

2004 - 2005

Development & Environmental Services

Public Performance Report

Enhancing The Environment



Introduction

The Public Performance Report gives our services the opportunity to provide an overview of the range of activities and services they deliver. It is also an opportunity for our services to account for their performance during the previous year by highlighting what they have achieved, their expenditure, what may not have gone so well and the reasons why.

This report lists our achievements – or where we have not made progress – on a service by service basis. But as Director and Convener we feel there are a few highlights to bring to your attention.

Development Services were awarded the prestigious Charter Mark. This national standard recognises best practice in the delivery of public sector services. The scheme is a rigorous, independent examination of how effective and efficient an organisation is in delivering services for local people. The award is confirmation of our continued efforts to provide high quality services to the people of Clackmannanshire.

In Environmental Services, recycling efforts have put us in the position where Clackmannanshire is beating all Government targets. According to nationally set figures, all homes should have a kerbside recycling scheme by the year 2020, yet Clackmannanshire

already meets that target. Another target states that 25% of waste should be recycled by 2006 – and figures locally are already at 38%.

A rigorous examination of Land Services was carried out through the Best Value process, resulting in a challenging improvement plan agreed by the Council at the beginning of 2005. Improvements to the Trading Standards Service were also agreed in 2004/2005, with the implementation of an integrated service with that of Stirling Council planned for 2005/2006. This particular development recognises the fact that an integrated service can provide a higher quality and greater range of services from an extended operational base.

Finally Property Services has been challenged with a number of major development and improvement projects. In particular, this Service has been involved in drawing up the specification for the construction of the three new secondary schools, the biggest ever project undertaken by this authority. Council house improvements have been ongoing in relation to central heating, door renewal and kitchens. Almost £9 million pounds will be invested in council house kitchens alone over the next four years.

The following pages of this report mark our performance against our 2004/2005 Service Plan, which set out the key developments and improvement initiatives we intended to achieve, in support of the Council's long term goals and objectives for Clackmannanshire.



Garry Dallas,
Director



Eddie Carrick,
Convener of Enterprise and Environment Committee

Development Services

Development Services provides an integrated development and regeneration service to comply with the Council's statutory and regulatory obligations while meeting sustainable development principles which protect and enhance the natural and built environment.

forestry were approved by Scottish Ministers in October 2004.

Hopes of having a third alteration to the Structure Plan, along with the first alteration to the Local Plan were delayed due to the need to take into

The regeneration of the **eastern part of Clackmannanshire** is a key three year objective for the Service. The aim is to take as full an advantage as possible of the public investment in transportation infrastructure such as the Stirling-Alloa-Kincardine Rail Link and the new Upper Forth Crossing at Kincardine.

Good progress has been made on a strategy for the Eastern Area in order to stimulate the regeneration of the whole of Clackmannanshire. Work will be on-going on this through 2005-2007.

In terms of project implementation to secure high quality sustainable development, the **Alloa Townscape Heritage Initiative** (THI) projects progressed as did the development of the local **business parks** at New Alloa and Dumyat in Tullibody.

The task of carrying out **Conservation Area** Character Appraisal has been carried over to the new financial year with a target completion of March 2006.

The evaluation of a landscape partnership bid was completed, and now that funding has been secured in the Council's Capital Programme, significant progress on a **Hillfoots Landscape Initiative** is expected over the next three years.

To achieve this objective the Service works to:

- Deliver integrated, development related regulatory services;
- Maintain an up-to-date and relevant land use Development Plan;
- Formulate and implement a comprehensive transportation strategy;
- Manage and improve the road network;
- Manage and regulating traffic;
- Promote the use of public transport;
- Project manage business park development;
- Procure external funding and partnership working;
- Promote the sustainability agenda across the Council and through specific projects, initiatives and educational work.

Last December, following five years of work, the **Clackmannanshire Local Plan 2004** was formally adopted. This document sets out the land use planning policy framework that guides developers, the public and the Council in making decisions on what, where and when development should occur.

The **Structure Plan**, which we prepare with Stirling, was approved by Scottish Ministers in 2002. Alterations dealing with renewable energy and

account a wider than expected range of issues. A revised programme has been agreed by Council and will be carried into 2005/2006.

