64 of them leaving comments.

Findings

Over a period of 4 weeks, the consultation on changes to terms and conditions overall attracted more than 150 responses.

The proposals drew some mixed reactions. For instance an overwhelming number of staff expressed disapproval towards the idea of suspending increments in 2014/15. Others proposals were more welcome, however, for instance, access to voluntary severance and flexible retirement.

While the opinions on the proposals attracted mixed views, staff submitted numerous suggestions how the Council could reduce its spend.

The majority of staff noted that current sickness and absenteeism policies are ineffective and should be reviewed, while others would rather see the 1% national pay rise not being implemented.

Overall, there was a sense of acknowledgement that the Council needs to review the way it operates and should reduce spend without jeopardising the most significant services.

Full details of the consultation on terms and conditions can be found in the full 2014/15 budget consultation report.

Clackmannanshire Council Summary

	2013/14 Budget	2014-15 Base Budget	Policy Savings	Efficiency Savings	Savings Total	Budget Pressures	Contract Inflation Pressures	Other Inflationary Pressures	2014-15 Final Budget		Policy Savings	Efficiency Savings	2015-16 Year 2 Savings	2015-16 Indicative Budget		2016-17 Indicative Budget		2017-18 Indicative Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000		£'000		£'000
Service																		
Support Services	6,334	6,511		(7)	(7)	48	0	0	6,552				0	6,711		6,875		7,045
Strategy & Customer Services	6,884	6,923	(66)	(310)	(376)	0	0	0	6,547		(76)	(50)	(126)	6,544		6,671		6,802
	13,218	13,434	(66)	(317)	(383)	48	0	0	13,099		(76)	(50)	(126)	13,255		13,547		13,847
Less Allocated to Non General Fund Services	(1,392)	(1,392)			0	0	0	0	(1,392)				0	(1,392)		(1,392)		(1,392)
	11,826	12,042	(66)	(317)	(383)	48	0	0	11,707		(76)	(50)	(126)	11,863		12,155		12,455
Facilities Management	24,482	24,642	0	(61)	(61)	62	250	110	25,004		(100)	(100)	(100)	25,712		26,514		26,682
Social Services	26,055	26,249	(273)	(193)	(466)	778	363	0	26,923		(185)	(67)	(252)	27,306		27,925		28,570
Education	33,984	34,249	(389)	(238)	(627)	0	0	0	33,622		(44)	(37)	(81)	34,155		34,817		35,520
Housing	2,973	2,998	(359)	(287)	(646)	0	0	0	2,352				0	2,379		2,408		2,438
Community & Regulatory	5,460	5,415	(50)	(25)	(75)	50	38	23	5,451				0	5,570		5,665		5,715
PCUs	(952)	(789)			0	0	0	0	(789)				0	(625)		(463)		(351)
Corporate Adjustments	898	1,509	(705)	(1,350)	(2,055)	500	0	39	(6)				0	2,091		4,942		7,372
Misc Services - Non Distributed Costs	1,157	1,157			0	0	0	58	1,215				0	1,215		1,215		1,215
Service Expenditure	105,883	107,472	(1,842)	(2,471)	(4,312)	1,438	651	230	105,479		(405)	(154)	(559)	109,666		115,176		119,614
add Requisition from Joint Board																		
Central Scotland Valuation	394	394			0	0	0	0	394				0	394		394		394
	106,277	107,866	(1,842)	(2,471)	(4,312)	1,438	651	230	105,873		(405)	(154)	(559)	110,060		115,570		120,008
Add/(Deduct)													0					
Interest on Revenue Balances	(378)	(287)			0	0	0	0	(287)				0	(287)		(287)		(287)
Loan Charges	9,463	9,498			0	0	0	0	9,498				0	9,740		9,740		9,740
Contribution to Bad Debt Provision	143	200			0	0	0	0	200				0	200		200		200
Contribution to Invest to Save Fund	167	100			0	0	0	0	100				0	0		0		0
	115,672	117,377	(1,842)	(2,471)	(4,312)	1,438	651	230	115,384		(405)	(154)	(559)	119,713		125,223		129,661
Sources of Funding																		
General Fund Revenue	(94,008)	(94,188)			0	0	0	0	(94,188)				0	(93,772)		(92,368)		(90,769)
Additional Funding for Teachers posts	0	0			0	0	0	0	0				0	0		0		0
Decoupling Election	0	0			0	0	0	0	0				0	0		0		0
Teachers Induction Scheme	0	0			0	0	0	0	0				0	0		0		0
Earmarked Invest to Save	0	0			0	0	0	0	0				0	0		0		0
Council Tax	(17,909)	(18,163)			0	0	0	0	(18,163)				0	(18,219)		(18,275)		(18,331)
Contribution from Reserves - budget amend	(3,270)	(1,319)			0	0	0	0	(1,319)				0	0		0		0
Contribution from Reserves - c/f Adult Care	0	0			0	0	0	0	0				0	0		0		0
Contribution from Reserves - Single Status	0	0			0	0	0	0	0				0	0		0		0
Application of unapplied capital receipt	0	(1,714)			0	0	0	0	(1,714)				0	0		0		0
Contribution from Uncommitted Reserves	0	0			0	0	0	0	0				0	0		0		0
Contribution from earmarked Reserves	(487)	0			0	0	0	0	0				0	0		0		0
	(115,674)	(115,384)	0	0	0	0	0	0	(115,384)		0	0	0	(111,991)		(110,643)		(109,100)
Projected (Surplus)/Shortfall									0					7,722		14,580		20,561

APPROVED UNAVOIDABLE DEMAND PRESSURES 2014/15

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

APPROVED UNAVOIDABLE DEMAND PRESSURES 2014/15

Description of Pressure	£	Narrative
	2014-15	
CORPORATE DEMAND PRESSURES		
Cost of Auto Enrolment (assumes contribution rate is unchanged)	500,000 500,000	Additional costs of auto enrolment, initial up take higher than previously expected. 83% of employees remaining in scheme originally estimated at 30%.
TOTAL UNAVOIDABLE PRESSURES	1,438,180	

APPROVED CONTRACT INFLATION PRESSURES 2014/15

APPENDIX C

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

APPROVED OTHER INFLATION PRESSURES 2014/15

APPENDIX C

Description of Pressure	£ 2014-15	Narrative
FACILITIES MANAGEMENT		
Rents inflationary increases	4,500	RPI + 1% as per Housing business plan
Parts and Tyres	4,500	Minimum increase of current budget plus RPI required. Budget overspend in 12/13 of £12K
Fuel	25,720	Annual increase as per government notification
Introduction of Zero Waste Regulations 2011 - new burdens	61,100	Grant funded in 13/14. Budget required for 14/15
Wasps Leisure inflationary increase	14,200	Figures amended to reflect RPI
	110,020	
COMMUNITY & REGULATORY		
Manufacture of bitumen coated materials for use in road works.	22,500	Linked to increase in oil/fuel costs
Maintenance of Traffic Signals	680	Part of a Contract covering eight Local Authorities. Inflation is calculated through the contract.
	23,180	
CORPORATE		
Employee Insurance Growth	27,040	Increased insurance costs
Building Insurance Growth required assumed 5% increase on policy	12,170	Increased insurance costs
	39,210	
MISC SERVICES - non distributed costs		
Superannuation annual charges	57,763	Increase in annual changes
	57,763	
TOTAL OTHER INFLATION PRESSURES	230,173	
TOTAL APPROVED DEMAND PRESSURES	2,319,042	

Policy and Service Levels' Savings

Appendix D1

Description of Saving	Year 1 2014-15 £	Year 2 2015-16 £	Narrative
HOUSING & COMMUNITY SAFETY			
Review of Support Service	281,091	0	Redesign and reprovisioning of currently outsourced service.
Mainstream Community Safety Funding	74,000		Budget for community safety partnership grant funding mainstreamed, with future requests to be considered through other grant funded routes.
Travelling persons site	4,000	0	Increase in rents to move towards full cost recovery.
TOTAL	359,091	0	
SUPPORT SERVICES			
Increase in Council Tax for long-term empty properties	300,000	0	Removal of 10% council tax discount on long term empty properties. Introduction of 100% charge generating additional income of £300,000.
Income & Charging	175,000	0	Based on proposals to increase or introduce charges for some services. Additional income of £175,200 set out at Appendix E
Subscriptions (various)	20,000	0	Following review of corporate subscriptions, cease certain subscriptions.
Advice and Review Guidance	30,000	0	Savings to be generated second half of budget year dependent on outcome of review
Reduction in Chief Officer costs	180,000	0	Reduction in the number of chief officer posts.(Appendix G)
TOTAL	705,000	0	
STRATEGY & CUSTOMER SERVICES			
Review of voluntary organisations (corporate)	66,110	76,110	Assessment of an independent review which, concludes that a number of currently funded organisations are not strongly aligned with strategic priorities, and/or have poor sustainability prospects, and/or cannot sufficiently demonstrate their impact. (Appendix H)
TOTAL	66,110	76,110	
EDUCATION			
Learning Assistants	50,000	0	This is equivalent to a reduction in 8 Learning Assistant posts, which the service will manage through temporary contracts and staff turnover. The remaining staff will be allocated according to areas of priority need.
Youth Service	30,000	0	This saving is a reduction in supplies and services budget
School Crossing Patrols	0	44,000	Review the school crossing patrol service in line with safer walking routes

Policy and Service Levels' Savings

Appendix D1

Description of Saving	Year 1 2014-15 £	Year 2 2015-16 £	Narrative
Charging for concessionary places on school transport	9,000	0	Introduction of charges for school transport for all attending a school by means of a placing request.
ABC nursery and early years	300,000	0	Officer proposed savings in respect of the ABC nursery and early years provision have been deferred to provide the additional capacity required to implement the Children and Young People Bill (Appendix F).
TOTAL	389,000	44,000	
FACILITIES MANAGEMENT			
Cease maintaining non Council-owned land per lands asset management plan	0	100,000	Reduction in service standard. No legal agreements identified that obligate maintenance of standard.
TOTAL	0	100,000	
SOCIAL SERVICES			
Review of care packages to establish a tangible and transparent link between intervention and outcomes for individuals.	139,000	99,000	Savings would come from regular and robust reviews based on increasing independence. All investment would require to evidence positive impact. Anticipated reduction in care packages especially for Older People, Mental Health and Learning Disability ser
Reduce instance of long term care package through the introduction and development of intermediate care services and supports for all care groups.	121,000	86,000	The projected savings are based on a reduction in long term care packages by 5% (13 beds per annum). The Service is looking at significant redesign with the objective of managing anticipated future demand increases and releasing efficiencies.
Childcare Financial Support - Section Payments	13,000	0	Reduce discretionary section payments.
TOTAL	273,000	185,000	
COMMUNITY & REGULATORY			
Review of winter maintenance standards (Roads)	30,000	0	Reprioritise roads to be treated in winter and thereby reduce length. A full review of winter treatment will be carried out over winter 2013-14.
Review of winter maintenance standards (Paths)	19,500	0	Reprioritise footways to be treated in winter and thereby reduce length. A full review of winter maintenance to be carried out over winter 2013-14.
TOTAL	49,500	0	
TOTAL	1,841,701	405,110	

Efficiency savings

Appendix D2

Description of Saving	Year 1 2014-15 £	Year 2 2015-16 £	Narrative
HOUSING & COMMUNITY SAFETY			
Service reconfiguration	96,080	0	Budget realignment following realignment of staffing costs (£60k) and service restructure (£36k)
Realignment of Housing Revenue Account support costs	32,000	0	Reflects situation where much of the support provided is to current tenants or in pre-tenancy support. Equivalent to transfer of one full time support post
Concierge Services Efficiencies	17,604	0	Anticipated savings from retendering exercise and efficiency savings re concierge at two new schemes.
Payments to third parties & individuals to support Community Safety	8,000	0	Budget previously used for one off costs - not spent this year
Efficiency Savings in Community Safety Structure	84,610	0	Cost savings arising from staff turnover, contract renegotiation or redeployment and mainstreaming of activities
Training for wardens	5,000	0	Training costs met out of central training budget
Budget realignment	8,900	0	Reduction or removal of budget codes currently underspent and no longer required.
Empty homes	10,000	0	Mainstream the empty homes service at end of existing contract.
Public Sector Housing Grant	25,000	0	Budget realignment to reflect existing levels of demand.
TOTAL	287,194	0	
SUPPORT SERVICES AND CORPORATE			
Think where (former FVGIS) contract savings	6,588	0	Negotiated contract price review
Overtime restriction	50,000	0	Review and introduction of overtime working protocol to minimise/remove non-emergency or unnecessary overtime working.
MCB-managed contraction of non-mandatory service provision	200,000	0	Managed contraction of discretionary service delivery/ reduction in service standards through targeted review and deletion of vacant posts
Staff Terms and Conditions changes (excluding teachers)	900,000	0	Based on negotiated proposals to make changes to staff terms & conditions
Voluntary Severance	100,000	0	Offer the opportunity for employees to leave the employment of the council through a voluntary severance package.
Procurement	100,000	0	Improved procurement practice to deliver savings across the Council's services
TOTAL	1,356,588	0	

Efficiency savings

Appendix D2

Description of Saving	Year 1 2014-15 £	Year 2 2015-16 £	Narrative
STRATEGY & CUSTOMER SERVICES			
Extension of Business Support Model	40,000	50,000	An internal review concluded that most services now operate within the councils preferred Business Support model. Bringing the remaining few staff into the model combined with adjustments to service configuration will realise a further modest saving.
Reduction in Business Support salary costs	120,000	0	Ongoing efficiency measures will be realised from not replacing vacant posts.
Corporate Training Budget	50,000	0	based on historic spend this can be achieved and still deliver the leadership development programme
Customer Services	50,000	0	part from scheduled review of customer service strategy and part from further efficiencies
Strategy & Performance	50,000	0	part from scheduled review and part from further efficiencies
TOTAL	310,000	50,000	
EDUCATION			
Kidzone	11,100	0	Continuation of move towards self funded model
School Librarians	14,666	7,334	Redesign secondary school library provision in partnership with community libraries with effect from August 2014
Secondary school efficiency targets	60,000	0	Under the scheme of devolved school management secondary schools have flexibility around a number of areas of their budget whilst maintaining the commitment to teacher numbers
Psychological Services	20,000	0	Further integration of Psychological Services through efficiencies in the management structure
ABC nursery	107,000	0	Realign budget for ABC nursery in line with actual spend
Sports Development Services	25,000	0	Introduction of an income target for the Sports Development service
Speech and Language Therapy services	0	30,000	Review of Speech and Language Therapy services to enable some services to be delivered by Clackmannanshire Council employees which will reduce our requirement to commission some of the current external provision
TOTAL	237,766	37,334	

Efficiency savings

Appendix D2

Description of Saving	Year 1 2014-15 £	Year 2 2015-16 £	Narrative
FACILITIES MANAGEMENT			
Delete vacant post of Soft FM Manager	61,000	0	Reconfiguration after realigning part of soft FM functions.
TOTAL	61,000	0	
SOCIAL SERVICES			
Redesign of adult care provision.	58,000	42,000	More detailed review of adult care commissioning activity to maximise efficiencies. Full savings likely to commence September 2014.
Community Care Health Plan Lease	50,000	0	Renegotiation of lease at CCHP.
Reduction of 3 Child Care Team Leader posts across shared service. From Duty, Residential, & EEI. Absorption of roles within current establishment	50,000	25,000	Services more effectively managed by a single approach across shared service. Saving is based on a shared saving with Stirling Council.
Reduction of 2 Adult Care Team Leader posts across shared service. Absorption of roles within current establishment	35,000	0	Total saving £125k. £90k saving originally identified in 13/14 budget process, phased £45k 13/14 & £45k 14/15. Integrated service across Clacks and Stirling will reduce FTE by 6.66 overall, 3.05 FTE saving attributable to Clacks. Based on shared service
TOTAL	193,000	67,000	
COMMUNITY & REGULATORY			
Increased planning fee income	15,000	0	Projected increase of fee income - fees set nationally
Traffic signage	10,000	0	Reduce budget for discretionary function.
TOTAL	25,000	0	
TOTAL	2,470,548	154,334	

APPENDIX E



**Clackmannanshire
Council**

www.clacksweb.org.uk

Charging Policy

This policy sets out Clackmannanshire's policy regarding service fees and charges for services.

Introduction

Clackmannanshire Council has a statutory duty to provide certain services to the public. There are no charges for these services except where charges are set by statute. (e.g. planning applications, building control) or legislation (e.g. licensing)

The Council provides other, discretionary services, some of which are provided at a cost to the customer. Others have, historically, been provided free of charge.

Principles

- 1: The Council must provide services which are defined as a statutory duty
- 2: The Council may also choose to provide discretionary services, depending on the identified needs of the population of Clackmannanshire.
- 3: The Council will agree the charges for each discretionary service provided as part of the budget process each year.
- 4: The Council will benchmark the charges it makes against other Scottish Councils to ensure charges and fees are neither too high or too low.
- 5: Services should identify and recover the full cost of providing discretionary services to ensure that such costs are covered by the charges made.
- 6: The Council will consult with the public and identified stakeholders when significant changes to existing charges and fees are being considered.

- 7: The Council can choose to provide services through a third party supplier or provider. Any such arrangement should be procured through the agreed procurement arrangements and in compliance with Contract Standing Orders.
- 8: The ability of those in receipt of services to pay proposed rates should be considered as a factor when proposals for increased charges are being compiled.
- 9: The cost of invoicing and recovering income due should be taken into account when considering charges and fees for services. Charges of less than £20 will cost the Council more to process than the income generated. This figure will reduce as more transactions are carried out electronically.
- 10: Where possible, the Council should be encouraging customers to pay invoices electronically or through on-line facilities.

Summary

The Council should seek to ensure best value for all residents of Clackmannanshire.

Statutory services will be provided free of charge to residents of Clackmannanshire, except where statute or legislation levies a charge.

Discretionary services will be provided at a reasonable cost.

Charges and fees will be reviewed on an annual basis as part of the budget setting process.

