



**Clackmannanshire
Council**

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

Enterprise and Environment Committee

Thursday 5 June 2014 at 10.00 am

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

ENTERPRISE AND ENVIRONMENT COMMITTEE

To determine policies for the promotion of regeneration and enterprise in Clackmannanshire within the strategic policy framework approved by the Council in relation to the following:

- roads and transportation
- regulatory services
- development planning
- facilities management
- economic development

To develop strategies, plans and projects in those areas and work with officers and partners to implement them.

With the exception of those matters reserved to Council or delegated to a Committee or an officer, the functions, powers and duties of the Council as planning authority including the preparation of a Development Plan

To set standards for service delivery.

To secure best value in the provision of services.

To consider valid petitions submitted which relate to the areas covered by the Committee

To monitor performance in the delivery of services including consideration of:

- quarterly service performance reports
- inspection or other similar reports
- financial performance

To keep under review the impact of the Committee's policies on Clackmannanshire

To hear representations on petitions which have been accepted by the Director of Finance and Corporate Services as valid in accordance with the council policy and criteria. The Committee shall report on every petition in respect of which it has heard representations to Council with its recommendations on how the petition should be disposed of, which may include a recommendation that no action be taken.

28 May 2014

A MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 5 JUNE 2014 at 10.00 am.

Signed: N Bridle

NIKKI BRIDLE
Director of Finance and Corporate Services

B U S I N E S S

	Page No
1. Award of Certificate - CoSLA Excellence Awards 2014 - Bronze Award for Service Innovation and Improvement presented to Clackmannanshire Council for their project, 'Contaminated Land - Resource Sharing Group (RSG)'. --	--
2. Apologies --	--
3. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Officer. --	--
4. Confirm Minutes of Meeting held on 27 March 2014 (Copy herewith)	07
5. Facilities Management Annual Report 2013-14 - report by the Director of Services to Communities (Copy herewith)	09
6. Development and Environment Services: Business Plan 2014/15- report by the Senior Service Manager, Community and Regulatory Services (Copy herewith)	43
7. Community and Regulatory Services: Annual Report 2013-14 - report by the Senior Service Manager, Community and Regulatory Services (Copy herewith)	71
8. Environmental Projects and Partnership Working Update - report by the Development Manager (Copy herewith)	111

ENTERPRISE AND ENVIRONMENT COMMITTEE – MEMBERS

Councillors

Wards

Councillor	Donald Balsillie	(Convenor)	2	Clackmannanshire North	SNP
Councillor	Irene Hamilton	(Vice Convenor)	5	Clackmannanshire East	SNP
Councillor	Gary Womersley	(Ex officio; non-voting)	3	Clackmannanshire Central	SNP
Councillor	Les Sharp		1	Clackmannanshire West	SNP
Councillor	Derek Stewart		3	Clackmannanshire Central	LAB
Councillor	Graham Watt		3	Clackmannanshire Central	LAB
Councillor	Kenneth Earle		4	Clackmannanshire South	LAB
Councillor	Ellen Forson		4	Clackmannanshire South	SNP
Councillor	Alastair Campbell		5	Clackmannanshire East	CONS

Co-opted Members

Mr Mike Mulraney	Representing Clackmannanshire Business
Mr Malcolm McArdle	Representing Clackmannanshire Business
Mr Robert Marshall	Representing Clackmannanshire Business
Mr Graham Struthers	Representing the Federation of Small Businesses



MINUTES OF MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE held within the Council Chamber, Greenfield, ALLOA, FK10 2AD, on THURSDAY 27 MARCH 2014 at 10.00 am.

PRESENT

Councillor Donald Balsillie, Convenor (In the Chair)
Councillor Alastair Campbell
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Les Sharp
Councillor Derek Stewart
Councillor Graham Watt
Councillor Gary Womersley (S)

Mr Robert Marshall, Co-opted Representative
Mr Mike Mulraney, Co-opted Representative (items 4 and 5)

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Ian Fraser, Strategic Policy Manager
Julie Hamilton, Development Services Manager
Mac West, Senior Service Manager, Community and Regulatory Service
Andrew Wyse, Solicitor, Clerk to the Committee

EEC.71 APOLOGIES

Apologies for absence were received from Councillor Irene Hamilton and Mr Graham Struthers (Co-opted Representative).

Councillor Gary Womersley attended as substitute for Councillor Hamilton and was not present in his capacity as a non-voting ex-officio member. As a substitute member, Councillor Womersley was eligible to take part in any vote.

EEC.72 DECLARATION OF INTERESTS

None

EEC.73 MINUTES OF MEETING: 30 JANUARY 2014

The minutes of the meeting of the Enterprise and Environment Committee held on Thursday 30 January 2014 were submitted for approval.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

Decision/

Decision

The minutes of the meeting of the Enterprise and Environment Committee held on Thursday 30 January 2014 were agreed as a correct record of proceedings and signed by the Convenor.

EEC.74 COMMUNITY AND REGULATORY PERFORMANCE AND FINANCE REPORT

A report which updated the Committee on the performance and finance position for the Community and Regulatory Service for the 3rd Quarter 2013/14 was submitted by the Senior Service Manager, Community and Regulatory Service. The report highlighted key service activity, achievements, opportunities and challenges facing the service.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Les Sharp

Decision

Having commented and challenged as appropriate, the Committee agreed to note the information set out in the report.

EEC.75 ECONOMIC DEVELOPMENT UPDATE

A follow-up report on 'Council Support for Economic Development in Clackmannanshire' considered by the Committee at its meeting on 7 November 2014 was submitted by the Senior Service Manager, Community and Regulatory Service. The follow-up report focused on advising members of key achievements to date, summarising the range of work and priorities being undertaken by the Business Jobs and Skills Partnership Team and highlighted the key issues for the delivery of Council economic development activities in 2014/15.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

Decision

Having commented on and challenged the report, the Committee agreed to note progress and developments with economic development.

