

# Building Clackmannanshire

Economic Development Framework

2008 – 2018



# Contents

Foreword	2
About Clackmannanshire	3
Introduction	4
How has Clackmannanshire's Economy changed?	5
Case Study - Thredgards Ltd	7
The Changing Policy Context	8
Key Opportunities	10
Case Study - Retroglass	12
Responding to Key Opportunities	13
The Framework	14
Our Vision	14
Our Aims	14
Our Principles	14
Key Action Areas	15
KAA 1: Building Connections & Infrastructure	15
KAA 2: Building Enterprise	15
KAA 3: Building Skills	15
KAA 4: Building Confidence	15
Priority Actions	16
Delivering The Framework	17
Charting our Progress	18



“The best way to predict the future is to invent it.”

Alan Kay,  
one of the fathers  
of the modern PC.

Building Clackmannanshire sets out a vision and economic priorities for Clackmannanshire that not only support our people, communities and businesses, but also contributes to the overall economic growth of Scotland. Key partners from the public, private and voluntary sectors have developed this shared vision and priorities so that we can work together to help Clackmannanshire realise its economic ambitions for 2008–2018.

It is not a matter of trying to predict Clackmannanshire’s future, but a matter of inventing ideas and creating partnerships which will see this county and its people flourish and prosper.

Notwithstanding the current recession, in recent years Clackmannanshire has experienced unprecedented housing and population growth, as well as greatly improved connectivity with the re-instatement of the Stirling–Alloa–Kincardine railway in May 2008 and the opening of the new Clackmannanshire Bridge in November 2008. Our focus now is to build upon the attractiveness and centrality of Clackmannanshire to maximise the economic benefits of that growth.

The Framework sits within the wider community planning environment and highlights the priorities for progressing development in Clackmannanshire. Whilst these priorities fall within the same four Key Action Areas identified in the last Framework, in this Framework we have streamlined our actions to focus on delivering added value and making our joint working more effective. These actions will be reviewed on an annual basis to ensure that we can react to changing conditions within the economy over the next 10 years.



David Haswell  
General Manager, Thredgards Ltd  
Chair, Clackmannanshire Economic  
Development Partnership Team



Councillor Janet Cadenhead  
Leader, Clackmannanshire Council  
Chair, Clackmannanshire Alliance

# About Clackmannanshire

Set in the very heart of Scotland, with the stunning Ochil Hills as its backdrop, Clackmannanshire enjoys an accessible position in the centre of Scotland. To the north lies Perthshire, east is Dunfermline, west are Stirling and Glasgow while south takes you to Falkirk and on to Edinburgh. With the re-opened rail link with Stirling and Kincardine and direct access to the motorway network, Clackmannanshire is within easy commuting distance from most of the major towns and cities of central Scotland. The area is approximately 30 minutes from Edinburgh airport and under 1 hour from Glasgow airport. It is within 40 minutes drive of ferry services at Rosyth which link to mainland Europe and 20 minutes drive time to the port of Grangemouth, Scotland's largest container port. Some 2.5 million people, half the population of Scotland, live within an hour's drive of Clackmannanshire.

With its mix of rural and industrial towns and villages, dramatic scenery and rich history, Clackmannanshire is recognised for its outstanding natural environment and strong sense of community. From a long and illustrious industrial past, Clackmannanshire has emerged in recent years as an area for modern business development and growth, benefiting as it does from an expanding business base, and a skilled and qualified workforce.

With its central and attractive location, Clackmannanshire has a great deal to offer businesses, visitors and residents alike and has an increasing contribution to make to the Scottish economy.



# Introduction

*Building Clackmannanshire* is our Framework for Action on the local economy. It has been designed and driven by the Economic Development Partnership Team (EDPT). The EDPT is a local partnership between the private, public and voluntary sectors, which is responsible for taking forward the economic development theme of the Clackmannanshire Alliance, the local community planning partnership.

This is the second Clackmannanshire Economic Development Framework, providing a focus for economic development in the area and a collectively-agreed set of priorities to help Clackmannanshire realise its economic ambitions for 2008 – 2018.

Since 2005, the Clackmannanshire economy has undergone significant change. The area has experienced unprecedented housing and population growth as well as greatly improved connectivity with the re-instatement of the railway and the opening of the new Clackmannanshire Bridge. Clackmannanshire has an expanding business base with 940 VAT registered businesses (Source: Nomis). The three most important industries in terms of number of enterprises are: Real Estate, Renting and Business Activities (255); Wholesale, Retail and Repairs (205); and Construction (145).

In April 2008, Clackmannanshire became the first county-wide business park Business Improvement District (BID) in Scotland and in November 2008, a second BID for Alloa Town Centre was established.