A review of **opencast coal policy** and guidance took place and we are waiting on revised Scottish Executive policy guidance before the work is completed.

A **Retail Capacity Study** and **Town Centre Health Check** began and will be completed in 2005/2006.

There has been outstanding progress in **Building Standards'** performance. Following the completion of a Best Value Review and implementation of new performance management measures, results have exceeded our expectations.

This achievement is despite a substantial increase in workload.

The Council's **Planning Service** again provided a very high level of performance against statutory and local performance indicators for householder applications. The level of performance was such that Clackmannanshire has now been the best performing planning authority in Scotland for three consecutive years.

We have sought to develop more modern methods of working in line with the "e-government" agenda. The launch of an **on-line Planning Service** and the introduction of electronic document imaging and workflow arrangements in July 2004 was a major innovation for the Service. This will be developed in the coming year into a full 24/7 on-line planning service, so people can make a planning application over the internet.

Since March 2005 Members of the public who object to planning applications, can make oral submissions to the Enterprise and Environment

Committee before it determines planning applications.

Progress on producing an internal **Development Control Procedure Manual**, the review of non-statutory charges and reviewing the operation of the Property Enquiry System, were all given a lower priority given increased workload experienced over the year (see graph).

A wide range of work was carried out to improve, maintain and sustain the local environment. Detailed action plans were prepared for the implementation of the:

- Local Biodiversity Action Plan,
- the Open Space Strategy to manage the diverse range of open spaces in the County,
- the Access Strategy to meet legislative requirements set out in the Land Reform Act,
- and the Water Framework Directive.

The Service had some major achievements in improving transport and road infrastructure. Together with Legal Services we played a key role in ensuring that the Act of Parliament promoted by the Council to implement the Stirling-Alloa-Kincardine rail line received Royal Assent in July 2004. This was the first privately sponsored Act in the Scottish Parliament and the first Act proposing a new railway.

The work involved in carrying forward such a large scale project did have knock on

effects on the Service. Work on the updating of the traffic model, the Local Transport Strategy and Road Traffic Reduction Plan, the Car Parking Strategy, the Road Safety Plan and the Best Value Review of Public Transport has been carried over to 2005/2006.

Despite no increase in staffing the Service was able to deliver 95% of the **roads maintenance**

and improvement works, £1 million more than was spent in the previous year.

Did you know that:

- The Public Transport staff dealt with 465 concessionary passes and an additional 135 replacements.
- The Roads Service capital programme for 04/05 was £1.4m/some 250% increase on the previous year.
- The Building Standards Service issued an increase of 29.6% building warrants.

Environmental Services

We provide a range of services to manage, protect and improve standards of health, safety and the local environment for all people who live, visit or work in Clackmannanshire.

The biggest change to **waste management** services in a hundred years was achieved with the arrival of the recycling strategy outlined in the Area Waste Plan.

Every suitable house in Clackmannanshire was provided with a brown wheeled bin for the collection of green waste and compost every fortnight. The existing green bin for non-recyclable waste was moved from weekly to fortnightly.

All suitable houses were also provided with a blue box and bag service for the collection of recyclable material namely glass, paper, cans, textiles and plastic bottles.

The new system was introduced smoothly thanks to the quality of the information and consultation prior to the change and the efficient operation of the new services by the in-house teams and the Council's main recycling partners, Alloa Community Enterprises Limited (ACE).

While these changes were underway the Council's Landfill Site at Black Devon was closed and a new Transfer Station at Polmaise in Stirling District was built for use by both Councils.

The Forthbank Recycling Centre in Alloa was completely rebuilt and is now a state of the art facility which provides a wide range of recycling and

disposal services. The Glenochil Nursery Green Recycling Centre was also re-designed to provide green waste recycling opportunities for everyone in Clackmannanshire.

The restoration of the closed landfill involves an innovative proposal to form a wetland for nature conservation using the soil extracted to cover the completed area of the landfill.

This is a £2 million project in the Council's Capital Programme.

All this activity combined to achieve an extra-ordinary increase in the level of recycling in Clackmannanshire from 6% in 2003/04 to 38% in 2004/05. This puts the area at the forefront of Scottish Councils in terms of recycling performance.

Promotional activity co-ordinated by the Scottish Waste Awareness Group and the links to the schools and nurseries through the Waste Education Officer continue to spread the recycling message.

