



Clackmannanshire  
Council

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Comhairle Siorrachd  
Chlach Mhanann

**DRAFT**

# **Corporate Plan** 2018-22

## Transforming Your Council



## FOREWORD

Clackmannanshire has much to be proud of. Its long history and rich heritage; its stunning scenery and places to visit; its welcoming communities and strong and proud local identity; its central location and digital infrastructure; and its traditions of public service. These strengths make Clackmannanshire a good place to raise a family and feel part of the community.

The Council is ambitious and is benefitting from investment through the Scottish Attainment and Pupil Equity funds and stands to realise significant investment opportunities through the City Region Deal. With our partners we will continue to seek opportunities to bring additional investment to Clackmannanshire for inclusive growth and to improve outcomes.

We recognise that there are areas where Clackmannanshire needs to catch up with other parts of Scotland. Post-industrial impacts remain deep-rooted, and some of our communities bear the scars and symptoms of poverty and inequality. With an anticipated population decline, which is ageing and acute pressures on public service funding, our challenges are unprecedented. Ensuring sustainability of the Council's finances in a difficult and uncertain economic climate is likely to be one of our toughest challenges.

Clackmannanshire has shown resilience in the past, and we must do so again. There are no easy choices, but we can create opportunities that we must nurture and develop. There is need for significant change in the way the Council operates in the short, medium and long term, presenting challenges for us all: councillors, council staff, our partners, customers and our communities. Despite the difficulties on the road ahead, we must strive to work together in meeting our challenges and in delivering improved outcomes for our citizens.

When this plan expires in 2022, the Council will be very a different organisation to the one it is now. And, whilst it will be different, our ambition and intention is that it will be one that is stronger, sustainable and confident for the future.

Ellen Forson,  
Leader of the Council

Nikki Bridle  
Chief Executive

## THE CORPORATE PLAN 2018-19 IN OVERVIEW

Our Vision	<i>A Council that is stronger, sustainable and confident for the future.</i>	
Our Purpose	<i>Our purpose is to improve outcomes so that everyone in Clackmannanshire has equal opportunities for a better quality of life</i>	
Our Outcomes	<ul style="list-style-type: none"> <li>• Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.</li> <li>• Our communities will be resilient and empowered so that they can thrive and flourish</li> <li>• Our families; children and young people will have the best possible start in life.</li> <li>• Women and girls will be confident and aspirational, and achieve their full potential.</li> <li>• Our council will be effective, efficient and sustainable.</li> </ul>	
Our Priorities	<p style="text-align: center;"><b>Inclusive Growth, Jobs &amp; Employability</b></p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Maximising opportunities from City Deal</li> <li>• Developing services to support the needs of business</li> <li>• Continuing investment to improve homes and increase the number of new homes</li> <li>• Working with partners to improve our infrastructure to enable increased job density</li> <li>• Improving qualifications &amp; skills</li> <li>• Ensuring inclusive growth by developing our young workforce</li> <li>• Developing opportunities for social entrepreneurship and enterprise.</li> </ul>	<p style="text-align: center;"><b>Reducing Child Poverty</b></p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Maximising benefit take-ups</li> <li>• Enabling affordable access to credit</li> <li>• Enabling affordable housing &amp; childcare</li> <li>• Enabling an increase in hours worked per household</li> <li>• Ensuring women and girls can achieve their full potential</li> <li>• Enabling digital inclusion and affordable internet access</li> </ul>
	<p style="text-align: center;"><b>Raising Attainment</b></p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Improving numeracy &amp; literacy</li> <li>• Closing the attainment gap</li> <li>• Improving young people's health and wellbeing</li> <li>• Improving skills and positive destinations</li> <li>• Improving community learning environments</li> </ul>	<p style="text-align: center;"><b>Sustainable Health &amp; Social Care</b></p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Enabling people to look after their care, health &amp; wellbeing</li> <li>• Enabling people to live at home as long as possible</li> <li>• Enabling people to stay safe and live well for longer</li> <li>• A focus on prevention and early intervention</li> </ul>