Income and Charging 2014/15

Rationale for changes in 2014/15

The annual review of the Council's Income and Charging Policy has taken place as part of the budget challenge process during the period from June to December 2013. All aspects of the Council's income and expenditure were taken into account including comparison with other Councils, discussion with services and consideration of service proposals to introduce a service charge or increase charges in some areas.

Discussions and consultation with elected members, service management teams and other stakeholder groups were carried out in December 2013.

Charges for 2014 - 2015

A general increase in fees and charges of 2.5% is proposed. This is based on RPI of 2.6% as at September 2013 less 0.1%. This increase is reflected in Appendix E1.

An exercise has also been carried out to bring all charges to a rounded figure rather than odd pence. This has resulted in some charges remaining the same with others either increasing or decreasing. The effect of rounding is shown in the column next to the effect of the 2.5% increase.

Some charges will be applied depending on an assessment of individual financial circumstances. These are identified within the comments column.

Where charges have been introduced for the first time, this is identified in Appendix E1.

Some fees are set by statute and cannot be increased by the Council. Where this is the case, the Council charges the maximum allowed. Two sets of charges are dependent on Stirling Council, therefore the final charges for these services will not be confirmed until Stirling Council has set its budget, probably in February 2014.

General Comments

Any services provided by Clackmannanshire Council should be for residents of Clackmannanshire only. Residents are provided with a card that is proof of residency. All services should check evidence of residency to ensure that the service is being provided for Clackmannanshire residents. A charge should be made for non-residents using Clackmannanshire services. (eg waste disposal, dog bags)

The Council will promote the use of its website and the option to down load documents. This will reduce costs associated with printing, administration and

postage and also reduce the number of calls to the Council releasing efficiencies.

Commercial waste collection is currently charged in arrears. Consideration should be given to a policy change to payment in advance. There are advantages in this approach in reducing debt and the cost of debt recovery. Debt recovery costs include time spent in legal services, revenues and in court - usually for relatively small claims (less than £400)

Areas where other Scottish Councils can earn significant income are not available to Clackmannanshire. The larger Councils charge for location filming for TV and the film industry, wedding venues and photography and theatres. Clackmannanshire has limited opportunities for this type of high income generation.

A full charging register is now available and is published on the Council's website. This register will be updated with the new charges for 2014/15 once the Council's budget is set.

Summary

The charges set out in Appendix E1 will be those charged for fees and services from April 2014 to March 2015.

A further review of fees and charges will take place as part of the budget challenge process for 2015/16.

Appendix E1 - Charging register 2014/15 with proposals for increased charges and suggested introduction of charges identified.

		CHARGING PROPOSALS						APPENDIX E1
Service	Fee Type	Service	Cost 2013/14	Statutory Charge	plus 2.5% for 2014/15	Rounded	Difference	Comments
STC	Burial Ground Fees	Purchase of Right of Burial for Coffin Lair (Including Lair Certificate)	£449.00	Yes	£466.60	£465.00	£1.60	Clackmannanshire charges for burials are at the lower end of the scale when compared with other neighbouring Scottish Councils. Rates have been increased by 4% to take this into account and reduce the gap.
		Purchase of Right of Burial Cremation Lair	£242.00	Yes	£252.89	£252.50	£0.39	
		Advance Purchase of Right of Burial - Coffin Lairs (Residents)	£674.00	Yes	£704.33	£705.00	-£0.67	
		Advance Purchase of Right of Burial - Coffin Lairs (Non-Residents)	£786.00	Yes	£821.37	£820.00	£1.37	
		Advance Purchase of Right of Burial - Cremation Lairs (Residents)	£364.00	Yes	£380.38	£380.00	£0.38	
		Advance Purchase of Right of Burial - Cremation Lairs (Non-Residents)	£423.00	Yes	£442.04	£445.00	-£2.96	
		Transfer Certificate of Right of Burial	£40.00	Yes	£41.80	£40.00	£1.80	
		Duplicate Certificate of Right of Burial	£40.00	Yes	£41.80	£40.00	£1.80	
		Internment - Adult	£431.00	Yes	£450.40	£450.00	£0.40	
		Internment - Child (Up to 18 years)	No Charge	Yes				
		Internment - Stillborn Baby	No Charge	Yes				
		Internment of Cremation Remains	£119.00	Yes	£123.76	£125.00	-£1.24	
		Internment - each additional foot beyond 6 feet	£64.00	Yes	£66.56	£65.00	£1.56	
		Exhumation Fee	POA	Yes				
		Monuments and Memorials - Locate and excavate for foundations	£82.00	Yes	£85.28	£85.00	£0.28	
		Monuments and Memorials - where no excavation required	£40.00	Yes	£41.60	£40.00	£1.60	
		Monuments and Memorials - concrete foundation required	£144.00	Yes	£149.76	£150.00	-£0.24	
		Search Fee - search of Burial Ground Records (per occasion)	£26.00	Yes	£27.04	£27.50	-£0.46	
STC	Blue Badge Scheme	Issue of Blue Badge	£20.00	Yes	£20.00	£20.00	£0.00	Maximum charge allowed
STC	Leisure Lets	Rugby Pitch - Maximum Charge	£76.60		£78.52	£80.00	-£1.49	
		Rugby Pitch - Minimum Charge	£38.30		£39.26	£40.00	-£0.74	
		Running Track - Maximum Charge	£38.30		£39.26	£40.00	-£0.74	
		Running Track - Minimum Charge	£1.75		£1.79	£1.75	£0.04	
		Firpark Ski Centre - Maximum Charge £119.80 per block	£145.70		£149.34	£150.00	-£0.66	
		Firpark Ski Centre - Minimum Charge £2.80 per hour	£3.35		£3.43	£3.50	-£0.07	
		Parks - Minimum Charge	£38.30		£39.26	£40.00	-£0.74	
		Parks - Maximum Charge	£76.60		£78.52	£80.00	-£1.49	
		Gartmorn Dam Fishery - Minimum Charge	£7.60		£7.79	£7.50	£0.29	
		Gartmorn Dam Fishery - Maximum Charge	£281.60		£288.64	£290.00	-£1.36	
		Football Pitches - Minimum Charge	£4.35		£4.46	£5.00	-£0.54	
		Football Pitches - Maximum Charge	£27.40		£28.09	£30.00	-£1.92	
		Artificial Grass Surface - Minimum Charge	£17.90		£18.35	£20.00	-£1.65	
		Artificial Grass Surface - Maximum Charge	£60.10		£61.60	£60.00	£1.60	
		Badminton Court (Indoor) - Minimum Charge	£6.35		£6.51	£5.00	£1.51	
		Badminton Court (Indoor) - Maximum Charge	£9.10		£9.33	£10.00	-£0.67	
		Basketball Court (Indoor) - Minimum Charge	£6.35		£6.51	£6.50	£0.01	
		Basketball Court (Indoor) - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		Football (5 a side) (Indoor) - Minimum Charge	£20.35		£20.86	£20.00	£0.86	
		Football (5 a side) (Indoor) - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		Short Tennis (Indoor) - Minimum Charge	£6.35		£6.51	£6.50	£0.01	
		Short Tennis (Indoor) - Maximum Charge	£9.05		£9.28	£10.00	-£0.72	
		Table Tennis (Indoor) - Minimum Charge	£6.35		£6.51	£6.50	£0.01	
		Table Tennis (Indoor) - Maximum Charge	£9.05		£9.28	£10.00	-£0.72	
		Tennis Courts - Minimum Charge	£7.70		£7.89	£8.00	-£0.11	
		Tennis Courts - Maximum Charge	£10.95		£11.22	£11.50	-£0.28	
		Fitness Suite - Minimum Charge	£1.10		£1.13	£1.00	£0.13	
		Fitness Suite - Maximum Charge	£2.35		£2.41	£2.50	-£0.09	
		Swimming Pool (Public Sessions) - Maximum Charge	£2.15		£2.20	£2.00	£0.20	
		Swimming Pool (Public Sessions) - Minimum Charge	£1.40		£1.44	£1.50	-£0.07	
		Volleyball Court (Indoor) - Minimum Charge	£20.35		£20.86	£20.00	£0.86	
		Volleyball Court (Indoor) - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		All Weather Area - Minimum Charge	£12.80		£13.12	£15.00	-£1.88	
		All Weather Area - Maximum Charge	£27.40		£28.09	£30.00	-£1.92	
		Hire of Gymnasium - Minimum Charge	£6.80		£6.97	£7.00	-£0.03	
		Hire of Gymnasium - Maximum Charge	£14.70		£15.07	£15.00	£0.07	
		Hire of Dance Studio - Minimum Charge	£6.80		£6.97	£7.00	-£0.03	
		Hire of Dance Studio - Maximum Charge	£14.70		£15.07	£15.00	£0.07	
		Hire of Assembly Hall - Minimum Charge	£20.35		£20.86	£20.00	£0.86	
		Hire of Assembly Hall - Maximum Charge	£43.95		£45.05	£45.00	£0.05	
		Hire of Conference Suite - Minimum Charge	£13.55		£13.89	£14.00	-£0.11	
		Hire of Conference Suite - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		Hire of Standard Classroom - Minimum Charge	£6.80		£6.97	£7.00	-£0.03	
		Hire of Standard Classroom - Maximum Charge	£14.70		£15.07	£15.00	£0.07	
		Hire of Games Hall - Minimum Charge	£20.35		£20.86	£20.00	£0.86	
		Hire of Games Hall - Maximum Charge	£43.95		£45.05	£45.00	£0.05	
		Hire of Ben Cleuch - Minimum Charge	£6.80		£6.97	£7.00	-£0.03	
		Hire of Ben Cleuch - Maximum Charge	£14.70		£15.07	£15.00	£0.07	
		Hire of Cochrane Hall -Minimum Charge	£20.35		£20.86	£20.00	£0.86	
		Hire of Cochrane Hall -Maximum Charge	£43.95		£45.05	£45.00	£0.05	
		Hire of Tullibody Civic Centre - Minumum Charge	£6.80		£6.97	£7.00	-£0.03	
		Hire of Tullibody Civic Centre - Maximum Charge	£43.95		£45.05	£45.00	£0.05	

		Hire of Bowmar Centre - Minumum Charge	£6.80		£6.97	£6.00	£0.97	
		Hire of Bowmar Centre - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		Hire of Sauchie Hall - Minumum Charge	£6.80		£6.97	£6.00	£0.97	
		Hire of Sauchie Hall - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		Hire of Dollar Civic Centre - Minumum Charge	£6.80		£6.97	£6.00	£0.97	
		Hire of Dollar Civic Centre - Maximum Charge	£29.30		£30.03	£30.00	£0.03	
		Hire of Alloa Town Hall - Minumum Charge	£13.60		£13.94	£6.00	£7.94	
		Hire of Alloa Town Hall - Maximum Charge	£446.30		£457.46	£457.50	-£0.04	
		Hire of Dumyat Leisure Centre - Minumum Charge	£6.80		£6.97	£7.00	-£0.03	
		Hire of Dumyat Leisure Centre - Maximum Charge	£29.30		£30.03	£25.00	£5.03	
		Cancellation Fee	£10.00		£10.25	£10.00	£0.25	
		<i>Please note rates doubled after midnight or weekend</i>						
STC	Environmental Health	Stray Dog Charges (collection on day 1)	£31.00	No	£31.00	£30.00	£1.00	Fees are based on SLA with Stirling Council. Any increase will be known once Stirling has approved their budget
		Stray Dog Charges (collection on day 2)	£39.00	No	£39.00	£40.00	-£1.00	
		Stray Dog Charges (collection on day 3)	£46.00	No	£46.00	£45.00	£1.00	
		Stray Dog Charges (collection on day 4)	£52.00	No	£52.00	£52.50	-£0.50	
		Stray Dog Charges (collection on day 5)	£57.00	No	£57.00	£57.50	-£0.50	
		Stray Dog Charges (collection on day 6)	£62.00	No	£62.00	£62.50	-£0.50	
		Stray Dog Charges (collection on day 7)	£67.00	No	£67.00	£67.50	-£0.50	
		Purchase of Dog from Dog Shelter	£67.00	No	£67.00	£67.50	-£0.50	
		Dog Obedience/Training Classes - Joining Fee	£5.00	No	£5.13	£5.00	£0.13	
		Dog Obedience/Training Classes - Per Session	£4.00	No	£4.10	£4.00	£0.10	
		Registration as a private landlord	£55.00	Yes		£55.00		Fees set by statute unable to change
		Each Property	£11.00	Yes		£10.00		
		Registration - Late Application Fee	£110.00	Yes		£115.00		
		Contaminated Land - Basic Information	£51.25	No	£52.53	£55.00	-£2.47	
		Contaminated Land - Detailed Information	£82.00	No	£84.05	£85.00	-£0.95	
		Licence for House in Multiple Occupation - First (1 year) Licence Application 3 occupants	£158.00	No	£161.95	£160.00	£1.95	
		Licence for House in Multiple Occupation - First (1 year) Licence Application 7 - 9 occupants	£360.00	No	£369.00	£370.00	-£1.00	
		Licence for House in Multiple Occupation - Renewal Application Valid for 3 years 3	£315.00	No	£322.88	£330.00	-£7.13	
		Licence for House in Multiple Occupation - First (1 year) Licence Application 4 - 6 occupants	£210.00	No	£215.25	£215.00	£0.25	
		Licence for House in Multiple Occupation - Renewal Application Valid for 3 years 4 - 6	£420.00	No	£430.50	£430.00	£0.50	
		Licence for House in Multiple Occupation - Renewal Application Valid for 3 years 7 - 9	£735.00	No	£753.38	£755.00	-£1.63	
		Licence for House in Multiple Occupation - Renewal Application Valid for 3 years 10 or	£945.00	No	£968.63	£970.00	-£1.38	
		Licence for House in Multiple Occupation - First (1 year) Licence Application 10 and more	£478.00	No	£489.95	£490.00	-£0.05	

Service	Fee Type	Service	Cost 2013/14	Statutory Charge	plus 2.5% for 2014/15	Rounded	Difference	Comments
STC	Food Hygiene	Elementary Food Hygiene Training (Charities and Public Organisations)	£18.00		£18.45	£18.00	£0.45	
		Elementary Food Hygiene Training (All others)	£50.00		£51.25	£51.00	£0.25	
	Food Export Certificates	Standard Certificate for a single product (one week turnaround)	£15.00		£15.38	£15.00	£0.38	
		Standard Certificate listing multiple products (one week turnaround)	£28.50		£29.21	£29.00	£0.21	
		Premium Service - certificate produced and dispatched within 24 hours	£40.00		£41.00	£41.00	£0.00	
	Pest Control	Council Tenants - All pests	No Charge		£0.00		N/A	No charge - pest control is included as part of the rental agreement
		Private Householders - All pests	£41.67		£42.71	£43.00	-£0.29	New charges introduced for 2014/15. All charges are net of VAT to demonstrate net income to Council
		Charities, Housing Associations and Council Housing Service - Rats and Mice	£41.67		£42.71	£43.00	-£0.29	
		Charities, Housing Associations and Council Housing Service - All other pests	£41.67		£42.71	£43.00	-£0.29	
		Charities, Housing Associations and Council Housing Service - Void houses	£62.92		£64.49	£65.00	-£0.51	
		Commercial Companies and other Council Services - Rats and Mice	£55.10		£56.48	£57.00	-£0.52	
		Commercial Companies and other Council Services - Ants and Wasps	£55.20		£56.58	£57.00	-£0.42	
		Commercial Companies and other Council Services - Fleas	£63.35		£64.93	£65.00	-£0.07	
		Commercial Companies and other Council Services - All other pests (Dependant on type of treatment required - estimated hourly rate of £43.60 materials)	£43.60		£44.69	£45.00	-£0.31	
		Dog Waste Bags	No Charge	No				The Council spends between £4-£5k per year on dog bags. Supply should be limited to Clacks residents only. Imposing a charge for this service might increase the cost of wardens and environmental services
STC	Building Standards	Copies of Documentation - Minimum	£100.00	No	£100.00	Fees		
		Pre Construction Confirmation of Compliance and/or Exemption (maximum)	£70.00	No	£70.00	cannot be		
		Building Warrant Application (minimum - no maximum)	£50.00	Yes	£50.00	increased		
						as these		
		Property Inspection (minimum - no maximum) plus building warrant costs	£125.00	No	£125.00	are set		
		Pre Construction Confirmation of Compliance and/or Exemption (minimum)	£35.00	No	£35.00	nationally		
		Post Construction Confirmation of Compliance and/or Exemption (minimum - no maximum)	£35.00	No	£35.00	by the		
		Confirmation of Completion	£160.00	No	£160.00	Scottish		
		Copies of Documentation - Maximum	£170.00	No	£170.00	Government		
STC	Licensing (Liquor)	Liquor Licensing - Annual Fee - Adult Gaming Centre	£700.00	Yes	£700.00	Licence Fees in these categories cannot be increased by Council due to statutory restrictions		
		Liquor Licensing - Annual Fee - Bingo Premises	£700.00	No	£700.00			
		Confirmation Premises Licence Fee Rateable Value of Premises £1 - £11,500	£600.00	Yes	£600.00			
		Confirmation Premises Licence Fee Rateable Value of Premises £11,501 - £35,000	£900.00	Yes	£900.00			
		Confirmation Premises Licence Fee Rateable Value of Premises £35,001 - £70,000	£1,100.00	Yes	£1,100.00			
		Confirmation Premises Licence Fee Rateable Value of Premises £70,001 - £140,000	£1,500.00	Yes	£1,500.00			
		Confirmation Premises Licence Fee Rateable Value of Premises Over £140,000.00	£1,800.00	Yes	£1,800.00			
		Application Fee Rateable Value of Premises £0	£200.00	Yes	£200.00			
		Application Fee Rateable Value of Premises £1 - £11,500	£800.00	Yes	£800.00			
		Application Fee Rateable Value of Premises £11,501 - £35,000	£1,100.00	Yes	£1,100.00			
		Application Fee Rateable Value of Premises £35,001 - £70,000	£1,300.00	Yes	£1,300.00			
		Application Fee Rateable Value of Premises £70,000 - £140,000	£1,700.00	Yes	£1,700.00			
		Application Fee Rateable Value of Premises Over £140,000	£2,000.00	Yes	£2,000.00			
		Annual Fee (September) Rateable Value of Premises £0	£180.00	Yes	£180.00			
		Annual Fee (September) Rateable Value of Premises £1 - £11,500	£220.00	Yes	£220.00			
		Annual Fee (September) Rateable Value of Premises £11,501 - £35,000	£280.00	Yes	£280.00			
		Annual Fee (September) Rateable Value of Premises £35,001 - £70,000	£500.00	Yes	£500.00			
		Annual Fee (September) Rateable Value of Premises £70,001 - £140,000	£700.00	Yes	£700.00			
		Annual Fee (September) Rateable Value of Premises Over £140,000	£900.00	Yes	£900.00			
		Liquor Licensing - Occasional Licence	£10.00	Yes	£10.00			
		Liquor Licensing - Extended Hours Licence	£10.00	Yes	£10.00			
		Liquor Licensing - Provisional Premises Licence	£200.00		£200.00			
		Liquor Licensing - Replacement Personal Licence	£20.00		£20.00			
		Liquor Licensing - Replacement Premises Licence (certified copy)	£50.00		£50.00			
		Liquor Licensing- Substitution Premises Manager With Minor Variation	£31.00	No	£31.00			
		Liquor Licensing - Minor Variation	£20.00	No	£20.00			
		Gambling Act 2005 - Gaming Machine Permit	£50.00		£50.00			
		Gambling Act 2005 - Non Commercial Society Grant (1 year)	£40.00		£40.00			
		Gambling Act 2005 - Non Commercial Society Renewal (1 year)	£20.00		£20.00			
		Gambling Act 2005 - Annual Fee - Betting Premises (Other)	£400.00		£400.00			
						Licence fees in these categories cannot be increased by Council due to statutory		
		Liquor Licensing - Variation of Conditions, Operating Plan, Layout Plan.	£150.00	Yes	£150.00			
		Liquor Licensing - Transfer Application By Licence Holder Including Variation Application	£150.00	No	£150.00			
		Liquor Licensing - Transfer Application By Licence Holder	£120.00	No	£120.00			
		Liquor Licensing - Transfer Application Other Than By licence Holder Including A Variation A	£150.00	No	£150.00			
		Liquor Licensing - Transfer Application Other Than By licence Holder	£120.00	No	£120.00			
		Liquor Licensing - Temporary Premises Licence	£150.00		£150.00			
STC	Licensing (Civic)	Animal Boarding Establishment	£48.00		£52.80	£52.50	£0.30	
		Breeding of Dogs	£42.00	Yes	£46.20	£46.00	£0.20	
		Council's Consent	£70.50	No	£77.55	£77.50	£0.05	
		Game Dealers Licence	£50.00		£55.00	£55.00	£0.00	