Land Services continued to provide an excellent service maintaining open spaces throughout the County. The Best Value Review was completed and a challenging Action Plan agreed by the Council at the start of 2005. A **draft Play Area Strategy** was produced and work is well underway to provide an **Open Space Strategy** which will provide for a more dynamic approach to open space management.

The Land Services teams provided a colourful backdrop to the Clackmannanshire scene through crocus, daffodil and tulip planting in Spring and bedding displays and hanging baskets in the Summer. New play equipment was installed at Cambus and Delph Pond in Tullibody.





The Council's new recycling schemes have provided the basis for significant savings in green waste disposal costs with wood chippings being uplifted by householders from the Glenochil Green Waste Recycling Centre in huge quantities.

The **Burial Ground Service** completed cemetery extensions at Tullibody and Sunnyside and improvements to toilets and waiting areas at Alva and Tillicoultry.

After a number of years during which **Environmental Health** has suffered from retention/recruitment difficulties the position has been improving, and the statutory indicators for Food Safety have improved accordingly. The Safety, Health

& Environment Section has been exposed to considerable pressure in dealing with the contaminated land problem identified in a housing development in Alloa.

The **Dog Control** Section distributed 800,000 poop scoops during the year. Investing in a new design of dog bins, manufactured by a local company, has allowed the Service to double the number of bins. 150 new bins are now in place. **Abandoned cars** continued to be a blight on the local environment with the Service receiving 207 calls. An amnesty for abandoned cars generated 20 cars for disposal.

Did you know that in 2004/05 the Service:-

- Inspected 203 food outlets in Clackmannanshire.
- Carried out 101 workplace health and safety inspections.
- Dealt with 796 Animal Welfare requests and 1861 Pest Control requests.
- Planted 1477 sq m of spring and summer flower beds
- Cut 196 hectares of grass.
- Disposed of 32,462 tonnes of household waste.

Property Services

Property Services is responsible for the delivery of a diverse range of services that relate to the Council's property holdings and has four business units :

- Asset Management
- Catering & Cleaning
- Fleet & Property Contracts
- Roads Contracts

All of the business units operate trading accounts which generate income from other services in the Council and external agencies. We made an overall surplus of £201,000 in 04/05.

Construction Work

2004/05 saw major increases in the Council's **capital programmes** particularly in relation to the work we do to improve the condition of the Council's 5000 houses.

The Asset Management Unit completed £4.527 million of housing related projects which is 23.5% more than the original budget. The major areas of additional work have been in relation to; central heating where we installed 328 new

Plans were also put in place to see further increases in these programmes for the 2005/06 year as the Council moves towards its objective of achieving the Scottish Housing Quality Standard for all Council houses.

The single largest project for the service has been to support Education in developing the specification for the construction of three secondary schools at an estimated cost of over £60 million. Tenders were returned in May 2005. The project not only includes the construction work but the management of the schools over the next 30 years. This has involved agreeing the transfer of nearly 40 staff to the new companies that will run the buildings while ensuring that their existing conditions of service are not affected.

systems, door renewal where 1183 new security doors were fitted and the replacement of 218 new kitchens.

The Unit also completed £3.743 million of other work mainly involving improvements to primary schools as part of the **Estate Management Plan** approved in December 2004 but also including £150,000 of access improvements to public buildings in compliance with the **Disability Discrimination Act**.

The **Roads Contracts Unit** completed £0.455 million of roads capital works. This is 13.3% less than the original budget and is mainly due to a 18.2% increase in overall workload for the unit to £1.950 million. Arrangements to ensure better organisation and co-ordination of the capital works have been approved in the recent Best Value Review.



Efficiency & Effectiveness

The service completed four **Best Value Reviews** during the year to test how efficiently and effectively services are being delivered and what can be done to improve performance. The reviews covered :

Catering

£1,050 million is being invested in Sauchie Leisure Centre to create a **new central production kitchen** and bring major improvements to all of the Council's school dining facilities. This included funding from the Scottish Executive's "Hungry for Success" fund. The new facilities will be operational for August 2005. The proposals involved major

the first time since 1996 and will improve the nutritional value, choice and speed of the school meal service.