	<p style="text-align: center;"><b>Supporting Families &amp; Cohesive Communities</b></p> <p>Through:</p> <ul style="list-style-type: none"> <li>• Supporting community empowerment &amp; regeneration</li> <li>• Celebrating our heritage</li> <li>• Developing and promoting our environment &amp; all its opportunities</li> <li>• Developing partner approaches to reduce offending &amp; re-offending</li> <li>• Promoting renewables &amp; active transport &amp; living opportunities</li> </ul>	<p style="text-align: center;"><b>Organisational Transformation</b></p> <p>Through:</p> <ul style="list-style-type: none"> <li>• A focus on meeting customer needs, sustainably</li> <li>• Digital transformation</li> <li>• Transforming services to improve access, integrate with partners and optimise efficiency</li> <li>• Ensuring our workforce is sustainable, empowered and supported</li> <li>• Ensuring our assets are sustainable and efficient</li> <li>• Being an equal opportunities employer</li> </ul>
<p>Our values</p>	<p><i>We will embody a strong public and customer service ethos in our work</i></p> <p><i>We will communicate openly, clearly and with respect and integrity</i></p> <p><i>We will work positively and collaboratively with our partners and communities</i></p>	<p><i>We will actively encourage improvement and innovation</i></p> <p><i>We will work collectively for common good and be ambitious for Clackmannanshire</i></p> <p><i>We will promote equality and tackle discrimination in any form</i></p>

## **STRATEGIC CONTEXT**

The context which Clackmannanshire Council operates will remain very challenging in the short to medium term. At a national level, the outlook for the UK economy is uncertain, and will likely remain so as Britain exits the European Union. There is little sign that the pressures on public sector spending will let up for the foreseeable future. This is at a time when demands on services are increasing. We expect to see the costs of health and social care rise significantly over time with the proportion of our older people set to increase by 32%. At the same time, our working age population is set to decrease by over 12%. With around 27% of children in Clackmannanshire living in poverty, and 2700 workless households, changes to the benefits system may also contribute to our financial pressures.

This context means that ongoing public sector reform is essential to ensure the sustainability of services; these changes will undoubtedly have a considerable impact on our customers, our communities and our employees.

A combination of increased demand for services and reductions in public spending means that the Council can't carry on doing everything it currently does in the same way it currently does. The level of funding we receive continues to be insufficient to pay for the services we provide and the Council by law has to balance its budget.

Since 2011 Clackmannanshire Council has had to make savings in excess of £40 million and used £15 million of reserves to smooth the transition, but our context means we now have a further £32million of savings required over the next 3 years to bridge our funding gap. This will inevitably require further difficult decisions.

Times are undoubtedly challenging, however, local government will remain a major employer in Clackmannanshire, striving to provide high quality public services. Despite pressures on our funding, working with partners, there remains major opportunities to transform services to improve outcomes for our residents. A key shift in emphasis for Clackmannanshire is building a strong economy through inclusive growth. Working with strategic partners such as Stirling University, we aim to build Clackmannanshire's reputation to one that is synonymous with social care and the environmental innovation. Our capital programme provides ongoing opportunities to improve sustainability and enable community regeneration and transformation in the way local services are delivered, including through improved information management increasing use of digital technologies and exploiting the potential of community empowerment.

## THE WAY FORWARD – OUR VISION, PURPOSE & PRIORITIES

This plan:

- Sets the strategic direction for the Council to 2022
- Describes the priorities that we believe will deliver better outcomes
- Describes what we will do and how we will measure progress

### Our Purpose

Our Council's purpose is to:

*Improve outcomes so that everyone in Clackmannanshire has equal opportunities for a better quality of life*

### Our Vision

Our vision sets out the kind of organisation we will need to become to ensure we can fulfil our purpose.