Ends 10.35 am

Report to Enterprise & Environment Committee

Date of Meeting: 5 June 2014

Subject: Facilities Management Annual Report 2013/14

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The attached report updates Committee on performance for Facilities Management during the year 2013/14. Performance reported relates to the services' Business Plan for the same period.
- 1.2. In addition, the report highlights key service activities, achievements, opportunities and challenges.

2.0 Recommendations

- 2.1. It is recommended that Committee notes the report, while commenting on and challenging the performance as appropriate.

3.0 Environment

Waste

- 3.1. The mandatory introduction of household food waste collections resulted in the diversion of more than 1,500 tonnes of food waste from landfill in its first year.
- 3.2. Total waste managed remained almost static at 26,800 tonnes per annum, however the recycling rate has increased slightly from 58.9% to a provisional 60%, subject to verification by SEPA.

Streetcare

- 3.3. The indicator of street cleanliness reported by the LEAMS system improved by 3 index points from 73 in 2012/13 to 76 in 2013/14.
- 3.4. The system of street cleanliness reporting will be replaced in 2014/15 with a new measure of the percentage of streets achieving cleanliness standard Grade A, B or B+.

Fleet

- 3.5. Fleet use reports an increase of around 100,000 miles in the year, rising to approximately 1.5 million miles.
- 3.6. There are four electric vans in the fleet which are on track to cover a total of 15,500 miles per annum saving 1,800 litres of fuel. Two of the four electric vehicles are in shared pool car use at Kilncraigs.

Lands

- 3.7. The development of the draft Lands Asset Management Plan brought together our managed land assets under a single management regime to plan maintenance and service priorities in a coordinated and cost effective way.
- 3.8. The Woodland Burial Site at Alva is at an advanced stage of preparation and is due to become available for woodland burials in the third quarter of 2014/15.

4.0 Assets/Soft FM

4.1. Capital Projects

In the last financial year the Project Management Team have been involved in 34 projects, totalling over £25 million of capital expenditure to improve the condition of housing, schools, and council buildings. The most notable of these projects were the Council Housing New Build Projects, Redwell Primary School, Speirs, Kilncraigs and the development of the Town and Village Centres Initiative which is ongoing in Sauchie.

The undernoted items highlight some of the key points for Committee's attention :

4.1.1. *Housing*

The main Bowmar CESP works are now complete and contract efficiency savings have been delivered totalling £183k. Work commenced on the Hallpark site in August 2013, the expected completion date is June 2014.

4.1.2. *Schools*

Redwell Primary School : Works commenced on site in July 2013 progressing on schedule for the new term in August 2014. Major roof replacement works at Alva, Abercromby, Clackmannan and St Serfs were completed during 2013.

4.1.3. *Town and Village Centre Initiative*

The first phase of this initiative was the Sauchie Main Street Improvement which started on site in November 2013 and these works are progressing on schedule.

Contract Monitoring

- 4.1.4. PPP - The vigilant scrutiny of the contract and the tracking of performance Standards was recognised as good practice by an Internal Audit recently undertaken.

- 4.1.5. Hub contracts for Redwell, Hallpark and Speirs continue to deliver value for money and local employment opportunities.

Estates

4.1.6. **Rates**

The appeals process for rates is now nearly exhausted with significant savings being achieved.

4.1.7. **Sales**

19 Bank Street has been sold to a local legal practice and a proportion of the former "Tullis Site" in Tullibody has been sold to Kingdom Housing Association for new build homes.

Catering

- 4.1.8. Meals - There has been increased provision of school meals across secondary schools, primary schools and meals on wheels. Following a successful 'Milk Promotion' which helped improve the consumption of milk by some 15%.

- 4.1.9. The Class Cuisine team received a commendation for their excellent customer service at the Staff Awards ceremony, the team have been nominated as finalists in the APSE awards for the last three years. The team consistently receive ratings of over 90% satisfied or very satisfied from customers.

Soft FM

- 4.1.10. The FM Incident team were commended for their work at the Staff Awards ceremony.

- 4.1.11. Leisure provided a full holiday programme at Lornshill during the school holidays which proved very successful.

5.0 Maintenance

Schools

- 5.1. In 2013/2014 there was increased investment in the school upgrading programme, with classrooms being refurbished and lighting upgraded to energy efficient units. Photo voltaic panels were installed in various Council buildings and schools.

Utility Management

- 5.2. Gas consumption has reduced overall in Council buildings and schools but electricity and water usage has increased. Electricity increase is due to higher demand whilst the increase in water usage occurred due to several major bursts in the water main serving the Westhaugh travelling peoples site, Craighbank Primary School, Muckhart Primary School and Sunnyside Cemetery.

Housing Repairs

- 5.3. The Repairs by Appointment system went live in January 2014 and will continue to be rolled out to the full Response Service in 2014/15.

The Repairs service continued to deliver at the same high level with PCU also completing significant Capital Projects to the value of £2m.

Housing Investment

- 5.4. An £8m capital investment programme was successfully completed in the year 2013/14, contributing to Clackmannan Council achieving 96% SHQS compliance which the Housing Regulator confirmed as currently the highest in Scotland.

Awards

- 5.5. FM Maintenance reached the Final of the APSE Performance Networks Awards in Best Performer and Most Improved for Building Maintenance. They were awarded the Excellence in Training Standards Award for craft apprentices with 2 Apprentices reaching the final of the Apprentice of the Year awards.

6.0 Resource Implications

6.1. Financial Details

- 6.2. There are no new financial implications arising from the report.

Yes

6.3. Staffing

There are no additional staffing implications associated with this report.