Cleaning

This Best Value Review was completed and approved in December 2004 and recommended service level agreements directly with each building operator. These proposals have been funded in the 05/06 budget and discussions are ongoing to bring the new agreements into place.

Roads Contracts

Work on the Roads Review was approved in March 2005. The improvement action plan will be taken forward in the 05/06 year.

elements of the arrangement were introduced in the 1998/99 financial year and have resulted in a reduction in charges to Housing in each of the subsequent years that currently total 12.42%. This represents a saving of over £0.5 million in the 2004/05 financial year. The service improvement and workload planning elements of the proposal have worked less effectively but the current Housing Service restructuring has identified specific client officers to take part in the arrangements to allow for future progress.

Waste Minimisation

Catering Services has reduced waste production by 51%. Cleaning Services are having active discussions with schools to reduce waste paper production. Recycling arrangements for timber, builder's rubble, cardboard and metal have been introduced by the Property Contracts Unit and waste production has been cut by 43%. Road arisings, where appropriate, are being recycled as part of a partnership arrangement with a local private company.

Health & Safety Compliance

A major review of current working practices in Health and Safety has been carried out during the year. This has resulted in new posts to ensure compliance with new legislation.

Asset Management

The main points of this review were the need to:

- support the role of the Corporate Asset Management & Planning Team (CAMPT) as the Council's principal means of managing property.
- formulate arrangements for public consultation.
- agree an Asset Management Plan (AMP) that ensures that the Council's building portfolio is capable of being maintained in a sustainable condition.
- co-ordinate the AMP with the budget process and incorporate it into Service Plans and objectives.

changes in working practices, developed with the help of staff, and have been introduced without any compulsory redundancies and an overall increase in job numbers. The changes give the Catering Unit a sound financial footing for

Property

As part of the 1998 Best Value Review of Housing and the Property Contract Unit, a Service Improvement Contract (SIMCO) agreement was signed and completed. The financial

Support Services

Cross Service Issues

We aim to provide high quality, effective and efficient services that meet the needs of local citizens. To achieve this we have focused on several issues that cut across the various functions of the service:

- Best Value – to ensure that we provide value for money services
- Charter Mark – to make sure our service delivery is focussed clearly on the citizensofClackmannanshire and meeting their needs

- Investors in People – to ensure we have effective arrangements for training and developing our staff which result in improved services
- Modernising Government – to use Information Technology such as the Internet to widen access to information and services

In 2004-2005 we completed a number of tasks and initiatives in all these areas.

Best Value

Rigorous reviews of several functions were completed, namely;-

- Refuse Services.
- Land Services.
- Cleaning Services.
- Roads & Transportation Services.
- Building Standards.
- Asset Management.

Did you know that the Service:

- Spends nearly £10 million on improvements, repairs & maintenance of houses and public buildings.
- Instructed over 4000 repairs to public buildings.
- Generated over £2 million in receipts from land sales.
- Served 410,000 school meals.
- Cleaned 75 buildings on a daily basis.
- Maintained 278 vehicles and items of small plant.
- Completed 34,400 repairs to Council Houses with 82% being within agreed timescales.
- Completed 871 road/street lighting repair projects.
- Dealt with 85 winter maintenance call outs.
- Extended the use of mechanical gritting to increase the area of footpaths cleared by 15%.

As a result of these reviews, each area has developed an action plan to implement various improvements.

If you are interested in finding out more about what these reviews found, and the improvements to services planned, extracts are available on the Council's web site at www.clacks.gov.uk, or telephone 01259 452536.

Charter Mark

This is the national standard for customer service for organisations delivering public services, involving an independent audit and evaluation against accepted best practice. As such it is an excellent tool kit for improving services. All services within Development & Environmental are being put through this assessment, and in 2004-2005 Development Services

was the first to be audited. This took place in February 2005, when the various parts of the Service (Planning, Building Standards, Roads & Transportation) underwent a rigorous evaluation lasting almost 4 days, and involving input from staff and members of the public. The resulting decision was that subject to some minor improvements, Charter Mark accreditation would be awarded. These improvements were carried out in March 2005, and the award has now been confirmed. The onus is now on the Service to maintain and indeed further improve on such high standards. Charter Mark assessors visit the Service again within the year, and the award only lasts for three years meaning that a further audit will take place in 2008. During 2006 Environmental Services will be subject to the same challenging evaluation.