A Council that is:

*Stronger, sustainable and confident for the future.*

### Our Priorities

Our priorities provide a summary of how we will achieve our vision through:

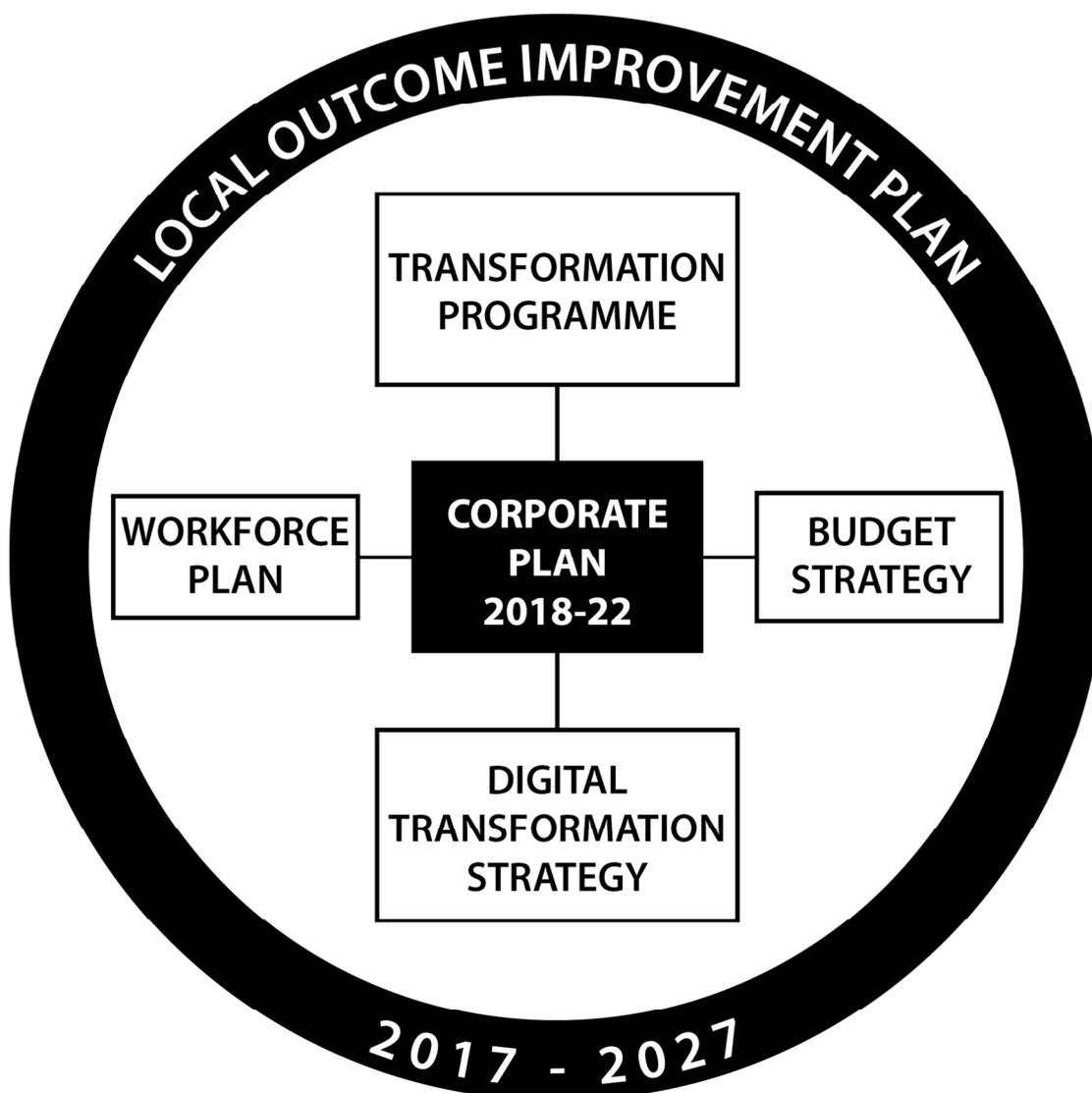
- *Inclusive Growth, Jobs & Employability*
- *Reducing Child Poverty*
- *Raising Attainment*
- *Sustainable Health & Social Care*
- *Supporting Families & Communities*
- *Organisational Transformation*

These priorities are aimed at realising our vision; however, they also are the Council's contribution to delivering on better outcomes for Clackmannanshire as agreed in the Local Outcome Improvement Plan 2017-27:

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

## Strategic Framework

The Corporate Plan 2018 supports the delivery of Clackmannanshire's Local Outcomes Improvement Plan, and is supported by a number of core corporate strategies and plans, including the transformation programme, workforce plan digital transformation strategy and budget strategy.