7.0 Exempt Reports

- 7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

8.0 Declarations

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

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

The area has a positive image and attracts people and businesses	<input checked="" type="checkbox"/>
Our communities are more cohesive and inclusive	<input checked="" type="checkbox"/>
People are better skilled, trained and ready for learning and employment	<input type="checkbox"/>
Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>

- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

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

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

Appendix 1 - The Annual Review Report 2013/14 and Covalent Performance Report

12.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Graeme Cunningham	Environment Manager	Ext : 2548
Eileen Turnbull	Asset Manager	Ext : 2460
Willie McLaughlin	Service Manager	Ext : 6925

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	Signed: G Dallas
Nikki Bridle	Director of Finance & Corporate Services	Signed: N Bridle

Facilities Management

Annual Review Report 2013-14



May 2014

1 INTRODUCTION & OVERVIEW

The past year has been challenging for Facilities Management particularly with the retirement of the Service Manager Soft FM and the departure of the Head of Service.

In common with services across the Council there has been a focus on budgets and savings. All agreed savings were delivered during the course of the year. Preliminary work has been done on identifying statutory and discretionary functions and this will be taken forward in the coming year.

Long term partnership working with adjoining local authorities and the NHS has continued on a wide range of services. Most recently we have worked with the Scottish Futures Trust, Midlothian, West Dunbartonshire and Renfrewshire on modelling New Ways of Working and preparing metrics for space planning.

2 HIGHLIGHTS OF THE YEAR

In the year services have delivered the following highlights beyond normal business operations:

Environment

Waste

Waste Services completed the roll-out of food waste collections and source separated recycling services to commercial waste customers in-line with the changes demanded by the Waste (Scotland) Regulations 2012.

Food waste recycling has proven to be successful with good uptake by householders. Over 1,500 tonnes of food waste was collected and recycled during the year.

The number of waste and recycling household collections increased from 2.1m to over 4m.

Recycling rate is anticipated to increase from 58.9% to 60%, subject to SEPA verification.

The quantity of household waste landfilled reduced by 1,800 tonnes to 7,587 tonnes.

The Street Cleansing indicator of cleanliness increased by 3 index points to 76.

The burials service provided 265 burials, an increase of 10% on the previous year

Maintenance

Repairs by Appointment System/Mobile Working

The repairs by appointment system went live January 2014 with Council House Tenants being offered appointments for response repairs. Phased roll out to continue 2014/15. All Craft Operatives now have mobile devices to access works instructions which will be sent electronically.

Housing Investment

The Housing Investment Team successfully implemented an £8 million Capital Programme including 1177 new Bathrooms installed, 417 Central Heating Systems replaced and 74 Social Work Adaptations completed.

The First Air Source Heating System was fitted in Forestmill and a Retrofit Project in Menteith Court, Alloa piloted the fitting of Photo Voltaic and Solar Thermal Panels to roofs.

* Grant Funds of £1.4 million were sourced for Energy Efficient work.

An excellent report from the Housing Regulator was received following a visit on 29 March 2014, confirming 96% SHQS compliant was the highest in Scotland.

Assets

In the last financial year the Project Management Team have been involved in 34 projects, totalling £14 million of capital expenditure to improve the condition of housing, schools, and council buildings.

The most notable of these projects being the Council Housing New Build Projects, Redwell Primary School, Speirs and the development of the Town and Village Centres Initiative which is ongoing in Sauchie.

APSE and Growing in Excellence Awards

FM Maintenance: Finalist in Best Performer category for Building Maintenance
 Finalist in Most Improved category for Building Maintenance
 Excellence in Training Standards for 1st & 3rd Year Craft Apprentices
 Two Apprentices reached the final of the Apprentice of the Year Awards.

FM Catering Finalist in Best Performer category for School Meals
 Finalist in Most Improved category for School Meals

FM Incident Management Team Finalist in the Clackmannanshire Staff Awards

3 FINANCIAL PERFORMANCE

The legal fees for the damages claim are not Asset Management.

Service	Annual Budget 2013/14 £000s	Projected Outturn to 31/03/14 £000s	Variance Outturn v Budget £000s	Major variances
Assets/Soft FM	11308	11729	421	
Asset Management	140	363	223	Legal fees in respect of a damages claim £104k, additional staffing costs to process Kilncraigs moves and property sales £55k, shortfall in fees arising from an increase in non-chargeable projects £37k, additional Professional Fees in respect of Rates RV review £35k

Catering Contract	840	824	-16	Purchase of reusable meals' containers for CPU £48k (thereby reducing disposable container costs), expected change of MoW weekend service saving not achievable in year £24k, vacancy savings (£30k), increased income (£33k), savings in food costs (£13k)
Cleaning Contracts	964	986	24	Additional costs of Superannuation Opt-in £24k
Janitors	356	385	29	Savings not achieved in year due to reduced pace of establishment change (now expected in 2014/15) £22k
Schools PPP	7423	7423	0	
Leisure Services	980	1171	190	Reduction in income due to delay in implementing price increases, reduction in user numbers and reviewing overall income streams £160k, single status enhancements £23k
Management Unit	502	491	-12	Salary saving in HoS post (£15k)
Public Conveniences	75	64	-10	Small reduction in salary costs (£9k)
Security	28	22	-7	Small reduction in salary costs (£9k), Superannuation Opt-in £2k

Environment	6692	6150	-542	
Fleet Services	1484	1493	9	Employee savings (flexible retirement, reduced overtime & vacancy management) (£25k), Superannuation opt-in £15k, Increase in vehicle insurance £10k, External income not achieved £6k
Land Services & Burial Grounds	1197	1157	-40	Increased Lair sales (£16k), underspend/transfer of Streetscape costs (£42k), additional works for disability access £9k, electrical works at Kelliebank £7k
Streetcare	647	579	-68	Vacancy management (£59k), reduction in cost of external maintenance of sweepers (£14k), Superannuation Opt-in £10k
Waste Management	3364	2921	-443	Reduction in landfill tonnage (£183k), vacancy management (£143k), reduction in short term hires (£30k), rescheduling of Kerbside Awareness programme (£38k), Zero Waste Strategy implementation (£64k), recycling disposal savings (£51k), reduction in income due to change in client behaviour and increased commercial competition £82k

Maintenance	6482	6137	-345	
Property Maintenance	563	541	-22	Vacancy management (£21k)
Property Costs	5919	5596	-323	Reduction in RVs (£230k), Utility savings (£260k), increase in reactive/emergency repairs £150k