		Indoor Sports Licence	£120.00	No	£132.00	£132.00	£0.00	Fees increased by 10% for 2014/15 following reviw of costs and the fact that charges have not increased in previous years
		Knife dealer's licence	£200.00	No	£220.00	£220.00	£0.00	
		Late Hours Catering Licence	£120.00	No	£132.00	£132.00	£0.00	
		Market Operator	£218.00	No	£239.80	£240.00	-£0.20	
		Metal Dealer	£97.00	Yes	£106.70	£107.50	-£0.80	
		Pet Shops	£37.00	No	£40.70	£40.00	£0.70	
		Public Entertainment - Fun Fair	£120.00	No	£132.00	£132.00	£0.00	
		Public Entertainment (3 years)	£120.00	No	£132.00	£132.00	£0.00	
		Public Entertainment (Temporary)	£61.00	Yes	£67.10	£67.50	-£0.40	
		Riding Establishment	£61.00	Yes	£67.10	£67.50	-£0.40	
		Skin Piercing and Tattooing (Grant) (1 Year)	£200.00	No	£220.00	£220.00	£0.00	
		Skin Piercing and Tattooing Renewal (3 Years)	£100.00	No	£110.00	£110.00	£0.00	
		Street Trader's Licence	£134.00	No	£147.40	£147.50	-£0.10	
		Street Trader's Licence (Temporary)	£42.00	No	£46.20	£46.00	£0.20	
		Taxi/Private Hire Car Licence (3 years)	£195.00	No	£214.50	£215.00	-£0.50	
		Street Traders Licence (Variation)	£70.00	NO	£77.00	£107.50	-£30.50	
		Second Hand Dealer's Licence	£97.00	No	£106.70	£107.50	-£0.80	
		Substitution of Vehicles	£18.00	No	£19.80	£20.00	-£0.20	
		Taxi booking office licence	£200.00	No	£220.00	£220.00	£0.00	
		Taxi/Private Hire Driver Licence (1 year)	£85.00	No	£93.50	£95.00	-£1.50	
		Taxi/Private Hire Operator Licence (1 year)	£85.00	No	£93.50	£95.00	-£1.50	
		Taxi/Private Hire Car Additional Signage Request	£100.00	No	£110.00	£110.00	£0.00	
		Transfer application by person other than licence holder not including a variation applicator	£120.00		£132.00	£132.00	£0.00	
		Theatre Licence	£85.00	No	£93.50	£95.00	-£1.50	
		Venison Dealer's Licence	£40.00	No	£44.00	£44.00	£0.00	
		Window Cleaner's Licence (1 year)	£56.00	No	£61.60	£62.50	-£0.90	
		Window Cleaner's Licence (3 years)	£143.00	No	£157.30	£157.50	-£0.20	
STC	Vehicle Testing	Taxi/Private Hire (No MOT) Retest	£26.50		£27.16	£27.50	-£0.34	
		Ttaxi/Private Hire Replacment Plate	£13.00		£13.33	£13.50	-£0.18	
		Taxi Meter Check and Seal	£13.00		£13.33	£13.50	-£0.18	
		External Client Labour Charge	£28.30		£29.01	£30.00	-£0.99	
		Taxi/Private Hire Inspection and Hire Test Charges	£53.00		£54.33	£55.00	-£0.67	
		Taxi/Private Hire MOT Retest	£27.50		£28.19	£30.00	-£1.81	
STC	Roads	Replacement of School Bus Passes	£5.00		£5.13	£5.00	£0.13	
		New Roads and Streetworks Act 1980 - Defect Inspection Charge	£60.00		£61.50	£62.50	-£1.00	
		Roads (Scotland) Act 1984 - Minor Roadworks Consent - (Footway Crossings) Inspection	£25.00		£30.00	£30.00	£0.00	Increased by nore than inflation for 2014/15
		Taxicard Aborted Journeys	£2.00		£2.05	£2.00	£0.05	
		Reinstatements under the New Road and Street Works Act - Sample Inspection	£30.00		£34.00	£34.00	£0.00	Increased by nore than inflation for 2014/15
		Roads (Scotland) Act 1984 Minor Roadworks Consent - General Inspections	£100.00		£110.00	£110.00	£0.00	Increased by nore than inflation for 2014/15
		Publication of Development Roads Guidelines and Specification	£40.00		£41.00	£40.00	£1.00	
		Section 109 Permits	£249.00		£258.00	£258.00	£0.00	Increased by nore than inflation for 2014/15
		Residents parking permits			£20.00			New charges introduced for 2014/15
		Road closures - emergency			£250.00			
		Road closires - non emergency			£500.00			

Service	Fee Type	Service	Cost 2013/14	Statutory Charge	plus 2.5% for 2014/15	Rounded	Difference	Comments
		Temporary traffic lights	No Charge		TBC			Currently no charge. Majority of other Scottish Council levy a charge for these services. Being considered by service
		Street Café licence	No Charge		TBC			Currently no charge. Majority of other Scottish Council levy a charge for these services. Being considered by service
		Road Occupation Permits (Up to 3 days)	£0.00		£35.00			
		Road Occupation Permits (Up to 1 week)	N/A		£50.00			
		Road Occupation Permits (Up to 1 month)	N/A		£75.00			
		Scaffolding permits (up to 28 days)	No Charge		£100.00			Charges introduced for 2014/15
STC	Development Planning	Clackmannanshire and Stirling Structure Plan, Adopted March 2002	£25.00		£30.00	£30.00	£0.00	Large documents to print and dispatch. Above RPI increase proposed for 2014/15
		The Finalised Clackmannanshire Local Plan	£30.00		£35.00	£35.00	£0.00	
STC	Development	Application to Display Advertisement	£192.00		£196.80	£195.00	£1.80	
		Copies of Decision Notices	£20.00		£20.50	£20.00	£0.50	
		Copies of Approved Plans	£20.00		£20.50	£20.00	£0.50	
		Certificate of Lawfulness for an Proposed Use or Development (Min)	£96.00		£98.40	£100.00	-£1.60	
		Certificate of Lawfulness for an Proposed Use or Development (Max)	£9,550.00		£9,788.75	£9,790.00	-£1.25	
		Certificate of Lawfulness for an Existing Use or Development (Min)	£192.00		£196.80	£195.00	£1.80	
		Certificate of Lawfulness for an Existing Use or Development (Max)	£19,100.00		#####	£19,577.50	£0.00	
		Application for Demolition Consent	£74.00		£75.85	£75.00	£0.85	
		Application for Planning Permission (Max)	£19,100.00		#####	£19,577.50	£0.00	
		Application for Planning Permission (Min)	£192.00		£196.80	£195.00	£1.80	
		Outline Planning Application (Max)	£9,550.00		£9,788.75	£9,790.00	-£1.25	
		Outline Planning Application (Min)	£382.00		£391.55	£390.00	£1.55	
		Notification of Agricultural or Forestry Building	£74.00		£75.85	£75.00	£0.85	
STC	Trading Standards	Poisons - Registration	£31.90		£32.70	£35.00	-£2.30	Charges set through SLA with Stirling and will agreed as part of Stirling's budget process. Increased fees will be known when Stirling'sa budget is set
	(Joint Service with Stirling)	Verification of Accuracy of Weighing and Measuring Equipment - Minimum	£11.80		£12.10	£12.50	-£0.40	
		Verification of Accuracy of Weighing and Measuring Equipment - Maximum	£436.50		£447.41	£447.50	-£0.09	
		Petroleum - Renewal of Licence (Maximum)	£120.00		£123.00	£125.00	-£2.00	
		Petroleum - Renewal of Licence (Minimum)	£42.00		£43.05	£45.00	-£1.95	
		Explosives - Initial Registration	£105.00		£107.63	£110.00	-£2.38	
		Poisons - Change of Details	£17.70		£18.14	£20.00	-£1.86	
		Explosives - Variation, Transfer or Replacement	£35.00		£35.88	£35.00	£0.88	
		Explosives - Renewal of Licence	£52.00		£53.30	£55.00	-£1.70	
		Certification of Weighing and Measuring Equipment - Per Hour	£97.30		£99.73	£100.00	-£0.27	
STC	Waste Management	Commercial Waste - 1 Collection per week, Bin Size 240 (excluding VAT)	£236.80		£242.72	£245.00	-£2.28	Waste disposal costs increase at a higher rate than inflation (Govt green policy) Anticipate waste charges will rise higher than the 2.5% increase. Regulatory requirements might lead to a reconfiguration of service and associated increase in costs. Final details to be confirmed by January 2014
		Commercial Waste - 1 Collection per week, Bin Size 360 (excluding VAT)	£355.24		£364.12	£365.00	-£0.88	
		Commercial Waste - 1 Collection per week, Bin Size 660 (excluding VAT)	£651.27		£667.55	£667.50	£0.05	
		Commercial Waste - 1 Collection per week, Bin Size 1100 (excluding VAT)	£1,085.45		£1,112.59	£1,112.50	£0.09	
		Commercial Waste - 2 Collections per week, Bin Size 240 (excluding VAT)	£473.65		£485.49	£485.00	£0.49	
		Commercial Waste - 2 Collections per week, Bin Size 360 (excluding VAT)	£710.48		£728.24	£730.00	-£1.76	
		Commercial Waste - 2 Collections per week, Bin Size 660 (excluding VAT)	£1,302.54		£1,335.10	£1,335.00	£0.10	
		Commercial Waste - 2 Collections per week, Bin Size 1100 (excluding VAT)	£2,170.90		£2,225.17	£2,225.00	£0.17	
		Commercial Waste - 3 Collections per week, Bin Size 240 (excluding VAT)	£710.48		£728.24	£730.00	-£1.76	
		Commercial Waste - 3 Collections per week, Bin Size 360 (excluding VAT)	£1,065.71		£1,092.35	£1,090.00	£2.35	
		Commercial Waste - 3 Collections per week, Bin Size 660 (excluding VAT)	£1,953.81		£2,002.66	£2,002.50	£0.16	
		Commercial Waste - 3 Collections per week, Bin Size 1100 (excluding VAT)	£3,256.35		£3,337.76	£3,337.50	£0.26	
		Commercial recycling waste - 1 collection per week (240)	£177.62		£182.06	£182.50	-£0.44	
		Commercial recycling waste - 1 collection per week (360)	£266.43		£273.09	£275.00	-£1.91	
		Commercial recycling waste - 1 collection per week (660)	£488.45		£500.66	£500.00	£0.66	
		Commercial recycling waste - 1 collection per week (1100)	£814.09		£834.44	£835.00	-£0.56	
		Compost Bins available from £8	£8.00		£8.20	£10.00	-£1.80	
		Small Trader Tipping Ticket for Forthbank £35.50 (inc. VAT) each - one per visit per vehicle size 3.5 tonnes gross vehicle weight g.v.w. (e.g. Transit Size).	£42.23		£43.29	£35.00	£8.29	
		Household Special Waste Uplift (private tenants / residents only)	£31.51		£32.30	£30.00	£2.30	
		Sacks/Labels are available £2.00 each available in multiples of 10 = £20.00 (incl VAT)	£24.06		£24.66	£25.00	-£0.34	
		Household Special Waste Uplift - Council tenants	Included in rental		£0.00		£0.00	Cost included as part of rent payments
STC	Housing	Accommodation Letting House 1 Apartment Rent (£3108.88 Annually) (£64.77 Weekly - 48	£64.77		£67.49	n/a		Proposed increase is 4.2% for all rents. Agreement at special council to confirm
		Accommodation Letting House 2 Apartment Rent (£3184.19 Annually) (£66.34 Weekly - 48	£66.34		£69.12	n/a		
		Accommodation Letting House 3 Apartment Rent (£3261.51 Annually) (£67.95 Weekly - 48	£67.95		£70.80	n/a		
		Accommodation Letting House 4 Apartment Rent (£3327.28 Annually) (£69.32 Weekly - 48	£69.32		£72.23	n/a		
		Accommodation Letting House 5 Apartment Rent (£3410.13 Annually) (£71.04 Weekly - 48	£71.04		£74.03	n/a		
		Accommodation Letting House 6 Apartment Rent (£3493.47 Annually) (£72.78 Weekly - 48	£72.78		£75.84	n/a		
					n/a			
		Accommodation Letting Flat 1 Apartment Rent (£3042.14 Annually) (£63.59 Weekly - 48	£63.59		£66.26	n/a		
		Accommodation Letting Flat 2 Apartment Rent (£3125.45 Annually) (£65.11 Weekly - 48	£65.11		£67.85	n/a		
		Accommodation Letting Flat 3 Apartment Rent (£3202.77 Annually) (£66.72 Weekly - 48	£66.72		£69.53	n/a		
		Accommodation Letting Flat 4 Apartment Rent (£3272.06 Annually) (£68.17 Weekly - 48	£68.17		£71.03	n/a		
		Accommodation Letting Flat 5 Apartment Rent (£3353.89 Annually) (£69.87 Weekly - 48	£69.87		£72.81	n/a		

		Lock Up Garage Rent (Council Tenant Charge) (£309.28 Annually) (£6.44 Weekly - 48	£6.44		£6.71	£7.00	-£0.29	
		Lock Up Garage Rent (Non Council Tenant Charge)(£371.04 Annually) (£7.73 Weekly - 48	£7.73		£8.05	£8.00	£0.05	
		Annual Charge for Garage Pitch Site	£73.01		£76.08	£76.00	£0.08	
STC	Housing Tenancy	Gain entry and change locks & associated works - Non Urgent	£40.16		£40.16	n/a		New charges introduced for 2014/15 based on cost recovery
		Gain entry and change locks & associated works -Emergency Day Rate	£56.68		£56.68	n/a		
		Gain entry and change locks & associated works - out of hours rate	£102.00		£102.00	n/a		
		Replace internal door	£110.67		£110.67	n/a		
		Replace solid core door	£308.56		£308.56	n/a		
		Replace solid core door with glazed aperture	£388.00		£388.00	n/a		
		Replace UPVC door	£983.08		£983.08	n/a		
		Board up window - daytime rate	£43.97		£43.97	n/a		
		Board up window - out of hours rate	£70.35		£70.35	n/a		
		Replace double glazed unit - up to 1m2	£110.98		£110.98	n/a		
		Replace double glazed unit - up to 1.5m2	£173.98		£173.98	n/a		
		Replace double glazed unit - up to 2m2	£236.89		£236.89	n/a		
		Replace wash hand basin	£162.52		£162.52	n/a		
		Replace wash hand basin and pedestal	£245.82		£245.82	n/a		
		Replace bath and associated works	£465.42		£465.42	n/a		
		Replace cistern	£120.00		£120.00	n/a		
		Clear internal choke, sink or bath - daytime rate	£48.86		£48.86	n/a		
		Clear internal choke, sink or bath - out of hours rate	£78.17		£78.17	n/a		
		Clear internal choke, toilet - daytime rate	£15.10		£15.10	n/a		
		Clear internal choke, toilet - out of hours rate	£24.16		£24.16	n/a		
		Replace smoke detector	£49.25		£49.25	n/a		
		Replace toilet seat	£18.62		£18.62	n/a		
		Forced access / Essential Repairs/Gas Servicing	£40.16		£40.16	n/a		
	Travelling Site	16 Pitches at West Haugh, Alva	£77.00		£85.00	£85.00	£0.00	Increased by more than inflation for 2014/15
	Factors	Factors Fee	Various					Shared by owners according to title deeds so charges will vary