Investors in People

Established in 1991, Investors in People helps organisations to improve performance and deliver better services through the management and development of their people. In

2004-2005 a new, revised set of processes and procedures were implemented, supported by extensive training for staff and line managers. All of our services will become subject to external scrutiny by Investors in

People Scotland, the body with responsibility for examining and then recognising those that are in line with best practice. The first of these audits will take place in 2005-2006.

If you are interested in finding out more about this scheme you can visit the Charter Mark web site at www.chartermark.gov.uk, or if you would like to find out more about the work the Service is doing in this area, telephone 01259 452536.



Modernising Government

The Service has tried to improve how people can get access to information and services, using new technology where appropriate. In 2004-05, the Service:

- Improved reception facilities within its main office of Lime Tree House through the installation of a plasma screen information service, advising visitors of the standards of service they should expect to receive, how to contact services and how to make a complaint; and
- Established an web-based facility where members of the public can view planning applications received. If interested, please visit www.ukplanning.com or the Council's web site. A full on-line service, enabling people to submit planning applications electronically at any time of the day, seven days a week, will build on this first stage and become available in 2005-2006.

The aim of these initiatives and tools is to improve performance and our delivery of services to the public. To gauge satisfaction with our services, we established a programme of customer surveys. The first of these were carried out in January 2005, focussing on

Roads, Development Quality and Building Standards. The feedback obtained indicated that:

- 74% of Building Standards users thought that the overall service was good/very good
- 79% of Development Quality users thought that the overall service was good/very good; and

of those that responded to the Roads survey:

- 42% thought that the standard of the road maintenance service is good/very good
- 65% thought that the standard of the street lighting service is good/very good
- 44% thought that the standard of the winter maintenance service is good/very good
- 27% thought that the standard of the pavement maintenance is poor/very poor

Where areas for improvement were identified by users and members of the public, the relevant Service Management Team are taking forward improvements.

Did you also know that of those surveyed:

- 73% are happy with our opening hours.
- 79% are happy with the methods available for the payment of fees or charge.

More surveys will be rolled out across the other D&E Services throughout the course of 2005/2006. The findings from these reviews will be published throughout the year in the local media and on our internet site.

- 61% are satisfied with the means open to them to access information about services.
- 57% are satisfied with the access they get to officers/professional staff.
- 70% are satisfied with the ability to access our services by telephone.

The Service is also very aware of the responsibilities it has to the wider community in Clackmannanshire and not just to deliver its statutory obligations and meet Council policies. With this in mind the Service has:

- provided transport for the local Tsunami appeal fund and provided surplus stock from our stores for the same cause.
- provided skillseeker placements
- provided free Roads service support to the Alloa Half-Marathon
- helped students with dissertation, course and career related issues, including 6th year school projects

- facilitated the use of Council owned countryside by local clubs for events such as the Gartmorn 6 (running event), and orienteering events at Gartmorn Dam and Woodland Park

- engaged volunteers to assist the Countryside Rangers
- provided work opportunities for Criminal Justice
- helped community groups to carry out environmental improvements such as free gloves and pickers, sacks, and free disposal of waste

Finally the key tasks and objectives for 2004/2005 were brought together in our Service Plan for the year. The table below summarises how we performed against 96 key tasks.

We completed or made good progress on 67% of them.

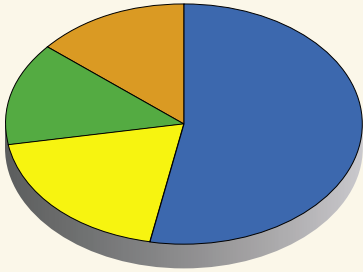
Where we did not make such good progress, these tasks have been carried forward into our 2005/06 Service Plan. For further information on our performance in 2004/05 telephone 01259 452023 for a copy of our report to the Council's Policy & Audit Committee. This report highlights particular achievements made in 2004/05, but also explains why we did not make progress on 33% of our key tasks and what remedial action we have planned to make sure they are achieved.

If you would like further information on any of the matters raised in this report, please contact the Strategy and Performance Manager for Development & Environmental Services on 01259 452657.