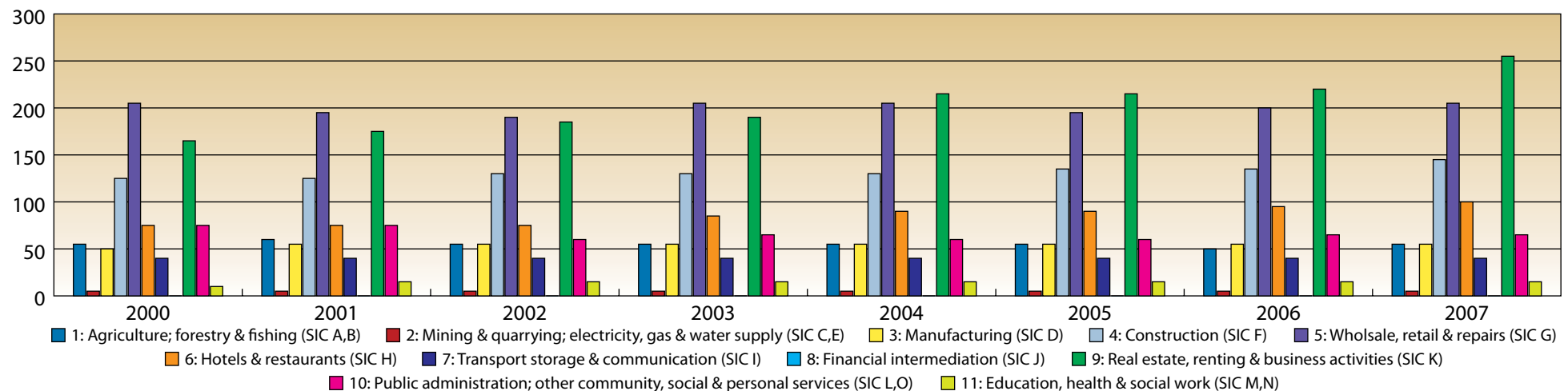
Whilst the previous Framework has guided the work of the EDPT, it has been recognised that the initial Framework was too wide-ranging and that the revised Framework should place more focus on delivering added value and making our joint working more effective. We are aiming to achieve outcomes that cannot be achieved by organisations working alone but only working together towards shared objectives.

The new Framework is designed to provide strategic direction for economic development support across Clackmannanshire over the next decade. It is an ambitious, forward-looking document designed to further increase the contribution that the Clackmannanshire economy makes to the economies of the

Forth Valley, the Edinburgh and Glasgow City Regions, and to Scotland's economy as a whole.

The document is supported by an Action Plan which will outline the projects/activities jointly agreed by the EDPT to achieve the aims of the Economic Development Framework. The Action Plan will be updated on an annual basis to outline achievement of aims, completion of activity and the highlighting of any new issues that have arisen in response to national and local trends. In addition to the Action Plan, the Framework will also be supported by a yearly Clackmannanshire Economic Assessment which will provide an evidence base to inform and update the Action Plan and provide a basis for economic development intervention.

Number of businesses registered in Clackmannanshire (end of year) – Source: Nomis



# How has Clackmannanshire's economy changed?

Since the last Framework was published in 2005, the Clackmannanshire economy has undergone significant change and a number of the major projects identified in that Framework have been achieved. During 2005 to 2008 major investment of over £400 million has secured valuable economic development in Clackmannanshire including the re-instatement of the Stirling–Alloa–Kincardine railway, the new crossing over the River Forth, quality housing developments, major retail developments, and three new secondary schools.

The Stirling–Alloa–Kincardine railway re-opened in May 2008. For the first time in over 40 years, the new station at Alloa, Clackmannanshire's main town, allows direct hourly passenger services between Alloa, Stirling and Glasgow Queen Street and onward services from Stirling to Edinburgh. The line also provides a more efficient freight route to carry coal from the West of Scotland to Longannet Power Station and potentially provide freight services to other customers along the line.