Service	Fee Type	Service	Cost 2013/14	Statutory Charge	plus 2.5% for 2014/15	Rounded	Difference	Comments
STP	Adult Care Services	Transport to Day Care	£0.00		£2.00	£2.00	£0.00	Charges introduced in October 2013. No further increase assumed for 2014/15
		Day Care	£0.00		£10.10	£10.00	£0.10	
		Equipment	No Charge					Means tested / assessed needs
		Minor adaptations	No Charge					Means tested / assessed needs
		Mobile Emergency Care Service - cost per week	£2.00		£2.05	£2.00	£0.05	Charges introduced in October 2013 as part of budget challenge 13/14. Income already in service budget
		Nursing Care (Maximum Cost)	£1,839.00		£1,884.98	£1,885.00	-£0.03	
		Nursing Care (Minimum Cost)	£540.00		£553.50	£555.00	-£1.50	
		Residential care (Maximum Cost)	£1,600.00		£1,640.00	£1,640.00	£0.00	
		Residential care (Minimum Cost)	£346.00		£354.65	£355.00	-£0.35	
		Domestic Care (Maximum Cost)	£19.00		£19.48	£20.00	-£0.52	
		Domestic Care (Minimum Cost)	£10.60		£10.87	£10.00	£0.87	
		Personal Care (Maximum Cost)	£23.00		£23.58	£25.00	-£1.43	
		Personal Care (Minimum Cost)	£10.60		£10.87	£10.00	£0.87	
		Day Care Meals	£2.60		£2.67	£2.50	£0.17	
		Meals on Wheels	£4.70		£4.82	£5.00	-£0.18	
		Deli Bag Service	£1.85		£1.90	£2.00	-£0.10	
		Respite Care	£110.00		£112.75	£112.50	£0.25	Subject to financial assessment
STP	Early Years and Out of School Care	ABC 0 -2 (per day)	£39.20		£40.18	£40.00	£0.18	13/14 inclusive. Increases applied from August 2013
		ABC 2 - 3 (per day)	£36.60		£37.52	£37.50	£0.02	
		ABC 3 -5 (per day)	£35.00		£35.88	£35.00	£0.88	
		Kidzone (termtime per hour)	£3.50		£3.59	£3.50	£0.09	
		Kidzone (termtime per journey)	£2.00		£2.05	£2.00	£0.05	
		Kidzone (holidays per day)	£32.00		£32.80	£32.50	£0.30	
		Minibus Journey (if applicable)	£1.49					
STP	Schools and Welfare	Primary Milk	£0.15		£0.15	£0.15	£0.00	
		School Meals - Traditional Lunch - Child	£1.60		£1.64	£1.65	-£0.01	
		Breakfast	£0.65		£0.67	£0.65	£0.02	
		Music tuition (per annum)	£220.00		£225.50	£225.00	£0.50	
STP	Sports Development	Pre-School Activities (Active Start) - per session £3.50	£3.50		£3.59	£3.60	-£0.01	Fees increased in 2013/14 by more than inflation. Proposee maintaining fee levels for 2014/15. Fees discussed with other providers in th Clacks area
		Pre-School Activities (Active Start) - 10 weeks £35.00	£35.00		£35.88	£35.00	£0.88	
STP	Sports Development	Sports Development (Gymnastics, Football, Athletics, Tennis, Table Tennis, Trampoline, Basketball) per session	£3.50		£3.59	£3.50	£0.09	
		Sports Development (Gymnastics, Football, Athletics, Tennis, Table Tennis, Trampoline, Basketball) - 10 weeks	£35.00		£35.88	£35.00	£0.88	
		Specialist Classes for Additional Support Needs - per session	£3.50		£3.59	£3.50	£0.09	
		Specialist Classes for Additional Support Needs - 10 weeks	£35.00		£35.88	£35.00	£0.88	
		Leisure and Fitness Classes - per session	£3.00		£3.08	£3.00	£0.08	
F & C	Registrars	Genealogy Search of Registration Records	£15.00	No	£15.38	£15.00	£0.38	
		Search of Registration Records - Particular Search	£5.00	No	£5.13	£5.00	£0.13	
		Search of Registration Records - General Search	£10.00	No	£10.25	£10.00	£0.25	
		Citizenship Ceremony on Behalf of the Home Office	£80.00	Yes	£82.00	£80.00	£2.00	
		Approval of Premises for Civil Marriages (3 year)	£300.00	Yes	£307.50	£305.00	£2.50	Legislative changes will result in charges being withdrawn in the future
		Ceremony Booking Deposit (non-refundable) (maximum charge)	£40.00	Yes	£41.00	£40.00	£1.00	
		Ceremony Booking Deposit (non-refundable) (minimum charge)	£10.00	Yes	£10.25	£10.00	£0.25	
		Civil Marriage or Civil Partnership Fee	£50.00	Yes	£51.25	£50.00	£1.25	
		Extract (Certificate) of Birth, Death, Marriage or Civil Partnership	£10.00	Yes	£10.00	£10.00	£0.00	Statutory fee cannot be changed
		Ceremony Fees (minimum charge) (can vary depending on venue, date and time)	£20.00	Yes	£20.50	£20.00	£0.50	
		Ceremony Fees (maximum charge) (can vary depending on venue, date and time)	£366.50	Yes	£375.66	£375.00	£0.66	
		Approval of Premises for Civil Marriages (Temporary)	£180.00	Yes	£184.50	£185.00	-£0.50	Legislative changes will result in charges being withdrawn in the future
F & C	Reception	Let of Canteen Area (per hour)	£2.95		£3.02	£3.00	£0.02	
		Let of Council Chambers & Room 3 (per hour)	£5.85		£6.00	£6.00	£0.00	
F & C	Administration	Supply of marked copy Electoral Registers	£10.00		£10.25	£10.00	£0.25	
F & C	Library	Fax - Sending fax to rest of the world	£3.00		£3.08	£3.00	£0.08	
		Fax - Sending European fax	£2.00		£2.05	£2.00	£0.05	
		Fax - All incoming faxes (per sheet)	£0.30		£0.31	£0.30	£0.01	
		Fax - Sending UK Fax	£1.00		£1.03	£1.00	£0.02	
		B & W photocopying - A4	£0.10		£0.10	£1.00	-£0.90	
		B & W photocopying - A3	£0.10		£0.10	£1.00	-£0.90	
		Colour photocopying - A4	£0.30		£0.31	£0.30	£0.01	
		Colour photocopying - A3	£0.30		£0.31	£0.30	£0.01	
		Laminating A3	£1.00		£1.03	£1.00	£0.02	
		Laminating A4	£0.70		£0.72	£0.75	-£0.03	
		Lost and damaged items (0 - 1 years old)	100%					
		Lost and damaged items (1 - 3 years old)	50% original					

		Lost and damaged items (Over 3 years old)	20% original					
		Lost Tickets (2nd replacement)	£2.00		£2.05	£2.00	£0.05	
		Overdue Items - 4 weeks	£0.10					
		Overdue Items - 5 weeks	£0.20		£0.21	£0.10	£0.11	
		Overdue Items - 6 weeks	£0.30		£0.31	£0.15	£0.16	
		Overdue Items - 7 weeks	£0.40		£0.41	£0.20	£0.21	
		Overdue Items - 8 weeks	£0.50		£0.51	£0.30	£0.21	
		Overdue Items - 9 weeks	£0.60		£0.62	£0.40	£0.22	
		Overdue Items - 10 weeks	£0.70		£0.72	£0.50	£0.22	
		Overdue Items - 11 weeks	£0.80		£0.82	£0.60	£0.22	
		Request Service	£0.40		£0.41	£0.40	£0.01	
		Talking Book (single issue)	£1.50					
F & C	Legal	Recharging of Property Coveyancing enquires	£0.00		£250.00	£250.00	£0.00	Plus additional outlay for Registers fees
		KEY						
			ge or increase above 2.5% based on budget challenge					
			Charges based on SLA with Stirling therefore waiting confirmation of Stirling charges for 2014/15					
			Fees set by statute so cannot be increased					
			Statutory charges that the Council cannot increase					
			Final increase tbc - waiting for external body to confirm					

**Children and Young People Bill
Implementation of 600 Hours Early Learning and Childcare 2014/2015**

Background

The Children and Young People Bill is currently going through the Scottish Parliament and is expected to become an Act in 2014. The Bill sets out the intention to increase the amount and flexibility of funded early learning and childcare to meet local needs.

From August 2014 the increased entitlement will be for children who are:

- 3 and 4 years old
- 2 years old who are and are looked after or subject to Kinship Care Order

It is accepted by Scottish Government that timescales will not allow the ultimate flexibility set out within the Bill to be in place by August 2014. In response to this, local authorities are able to commence delivery of 600 hours in a way that is reflective of local circumstances and build up flexibility year on year thereafter.

Scottish Government has provided funding to all local authorities in order to provide this additional entitlement.

In Clackmannanshire Council the education service currently provides 475 hours of funded pre-school provision for 3 and 4 year olds; from August 2014 this will increase to 600 hours.

Implementation

In Clackmannanshire, pre-school provision is delivered through 13 Nursery Classes attached to Primary Schools, Nursery Provision within Lochies Special School and Sauchie Nursery School. In addition, extended day, extended year provision is also available within ABC Nursery. The Education Service has partnership arrangements with 3 Private Nurseries which offer extended day, extended year provision, and with Dollar Under 5's Playgroup.

The Education Service has been working with parents and Stakeholders over the arrangements for the delivery of 600 hours from August 2014.

In Nursery Classes, the Education Service will deliver the 600 hours by offering sessions of 3 hours 10 minutes either as a morning or afternoon session during term time. This will require additional staffing.

In the Private Nurseries and in ABC Nursery parents will be offered more flexible options in how they receive the 600 hours. The Education Service will be required to increase payments for the commissioning of places.

In relation to looked after 2 year olds, the Education Service is continuing to work closely with Social Work colleagues to deliver a package of support based on the assessed needs of the child and family. It is anticipated that a range of options will be available including nursery provision, childminders, family support or other intervention which supports children, parents and carers.

Considerations

The recent announcement from Scottish Government, which extends the entitlement to 600 hours of early learning and childcare for 2 year old children from workless households from August 2014, has featured as part of planning for early years provision in Clackmannanshire. The same announcement indicated that from August 2015, the entitlement would be extended to more 2 year old children; determined by the same eligibility criteria as is used for free school meal entitlement. This will equate to approximately 27% of all 2 year olds in Scotland.

Currently in Clackmannanshire the Education Service has no provision for children under 3 years old. Consequently, the Education Service is undertaking a review of potential sites within which provision for children under 3 years old can be made from 2014 and beyond.

Indicative Costs 2014/2015

Work is on-going within the Service to provide detailed costs of the delivery of 600 hours for 2014/2015. These indicative costs are as follows:

	Indicative Costs
Looked After 2s*	£ 28,000
Nursery Classes / Sauchie Nursery School**	£212,000
Partner Providers***	£ 41,000
Other Nursery support costs****	£ 26,000
Retain ABC Nursery and maintain numbers of Early Years workers *****	£300,000

Scottish Government has allocated additional funds to Clackmannanshire Council of £607,000; therefore these indicative costs could be fully met within this allocation.

* Individualised packages of early learning and childcare

** Additional staffing costs

*** Proportionate increase to reflect 125 additional hours

**** Estimated costs of increase to supplies and services

***** The Education Service had offered the closure of ABC Nursery and a reduction in Early Years workers within its budget savings for 2014/2015. Given the expansion to the entitlement for 2 year old children from August 2014 and August 2015, it is considered prudent to retain ABC Nursery and Early Years workers to support the delivery of 600 hours to entitled 2 year olds.



Clackmannanshire Council

www.clacksweb.org.uk

GENERAL SERVICES REVENUE BUDGET 2014/2015 - APPENDIX G

Review & Reconfiguration of Chief Officer Structure

Report by Chief Executive
February, 2014

1.0 Purpose

- 1.1 The purpose of this report is to review the effectiveness and efficiency of the Council's chief officer structure and to bring forward proposals for reconfiguration and realignment to ensure that the management infrastructure at that level is more fit for purpose. The proposals, if approved, will result in a reduction of two chief officer posts from the senior management establishment.

2.0 Recommendations

- 2.1 It is recommended that Council agrees:

- a) the chief officer organisational structure set out at paragraph 5.2 of this report;
- b) approves the main responsibilities of chief officers as set out in this report;
- c) approves the recruitment process for the post of Depute Chief Executive as set out in paragraph 5.7 of this report and nominates elected members to sit on the Appointments Committee;
- d) agrees to fill one of the two vacant Head of Service posts as set out in paragraph 5.13i of this report and to approve the recruitment process for the other as set out in paragraph 5.13ii;
- e) notes and endorses the approach to leadership and management development which the Chief Executive is taking forward as set out in section 6 of this report;
- f) notes that, subject to the approval of 2.1(a) and 2.1(b), consequent proposals to change the Council's Standing Orders and consequent amendments to the Council's Scheme of Delegation will be brought to the next meeting of Council.

3.0 Background

- 3.1 The Council last amended its Chief Officer structure in January, 2010, when the number of Head of Service posts was reduced by 5FTEs and the job profiles of the three Director posts (as existed at that time) were amended to incorporate revised areas of responsibility. The aims of that reconfiguration were to:

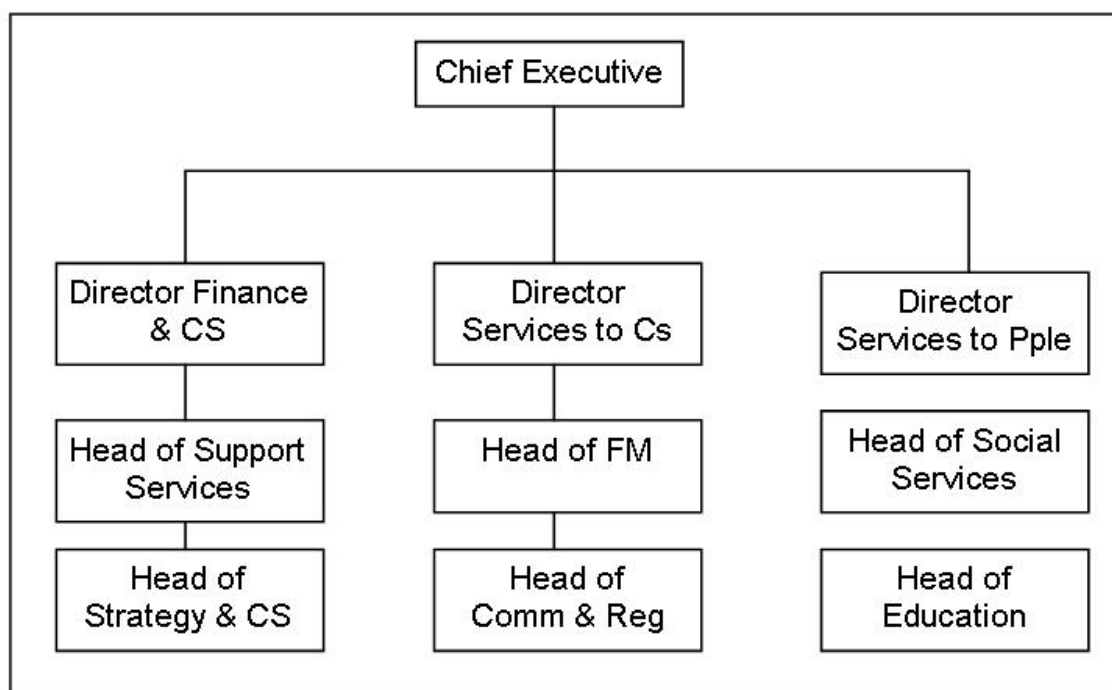
- consolidate some functions which were at that time organised across more than one service;
- closer align other functions under a single Head of Service/Director; and
- provide clearer accountability for corporate/community planning priorities.

- 3.2 This resulted in the structure set out in Figure 1 on the next page.

- 3.3 A number of changes in the Council's operating context have led to incremental changes in that structure, viz:

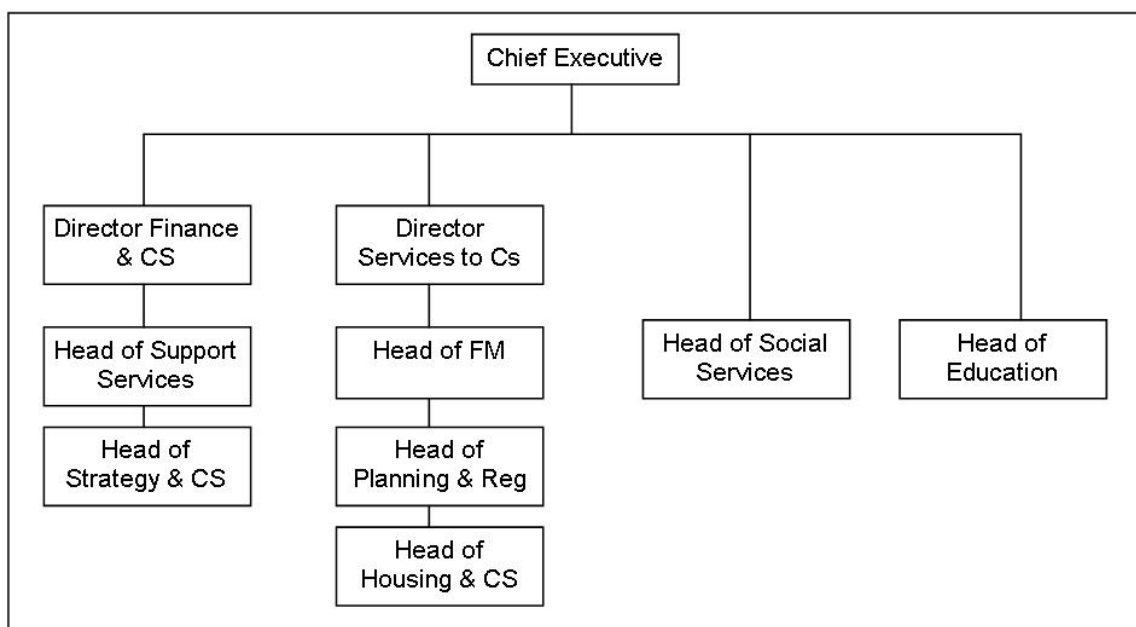
- i) the departure of the Director of Services to People;
- ii) the agreement to enter into shared services with Stirling Council; and
- iii) Council's decision to establish the post of Head of Housing & Community Safety.