Objective	Total Key Tasks	Complete		Good Progress - On Track		Running Behind		Unlikely to complete	
		No. of Tasks	%	No. of Tasks	%	No. of Tasks	%	No. of Tasks	%
Management Unit	16	11	69%	5	31%	0	0%	0	0%
Development Services	39	20	51%	0	0%	18	46%	1	3%
Environmental Services	23	8	35%	5	22%	8	35%	2	8%
Property Services	18	10	56%	5	28%	2	11%	1	6%
TOTAL	96	49	51%	15	16%	28	29%	4	4%

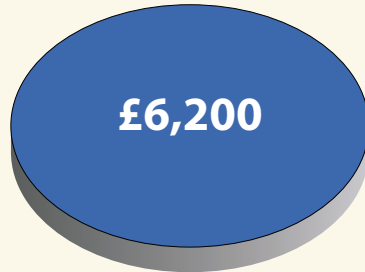
How The Money Was Spent

Transport



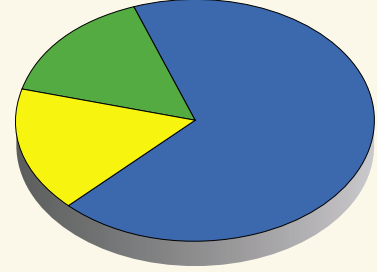
- £3,381,573 ■ New Rail Link
- £1,221,471 ■ Tullibody Bypass
- £874,630 ■ Road & Footpath Improvements
- £874,084 ■ Other Transport

Business



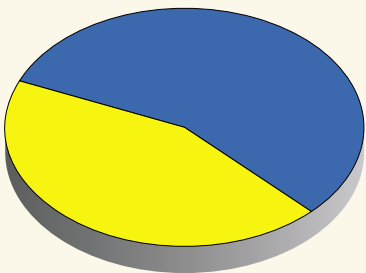
£6,200

Miscellaneous



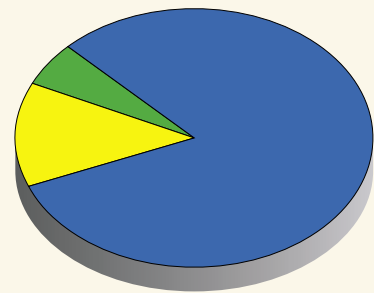
- Other Miscellaneous
- Roads Contracts
- Property Contracts

Heritage



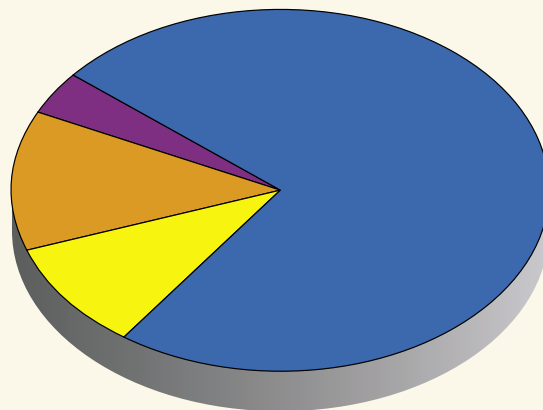
- £185,991 ■ Other Alloa Heritage
- £145,894 ■ Old Parish Church

Environment



- £681,097 ■ Black Devon Landfill Site
- £110,101 ■ Contaminated Land
- £45,783 ■ Other Environment

All Services



- £6,351,761 ■ Transport
- £836,982 ■ Environment
- £6,200 ■ Business
- £1,060,693 ■ Miscellaneous
- £331,884 ■ Heritage

Contacts

Clackmannanshire Council

Waste management & recycling	0500 545 540
Environmental Health	0500 545 540
Biodiversity	01259 450000
Sustainable development	01259 450000
Contact Centre	01259 450000

Scottish Environment Protection Agency (SEPA)

Corporate Office	01786 457700
Pollution Hotline	0800 80 70 60
Floodline	0845 988 1188

Alloa Community Enterprises

Recycling	01259 215090
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Scottish Water

Customer Service	0845 601 8855
Emergency Information	0845 600 8855

Dumb dumpers

Illegal dumping helpline	0845 230 4090
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Friends of the Earth(Scotland)

0131 554 9977



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COUNCIL

www.clacksweb.org.uk