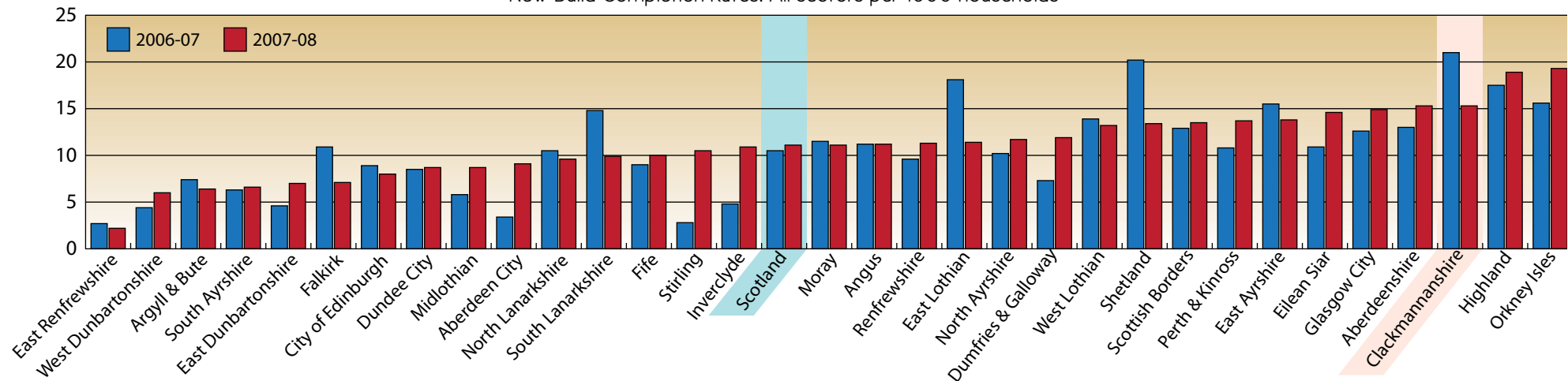
In November 2008, Clackmannanshire's long campaign for a new crossing over the River Forth came to fruition with the opening of a new bridge upstream of Kincardine. A further campaign backed by thousands of local people to name the new bridge The Clackmannanshire Bridge was successful, giving Clackmannanshire motorway signage for the first time.

The area has attracted a significant amount of new quality housing developments. A total of 450 homes were built in 2006 and a further 384 homes were built in 2007. This compares with 187 homes in the year 2000. In 2000/01 Clackmannanshire had the lowest rate of new build housing completions in Scotland while in 2007/08 we had the joint third highest rate in Scotland (Source: Scottish Government).



New housing development at Menstrie Mains, Menstrie

New Build Completion Rates: All sectors per 1000 households



The improved transport links and the new housing developments have made Clackmannanshire an attractive place for new residents, leading to a growth in population. The General Register Office for Scotland (GROS) report on mid-year 2007 population estimates shows that Clackmannanshire had the highest increase in population of all local authority areas of 2% which was above the national percentage change of 0.5%. Since the previous estimates, Clackmannanshire's population has increased by 1,000 to 49,900 and is expected to rise 8.9% over the next 25 years to 53,245.

Major retail developments including Tesco, Morrisons, Asda, Aldi and the Thistle Brewery mixed development have provided an enhanced shopping experience for Clackmannanshire's growing population.

With three new secondary schools due for completion in 2009, a new hospital opening in 2009 and a new purpose built college opening in 2010-11, Clackmannanshire is increasingly a place of opportunity and growth.

Between 2000 and 2006, the business base in Clackmannanshire expanded by 3.4%. Over the same period, the business base across Scotland contracted by -0.8% (Source: Nomis).

In April 2008, Clackmannanshire became Scotland's first county-wide business park Business Improvement District (BID). The Clackmannanshire BID covers 200 companies in 10 business parks and it is the first UK business park BID to include property owners. The BID business strategy will see businesses benefit from

efficiency improvements, cost savings and performance enhancements. In addition, a second BID for Alloa Town Centre was established in November 2008 which will bring additional investment to enhance the image and facilities of the county's main town.

A new assisted areas map has been drawn up for 2007 - 2013. Assisted area status allows grants for specific capital investment by firms to be drawn down by the Scottish Government through the Regional Selective Assistance (RSA) scheme. There has been a relative shift from the west to the east of the county with key development sites adjacent to the new Clackmannanshire Bridge now becoming eligible for RSA support for the first time. For those areas which no longer have assisted area status, a new RSA-type grant scheme has been made available.

# Clackmannanshire has one of Scotland's fastest growing populations.

I can see for miles – public art, Alloa Railway Station



# Case Study – Thredgards Ltd

Thredgards Ltd specialises in injection moulding and manufacture of plastic protection caps and plugs as well as trade mouldings to industry. Established in England in the late sixties, the company moved to Alva in Clackmannanshire in 1975. Due to growing customer demand from across the globe, the company needed to find bigger premises and last year moved to customised premises in Alloa. David Haswell, General Manager, is delighted with the support he has received from the Council and Scottish Enterprise to help grow the business and make the expansionist move from Alva to Alloa with no interruption to manufacturing output.

With its attractive location and strong business support networks, David thinks that Clackmannanshire is a great place to do business.

He says: "In a fast moving world, companies need clarity, efficiency and ease of communication to help move their businesses forward and expand. Clackmannanshire offered us all of these aspects with the combination of the Council, Clackmannanshire Business and Scottish Enterprise all working together to help us relocate, expand and create more jobs."