Figure 1: Chief officer structure agreed at 2010



3.4 The current structure, therefore, has evolved into that set out in Figure 2 below.

Figure 2: Current chief officer structure



3.5 There are a number of issues associated with this structure which mean that the organisation is not as effective and fit for purpose as it needs to be giving current and future contexts. These issues are set out in the next section of this report.

4.0 Contexts & Issues

4.1 The environment of local government is constantly changing. Since the last time the Council reviewed its chief officer structure, a number of issues have come to the fore which increase the requirement for and demands on strategic and corporate management capacity. These issues include:

- the Council's need to transform its business (recently articulated through *Making Clackmannanshire Better*) to improve outcomes and performance while reducing costs;
- increased requirements on local authorities and their partners to integrate and collaborate (as expressed through the recent changes in SOAs);
- greater momentum of the public sector reform agenda such as the impending legislation on health and care integration and the deepening of locally determined shared services (education and social services).

4.2 Having reviewed the existing chief officer and management structure, certain issues have been identified which do not optimise strategic and corporate management capacity to support the current and future demands on the Council.

4.3 These are:

a) asymmetrical structure and unequal accountabilities in that:

- with the deletion of the post of Director of Services to People and the establishment of shared social work and education services, the chief officer structure is imbalanced
- the various chief officer roles have uneven accountabilities and spans of control, with some heads of service reporting to a Director, some to the Chief Executive
- because the Director posts have direct responsibility for services, the accountability of other tiers of service management is lessened
- the functional responsibilities of Heads of Service are too unevenly distributed (Appendix 1 shows the current distribution);

b) that because the Director posts retain direct responsibility for services, the postholders' capacity to engage in strategic and corporate management is limited and the ambition of the 2010 reconfiguration to provide clearer accountability for corporate/community planning priorities has had limited success;

c) there are no consistent arrangements for deputising for the Chief Executive; currently, the Directors deputise, usually on an alternate basis. While this operates satisfactorily for short periods and in respect of *ad hoc* issues, it does not promote clarity and continuity of authority or accountability.

4.4 Beyond those specific structural issues, there is also a broader need to provide development for chief officers and service managers to ensure they have appropriate strategic and corporate managerial skills, in addition to any professional and technical skills, to contribute effectively to taking forward the challenging agenda which faces the organisation.

5.0 Proposals for Reconfiguration of Chief Officer Structure

Rationale

5.1 Given the context of local government and the issues identified about the existing chief officer structure, it is proposed to realign the chief officer structure so that there is:

- strengthened strategic and corporate management capacity;
- better balance brought to the structure at Head of Service level;
- enhanced effectiveness and accountability of all chief officers and service managers; and
- improved business continuity in the absence of the Chief Executive.

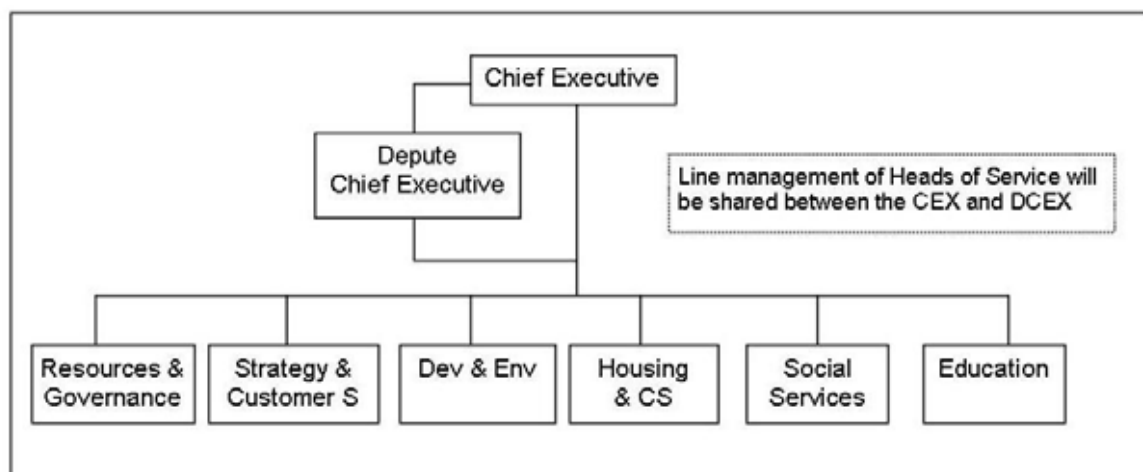
Proposals

5.2 The proposals to amend the chief officer establishment, therefore, are to:

- a) delete the two existing Director posts from the establishment;
- b) delete one Head of Service post from the establishment;
- c) establish a post of Deputy Chief Executive; and
- d) have a limited realignment of the functional responsibilities of Heads of Service

so that the revised chief officer structure would be as set out in the diagram below.

Figure 3: Proposed chief officer structure



5.3 Specific details of the above proposals are as follows:

Directors/Depute Chief Executive

5.4 Given the issues described in section 4 of this report, the role of Director as originally configured, and also as amended in 2010, is less relevant now to the needs of the Council and to the broader roles which are expected of Heads of Service, the remits of which include key responsibility for service and corporate management.

- 5.5 There are significant agendas facing the council which the entire group of chief officers needs to take ownership of and accountability for. Removing the Director tier, will greater empower the other management tiers and enhance their accountability.
- 5.6 In tandem with this, the creation of the role of Depute Director will provide dedicated chief officer resource to drive the transformational change which the organisation requires. The overall role of the post would be to work with the Chief Executive on the leadership, management and governance of the Council, providing strategic and corporate capacity, leading specific corporate initiatives and deputising for the Chief Executive as required.
- 5.7 It is proposed that the post of Depute be recruited to from within the Council, with applications being ring-fenced to existing Directors. This would be an elected member appointment via an Appointments Committee which would have the following political balance:
- SNP - 3 members
 - Labour - 2 members
 - Other - 1 member.

Heads of Service

- 5.8 There are currently two vacancies at Head of Service level (Community & Regulatory and Facilities Management) and a further post will be vacant after March 2014 (Support Services).
- 5.9 All vacancies are scrutinised when they arise to ascertain whether they present any opportunities for efficiency and/or effectiveness gains. Having reviewed the current and forthcoming vacancies in that context, and in the context of the wider chief officer review, it is proposed that one of these three posts is deleted and the responsibilities of some of the remaining six Heads of Service posts are realigned.
- 5.10 Appendix 2 shows the proposed broad functional responsibilities under each Head of Service. The proposed changes can be summarised as follows:
- *Maintenance & Hard FM - moves into Housing & Community Safety from FM*
 - *Environment - moves into Development & Environment from FM*
 - *Revenues & Payments (part) - moves into Housing & Community Safety from Support Services (renamed Resources & Governance)*
 - *Assets & Soft FM - moves into Resources & Governance from FM.*
- 5.11 These changes will have two main benefits:
- i) they will provide enhanced alignment of related services and further opportunities for service integration and stream-lining; and
 - ii) they will provide a more even balance of functional responsibility across all the Head of Service posts.
- 5.12 In addition, the proposed realignment will allow an opportunity to review the service manager and team leader structures below Heads of Service for fitness for purpose

and it is anticipated that further streamlining and efficiencies will be possible at those tiers in due course.

5.13 In terms of recruiting to the vacant Head of Service posts (Head of Resources & Governance, Head of Development & Environment), it is proposed that:

i) the chief officer who is not appointed to the Depute Chief Executive post (ref paragraph 5.7) is offered the most appropriate of the two vacant Heads of Service post; were that offer not accepted, the vacant post would be advertised openly and recruited to by an Appointments Committee which would have the same political balance described in paragraph 5.7;

ii) the other Head of Service vacancy is advertised openly and recruited to by an Appointments Committee which would have the same political balance described in paragraph 5.7.

6.0 Other Issues - Leadership & Management Development

6.1 While leadership and management structures are important, arguably more important are leadership and management cultures. As stated at paragraph 4.4, it is also crucial that individuals who have management responsibility are performing effectively at that level and that they have the requisite strategic and corporate managerial skills, as well their professional and technical skills, to enable them to contribute effectively to taking forward the challenging agenda which faces the organisation.

6.2 The Council's recently approved People Strategy has among its objectives:

- ensuring consistent, effective leadership and management across the organisation; and
- ensuring our people are appropriately skilled to meet their business objectives.

6.3 In order to take these objectives forward, a corporate Leadership & Management Development programme has been established.

6.4 The programme consists of three pathways: Service Managers, Team Leaders and Talent Development. Within each pathway, development areas have been identified based upon the Council's policies, procedures and competency framework, live issues identified by officers and review of best practice.

6.5 The learning objectives of each pathway are as follows:

1 - Service Manager's Pathway

- Setting clear strategic direction
- Focussing on delivery and outcomes
- Getting the best from people
- Developing a culture of innovation and improvement
- Achieving success through working in partnership

2 - Team Leader's Pathway

- Delivering consistent and effective management across all services

- Meeting governance and legislative requirements
- Establishing minimum and consistent standards of people management

3 - Talent Development Pathway - Succession Planning

This pathway will be developed in 2014-15. Its aim is to identify and develop management and leadership potential, to ensure the Council attracts and retains talented individuals and has sufficient internal capacity to address future workforce requirements.

- 6.6 Topics and outcomes for the Service Manager and Team Leader pathways are set out in Appendix 3 to this report.
- 6.7 In addition, an approach to Chief Officer development and performance has been established which comprises the following collective and individual elements:
- 360 feedback exercise
 - annual performance review and development
 - coaching/individual development
 - leadership and management objectives (set out in the Chief Officer Team Action Plan - this is a background paper to the report)
 - objectives as set out in service Business Plans.

7.0 Other Issues - Consequent Amendments to Standing Orders & Scheme of Delegation

- 7.1 If the Council approves the proposals to realign the chief officer structure, there will be consequent changes in Standing Orders at SO 5.1 which sets out the political responsibilities of some elected members as they relate to Council services and policy areas.
- 7.2 Specifically:
- a) the Council Service area assigned to the Council Leader would change from 'Support Services' to 'Resources & Governance'; and
 - b) the Council Service areas assigned to the Convenor of Enterprise & Environment would change from 'Facilities Management' and 'Development & Regulatory' to 'Development & Environment'
- 7.3 As per SO 20.7, standing orders can only be changed when there has been an indication at Council that proposed amendments will be brought before the next meeting.
- 7.4 In relation to the Scheme of Delegation, if Council approves the proposals in this report, there will be consequent changes to reflect the new structure, including:
- a) amendments to the sections on delegations to officers (Directors and Heads of Service) and to take account of the deletion of the Director posts and the establishment of the post of Depute Chief Executive; and

b) amendments to the remit of the Enterprise & Environment Committee (5.6(1)) to incorporate responsibility for 'environment' and 'assets' and to remove responsibility for 'facilities management'.

- 7.5 Proposed detailed changes to the Scheme of Delegation further to Council approval of this report would also be brought to the next Council meeting.

8.0 Conclusions

- 8.1 The Council's Corporate Plan recognises that it is good practice to, *"examine management structures to ensure that these are fit for purpose and as effective and efficient as possible"*. In addition, a Corporate Plan priority is to *"embed a corporate philosophy to the management of all services."*
- 8.2 All services are reviewing service configuration on an ongoing basis to ensure fitness for purpose in the changing contexts of the public sector, local government and the needs and priorities of the organisation itself. The chief officer structure and organisation needs to be subject to similar scrutiny and evolution.
- 8.3 The current chief officer structure needs to be reconfigured to best position the organisation to take forward the future agenda and the proposals in this paper:
- i) represent a streamlining of the structure which will strengthen strategic capacity and enhance chief officer accountability;
 - ii) will facilitate a stronger emphasis on managerial performance and leadership development;
 - ii) offer a potential saving of around £180,000 in chief officer management costs with the potential for more savings at lower management tiers.

9.0 Sustainability Implications

- 9.1 The proposals in this report aim to improve and build organisational capacity.

10.0 Resource Implications

- 10.1 *Financial Details* - the proposals in this paper offer potential savings of around £180,000 through the deletion of two chief officer posts.
- 10.2 *Staffing* - this report proposes a reduction in the chief officer establishment of two posts from 10 to 8.

11.0 Exempt Reports

- 11.1 This report is not exempt

12.0 Declarations

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

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

The Council is effective, efficient and recognised for excellence

✓

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

People Strategy

Relevant employment policies

13.0 Equalities Impact

13.1 Initial EQIA has been carried out and there is disproportionate disadvantage or inequity.

14.0 Legality

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

14.2 Under the Scheme of Delegation, the Chief Executive is charged with making *"proper arrangements for the strategic management of the Council"* and for reviewing *"how efficient and effective our management [and administrative] systems are."*

14.3 The Support Services Manager has been consulted on these proposals as required by the Scheme of Delegation paragraphs 7.6 and 7.18. The Governance Manager has also been consulted.

15.0 Appendices

1 - Current Chief Officer Structure

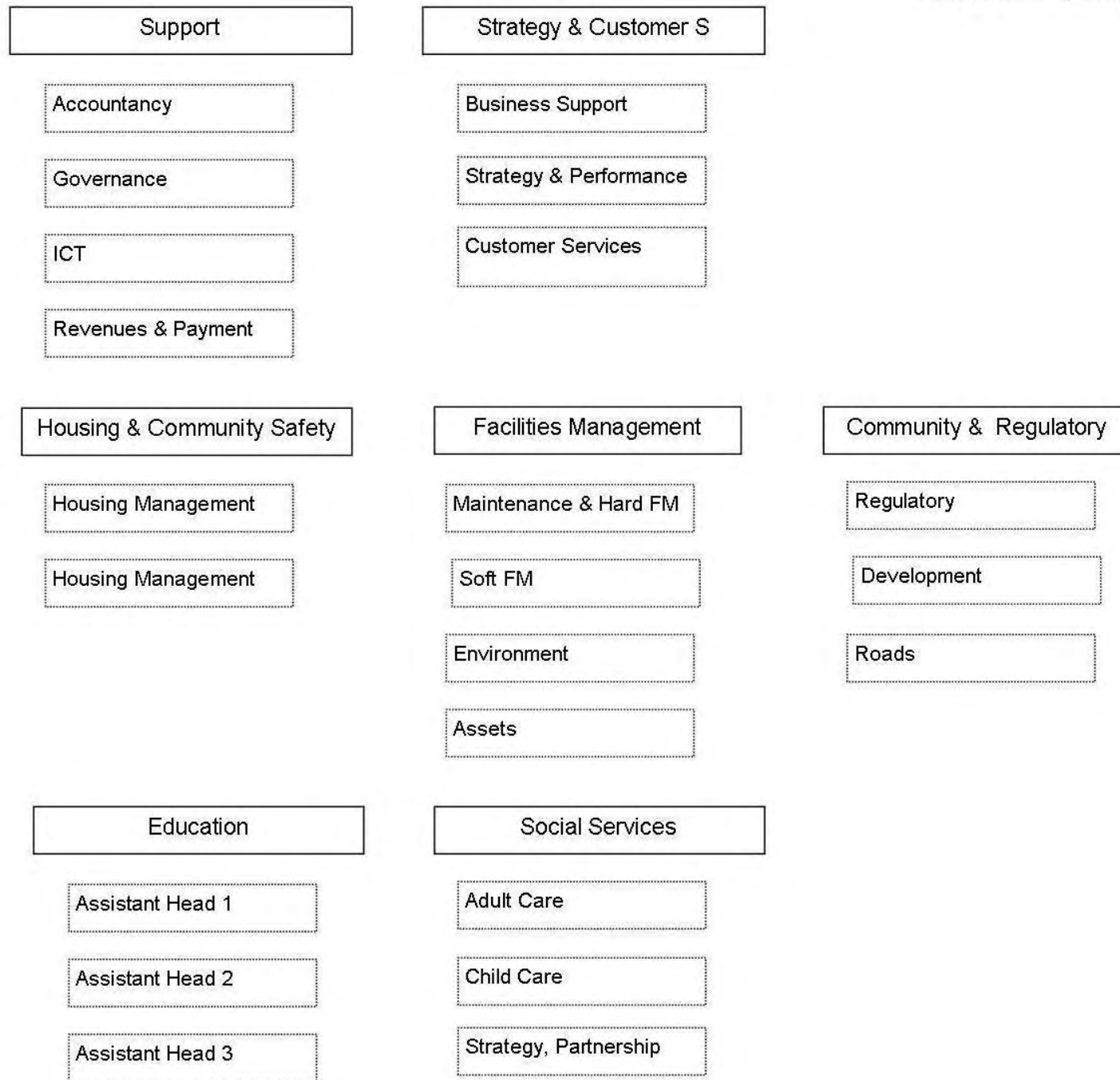
2 - Proposed Chief Officer Structure

16.0 Background Papers

16.1 Have you used other documents to compile your report?

Report to Council January, 2010
Chief Officer Team Action Plan

APPENDIX 1—CURRENT





Shaded areas highlight proposed transfers
 Some service area names to be finalised
 Some leisure support placement in structure to be finalised