PCU	-952	-1179	-227	Net increases in employment costs (£461k) and of Direct Materials (£594k) were offset by an increase in income of £1,327k. A small movement in Computer Costs (£13k saving) and an increase in Third Party Payments (£58k) account for the balance.
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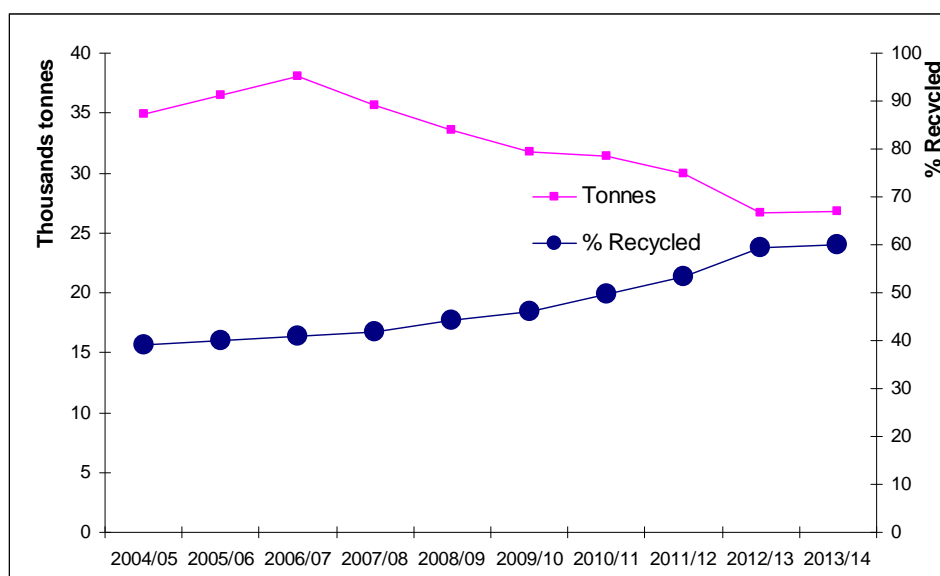
4 PERFORMANCE

4.1 Service activity - Key Issues

Environment

Waste

Total waste managed has remained almost static at 26,800 tonnes per annum, although the recycling rate has increased slightly from 58.9% to 60% subject to verification. The relative movement over a 10 year period is shown in the graph below;



Additional recycling of 1,500 tonnes of food waste has been mostly offset by the temporary closure of the Avondale Environmental [MRF] materials recycling facility at Polmont which was processing green bin waste to remove remaining recyclable materials.

The number of customer contacts recorded as complaints was greater than the previous year peaking in April/May following the launch of food waste collection. The number of waste collection complaints was 1,332, an increase of 721 the previous year's total of 611. This was anticipated as a result of the major change to collection services and the introduction of a new service. The number of collection complaints has now returned to the previous low level.

The future success of recycling services will be heavily dependant upon increasing householder participation with services and increasing the capture rate of the materials targeted as recyclable.

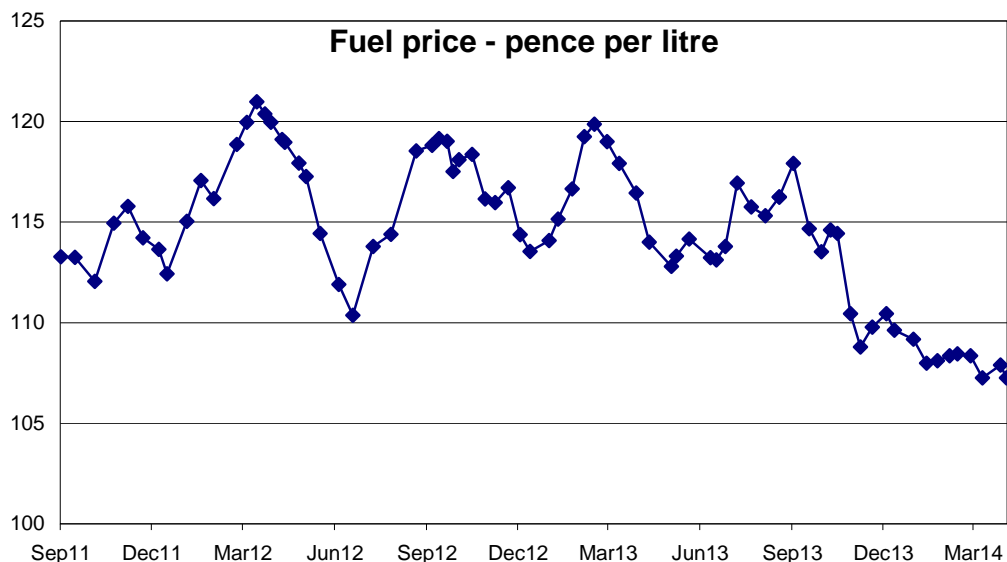
Regulatory compliance has been a strength with the completion of the Black Devon landfill gas management and flare system. The landfill gas management system will cut the emission of landfill methane by the equivalent of 27,882 tonnes of CO₂ equivalent over it's projected 20 year life.

Both Black Devon landfill and Forthbank Household Waste Recycling Centre achieved an excellence standard in SEPA's annual regulatory risk and compliance inspections.

Street cleansing performance reported by the LEAMS system increased by 3 index points from 73 in 2012/13 to 76 to 2013/14.

Fleet

Fuel prices have reduced slightly over year falling below 110 pence per litre. Fuel used has shown an overall increase of 45,000 litres reflecting the greater distance travelled by service users. Fuel price volatility is shown in the graph below.