The priorities within the corporate plan are linked, creating synergies that will enable the realisation of the Council's core purpose and ultimately the vision for 2022. The 3 key linkages are:

1. Providing opportunities for growth, jobs and employment, without which opportunities for inclusive growth will be limited;
2. Providing pathways from poverty – creating the environment for young people, families and women in particular, to be able to enjoy the benefits of an inclusive growth strategy in Clackmannanshire; and
3. Organisational sustainability – prioritising our limited resources on the services needed to achieve 1 and 2.

This is illustrated in outline at table 1 below.

<b>Priorities</b>	<b>Enabling</b>	<b>Realising our Vision &amp; Purpose</b>
<i>Inclusive Growth</i>	<i>Growth, Jobs and Employment</i>	<i>To improve outcomes so that everyone in Clackmannanshire has equal opportunities for a better quality of life</i>
<i>Reducing Child Poverty</i>		
<i>Raising Attainment</i>		
<i>Sustainable Health &amp; Social Care</i>	<i>Pathways from Poverty</i>	<i>A Council that is stronger, sustainable and confident for the future.</i>
<i>Supporting Families &amp; Communities</i>	<i>Organisational Sustainability</i>	
<i>Organisational Transformation</i>		

## **Our Values**

The strategic framework outlines what we must do, however, realising a vision is a collective effort that requires all staff to work in unison towards a common destination. It is important therefore that we set out how we will work together, as much as what we will do. These are our values, which have been reached following a staff roadshow and consultation led personally by the Chief Executive over the summer 2018. These are:

*We will embody a strong public and customer service ethos in our work*

*We will communicate openly, clearly and with respect and integrity*

*We will work positively and collaboratively with our partners and communities*

*We will actively encourage improvement and innovation*

*We will work collectively for common good and be ambitious for Clackmannanshire*

*We will promote equality and tackle discrimination in any form*

## TRANSFORMING YOUR COUNCIL – OUR PRIORITIES

This section identifies actions that we will deliver under each of our priorities.

### **PRIORITY – inclusive growth, jobs and employability**

#### Why is this important?

Clackmannanshire's job density, which is below the Scottish average and less than councils with similar deprivation profiles, combined with relative costs of travel outwith the County means that there are often limited pathways out of poverty. That said, data also illustrates that firms based here are highly productive when compared to other parts of Scotland. Good productivity, combined with Clackmannanshire's central location, its vibrant communities and excellent environment make it a good place to do business.

A buoyant local economy, providing a range of employment opportunities is an essential component to improving outcomes in Clackmannanshire. This will provide a greater range of employment opportunities for local people and encourage inward investment and visitors to the County.

Inclusive growth is critical for Clackmannanshire. That is about enabling more people to both contribute to and benefit from economic success. In practice this requires better connections between interventions to create jobs and employment, with interventions to enable local people to access those opportunities.

#### To achieve this priority our primary aims are to:

- Through integrated approaches to City Deal, establish Clackmannanshire as a centre for social policy and environmental innovation
- Support initiatives to Increase job density In Clackmannanshire
- Support initiatives to enable affordable and active transport
- Increase housebuilding
- Improve digital infrastructure
- Support initiatives to enable affordable transport and improved infrastructure
- Support initiatives to Increase average hourly pay, particularly for women
- Improve qualifications & skills
- Support initiatives that will improve labour mobility

### Key measures:

- % Employment rate (working age residents) and compared with Scottish average.
- % participation rate of 16-19 year olds in training; employment and learning and compared with Scottish average;
- Job density rate (jobs available as proportion of working age population) and compared with Scottish average.
- Gross weekly earnings (total; male and female) and compared with the Scottish average.