Service Managers' Pathway - Topics & Outcomes

L&D Topic	Learning Outcomes
Leading Successful Change	<ul style="list-style-type: none"> • Develop skills to build a compelling vision for change • Understand the impact of change on people and the organisation • Lead staff constructively through change
Strategies for Influencing	<ul style="list-style-type: none"> • Identify strategies for influencing at different levels • Understand, assess and utilise appropriate influencing styles
Working in a Political Environment	<ul style="list-style-type: none"> • Become better equipped to engage effectively in the political environment
Financial Management & Governance	<ul style="list-style-type: none"> • Assess budgets based on financial data to support organisational objectives • Evaluate financial proposals for expenditure submitted by others • Understand the roles and responsibilities relating to good governance
Strategic Thinking & Visioning	<ul style="list-style-type: none"> • Identify and analyse Council and Service Strategies • Understand your role in leading your service to meet strategic outcomes • Align systems, people and goals to strategy • Adapting to change/changing strategies. • Understanding the business - Quality Management/demand and failure demand.
Safety for Senior Executives	<ul style="list-style-type: none"> • Understand the responsibilities of Senior Managers • Leading health and safety within the organisations
Partnership working, and collaboration	<ul style="list-style-type: none"> • Understand the need for a step-change in partnership working • Create and maintain effective partnerships • Understand and apply collaborative intelligence
Strategic Project Management	<ul style="list-style-type: none"> • Understand the responsibilities of, and relationships between key project roles • Identify key challenges in project delivery
Developing Talent	<ul style="list-style-type: none"> • Understand strategic talent management • Anticipate and identify strategic development needs • Coach and support Team Leaders in developing others

Team Leaders' Pathway - Topics & Outcomes

Topic	Outcome
Orientation & Workshop Effective Time Management	<ul style="list-style-type: none"> • Introduction and clarification of commitment • Identify and manage issues relating to time management and delegation • Apply time management tools and techniques to your role • Understand planning, prioritising and goal setting
Managing Absence and difficult conversations	<ul style="list-style-type: none"> • Applying the Council's absence management policy and procedures • Managing short and long term absence • Managing difficult conversations
Managing discipline & grievance	<ul style="list-style-type: none"> • Select and apply the best course of action to address performance issues • Identify and understand methods and approaches to support individual performance
Equalities for Managers	<ul style="list-style-type: none"> • Understand and apply the manager's role within equality and diversity • Effectively utilise the Council's EQIA toolkit
Managing Safely	<ul style="list-style-type: none"> • Understand and apply the principles of managing safely within the organisation
Finance & Procurement	<ul style="list-style-type: none"> • Identify and utilise financial controls • Construct and critique financial proposals • Understand the benefits of strategic procurement • Review the impact of poor procurement practice
Performance Management	<ul style="list-style-type: none"> • Identify and agree performance objectives • Assess performance and provide feedback • Understand performance support for improvement
Project Management for Managers	<ul style="list-style-type: none"> • Plan and manage key project elements • Achieve project success through people • Analyse and manage risks
Performance Review & Development	<ul style="list-style-type: none"> • Identify and agree performance targets and objectives with individuals • Manage difficult conversations within the appraisal process • Support staff to improve their effectiveness
Community Engagement and Consultation	<ul style="list-style-type: none"> • Understand the differences between engagement and consultation • Create and maintain effective partnerships • Understand proactive approaches • Understand best practice guidelines
Leading and Managing Teams	<ul style="list-style-type: none"> • Understand team dynamics and the team cycle • Assess your effectiveness as a Team Leader • Recognise and utilise motivational techniques • Managing personalities
Developing Talent	<ul style="list-style-type: none"> • Assess abilities and capabilities of current staff • Align team development with service strategies • Developing and coaching staff

Realignment of Funding to Voluntary Organisations

Desired Outcomes of this Work

The desired outcome of the ongoing review of funding to voluntary organisations in Clackmannanshire is to ensure that:

- the Council can demonstrate Best Value and that it is effectively following the public pound - ultimately this will mean that there will be fewer but no B or C-rated organisations, all funded organisations can be categorised as A-rated;
- that funding to voluntary organisations is sustainable, based on shared outcomes, and a planned, but flexible and evolving long-term relationship, thereby providing greater certainty, sustainability and stability for all stakeholders, including the Third Sector;
- that all funded organisations are making a demonstrable and effective contribution to the Council's and Clackmannanshire's stated priorities.

Background

In 2013, the Council commissioned an independent review of voluntary organisations it funds in Clackmannanshire. The output of this work was subsequently assessed and validated by officers based on the information available to them and categorised as follows:

- A-rated: fitting strongly with Council priorities and outcomes, and demonstrates how their activity impacts on these. In the case of A-rated organisations, it is proposed moving to a 3 year funding arrangement with no funding reduction from the 2013/14 position, subject to procurement requirements and discussions on potential service redesign;
- B-rated: either fitting strongly with Council priorities and outcomes, or demonstrates how activity does or could impact on these. In the case of B-rated organisations, it is proposed offering a 1 year funding arrangement with no funding reduction from the 2013/14 position. However, officers would look to engage with the provider over that period, which could include substantially redesigning service provision, or, if appropriate, ceasing provision. Where mutually acceptable arrangements can be accommodated, thereafter, subject to procurement requirements, the Council would look to move to a 3 year funding arrangement to better align with stated outcomes;
- C-rated: either poor alignment with Council priorities and outcomes and/or insufficient demonstrable impact of how activity does or could impact on outcomes and/or concerns about sustainability prospects. In such cases, we propose funding continues from 1 April until 30

September 2014, after which our funding relationship would cease completely in that particular context. In such circumstances we would propose providing practical assistance to find alternative sources of funding during the transitional period.

This approach and supporting information was made publically available in December 2013, and was subject to a public consultation, which closed on 22 January 2014. The Third Sector Forum and a number of voluntary organisations concerned made representations through the consultation. These have been made available to elected members for inspection.

Consultation

The public consultation indicates that, whilst there are some concerns, a majority of those who participated support stopping funding to voluntary organisations assessed as outlined above in the C-rated description. The Third Sector Forum undertook an extensive consultation with its members to provide us with feedback on the impact of officer proposals. A summary of key points include:

- the Third Sector Forum expressed an opinion that using a consultant was a waste of time and money, and raised concerns about process used by the consultants, including that the Third Sector had not been informed of the importance of participating in the consultation process -
 - whilst acknowledging that there are always pro and cons to using consultants, the key advantage in this particular context is the element of objectivity and independent expertise. In many cases, more than one attempt was made to engage with organisations. Notwithstanding, other sources of information were used by the consultant to arrive at an assessment, which was subsequently reviewed by services;
- concerns raised about lack of appeals process and the letter used to inform organisations of officer proposals -
 - the principle of the approach, and subsequently detailed proposals, were subject to consultation. An additional communication was sent to affected organisations using the contact information we hold on record for them;
- some of those affected by the “B” and “C” categorisation also indicated that they would like to know what support would be given to help them align with the Single Outcome Agreement (SOA);
- feedback that the Council were being rather short sighted, as the proposed cuts will also have an impact on Council costs as it would have to provide a sustainable service to the community if certain Third Sector organisation are no longer funded;

- the Third Sector Forum has been provided with detailed face to face briefings on the Challenges and Choices facing the Council. Other information, including the Budget Booklet, was made available throughout the consultation period. The status quo is not a sustainable position. Though any funding reduction is regrettable, for the Council and its partners to deliver on agreed outcomes for communities, there needs to be a clear focus on priorities and effective utilisation of funds.
- feedback that added value provided through projects that are not directly funded by the Council will disappear if the cuts go ahead.

A number of organisations forwarded further information or appeals for officers to consider. In summary, most of these challenged their B or C rating, with varying degrees of additional information to support requests to be re-designated as an A-rating. These are available for inspection.

Proposals

Following a review of the consultation exercise, EQIA, further consideration by officers, realignment of funding to voluntary organisations is as follows:

C-rated organisations, where it is proposed that direct Council funding ceases from 1 October 2014:

Project Name	Funding 2013/14
Open Secret	£16,433
WISH (Women in Sport and Health)	£19,500
Candies Cuisine	£29,328
Central Scotland Rape Crisis and Sexual Abuse Centre - Youth Project	£9,267
Central Scotland Regional Equality Council	£7,722
Hawkhill Community Association	£36,013
Arts Forum	£3,958
Ochil Leisure Enterprises	£75,000
TOTAL	£197,221

B- rated organisations - proposed that direct Council funding at 2013/14 levels is guaranteed for 1 year during which time officers will engage with the provider to consider service redesign options. For the purposes of transparency, ceasing or substantially reducing provision may be included within the options appraisal.

Project Name	Funding 2014/15
Soup Pot	£3,000
Clackmannanshire Sports Council	£6,923
Play Alloa	£18,018
Central Scotland Rape Crisis and Sexual Abuse Centre	£14,320
Funded Halls and Trusts - Clackmannan, Coalsnaughton, Devonvale	£14,625
Community Maintenance and Environmental Enterprise	£40,050
Reachout with Arts in Mind	£47,200
SAMH	£159,800
Who Cares?	£7,630
Barnardo's (Freagarrach)	£45,000
Central Carers Association	£58,188

Project Name	Funding 2014/15
Clackmannanshire Women's Aid	£157,248
People First (Clackmannanshire)	£22,172
Cafe Society	£21,996
TOTAL	£616,170.00

A-rated organisations - proposed moving to a 3 year funding arrangement with no funding reduction from the 2013/14 position, subject to procurement requirements and mutually agreed service redesigns.

Project Name	Funding 2014/15
Action for Children (Tullybody Families)	£160,875
Action for Children (Tayvalla)	£93,410
Homestart	£76,889
Artist in Residence Project	£4,780
Sauchie Active 8	£34,827
Clackmannanshire Healthier Lives	£191,770
Community House	£38,180
Addictions Support and Counselling	£8,640
Clackmannanshire Citizens Advice Bureau	£128,700
TOTAL	£738,071.00

Ceasing funding to those organisations assessed as C will realise budget reductions of:

- 2014/15 - £98,610
- 2015/16 - £98,610

Additionally, Council approved one-off funding agreements for 2013/14. These included:

- Food Banks - £10,000
- Alloa Athletic Football Club - £5000

It is proposed that the two Food Banks should be funded (£10,000 apportioned between both) for a further year in recognition of increasing demand. This is to enable further time for them to become self-sustaining. It is proposed that the Head of Strategy & Customer Services should decide the proportion of allocation for 2014/15 following discussions with both.

In line with the Council decision of 15 August 2013. funding to Alloa Athletic Football Club will not be renewed in 2014/15, and therefore will realise an additional saving of £5,000.

Overall, based on these officer proposals, realignment of funding to voluntary organisations In Clackmannanshire for 2014/15 would realise a funding reduction of **£103,610.**

Next Steps

If these proposals are approved, next steps would be as follows:

- all funded organisations and their council monitoring officer will be notified in writing of the outcome;
- monitoring officers will be tasked with putting in place SLAs for all funded organisations, as per the Council's Code of Practice. These should be in place no later than 31 May 2014. No payments will be authorised until a signed SLA is in place;
- briefings and further training for monitoring officers on the Council's Code of Practice will be provided
- where an organisation is to lose its funding, transitional support will be offered through the monitoring officer. Where support is accepted, the monitoring officer, will work with the Council's community support staff and partners, including CTSI if appropriate, to develop a transition plan. This may include support to apply for alternative sources of funding.
- a programme of engagement with the B-rated organisations, coordinated by the Head of Strategy & Customer Services will commence to review service redesigns based on priorities and developing Making Clackmannanshire Better activity.

EQIA

A stage 2 Equalities impact assessment has been completed. This identified potential low impact implications for 4 protected characteristics: sex and disability, race and religion, however, it is considered these impacts can be mitigated through adjustments where appropriate or necessary.

PROPOSED REDUCTION IN CORPORATE & SERVICE SUBSCRIPTIONS			APPENDIX I
SERVICE MANAGER OPERATIONS	Value £	company	Comments/Amounts
KIDZONE	17	Social Care and Social Work Imp Scotland	
LIBRARY ADMINISTRATION	691	Encyclopaedia Britannica	
LIBRARY ADMINISTRATION	267	Financial Times subscription	
LIBRARY ADMINISTRATION	183	Nielson Prepayment No11	
GF HOUSING MANAGER	1,000	SHBVN	
STRATEGIC HOUSING AUTHORITY	650	Homeless Action Scotland	
HOME ENERGY	300	Energy Action Scotland	
HOMELESSNESS STRATEGY-ADMIN	200	Glasgow Homelessness Network	
Fostering	1,452	BARNARDO'S	
Fostering	1,452	Barnardo Services Ltd.	
GENERAL ADMIN	425	ROSPA Enterprises Limited	
GENERAL ADMIN	1,000	Forestry Commission Scotland	
CLACKMANNANSHIRE BUSINESS	3,509	Industrial Communities Alliance (formerly Coalfields Regeneration)	
CLACKMANNANSHIRE BUSINESS	200	Economic Development Assoc (Scotland)	
Administration General	73	Thomson Reuters	
Administration General	73	Thomson Reuters	
Governance Manager	5,933	Westlaw Subscription Prepayment No15	
Elected Members Support	210	Information Commissioner	18X£35 for each elected member - cost could be borne by individuals.
Elected Members Support	420	Information Commissioner	18X£35 for each elected member - cost could be bourn by individuals.
REV SERV - Safe	200	CIPFA Business Limited	
REV SERV - Safe	57	Reed Business Information Ltd	
Miscellaneous Subscription	1,689		
TOTAL	20,000		

APPENDIX J

DRAFT FOR FURTHER DISCUSSION

Making Clackmannanshire Better

Target Operating Model and Initial Key Tasks

February 2014

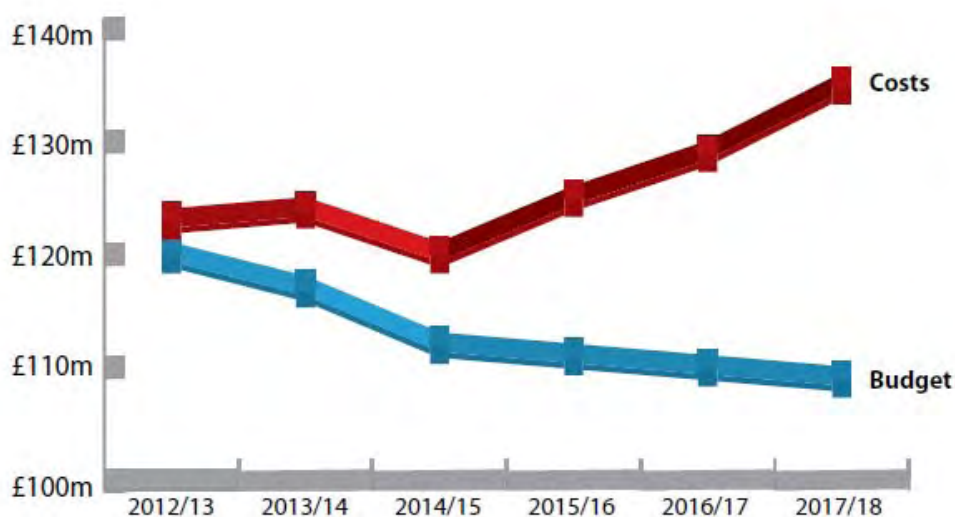
Changing times

We are entering a period of significant change for public service delivery in Clackmannanshire.

The Council faces a significant increase in demand for its services from individuals and communities. At the same time, there are significant pressures to reduce our costs due to decreased funding from central government.

Meeting the impact of demographic trends, and employment and health issues in the area, presents a considerable challenge for the public sector, especially alongside the forecast level of a continuing real terms reduction in the resources available.

The Council's annual revenue budget is over £115million. We've already saved £14million over the past three years, and we need to save £25million over the next five years. Council services have been supported by £13million of reserves over the last four years. However, this is not sustainable in the long-term, and savings must be realised to bridge the gap between funding and future costs. Over the next few years, the gap between what we spend and the funding we receive is set to increase significantly.



Business as usual is not an option

In light of these pressures, the Council cannot continue to deliver services in the way we do. We need to reduce costs, better meet our customers' changing needs, and operate in a more integrated way with our public service partners, so that we can collectively achieve better outcomes for our communities.

This means that the Council needs to carry out a fundamental review of what it does, to make sure that it is providing the right services, to those people most in need of them, in the best ways possible.

The Council provides an astonishing number and range of services: some of those are mandatory requirements set out in law; others the Council chooses to provide. The Council does not have unlimited resources; every pound we spend on one service, is a pound that cannot be spent on another service. We need to make sure, therefore, that every pound is spent on those services we must by law provide, and any others which are prioritised.

Those which are not required by law or those which are not a priority, based on customer needs, may no longer be provided, as funds are limited.

The Council also needs to review the level of services it provides. There are a number of examples in Clackmannanshire where the levels of service provided exceed those in other areas. For example, in Clackmannanshire:

- the resources we apply to our winter roads' maintenance are higher than the rest of Scotland;
- we provide higher levels of social care, e.g. respite support to carers above the minimum required by law.

There are also commonly used services that Clackmannanshire charges much less for than other council areas do:

- public car-parking - we do not charge for parking in our town centres;
- school meals;
- pest control services.

While the Council is proud of these high levels of service, we may not be able to afford to deliver such levels in future. Rather, we may need to reduce some service levels to average, or statutory minimum standards. In addition, we may have to consider introducing, or increasing, charges for some services, or decreasing existing subsidies to other services.

On the other hand, there may be instances where it may be possible to maintain, or even improve service levels, while reducing costs, if the Council looks more radically at its service delivery models.

The core aim of ***Making Clackmannanshire Better***, therefore, is to transform how we do business so that we maintain the required provision of statutory services and ensure that other services we may deliver reflect overall Council priorities.

Making Clackmannanshire Better by change

Making Clackmannanshire Better is about having better services, better opportunities and better communities, by:

- meeting customer changing needs
- improving customer experience
- improving performance

while

- reducing costs
- increasing efficiencies.