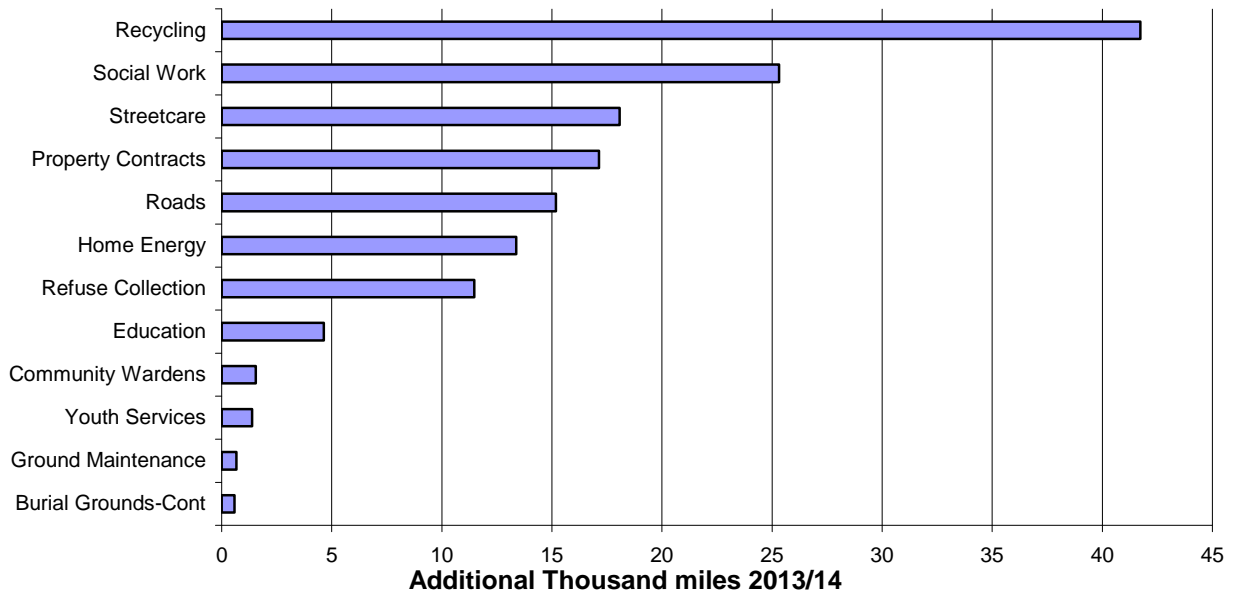


Funding provided by the Energy Saving Trust subsidised the cost of Fuel Efficient Driver training and allowed fuel efficient driver training to be extended to all Council fleet users.

Two of our four electric vehicles have been brought into shared pool car use at Kilncraigs. The four electric vehicles in the fleet are on track to cover a total of 15,500 miles per annum saving 1,800 litres of fuel at an annual cost of £2,050.

Fuel shortage contingency measures were refreshed with the Forth Valley Resilience Partnership when the possibility of a tanker driver industrial dispute was raised October.

Fleet users travelled approximately 1.5 million miles, an increase of around 100,000 miles in the year. The main contributing services to increased travel are shown in the chart below:



Lands

The development of the draft Lands Asset Management Plan has, for the first time, provided an opportunity to bring together our managed land assets and consider to most appropriate management regime and set priorities in a challenging financial environment.

Favourable weather in comparison the an extremely wet 2012/13 season allowed unhindered completion of scheduled open space maintenance.

The Woodland Burial Site at Alva is at an advanced stage of preparation and is due to become available for woodland burials in the third quarter of 2013/14. The burials service provided 265 burials, an increase of 10% on the previous year 2012/13.

The Streetscape initiative created three temporary posts as capital improvement works were carried out over the winter months.

Approximately 600 gardens were maintained under he Garden Aid scheme

Asset Management/Soft FM

Assets : Capital Projects

School Estate - In the year there was saw a continuation of increased investment of £750,000 in the primary school estate. As part of this programme the continuation of the third year of a five year rolling programme of upgrades to acoustics and lighting was implemented along with upgrades to toilets and heating systems. The ongoing programme of upgrade work at Park Primary School is due for completion next year. The Ground for Learning, Playground Improvement Programme and Natural Play projects contributed to significantly enhancing the external environments across the primary and nursery estate. FM worked closely with staff at St John's and Claremont and Ground for Learning to ensure that the maximum educational benefit was derived from the Redwell Construction Project. This is the sixth year of an eight year programme by which time all schools will have worked with

Grounds for Learning to achieve the maximum use of their external 'classrooms'. A Case Study is shortly to be made to the Scottish Government on the Curricular and Community Benefits attained at Redwell. The Natural Play project at St Bernadette's and Park was possible due to additional funding secured by a combined bid with Land Services and Grounds for Learning. The Estates team assisted the Tullibody Healthy Living Initiative in securing funding to provide a Community Garden on the grounds of St Bernadette's Primary School, the long lease of a section of the grounds ensures the area will be accessible by the school as well as the local community.

Installation of Photo Voltaic panels to various Council buildings and Schools was completed with an investment of £400,000.

A significant investment (over £1.2 million) to replace the roofs in four of our schools : Abercromby, Alva, Clackmannan and St Serf's Primary Schools was undertaken this year.

Town and Village Centre Initiative - In 2013, Council Officers within the Facilities Management Asset Team prepared proposals for the pilot scheme in Sauchie Main Street. Officers looked at ways to maximise the existing Village and Small Towns budget to take advantage of additional funding opportunities, working closely with Council Officers across services to co-ordinate investment. The Officers carried out an options appraisal of the Main Street looking at design, building fabric condition and public realm, with the aim of reinvigorating the town centre. The options appraisal technique, was fundamental in creating, analysing and setting development objectives that delivered value for money solutions, which improve accessibility/safety and achieve environmental improvement.

OLP - Ongoing support for the project co-ordination of the Ochil Landscape Partnership projects has ensured that all 22 OLP projects have started. Four of these have been completed.

Kilncraigs - The Kilncraigs project was substantially completed this year and the successful move programme resulted in over 600 staff being transferred to their new base. The final stage of the programme is due to be complete in June this year.

Speirs Centre - The Speirs Centre work commenced and the new library area is due to open later this year.

Kelliebank - The team have supported staff at Kelliebank with the refurbishment of the Kelliebank depot.