### Enabling strategies:

- Regional City Deal Programme
- National Improvement Framework for Education
- Developing Young Workforce Strategy
- Economic Development Framework
- Inclusive Growth Strategy
- Strategic Housing investment Plan
- Digital Transformation Strategy
- Local Development Plan
- Local Transport Strategy

### Enabling Business Plans

- People
- Place
- Partnership & Performance

## **PRIORITY – Reducing child poverty**

### Why is this important?

Currently 27% of Clackmannanshire's children live in poverty; we will need bold action to reduce this to less than 10% by 2030. Mitigating the impact of poverty on families through ensuring we maximise income, both in benefits uptake and through employment opportunities will provide sustainable pathways out of poverty for our children and their families, now and in generations to follow.

Working with our partners and with local communities to provide routes out of poverty is critical. Empowering communities to develop and co-produce local solutions that work to help local people into pathways from poverty will be a key focus of our efforts. Ensuring that local people living in poverty are 'connected' into opportunities and support will be an important enabler of change in Clackmannanshire.

### To achieve this priority our primary aims are to:

- Support initiatives to increase hours worked per household
- Maximise benefit take-ups
- Enable access to affordable credit and debt advice
- Support initiatives to increase hourly pay, particularly women
- Support initiatives that sustainably reduce food and fuel poverty
- Enable affordable transport
- Enable affordable childcare
- Enable affordable housing
- Improve attainment
- Enable affordable internet access

### Key measures are:

- % of children living in relative poverty after housing costs and compared with the Scottish average;
- % take up of free school meals
- % children in households with no paid employment
- % of households with children with parents who are 'in work' poverty
- % employees earning less than minimum wage
- % households with internet access
- % parents with low or no qualifications

### Enabling strategies:

- Children's Services Plan
- Child Poverty Action Plan
- National Improvement Framework for Education
- Developing Young Workforce Strategy
- Economic Development Framework
- Strategic Housing investment Plan
- Digital Transformation Strategy
- Corporate Parenting Strategy
- Mainstreaming Equalities Outcomes
- Community Justice Improvement Plan
- Community Learning and Development Plan
- Community Empowerment Plan

### Enabling Business Plans

- People
- Place
- Partnership & Performance

## **PRIORITY - Raising Attainment**

### Why is this important?

Our vision is that all people have an equal chance and opportunity to live fulfilled lives. Achieving this vision starts with our children and young people. We want all our children and young people to leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them. If we get this right we know that we will be investing in our future generations and making a real sustainable impact on reducing inequality in Clackmannanshire.

We know that children living in poverty experience poorer life long outcomes. We know that some children are born into circumstances and live in environments where they do not flourish. Addressing this inequality of opportunity, and rising for all children and young people in Clackmannanshire is key to our focus.

### To achieve this priority our primary aims are to:

- Improve attainment - numeracy & literacy
- Close the attainment gap
- Improve children and young people's health and wellbeing
- Improve skills and positive destinations
- Improve community and learning environments
- Minimise the impact of child poverty and inequality.

### Key measures are:

- % Children achieving Early Years milestones
- % Children achieving expected levels of Curriculum for Excellence
- % Young people achieving at SCQF Levels in English and Maths
- % reduction in attainment gap at senior level.
- % participation rate of 16-19 year olds in training, employment and learning
- % of Children & Young People volunteering at school and in the community
- Rate of teenage pregnancy levels
- % of children and young people who report "enjoying being in school today"
- % of children and young people who agree with the statement "I enjoy my life"
- % Children and young people with conduct causing serious concern (Children's Reporter)

### Enabling strategies:

- National Improvement Framework for Education
- Children's Services Plan
- Child Poverty Plan
- Developing Young Workforce Strategy
- Community Learning and Development Plan
- Sport & Active Living Framework
- Local Transport Strategy

### Enabling Business Plans

- People
- Place
- Partnership & Performance

## **PRIORITY - sustainable health and social care**

### Why is this important?

The way we provide care needs to change in order to meet both current and future challenges and demands. If we do nothing, health and care services as they are will not be able to deliver the high quality service we expect. Clackmannanshire is facing an unprecedented rise in our older people demographic profile and it is essential that we develop services that both meet the demand and nature of services that will be required in decades to come.

There are opportunities to make better use of our resources, and to think about shaping our resources differently in years to come. This will include innovative approaches for developing more integrated care approaches and delivery models and opportunities to explore sector leading services to support people living with a wide range of needs. This work will be taken forward through the Clackmannanshire and Stirling Health and Social Care Partnership.