There are four main workstreams within our ***Making Clackmannanshire Better*** programme, and within these are a series of key themes, which will provide the focus for ongoing work in the coming years, as follows:

1 - Focusing on Prevention & Early Intervention (for Better Outcomes)

- Supporting Early Years
- Supporting Adults
- Providing Advice & Information

2 - Developing Integrated & Sustainable Services

- Working in Partnership & Developing Our Communities
- Providing Accessible & Effective Services
- Delivering Sustainable Services

3 - Making Best Use of Assets & Resources

- Making Better Use of Public Buildings & Facilities
- Reviewing Community/Subsidised Transport
- Optimising Fees, Charging and Funding

4 - Making Our Organisation Stronger

- Developing Our Organisation
- Developing Our People
- Making Clacks Work Smarter

Key Principles

The principles which will be applied to activities within these workstreams are:

- Clarity about the role and priorities of the Council, as demonstrated through the apportionment of resources to meet mandatory and priority discretionary service requirements.
- Service design and delivery is driven by the needs of customers and service users, rather than by how the public sector is organised and funded.
- A collective, corporate approach to service design and delivery, rather than individual, departmental or silo-based approaches.
- Focus on integration - this could take many forms, ranging from internal delivery models or services, to those delivered in partnership with, or exclusively by, other parts of the public sector, e.g.
 - Integrate low complexity, high volume transactions, and re-design the delivery model/s (irrespective of current structure/s, functions or department/s)
 - Review existing face-to-face delivery, and consider integration of all face-to-face service delivery from one location or hub, wherever possible and appropriate
 - Re-design staff roles - based on generic functional responsibility, wherever possible and appropriate
- Optimise utilisation, efficiency and effectiveness of existing resource and asset base deployment.
- Wherever appropriate, utilising digital solutions to enhance efficiency and effectiveness.
- Identification of those areas where alternative service models, other than direct service provision, might be viable (such models to include shared services or out-sourcing).

The Future: Emerging Target Operating Models

The public consultation on the budget, work emerging from Clackmannanshire Alliance, a number of Scrutiny Reviews undertaken on behalf of the Resources and Audit Committee and quantitative and qualitative data from the Tullibody Pilot have provided a considerable degree of consistency in terms of how we need to change in order to realise the Making Clackmannanshire Better vision. Key themes are, the need:

- to prevent or intervene at the earliest opportunity to avoid poor outcomes and associated costs;
- to develop long-term person-centred relationships with vulnerable customers that supports them to greater self-reliance and resilience;
- for more integrated services, preferably under one roof;
- to reduce duplication, waste and unnecessary demands placed on services;
- to build services around customers and communities - making it easier and more efficient to access services and local facilities in ways that work for them, removing organisational silos and barriers.

What has emerged from these themes are suggested core models and service groupings, which are fundamental to the objectives of Making Clackmannanshire Better. By building all services around these core models, we can begin to better integrate and coordinate all services to customers and communities, irrespective of which service or organisation provides them. The service groupings in outline are:

1. Integrated universal transactional services - low complexity/intensity transactions;
2. Integrated local universal family and community-based services - medium to high complexity/intensity support;
3. Integrated preventative and early intervention services for vulnerable people families - very high complexity/intensity;
4. Universal community services:
5. Centralised specialist services
6. Support services.

By focusing on core operating models and service groupings, we can:

- simplify how we work;
- integrate and simplify access to services and customer relationship management;
- integrate common processes around customer groups rather than service-based models, whilst allowing sufficient flexibility to meet differing needs;
- focus on fewer, more integrated processes, increasing performance oversight and process reliability, with a much clearer line of sight and likelihood of delivering customer outcomes;
- provide clearer managerial accountability for cost reductions and efficiency whilst maintaining focus on improving outcomes;
- focus on and continually refine processes that achieve outcomes as early as possible for customers;
- ensure costs are kept as low as possible where customers and communities are able to do things themselves, ensuring maximum resources can be directed to those in most need;
- integrate and align our asset planning and capital programmes around common core processes;
- integrate IT and other support systems around fewer core process - reducing duplication and waste in data capture, transfer and analysis;
- integrate teams and job types around fewer core processes, enabling greater staff flexibility and streamlining HR and organisational development processes;
- simplify and integrate suppliers and associated support and costs.

How might these service look?

A Target Operating Model (TOM) is not a fixed position, rather it outlines a direction of travel that enable all services to work towards the same ends in the context of one transformation programme.

Target Operating Models will require further development and discussion within MCB governance arrangements, however, work to date, including analysis from the Tullibody Pilot suggests the following in outline:

1. Universal Integrated Transactional Services

MCB Target Operating Model:

- all low complexity transactional public services 1st preference online, 2nd preference contact centre. These include: payments, reporting, bookings, applications and information services, including community and events information.
- maximise automation - digital transactions are the norm or digital by default
- no cash transactions (which are high unit cost) - 1st preference direct debit, 2nd preference online payment
- customer information needs met through self-servicing 1st preference online, 2nd preference community notices/networks, 3rd preference through contact centre.

2. Universal Integrated Local Family & Community-Based Services

MCB Target Operating Model:

- accessible local services and facilities that support delivery of local outcomes;
- universal local family and community facilities are integrated and co-produced with local communities;
- a single public service access point under 'one roof' in a community, utilising schools where appropriate, and providing priority and demand-led services:
 - advice, guidance and signposting services;
 - learning and literacy services, including group and community-based support;
 - services for community meeting, leisure, recreation and development;
 - education services (where feasible/appropriate);
 - health services (where feasible/appropriate);
- minimise expenditure on fewer, but high quality fit for purpose physical assets, enabling maximum resource deployment into services that support family and community development and resilience.

3. Integrated services for vulnerable people and families

MCB Target Operating Model:

- highly trained and integrated generic/key workers within communities that support personal development and resilience, linking with specialists, enabling and coordinating earliest possible interventions, whether that be with adults or young people;
- one named point of contact for the whole family providing consistency and enabling building of healthy trusting relationships designed to improve self reliance and resilience;
- named person works with specialist, e.g. social workers, health visitors, police, criminal justice, housing, third sector support etc, with the aim of moving the individual individuals self reliance, minimising unnecessary contacts and demands on high cost specialist services;
- family and community services are co-produced with local communities and third sector organisations.

4. Universal Community Services (e.g. waste services, roads services, grounds maintenance services)

MCB Target Operating Model:

- services delivered across Clackmannanshire, but based in Alloa from in fewest depots/facilities - ideally one;
- organised to maximise service efficiency, tailored around meeting mandatory requirements, Council priorities and general community demand, rather than individual customer/stakeholder preferences;
- individual customer contacts: 1st preference online, 2nd preference contact centre;
- where our scale creates single points of failure, inefficiencies or issues of best value, partner or share resources with other agencies;
- reducing demands and costs through effective information services (universal transactional services) and co-production with communities (integrated Local Family & Community-Based Services).

5. Centralised specialist services (e.g. social workers, psychologists, occupational therapists, counselling, advisers etc)

MCB Target Operating Model:

- contact with customers via appointment/referral systems to maximise best use of high cost/demand resources;
- deliver services across Clackmannanshire, but based out of fewest facilities based in Alloa - ideally one;
- specialists organised to support the most complex cases;
- where our scale creates single points of failure, inefficiencies or issues of best value, partner or share resources with other agencies;
- reducing demands and costs through effective information services (universal transactional services) and co-production with communities (integrated Local Family & Community-Based Services).

6. Support services (e.g. HR, IT, performance & organisational development, publicity, communications etc)

MCB Target Operating Model:

- corporately organised and based out of one facility in Alloa;
- appropriately aligned & sized to support mandatory and discretionary support services only;
- where our scale creates single points of failure, inefficiencies or issues of best value, partner or share resources with other agencies;
- where it best supports customer facing operating models integrate, partner or share resources with appropriate agencies;
- reducing demands and costs through effective information services, employee learning and development programmes and more efficient service access models - 1st preference self service, 2nd preference remote advice or guidance, 3rd preference face to face.

Initial Key Tasks

Service groupings and target operating models are crystallising through the Making Clackmannanshire Better programme activity, however, they will require further discussion and refinement both prior to and following any pilot activity. There are a number of activities and priority tasks that need to run in parallel and sequence in order to effect major transformation. These include how we align our staff skills and development and our use of assets and resources. There are also a number of key public service reform projects that we must align with our local change programme, for example, Reshaping Care for Older People and health and social care integration.

An outline programme of initial tasks and projects is outlined below. This is not exhaustive and will develop over time. It includes piloting a number of Target Operating Models in Tullibody. As mentioned above, quantitative and qualitative data gathered as part of Phase 1 and 2 of the pilot has helped shape potential target operating models. Once tested and refined to a point where we have confidence in the approach, the MCB programme methodology is to scale up and spread tests of change across the County. A more detailed report will be presented to the MCB Steering Group for consideration in this regard, though the target operating models are outlined at Workstream 1.

Another key priority task for all current service configurations before moving to new target operating models is streamlining. To this end, under Workstream 3, each service will continue to review current services to ensure they are sustainable. This is based on the tried and tested staged transformational model that ties in with our **Choices**: E-S-I-A.

Eliminate - unnecessary demand, waste and inefficiencies, ensuring that any activity not associated with mandatory or priority discretionary services: **Stops** and investigate where levels of service could **Reduce**.

Simplify - prior to significant **Change**, simplify processes, technologies, procedures, forms etc(including assessment procedures and forms),

Integrate - once simplified, **Change** in so doing integrate Jobs, Teams, Assets and Suppliers as per service groupings and Target Operating Models.

Automate - finally, where appropriate, digitise or automate repetitive tasks, including data capture, transfer and analysis.

Workstreams & Key Themes		Title of Initiative	Description of initiative	Proposed timings for delivery	
1	Making It Happen				
			The Tullibody Pilot	Run Tests of Change Target Operating Models as appropriate to establish proof of concept.	Mar-14 Dec-14
2	Focusing on Prevention & Early Intervention (for Better Outcomes)				
Key Themes	(i)	Supporting Early Years	Integrated Children's Services Planning	As part of a refreshed Integrated Children's Services Plan, multi-agency service redesigns supporting prevention and early intervention and delivery of defined Target Operating Models. To include work of EYCollaborative, child protection, GIRFEC etc.	Nov-13 Dec-14
	(ii)	Supporting Adults	Integrated Older People's Services Planning	Multi-agency service redesigns supporting prevention and early intervention and delivery of defined Target Operating Models . To include Health and Social Care Integration - evidence preparation and progress for enactment in 2015; reshaping care for older people, self directed support.	Nov-13 Apr-15
			Integrated Adult Services Planning	Multi-agency service redesigns supporting prevention and early intervention and delivery of defined Target Operating Models . To include systems that support GIRF-Everyone, adult literacies, e.g. parenting, employability.	Nov-13 Dec-14
			Improving Care for Adults with Complex Needs	An outcome-focused adult care pathway to be developed in partnership with Health. Ensuring improved care for adults with complex needs, based on the principles of prevention, independence and choice.	Nov-13 Apr-15



	(iii)	Providing Advice & Information	Corporate Advice Service Delivery Models	Advice, Information & Guidance review to support prevention, early intervention and reducing demand on services in line with Target Operating Models through improving self-reliance and resilience.	Jul-13	Mar-17
3	Developing Integrated & Sustainable Services					
Key Themes	(i)	Working in Partnership & Developing Our Communities	Community Well-being Partnership Team	Within the work of the Alliance, a multiagency partnership tasked with providing strategic oversight of integrated public services: including: early years, working age, older people's services and local community planning.	Jul-13	Mar-15
	(ii)	Providing Accessible & Effective Services	Customer Contact Management	This initiative incorporates the development of an updated Customer Service Strategy enabling and supporting the transition to new Target Operating Models.	Oct-13	Mar-17
	(iii)	Delivering Sustainable Services	All Services	Agreed sustainable plans in place to stop or reduce activity that is not mandatory or priority discretionary in preparation for transition to new Target Operating Models.	Apr-14	Mar-15



4 Making Best Use of Assets & Resources						
Key Themes	(i)	Making Better Use of Public Buildings & Facilities	Corporate Asset Management Strategy (CAMS)	Strategy for ensuring corporate asset management and capital planning is aligned with MCB transformation and delivery of defined Target Operating Models.	Apr-13	Oct-14
			Settlement plan reviews <i>(asset focused)</i>	To ensure facilities are aligned with MCB transformation and support the delivery of defined Target Operating Models.	Apr-14	Mar-17
			Strategic Planning of School Estate <i>(incl. Utilisation and School Catchment Review)</i>	Review demand and supply issues for future primary and secondary school estate to inform investment strategy and service delivery requirements and review of school estate utilisation and support the delivery of defined Target Operating Models.	Oct-13	Mar-17
	(ii)	Reviewing Community / Subsidised Transport	Corporate Transport Capacity Review <i>(incl. Review of Supported & Subsidised Transportation)</i>	Cross cutting review of demand and supply for range of transport services / modes of transport including review of the appropriateness of current fleet / transport assets and contracts to support Target Operating Models.	Apr-14	Mar-15
			Income, Charging & Funding	A review of charges and charging levels to establish a corporate Income and Charging Strategy. Review of funding arrangements to voluntary organisations to ensure delivery of mandatory and priority discretionary services in line with MCB and emerging Target Operating Models.	Apr-14	Mar-15
	(iii)	Optimising Fees, Charges & Funding				



5 Making Our Organisation Stronger						
Key Themes	(i)	Developing Our Organisation	Organisational Design	Including, workforce plan and supporting voluntary severance arrangements to enable move from current position to Target Operating Models. Development of clear, unambiguous and shared set of values and a review of employee Terms and Conditions with a view to delivering sustainable services.	Mar-13	Mar-15
			Outcome Focused Resourcing / Budgeting	A cross-cutting project to move to outcome-focused budgeting to enable integrated public services.	Mar-14	Mar-17
Key Themes	(ii)	Developing Our People	People & Communications Strategies	To build capacity towards Target Operating Models, including, Shared Services. To include: Employee induction Leadership & Management, competency framework, performance and absence management framework and employee engagement and recognition.	Mar-13	Mar-16
Key Themes	(iii)	Making Clacks Smarter	Working Smarter	'Simplifying and standardising core support technologies to support emerging target operating model. This incorporates for example: HR / Payroll iTrent New Financial system	Aug-12	Dec-15
			Building Flexible Infrastructure	'Simplifying and standardising our technologies to support emerging target operating models	Jun-12	Mar-17
			Improving Access to Information & Services	Projects designed to enable implementation of community-based target operating models, e.g. § 'Open Data' Project § 'Next Generation' Broadband	Jan-13	Mar-17

Housing Revenue Budget 2014/15 (Houses & Lock Ups)

	Budget September 2013/14	Business Plan 2014/15	Draft Budget 2014/15
	£'000	£'000	£'000
REPAIRS & MAINTENANCE			
Private Contractors & Land Services	350	360	374
Void Houses	907	1,092	1,092
General Maintenance	2,154	2,219	2,219
Cyclical Maintenance	680	700	825
Gas Contract	360	371	481
Minor Social Work Repairs	21	22	43
	4,472	4,764	5,034
SUPERVISION & MANAGEMENT			
Staff Costs	1,817	1,721	1,876
Premises	7	7	7
Transport	9	13	28
Supplies & Services	237	237	237
Third Party Payments	480	450	532
Support Services	1,141	1,141	1,141
Democratic Core	103	103	103
Gross Supervision & Management	3,794	3,672	3,924
Income	0	0	0
Net Supervision & Management	3,794	3,672	3,924
CAPITAL FINANCING COSTS			
Interest	1,601	1,561	1,649
Expenses	35	36	39
Principal Repayment	1,424	1,484	1,364
	3,060	3,081	3,052
OTHER EXPENSES			
Insurance	215	221	206
Stair Lighting	11	11	12
Void Rent Loss	360	373	427
Garden Aid Scheme (inc Grounds Maintenance)	160	165	147
Special Uplifts	114	118	110
Pest Control	13	13	13
Contribution to Bad Debts	192	336	290
Council Tax on Empty Properties	12	12	12
	1,077	1,249	1,217
Gross Expenditure	12,403	12,848	13,227
INCOME			
Rents (Houses & Lock Ups)	(16,404)	(17,217)	(17,201)
Other Income (Garage Sites & Shops)	(35)	(36)	(46)
Interest on Revenue Balances	(171)	(144)	(53)
	(16,610)	(17,397)	(17,300)
Net expenditure before CFCR transfer	(4,207)	(4,549)	(4,073)

Lock Ups and Garage Pitch Site Rentals

	2014-15 Budget
Repairs & Maintenance	
Private Contractors	30
General Maintenance	30
	<u>60</u>
Other Expenses	
Bad Debt Provision	3
Property Insurance	10
	<u>13</u>
Capital Financing	<u>1</u>
Capital Financing Costs	<u>1</u>
Supervision & Management	
Direct Staffing Costs	84
Premises, Transport, Supplies & Services	14
Central Support	53
Democratic Core	5
Contribution to support the HRA	40
NET SUPERVISION & MANAGEMENT	<u>196</u>
GROSS EXPENDITURE	270
INCOME	
Lock-Up Rents	255
Garage Pitch Site Rents	15
	<u>270</u>
NET EXPENDITURE	<u><u>0</u></u>

Revised weekly rent charge 2014 / 2015

House	Over 48 weeks			Over 52 weeks		
	Current Charge 2013/14	Increase for 2014/15 4.2%	Revised Charge 2014/15	Current Charge 2013/14	Increase for 2014/15 4.2%	Revised Charge 2014/15
1 Apartment	£64.77	£2.72	£67.49	£59.79	£2.51	£62.30
2 Apartment	£66.34	£2.79	£69.12	£61.24	£2.58	£63.80
3 Apartment	£67.95	£2.85	£70.80	£62.72	£2.63	£65.35
4 Apartment	£69.32	£2.91	£72.23	£63.99	£2.69	£66.67
5 Apartment	£71.04	£2.98	£74.03	£65.58	£2.75	£68.34
6 Apartment	£72.78	£3.06	£75.84	£67.18	£2.82	£70.01
Flat						
1 Apartment	£63.59	£2.67	£66.26	£58.70	£2.46	£61.16
2 Apartment	£65.11	£2.73	£67.85	£60.10	£2.52	£62.63
3 Apartment	£66.72	£2.80	£69.53	£61.59	£2.58	£64.18
4 Apartment	£68.17	£2.86	£71.03	£62.93	£2.64	£65.57
5 Apartment	£69.87	£2.93	£72.81	£64.50	£2.70	£67.21
Average Rent (48 week)	£67.79	£2.85	£70.63	£62.58	£2.63	£65.20
Average Rent (52 week)	£62.57	£2.63	£65.20	£57.76	£2.43	£60.18
Average Council Rent Increase		£2.85			£2.63	
Lock-up Rent	£6.44	£0.27	£6.71	£5.94	£0.25	£6.19
Lock-Up with VAT	£7.73	£0.32	£8.05	£7.14	£0.30	£7.43
Annual Charge for Garage Pitch Sites	£73.01	£3.07	£76.08			