## The Changing Policy Context

This Economic Development Framework 2008–2018 has been written against a much changed policy context.

### The Government Economic Strategy

In 2007, the Scottish Government launched its Economic Strategy which sets out its ambition to significantly increase Scotland's sustainable economic growth. Embedded within the five strategic objectives (wealthier & fairer, smarter, healthier, safer & stronger, and greener) are five core priorities that are internationally recognised to be critical to economic growth:

- Learning, skills and well-being
- Supportive business environment
- Infrastructure development and place
- Effective government
- Equity

### Changes to the Enterprise Networks

In April 2008, the responsibility for Business Gateway and local regeneration passed from Scottish Enterprise to local authorities. Scottish Enterprise has refocused its activities into three broad areas:

- Enterprise – where the emphasis will be on growing companies
- Innovation – where the emphasis will be on working with companies and the innovation infrastructure to create a climate of continuous growth
- Investment – where the emphasis will be on expanding the availability of risk capital and key pieces of business infrastructure to support the development of priority industries.



Alloa – Stirling railway line, Blackgrange crossing

### City Regions

At both the national and regional policy level, there is growing recognition of cities and their regions as the key engines of economic growth in Scotland. The City Region agenda aims to focus on international competitiveness in key industries, transport and connectivity and place attractiveness. With its central location in the heart of Scotland, Clackmannanshire has a role to play in contributing to both Edinburgh and Glasgow City Region agendas.

## Forth Valley Regional Economic Development Strategy 2008 – 2012

This strategy aims to fulfil the vision of a “thriving, diverse and sustainable economy at the heart of Scotland”. Encapsulated within the vision is the aspiration to unlock the economic potential within the region’s businesses and people so that Forth Valley can exploit its advantageous location and increase its contribution to Scotland’s sustainable economic growth.

The strategy has three themes, each contributing directly to increasing prosperity, participation and productivity:

- Theme 1: A growing and sustainable economy – with a particular focus on growing the key industries across the region by stimulating investment and innovation and removing barriers to their growth.
- Theme 2: A competitive and productive skills base – this theme will help ensure that the supply of skills efficiently and effectively meets the needs of employers and the economy, both now and in the future.
- Theme 3: An attractive, efficient and connected business environment – where the emphasis will be on improving the quality of the Forth Valley’s urban and rural environments, increasing investment in strategic transport and supporting infrastructure, and ensuring that an efficient land and property market promotes increased business investment.

The strategy highlights the east of Clackmannanshire as an area of strategic development opportunity that is significant to wider city region and Scottish economic growth ambitions.

The Economic Development Framework for Clackmannanshire builds upon and will contribute to the delivery of the key national, regional and local strategies.



Alloa West business park, Alloa

## Single Outcome Agreement

The Concordat between the Scottish Government and COSLA sets out the terms of a new relationship between the Scottish Government and Local Government until 2011. Key to the new relationship is the development of a Single Outcome Agreement which sets out the outcomes each Local Authority is seeking to achieve with its community planning partners, reflecting local needs, circumstances and priorities but related to the national outcomes agreed in the Concordat.

The priorities in the Clackmannanshire Community Plan provide the foundation for our Single Outcome Agreement which will assist the Scottish Government achieve the national targets whilst addressing the direct needs of the people and economy of Clackmannanshire. The EDPT has a particular role to play in delivering the following priority outcomes identified in the Community Plan:

- The area has a positive image and attracts people and business
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Improved quality of public services

## Key Opportunities

The recent improvements to the Clackmannanshire economy as outlined earlier have opened up a number of opportunities:

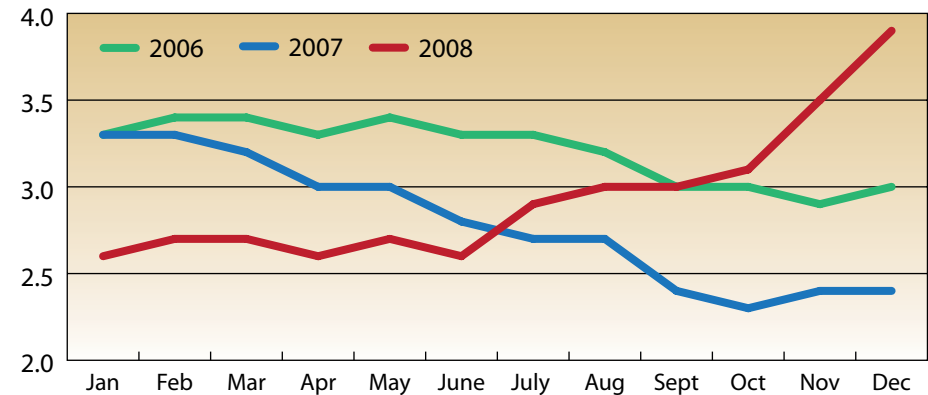
- our local business base.** Although we have an expanding business base, compared with Scotland we have a higher percentage of jobs in public and other services, and a lower percentage in finance and business (Source: Nomis). We will find ways to diversify this base and encourage more businesses to take advantage of the improved transport links and locate in Clackmannanshire, particularly the east of the county. Over the past three years, we have developed strong business support networks. We will build on these networks and use them to drive forward activities in the area.
- labour market issues.** We will attract and nurture talented people. The rail link and river crossing will help attract people but we still have complex problems to sort out. Although there has been an improvement in the efficiency of the labour market, Clackmannanshire still lags behind other areas of Scotland. As at June 2008, economic activity (at 71.6%) is still below the Scottish average of 80.0% and the claimant unemployment rate as at December 2008 (3.9%) is higher than the Forth Valley and Scottish averages of 3.3% and 3.0% respectively (Source: Nomis). Compared with other areas of Scotland, Clackmannanshire has a relatively high concentration of 16 – 19 year olds who are not in education, employment or training. We will seek to address poor health as an ingredient of the employability/productivity challenge.

### Highest qualification attained (%)

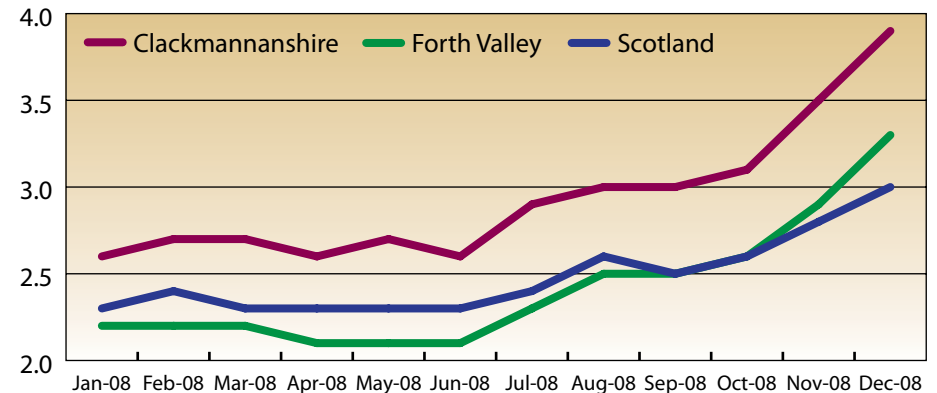
(January 2007– December 2007) Source: Nomis

	Clackmannanshire	Forth Valley	Scotland
No qualification	20.5	14.2	13.5
Other qualifications	5.1	5.7	7.3
NVQ1 and above	74.4	80.0	79.2
NVQ2 and above	62.6	69.2	68.9
NVQ3 and above	45.9	51.8	51.7
NVQ4 and above	29.7	33.4	33.2

Unemployment Rates – Total 2006 to 2008 (%)



Unemployment Rates 2008 for Clackmannanshire, Forth Valley and Scotland



- qualifications and training.** Although educational attainment levels have been increasing steadily in recent years, the proportion of working age adults with higher level qualifications is still below the Scottish average. We will close the gap with the Scottish average and build Clackmannanshire's reputation for offering a well qualified workforce.

- **pockets of wealth and deprivation.** Clackmannanshire includes communities of outstanding prosperity but also neighbourhoods whose income and employment standards sit with the poorest in Scotland. In a Scottish context, Clackmannanshire has the 5th most deprived share of population living in the 15% most deprived areas. The challenge calls for a partnership approach to dealing with health, poverty, safety, crime and low aspirations as well as employability and enterprise and the way we regenerate our settlements.
- **sustaining our assets.** We can attract people to Clackmannanshire – to live, work, or visit. We will provide the right blend of attractions for them – housing, education, employment, leisure, business opportunities. At the same time, we will maintain and enhance the quality of our natural and built environment as part of our character and our legacy to the future.
- **housing and population growth.** We will maximise the economic benefits of the recent housing and population growth. We will capitalise on our central location and good communications to attract commuters but over time look to reduce the level of outward travel by providing more opportunities for locally based jobs for residents and their families.



Gartmorn Dam, Sauchie

# Case Study – Retroglass

Retroglass is an Alloa based business specialising in fusing and stained glass supplies. The company also provides training and a venue for the promotion of local craftspeople. Opened in November 2006 by Sharon McAllister from the TV show, "The Apprentice", the business was founded by owners George and Rachel Collins after they identified a gap in the market for sourcing glass locally. With support from Business Gateway, they embarked upon a business start-up course which gave them the confidence to find premises and start trading.