### To achieve this priority our primary aims are to:

- Enable self care, so that people look after their own care, health and wellbeing
- Enable community supports so that people can live at home as long as possible
- Enable safety so that people are safe and live well for longer
- Focus on Child Poverty, Attainment and Inclusive Growth as part of an integrated approach to prevention & early intervention

### Key measures are:

- % of adults able to look after their health very well or quite well.
- % of adults supported at home agreed that their health and social care services seemed to be well coordinated.
- Total % of adults receiving any care or support who rated it as excellent or good.
- Premature mortality rates per 100,000 persons aged under 75 years
- Emergency admission rate per 100,000 adult population
- Emergency bed day rate per 100,000 adult population
- Proportion of care services graded 'good' or better in Care Inspectorate inspections

### Enabling strategies:

- Stirling & Clackmannanshire Health & Social Care Strategic Plan
- Strategic Housing Investment Plan
- Sport & Active Living Framework
- Community Learning & Development Plan
- Community Empowerment Plan
- Inclusive Growth Strategy

### Enabling Business Plans

- People
- Place
- Partnership & Performance

## **PRIORITY - supporting families and communities**

### Why is this important?

We know that poverty and inequality limits choices, opportunities and quality of life. For decades families in Clackmannanshire have experienced persistently high proportions of a range of social issues connected to poor outcomes. Alcohol and substance misuse; poor mental health and high rate of suicides; domestic abuse; teenage pregnancy and childhood trauma affect a disproportionate number of families in Clackmannanshire when compared with other areas in Scotland.

Tackling the causes and consequences of poverty is essential. We want safe, strong and resilient communities where local people are engaged and connected to opportunities and the support that they require. We want to ensure that early, collective and preventative interventions are in place that gives all families and communities the best possible start in life. We want women to be aspirational and to access opportunities and support that provide routes out of poverty. We want children, young people and adults to have access to the support they need to be resilient to childhood trauma and to achieve positive outcomes in spite of difficult and challenging life circumstances.

To achieve this, we know that we need to work with communities to develop and co-produce local solutions that meet the needs of local families and communities. How we work with communities and the third sector to empower local people and families will be critical to sustainably improving outcomes in Clackmannanshire.

### To achieve this priority our primary aims are to:

- Support initiatives that improve community safety, including design of new housing developments
- Support initiatives that improve community justice outcomes
- Support initiatives that address child poverty and inequality.
- Support initiatives that tackle gender based violence against women and girls in line with Scotland's Equally Safe Strategy
- Make greater use of 3<sup>rd</sup> sector commissioning where appropriate to provide opportunities for inclusive growth;
- Increase community and Third Sector participation in decision-making
- Support initiatives that maximise the potential of community regeneration, learning and empowerment in our most deprived communities.
- increase usage of community schools and community resources
- Support community regeneration programmes that attract external investment
- Improve cycle and walking infrastructure to promote active travel, health benefits and opportunities for tourism.
- Increase equal access to sport and active living opportunities

### Key measures are:

- % residents who feel that Clackmannanshire has a strong sense of community
- % of residents who rate their community as a good place to live
- Prevalence of substance misuse in Clackmannanshire compared with Scottish average
- Rate of children and young people who are looked after and compared with Scottish average
- Life expectancy rate compared with Scottish average
- Suicide rate compared with Scottish average
- Rate of domestic abuse incidents reported to Police Scotland
- % residents satisfied with opportunities for participating in local decision making
- % of residents satisfied with how local agencies are tackling crime and the fear of crime.
- % of residents who rate public services as very or fairly good
- % residents who agree that their community has a good physical environment.