Housing - The Council Housing New Build Programme, continues to progress with the new Hallpark Assessment Centre (26 units) and Tillicoultry Library (3 Units) conversion due for completion this year. Development work at the Fairfield School site has been initiated.

Estates

Housing - It has been a busy and productive year for the Estates Team with a great deal of focus on providing assistance to Housing in devising appropriate mechanisms for the acquisition of "off the shelf" purchases. This included the withdrawal of Fairfield School from the marketplace and obtaining Scottish

Government approval to transfer the site to HRA to be used for a social rented housing development.

Leases - The lease of Drummond House in Stirling has now been terminated and agreement reached over dilapidation payments. This removes a considerable burden in rental payments from the Council budgets. The previously vacant Marcelle House in Marshall is now operating at full capacity in conjunction with the "Makers Village" and has proven to be a popular venue with local artists. Glentana Mill has seen the expansion of Scotcrest who are now in a position to increase production and investment in Clackmannanshire. Two charities; "Open Secret" and 'Crossroads' have been relocated to Bank Street.

Sales - Grazings at Fishcross are in the process of being sold while 19 Bank Street has been acquired by a local legal practice. A proportion of the former "Tullis Site" in Tullibody has been sold to Kingdom Housing Association for new build homes.

Rating -The appeals process is now nearly exhausted with significant savings being achieved. The process will continue anew as the office and schools programmes create vacant buildings and related development opportunities.

Annual Asset Review - The review process has seen Estates working ever more closely with Finance to provide an accurate picture of Asset Recording under new guidelines.

Contract Monitoring

PPP - The difficulties in the PPP contract have resulted in one unsuccessful dispute involving a debate regarding a Construction Variation for Uninterrupted Power Supplies. The overall Performance Standards have begun to show signs of improving and the vigilant scrutiny was recognised as good practice by the Internal Audit recently undertaken. Savings on Insurance and Performance Deductions have been achieved. Monitoring of the FM Service provider has been enhanced following periodic briefings given to the Head Teachers and Leisure Services staff. The advantages to the Council of staff taking responsibility for reporting service failures to the Helpdesk rather than to Janitors (Amey) is now better understood and appreciated. This results in a better all round environment within the schools as failures are addressed more timeously. Protocols have been agreed with the schools, Leisure Services and the Council's Maintenance Team in relation to the upkeep of Authority owned equipment (technical department, P.E. equipment etc). This has resulted in a better understanding of responsibilities and lines of communication relating to existing maintenance contracts which has in turn removed any unnecessary conflict between the contractors and staff. All construction stage variation disputes have now been settled.

There has been a number of concerns raised regarding the proposed Lornshill floodlights variation. A full report will be submitted to Committee by the end of August 2014 regarding the options available to the Council.

Hub - The three substantive Hub projects have demonstrated value for money, Redwell is on target to complete on time with slight delays in Hallpark and the Speirs Centre delivery dates.

The significant bulk of the work undertaken by this team is the procurement of all Capital Works and support provided to the Housing Investment team as outlined below:

Housing - Contracts Procured : Central heating, Electrical Rewiring, Electrical Testing, Door Entries, Roof & Render works, Work to Newly Purchased Houses, One off contracts for Rot Treatment works, Fire Damaged Houses & Retaining Walls.

General Services - Contracts Procured : EPC assessments, Repairs in Cemeteries, Office Move, various contracts for the Extension to Kelliebank, Alva Autism Unit, finalisation of FM contract for M & E in public buildings, New Housing Tillicoultry Library, Demolition Fairfield & Tillicoultry Community Centre, Demolition Hallpark, Alterations Bank Street, Alterations to The Orchard, various consultancy contracts, completion of PV panel installation.

Active Contracts : PV Panels completed School Roofs Main Street, Sauchie Repairs in Cemeteries

Procurement - General : Involvement in Audit of Procurement, Involvement in Procurement Matters Group, Updating processes for evolving Procurement Legislation, Involvement with Economic Development to maximise Community Benefits in our contracts.

Assets

Data : The control and access to information clean up via databases and spreadsheets continues with significant progress on the information held in conjunction with the Property Maintenance Team.

Soft Fm

Following the retiral of the Service Manager for Soft FM and subsequent departure of the Head of Service for Facilities Management the management of Soft FM was transferred to Assets in February this year.

Catering

Primary Schools : Primary school meals are up by 4.5 % on last years figures (16,720 additional meals served) with the free meals uptake going from 80.9% to 85.45%. Paid meals rose very slightly by 0.5%. We have seen a few exciting things this year in the primary schools including the "Milk Promotion" which not only increased the consumption of milk by 15%, it also gave the children from Clackmannanshire Primary schools the opportunity of winning over £7,500 worth of prizes. The main prize of a trip to the zoo was won by Deerpark P.S and although initially it was thought that only 50 children would be able to go, with the help of the main sponsor and by using some of the money from rebates gained from good negotiation with other suppliers we are now in the position to send the whole school to the zoo on Tuesday 10th June.