Making Clackmannanshire Better

APPENDIX N

	2013/14 Outturns December	2014/15 Requirements	2015/16 Indicative	2016/17 Indicative	2017/18 Indicative
	£'000	£'000	£'000	£'000	£'000
Inflationary Increase RPI					
SHQS ELEMENTS					
Primary Building Elements					
Structural Works	151	150	150	150	150
Secondary Building Elements					
Damp Proof Course and Rot Works	12	200	50	50	50
Roof/Rainwater/External Walls	620	705	620	2,303	2,100
External Doors	118	50	10	78	80
Windows	0	250	250	1,819	1,800
Energy Efficiency					
Full/ Efficient Central Heating	935	937	1,854	1,854	800
Modern Facilities & Services					
Kitchen Renewal	100	157	100	250	250
Bathroom Renewal	3,387	2,450	2,150	400	20
Health Safe & Secure					
Safe Electrical Systems	345	429	218	300	200
CO Detectors	0	0	0	170	
External Works: Fencing, Gates Paths	20	140	20	30	20
Secure Door Entry Systems (4 year replacement project)	150	300	100	60	20
NON SHQS ELEMENTS					
Newmills & The Orchard Business Case	419	300	0	0	0
Disabled Adaptation Conversions	46	50	50	50	50
External Lead Pipe Replacement	5	10	0	0	0
Demolitions	2	0	0	0	0
Feasibility Work	1	20	20	20	0
Council House New Build	2,195	2,459	1,350	1,280	1,280
Making Clackmannanshire Better Tenant Community Improvement Fund		200	200	200	200
Housing Business Management System Enhancements	75	150	0	0	0
Environmental Improvements - Streetscape	95	125	125	125	125
Misc Conversions & Adaptations	40	130	150	150	100
HRA Roads & Footpaths Improvements	70	100	100	100	100
Less Income (Govt Grant 12/13 + SIMCO)	(1,733)				
Total (SHQS + LCS +EE From 2018)	7,053	9,312	7,517	9,389	7,345
Estimated House Sales (per Business Plan)	(861)	(680)	(680)	(450)	0
Total Capital Programme	6,192	8,632	6,837	8,939	7,345

[Click to Show Town Sheets](#)
[Click to Close Town Sheets](#)
[click OK if asked to delete](#)

Streetscape Programme

APPENDIX O

Streetscape		Year HRA/Non												
		2014/2015		2014/2015 Total	2015/2016		2015/2016 Total	2016/2017		2016/2017 Total	2017/2018		2017/2018 Total	Grand Total
Works	Town	HRA	Non		HRA	Non		HRA	Non		HRA	Non		
Replacement Landscape Works & New Hard Landscapes	Alloa		£27,000	£27,000	£4,000		£4,000	£8,000		£8,000				£39,000
	Alva				£5,000		£5,000							£5,000
	Clackmannan				£5,000		£5,000							£5,000
	Dollar					£800	£800							£800
	Sauchie	£6,000		£6,000	£1,000		£1,000							£7,000
	Tullibody	£25,000		£25,000	£1,000		£1,000							£26,000
Lands Asset Improvement/Replacement	Alloa				£2,000		£2,000							£2,000
	Alva				£3,600		£3,600							£3,600
	Dollar							£800		£800				£800
	Menstrie				£1,400	£800	£2,200							£2,200
	Sauchie				£23,000		£23,000							£23,000
	Tillicoultry		£3,000	£3,000	£12,500		£12,500	£400		£400				£15,900
	Tullibody	£2,000		£2,000										£2,000
Replacement of Tree Assests	Alloa	£13,000	£20,000	£33,000				£2,000		£2,000				£35,000
	Alva				£3,000		£3,000							£3,000
	Clackmannan				£7,000		£7,000							£7,000
	Dollar										£3,000		£3,000	£3,000
	Menstrie	£12,000		£12,000	£9,500		£9,500	£7,000	£5,000	£12,000				£33,500
	Sauchie	£48,000		£48,000	£11,500		£11,500							£59,500
	Tillicoultry		£18,000	£18,000	£7,500		£7,500							£25,500
	Tullibody	£6,000		£6,000	£11,000		£11,000	£12,500		£12,500	£16,000		£16,000	£45,500
New Viewpoints and Tourist Stop Assets	County wide		£55,000	£55,000		£55,000		£55,000	£55,000		£55,000	£55,000	£220,000	
Grand Total		£112,000	£123,000	£235,000	£108,000	£56,600	£164,600	£28,700	£62,000	£90,700	£16,000	£58,000	£74,000	£564,300

Report to Special Meeting of Clackmannanshire Council

Date 21st February 2014

Subject: Prudential Indicators 2014/15 to 2016/17

Report by: Director of Finance and Corporate Services

1.0 Purpose

- 1.1. The 2014/15 to 2016/17 capital budgets have been prepared by Clackmannanshire Council under the self regulating Prudential Code. Local authorities are required by regulation to comply with the Prudential Code in terms of meeting their statutory duty under Section 35(1) of the Local Government in Scotland Act 2003 to *'determine and keep under review the maximum amount which it can afford to allocate to capital expenditure'*.
- 1.2. The key objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable, as well as being consistent with local asset management planning. To demonstrate that local authorities have fulfilled these objectives, the Prudential Code sets out 8 indicators that must be considered covering 3 distinct areas - capital expenditure, external debt and treasury management; affordability; and prudence.
- 1.3. The purpose of this report is to update and revise the indicators approved by Council last year in the context of the Council's latest spending plans over the period 2014/15 to 2016/17. The report describes the purpose of each of the indicators and the implications of the proposed levels, values and parameters for Clackmannanshire Council.

2.0 Recommendations

It is recommended that Council:

- 2.1. Approves the prudential indicators set out in this report for the years 2014/15 to 2016/17 in compliance with the Prudential Code requirements.

3.0 Considerations

- 3.1. The Council is advised that the Prudential Indicators shown in Sections 4 to 6 below have been determined based on the budget proposals contained in the General Services Revenue and Capital Budgets 2014/15 to 2016/17 and 2014/15 to 2019/20 report and Housing Revenue Budget 2014/15 and Capital

Programme 2014/15 report. A number of the indicators presented in this report are calculated for five financial years in total - the 2012/13 actual year end position, latest estimate for 2013/14 and estimates for the 3 years 2014/15 to 2016/17.

- 3.2. As noted, there are 8 Prudential Indicators set out in the Code covering a number of areas - capital expenditure, affordability, prudence, external debt and treasury management. Arguably those indicators relating to affordability, which measures the bottom line impact of the Council's capital expenditure proposals, are the most significant. It is important however to view the indicators in sections 4 to 6 of this report as a comprehensive and inter-related package which is intended to demonstrate that the Council's capital investment plans are prudent, affordable and sustainable.

4.0 CAPITAL EXPENDITURE, EXTERNAL DEBT AND TREASURY MANAGEMENT INDICATORS

The Prudential Code has 5 indicators relating to these areas.

4.1 CAPITAL EXPENDITURE

Purpose of the Indicator

The Prudential Code requires the Council to make reasonable estimates of the total capital expenditure that it plans to incur during the forthcoming financial year and the following two financial years. The Code also requires this information to be split between General Fund Services and Housing Revenue Account (HRA).

The estimates of gross capital expenditure to be incurred for the next three year together with the projection for the current year and actual for 2012/13 are as follows:

Gross Capital Expenditure

	2012/13	2013/14		2014/15	2015/16	2016/17
	£000	£000		£000	£000	£000
	Actual	Projection		Estimate	Estimate	Estimate
General Fund Services	6,832	13,161		14,609	9,829	8,921
Housing Revenue Account	9,758	9,550		10,586	8,345	10,217
Total	16,590	22,711		25,195	18,174	19,138

Implications

The above figures are shown net of any income and are consistent with the capital programme proposals for General Services and Housing contained in the previous agenda items. These capital plans take full account of the requirements of the Prudential Code. Levels of expenditure across the years reflect the funding envelope available consistent with the Council's Borrowing and Investment strategy to minimise increases in external borrowing. The planned spending figure of £25.195m for 2014/15 will be kept under review through the capital monitoring process and reported to Resources and Audit Committee quarterly.

4.2 CAPITAL FINANCING REQUIREMENT

Purpose of the Indicator

Capital expenditure that is not financed upfront by the use of capital receipts, capital grants or directly from revenue will increase the capital financing requirement of the Council. The calculation of the Capital Financing Requirement is therefore intended to reflect the Council's underlying need to borrow for a capital purpose and it is used as a key measure in treasury management decisions for this reason.

Estimates of the end of year Capital Financing Requirement for the Council for the current and future years together with the actual position last year are:

Capital Financing Requirement as at:

	31/03/13	31/03/14		31/03/15	31/03/16	31/03/17
	£000	£000		£000	£000	£000
	Actual	Projection		Estimate	Estimate	Estimate
General Fund Services	134,020	136,880		139,563	136,384	133,047
Housing Revenue Account	32,127	31,145		32,028	32,453	34,575
Total	166,147	168,025		171,591	168,837	167,622

Implications

By the end of March 2017 the capital financing requirement is expected to be £168m which is in line with the figure expected at the end of the current financial year and the following year. This indicates that there is no requirement for the Council to incur further long term borrowing over the next three years which is consistent with the approved financial strategy of minimising new borrowing.

General Fund services increases in 2014/15 but then delivers a steady reduction in financing requirement as the strategy of keeping the capital programme at a level that does not incur any net additional borrowing is now delivering the expected results.

The Housing programme currently requires modest increases in capital finance to maintain delivery of the current approved housing business plan.

4.3 AUTHORISED LIMIT FOR EXTERNAL DEBT

Purpose of the Indicator

The authorised limit for external debt is required to separately identify external borrowing (gross of investments) and other long term liabilities such as finance lease obligations. The limit provides a maximum figure that the Council could borrow at any given point during each financial year.

Authorised limit for external debt

	2013/14		2014/15	2015/16	2016/17
	£000		£000	£000	£000
Borrowing	132,000		136,000	135,000	135,000
Other long term liabilities including PFI	52,000		51,000	49,000	48,000
Total	184,000		187,000	184,000	183,000

Implications

The authorised limit set out above is consistent with approved capital investment plans and Treasury Management policy and practice but allows sufficient headroom for unanticipated cash movements. The limit has been reduced over the next three years in line with reductions in actual external borrowing. The limit will be reviewed on an on-going basis during the year. If the authorised limit is liable to be breached at any time, the Director of Finance and Corporate Services will report to the Resources and Audit Committee. It will then be open to Committee to raise the authorised limit or to take measures to ensure the limit is not breached.

4.4 OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

Purpose of the Indicator

This is a key management tool for in-year monitoring and is lower than the Authorised Limit as it is based on an estimate of the most likely level of external borrowing at any point in the year. In comparison, the authorised limit is the maximum allowable level of borrowing.

Operational Boundary for external debt

	2013/14		2014/15	2015/16	2016/17
	£000		£000	£000	£000
Borrowing	125,000		129,000	128,000	128,000
Other long term liabilities	47,000		46,000	45,000	44,000
Total	172,000		175,000	173,000	172,000

Implications

This indicator is consistent with the Council's plans for capital expenditure and financing with Treasury Management policy and practice. It is sufficient to facilitate appropriate borrowing during the financial year and will be reviewed on an on-going basis.

4.5 TREASURY MANAGEMENT INDICATOR

The prudential indicator in respect of treasury management is that the local authority has adopted the CIPFA Treasury Management in the Public Services Code of Practice and Cross Sectoral Guidance Notes. This revised code (2009 version) was formally adopted by Council at its meeting on 16th December 2010.

Purpose of the Indicator

The aim of this indicator is to ensure that treasury management is led by a clear and integrated forward treasury management strategy, and a recognition of the pre-existing structure of the Council's borrowing and investment portfolios.

5.0 AFFORDABILITY INDICATORS

The Prudential Code has 2 indicators relating to affordability.

5.1 RATIO OF FINANCING COSTS TO NET REVENUE STREAM

Purpose of the Indicator

The Prudential Code requires the Council to make estimates of the ratio of capital financing costs to its net revenue stream.

The indicator is intended to measure the percentage of the Council's total income that it is estimated will be committed towards meeting the costs of borrowing used to fund capital expenditure. For the General Fund this is the ratio of financing costs of borrowing against net expenditure financed by government grant and local taxpayers. For the HRA the indicator is the ratio of financing costs to gross rental income.

Estimates of the ratio of financing costs to net revenue stream for the current and future years are:

Ratio of financing costs to net revenue stream

	2012/13	2013/14		2014/15	2015/16	2016/17
	£000	£000		£000	£000	£000
	Actual	Projection		Estimate	Estimate	Estimate
General Fund	7.58%	8.12%		8.59%	9.03%	9.30%
Housing Revenue Account	18.02%	18.11%		17.44%	18.25%	18.59%

Implications

The above figures show that for the General Fund, over the next three years, the proportion of the budget allocated to loan charges shows a modest increase which is a positive outcome over this period against a backdrop of broadly reducing levels of government grant funding, stable levels of council tax and increasing annual PPP costs. This demonstrates that capital financing costs are being controlled through the effective implementation of the Council's borrowing and investment strategy

Capital investment in Housing is in accordance with the revised Business Plan to achieve the Scottish Housing Quality Standard together with our own Clackmannanshire Standard. The ratio of capital financing costs to rental income reduces in 2014/15 but increases in future years. This is due to the approved Business Plan reducing the level of reserves held from £3m to 4% of net income approx. £700k. This resulted in a reduction in borrowing for 2014/15, then increasing in 2015/16.

5.2 ESTIMATES OF INCREMENTAL IMPACT OF NEW CAPITAL INVESTMENT DECISIONS ON COUNCIL TAX AND HOUSE RENTS

Purpose of the Indicator

This indicator is intended to measure the incremental impact on the Council Tax and Housing Rents which would arise from changes to the Council's existing capital budget.

Incremental impact of capital spending on:

	2014/15	2015/16	2016/17
Council Tax (Band D)	£NIL	£NIL	£NIL
Average Weekly House Rents	(£4.18)	£0.39	£NIL

Implications

The capital financing cost consequences of the general services capital proposals for the years 2014/15 to 2016/17 have been assessed against the plans approved last year. The Council's approved Finance Strategy determines that the funding envelope for new capital investment is restricted to the sum of capital grants and current levels of loan repayment provision. This policy is unchanged in the current capital plans and therefore the General Services Capital programme are considered to be affordable without requiring any specific additional Council Tax in these years

The HRA capital investment plans record a significant decrease in planned net borrowing requirement in 2014/15 compared to the previous year. This is due to the increased use of reserves in the year, in line with the Business Plan approved in June 2013. The planned investment for 2015/16 remains fairly consistent with a slight increase of £0.39 per week in average weekly house rents.

6.0 FINANCIAL PRUDENCE INDICATOR

The Prudential Code has one indicator relating to prudence

6.1 GROSS EXTERNAL BORROWING AND THE CAPITAL FINANCING REQUIREMENT

Purpose of the Indicator

In December 2012, CIPFA issued an amendment to the Prudential Code to replace the prudential indicator for net debt with an indicator for gross debt to be compared with the capital financing requirement. The requirement is now for gross debt to be kept below the CFR, except in the short term i.e. in the preceding year plus estimates of any additional capital financing requirement in the current and next two financial years

This indicator records the extent that gross external borrowing is less than the capital financing requirement (indicator 4.2 above). This is a key indicator of prudence and is designed to ensure that, over the medium term, external borrowing is only for a capital purpose. The values are measured at the end of the financial year.

	2012/13	2013/14		2014/15	2015/16	2016/17
	£000	£000		£000	£000	£000
	Actual	Projection		Estimate	Estimate	Estimate
Gross External Borrowing	167,202	161,974		160,731	159,441	158,130
Capital Financing Requirement	166,147	168,025		171,591	168,837	167,622
(Over) / Under Limit by	(1,055)	6,051		10,860	9,396	11,450

Implications

At the end of 2012/13 the Council was actually above the gross limit, but would still have met the requirements under the short term provisions of the indicator.

The Council's gross borrowing has reduced in 2013/14 whereby maturing debt has not been replaced due to the running down of internal cash balances. However, in order to maintain sufficient cash balances in future years, maturing debt is assumed to be replaced. Cash balances and the requirement to replace maturing debt will be monitored throughout the year.

7.0 CONCLUSION

- 7.1 The Prudential Indicators laid out in Sections 4 to 6 above are considered to provide the Council with a robust framework for moving forward under the Prudential Code and reflect a capital investment strategy which is prudent, affordable and sustainable.

8.0 Sustainability Implications

- 8.1 None

9.0 Resource Implications

- 9.1 *Financial Details*

- 9.2 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 ☒

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

Yes ☐

- 9.4 *Staffing*

- 9.5 None

10.0 Exempt Reports

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

11.0 Declarations

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

(1) Our Priorities (Please tick ☒)

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

(2) Council Policies (Please detail)

Treasury Management Policy Statement and Practices

12.0 Equalities Impact

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

Yes ☐ No ☐

13.0 Legality

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

14.0 Appendices

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

None

15.0 Background Papers

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

Yes (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Team Leader - Corporate Accountancy	2078
Liz Shaw	Chief Accountant	2072

Approved by

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

