



Clackmannanshire
Council

www.clacks.gov.uk

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

This is illustrated in outline at table 1 below.

Priorities	Enabling	Realising our Vision & Purpose
<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 & Social Care</i>	<i>Pathways from Poverty</i>	<i>A Council that is stronger, sustainable and confident for the future.</i>
<i>Supporting Families & 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 3rd 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:

Local Outcome Improvement Plan 2017-27		
Corporate Plan 2018-22		
Change Plan		
People Business Plan	Place Business Plan	Partnership & Performance Business Plan
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