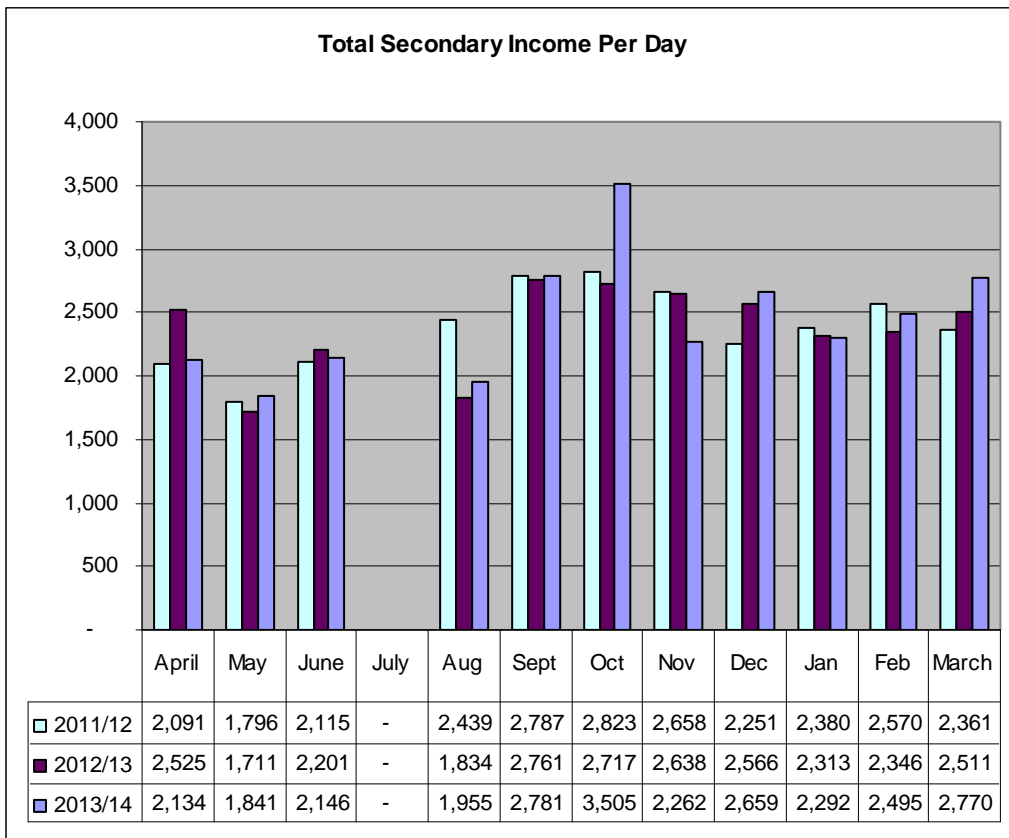
Class Cuisine (CC) have played a major role in helping Menstrie primary with their Health Week which was linked in with the Commonwealth theme and this allowed the children to take part in tasting foods from countries such as India, St Kitts, Australia (bbq day) and of course Scotland.

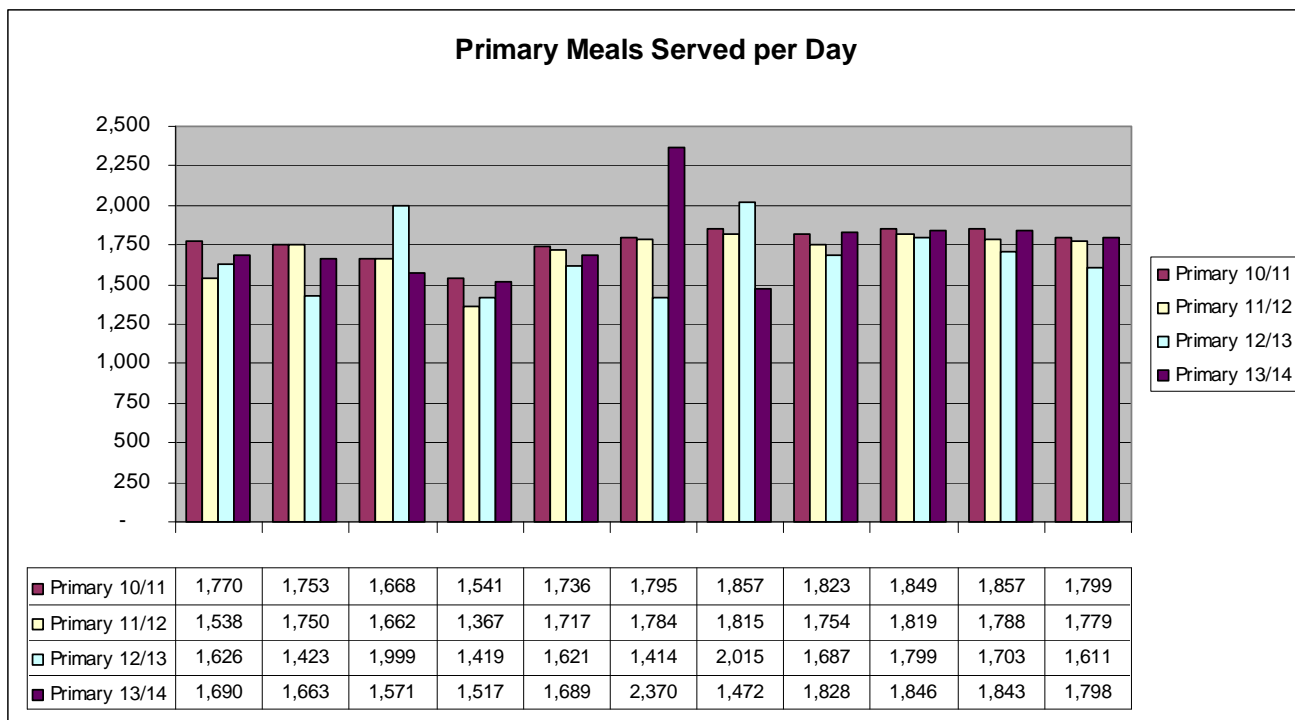
CC new menu structure and design was launched, in August last year, and has proved to be a success giving the children a more varied diet with new things on the menu but still keeping all the nutritional content in line with the Scottish Government Nutrition Act. The theme days such as Christmas lunch, Summer time Party, etc all proved very popular with the pupils and the educational staff .

High Schools : The income in the high schools has gone up this year by 4.5% (£20,826).

The high schools have worked well this year and to encourage growth CC have implemented new meal deals. CC have also reduced the prices on certain items such as home made soups, salads main meals etc to try and help the diets of our high school pupils. Staff from CC worked alongside the senior staff in Alloa Academy and implemented Loyalty Cards, Grab and Go, Prize Draws and new menu's. However, the main area of concern is the free meal uptake in the high schools which has fallen by almost 10% from last year.

Meals on wheels numbers have continued to increase.