### Enabling strategies:

- Community Justice Outcomes Improvement Plan
- Community Safety Strategy
- Digital Transformation Strategy
- Regeneration Strategy
- Local Transport Strategy
- Local Development Plan
- Sport & Active Living Strategy
- Violence Against Women Strategy
- Mainstreaming Equalities Outcomes
- Child Poverty Action Plan
- Community Learning and Development Plan
- Community Empowerment Plan
- Inclusive Growth Strategy

### Enabling Business Plans

- People
- Place
- Partnership & Performance

## **PRIORITY - organisational transformation**

### Why is this important?

How and what services we deliver services is fast changing and we must enable significant organisational transformation in the next 4 years. Demands from our residents and advances in technology mean that we must collaborate and cooperate with other public and third sector bodies to deliver joined up services in as efficient and cost effective manner as possible and enabling digital services that our customers use in other aspects of their lives.

Robust financial planning builds a strong foothold for organisational sustainability, whilst ensuring that council resources are allocated in the most effective way to improve priority outcomes. We need revenue and capital plans that provide robust budgeting for better outcomes; longer term plans that provide a financial direction for the Council; longer term financial plans which align with the council's asset management strategy and budgeting for better outcomes to ensure that future savings decisions are focused on long term financial sustainability.

Effective corporate governance is achieved both by putting in place sound systems and processes for control, but also regularly ensuring that those systems and processes are working in practice. This work will ensure that we have a clear vision and strategy which demonstrates the values of good governance in response to our identified corporate need. We want to ensure that we have effective policies and processes in place for engaging communities in decision making process; procurement and commissioning; information management and health and safety.

### To achieve this priority our primary aims are to:

- Ensure unity of purpose and resources through common vision, priorities and values
- Enable a smaller, better equipped, better led workforce
- Transformation through enabling a significant shift to digital
- Transform our ethos to public and community service from council services
- Maximise public service co-location to improve access to services and reduce costs
- Reduce the footprint and cost of physical infrastructure
- Enable greater empowerment of communities
- Consider options on alternative service delivery models that improve outcomes and reduce costs

### Key measures are:

- % of residents who agree that public agencies work well together in Clackmannanshire.
- Satisfaction with leisure facilities
- Education costs (pre; primary and secondary) as % of general fund
- Satisfaction with social work services
- Satisfaction with parks and open spaces
- Adult social services (18+) costs as a % of general fund
- Support Services costs as % of total expenditure
- % gender pay gap for employees
- % sickness absence for employees
- % of Council housing meeting the SHQF standard
- % of Looked After children cared for in the community
- Looked After children as a % of 0-17 year old population
- Procurement spend on local small and medium enterprises

### Enabling strategies:

- Organisation Design & Transformation Programme
- Financial Strategy
- Budget Strategy
- Workforce Plan
- Digital Strategy
- Corporate Procurement Strategy
- Capital Asset Management Strategy
- Governance & Risk Strategy
- Revenues Strategy
- Fairer Scotland Duties Plan
- Mainstreaming Equalities Outcomes
- Climate Change and Sustainability Strategy

### Enabling Business Plans

- Partnership & Performance
- People
- Place

## OUTLINE OF STRATEGIC PLANNING FRAMEWORK

Our strategic planning framework is outlined as follows:

<b>Local Outcome Improvement Plan 2017-27</b>		
<b>Corporate Plan 2018-22</b>		
<b>Change Plan</b>		
<b>People Business Plan</b>	<b>Place Business Plan</b>	<b>Partnership &amp; Performance Business Plan</b>
Children's Services Plan	Local Development Plan	Financial Strategy
Corporate Parenting Plan	Community Safety Strategy	Organisation Design and Transformation Programme
National Improvement Framework for Education	Local Transport Strategy	Budget Strategy
Developing Young Workforce Strategy	Regeneration Strategy	Workforce Plan
Community Learning & Development Plan	Regional City Deal Programme	Capital Asset Management Strategy
Sport & Active Living Framework	Strategic Housing Investment Plan	Procurement Strategy
Community Justice Outcomes Improvement Plan	Climate Change & Sustainability Strategy	Mainstreaming Equalities Outcomes
	Economic Development Framework	Governance & Risk Strategy
	Inclusive Growth Strategy	Digital Transformation Strategy
		Revenue Strategy
		Stirling & Clackmannanshire Health & Social Care Strategic Plan
		LOIP
		Child Poverty Action Plan
		Community Empowerment Plan
		Fairer Scotland Duties
		Violence Against Women Strategy