Through the Gateway, they received help to design and develop a website which offered a low cost means of promoting their business to an international audience. Retroglass was also successful in obtaining a business development grant from Clackmannanshire Council that allowed them to purchase a kiln, which in turn, helped them develop the training side of their business.

Recently, the company has been accepted onto the Business Gateway 'Growth Pipeline', which will provide further support with the aim of increasing their turnover by a further £400k in the next three years. The first stage of this development has seen Retroglass double the size of their premises and introduce more product lines and specialised training courses.



## Responding to Key Opportunities

To respond to these opportunities, we will focus on doing the following:

- **generating economic opportunity** – for sustainability, inclusion and choice reasons, we aim to increase the range and number of jobs available locally in all sectors – including areas in which we are weak such as financial services and where we have latent potential (such as “green” and business tourism).
- **supporting the social economy** – the “third sector” (whether as the “voluntary sector” or “social enterprises”) is now firmly on Government agendas. We will explore the potential of this sector for its blend of economic, social and environmental contributions.
- **building capacity** – via the breadth of education and skills development for people and organisations in all sectors, including the social economy, to realise potential and build self-reliance.
- **fuelling entrepreneurship** – we will refresh the economy, not just through business start-ups, but by stimulating ambition, confidence and vision in everyone and throughout every organisation.
- **addressing inequalities** – closing the gap between the “haves” and “have nots” – with employment routes and the reduction of the benefit culture the obvious targets. We will establish sustainable, integrated communities.
- exploiting the opportunity for **incorporating community benefit clauses** in public sector contracts to impact on training, employment and investment in our local communities.
- **promotion** – stepping up the “Clackmannanshire experience” – eg building cultural opportunities and promoting a positive image that attracts investors, residents and visitors.
- maximising the economic benefits of **major infrastructure projects** including the railway and the Clackmannanshire Bridge to attract public/private investment to the area.
- strengthening the local economy by **developing existing sectors**, particularly growth sectors such as tourism and retail, and diversifying into new sectors.



Since 2005, the area has experienced unprecedented population and housing growth. We will build upon the attractiveness and centrality of Clackmannanshire to maximise the economic benefits of that growth. The increased population will help support local services and, over time, lead to increased demand for local jobs. To meet that demand and reverse the current trend of out-commuting, we will provide the necessary business infrastructure and support to create a thriving and diverse business base.

## Our Vision

We have collectively developed a 10 year vision for economic development in Clackmannanshire. The vision reflects the ambition to build a dynamic local economy that makes Clackmannanshire a successful place, driven by a confident community.

### A Vision for Economic Development:

- a confident community – our people assured and ambitious as citizens of a fast-changing world;
- a distinctive place – one that draws people to work, live and relax;
- a vibrant economy with a flow of opportunities for residents, investors and visitors – a place where people can realise their aspirations;
- an area that makes a significant contribution to the regional and Scottish economies.

## Our Aims

The Framework has four central aims:

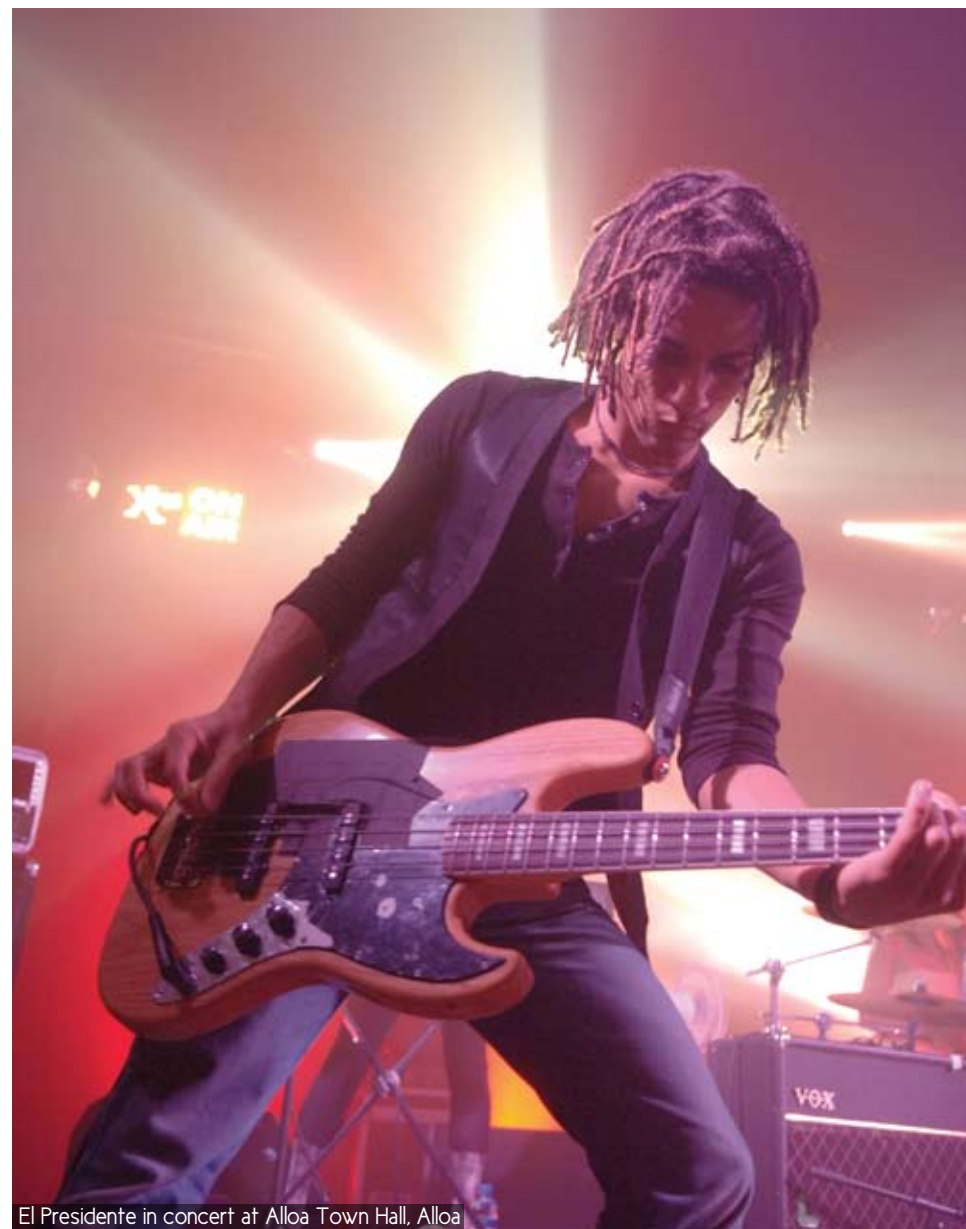
- to increase the number of jobs in Clackmannanshire and widen the range and quality of those jobs;

- to equip Clackmannanshire people to create and compete for jobs – locally and further afield;
- to create an environment and culture within which enterprise can flourish;
- to build on the attractiveness of the area and its development potential.

## Our Principles

The Framework will be implemented in a way that is:

- **challenging** – seeking to change attitudes and lift ambitions, making demands of the partners as well as its beneficiaries;
- **inclusive** – the Framework is for all of Clackmannanshire but recognises that some of our communities need greater assistance in connecting to economic opportunity;
- **collaborative** – with people working together to deliver for our customers, residents, businesses, investors and visitors;
- **sustainable** – balancing economic, environmental and social concerns.



El Presidente in concert at Alloa Town Hall, Alloa

## Key Action Areas

The priorities for progressing development in Clackmannanshire fall within the same four Key Action Areas (KAAs) identified in the last Framework. They sit at the heart of the Framework and give direction to our Community Planning activities on economic development. In this Framework we have streamlined our actions to focus on delivering added value and making our joint working more effective.



Looking over Menstrie towards Dumyat

### KAA 1: Building Connections & Infrastructure

The new rail link, the new Clackmannanshire Bridge, and high-speed broadband access will link Clackmannanshire more closely to the national and international economy. We now need to be alert to initiatives that unlock their full economic benefits to provide an east/west gateway for Scotland. Our early actions will include:

- Ensuring an efficient land and property supply to meet the requirements of both the indigenous business community and inward investors;
- Developing new and regenerating existing strategic development opportunities;
- Increasing & maximising the economic benefits of Clackmannanshire's connections.

### KAA 2: Building Enterprise

The size and vitality of the local business base are key to generating sustainable economic growth. We will ensure that enterprises – for-profit and more-than-profit – can access the blend of support they need to hone their competitive edge. Our early actions will focus on:

- Increasing the number and survival rates of local start-ups;
- Supporting existing enterprises, including those in the social economy, and developing growth sectors;
- Identifying and supporting the development of key local sectors;
- Increasing the number & diversity of local job opportunities to match the aspirations of our people in terms of employment.

### KAA 3: Building Skills

Our enterprises gain their edge from the skills, talents and creativity of their people. We need the right skills for gaining and sustaining work; we need the right quality and mix of skills in work. We will develop the personal, core and technical skills for employment within and outwith Clackmannanshire. Our early actions will focus on:

- Increasing the number of school leavers going into employment, education or training;
- Increasing the skills of the workforce;
- Supporting local people to take up local jobs;
- Maximising community benefits from investment in the area.

### KAA 4: Building Confidence

This is central to the Community Plan as a whole. Vital to the success of our Framework is a Clackmannanshire-wide belief that we can compete and prosper; we will need to promote our advantages to the rest of Scotland and beyond. Our early actions will focus on increasing the national profile and perception of Clackmannanshire:

- Marketing and promoting Clackmannanshire;
- Building on the tourism potential of the area;
- Ensuring Alloa and Clackmannanshire's other towns are vibrant and attractive places;
- Enhancing the quality of our natural and built environment;
- Building on Clackmannanshire's attractiveness as a place to live.



## Priority Actions

We recognise that we can't do everything at once; we need to concentrate on where we can add value; not everything happens through Community Planning. The EDPT is clear that we need to limit the number of actions/projects we take on; this calls for a method of getting to a shortlist. Each possible action will be considered against the following criteria:

- A. **unique action** – is this an issue or problem that is currently not being addressed at all or is being addressed partially/inadequately?
- B. **strategic value** – is this action of fundamental importance to the people of Clackmannanshire, with a focus on mainstream policies and budgets?
- C. **defined impact** – do we have a clear sense of the outcomes – are the aspired gains specified in advance through measurable targets, baselines to enable monitoring and evaluation and intervening milestones where necessary?
- D. **delivery capability** – can our local agencies directly bring about the necessary change without undue reliance on wider factors or external agencies?
- E. **participative** – delivering the action should be relevant to at least most but ideally to all partners; critically, is it demonstrably supported by all partners, including the community?

The current set of Priority Actions is available as a separate document to this Framework. They can be found on [www.clacksweb.org.uk](http://www.clacksweb.org.uk).



# Delivering The Framework

Delivery of the Framework can only be achieved by effective partnership working – between agencies and with communities, within Clackmannanshire and across administrative boundaries. The EDPT operates as a strong partnership which has continued to develop over the last three years. With the new Framework in place, the EDPT will promote economic development as a key theme of the Clackmannanshire Alliance and:

- ❖ **progress the agreed Priority Actions** – each will need to pass through a research and planning phase. Short-life Task Groups – drawing on appropriate skills and knowledge, including the other Partnership Teams – will be charged with identifying the scope for EDPT to add value. If there is scope, the task group will devise an action plan, negotiating resources and operational responsibilities as needed. The Plan will be discussed by the Partnership Team, the Alliance and then go through the normal approval processes. We will make quarterly reports to the Alliance on progress on the portfolio of Priority Actions.
- ❖ **scan for further actions** that meet our criteria. As we shift Priority Actions to implementation, we will look to replenish our stock. This will call for continuous scanning for what is important in the changing world.

- ❖ **review policy and practice** on an ongoing basis. We will retain a more general responsibility; over and above working on the Priority Actions, we will seek to inject an economic dimension into the widest possible range of policies and activities. We will open dialogue with other strategies and engage with other partners to negotiate a mutually-beneficial change of perspective that helps us all meet our aims and better discharge our responsibilities.
- ❖ **monitor and evaluate** the results of our efforts. The EDPT will link into and inform the wider monitoring & evaluation framework for the Community Planning Partnership guided by the Clackmannanshire Alliance. As part of the planning process for Priority Actions, we have set targets and a monitoring schedule adopting measures which are clear, realistic and time-bound.
- ❖ **develop our partnership.** Given that collaboration is key to effective community planning, we will – underpinning our other roles – maintain a focus on how well we are developing our own partnership and how well we are partnering with others. We will take time every six months to explore these issues.

We believe that our Framework is robust and able to serve for the long term; we do not anticipate changing *Building Clackmannanshire* for at least 10 years. If you want to find out more on what we are doing and how we are doing it, go to [www.clacksweb.org.uk](http://www.clacksweb.org.uk)



Sterling Mills Designer Outlet Village, Tillicoultry

## Charting our Progress

As already stated, the EDPT will monitor and evaluate the Action Plan on an annual basis to outline achievement of aims, completion of activity and the highlighting of any new issues that have arisen in response to national and local trends. The Action Plan will contain targets that reflect our key aims. These targets will be reviewed and amended annually to reflect progress in achievement of our aims and changes in the economy. A yearly Economic Assessment of the Clackmannanshire economy will assist us in that process and to develop a monitoring and evaluation framework that will help us measure the performance of the Clackmannanshire economy against the Scottish economy and in the context of the outcomes, indicators and targets identified in our Single Outcome Agreement.



The new Alloa Academy



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