Cleaning

Due to the rationalisation of facilities both within the Council and with external agencies, cleaning staff have been moved to different locations and had hours changed to suit the needs of the service. Long term absence has been the biggest challenge as the majority of staff are now on term time contracts and this has resulted in them being unable to work additional hours due to having second jobs or receiving tax credits. Relief staff have a high turnover due to being on zero hours contracts.

Investment has been made in replacing a lot of the equipment and all materials are now purchased and held centrally which has improved the delivery of the service.

Cleaning staff have received training in COSHH and Clinical Waste. All COSHH assessments have been updated to reflect the new products

Janitorial/ Security

The Head Caretaker post at Kilncraigs has been filled and is due to start in the next few weeks. Greenfield House and Lime Tree house currently have a Caretaker/Cleaner on reduced hours that will continue until all staff have moved into Kilncraigs

The School Janitor job profile is being reviewed and the service is working closely with property maintenance to ensure all school properties are compliant for fire management. Janitors now have an active role in the daily fire management of schools with log books compiled and daily checks completed.

Leisure

Footfall numbers continued to reduce, particularly within civic halls and multi purpose and community centres. This has been due to the loss of a number of long term commercial lets who have either ceased trading or found

alternative accommodation. The continued reduction in the number of classes offered from Council Services is reflected in the reduced footfall. However the following facilities are the exceptions to this trend :

Lornshill Academy, Alva Academy, Alloa Leisure Bowl (ALB) and Firpark Ski Centre saw an increase in users ranging from 9.4% -12.9%.

Lornshill hosted the Scottish Athletics Cross country championships with over 700 runners participating and it is hoped this will become an annual event, Firpark hosted the Scottish Schools Championship in conjunction with Snowsport Scotland and this has now become an annual event.

The dry side at ALB has been particularly successful, offering early morning and later evening sessions with spin and keep fit classes proving extremely popular.

Alloa Town Hall saw an increase in the number of wedding bookings and private lets. This was due to the direct marketing campaign undertaken however these lets continue to be subsidised with the current pricing policy.

Leisure provided a full holiday programme at Lornshill during the school holidays which proved successful. Again the success was due to the direct marketing campaign.

Progress has been made following the take-over of the management of the Delta computerised booking system. The system has the capability to produce the required reports, on-line bookings and also can be linked to the National Entitlement Card and Young Scot Card. However upgrades are still required to be fully compatible with our IT system and an upgrade of equipment is required.

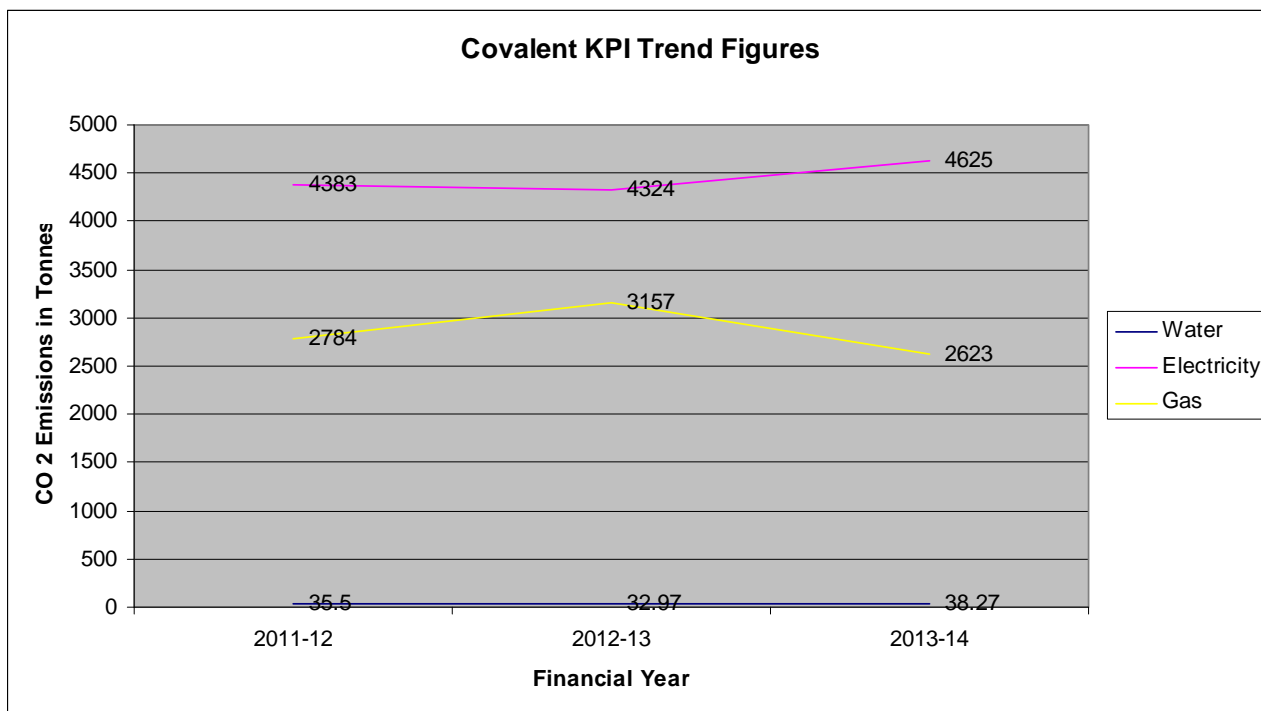
Maintenance

Schools Improvement Programme

In the year the Schools saw a continuation of increased investment. A programme of upgrading work to comply with Fire Officer recommendations was instigated. Continuation of the programme to refurbish classrooms and upgrade the lighting to energy efficient units. Installation of Photo Voltaic panels to various Council buildings and Schools

Utility Management

The Councils use of utilities is being managed and reduced where possible Gas consumption has reduced but Electricity and Water usage has increased. Electricity increase is due to higher demand whilst the increase in water usage occurred due to several major bursts in the water main serving the Westhaugh Travelling Peoples site, Craigbank Primary School, Muckhart Primary School and Sunnyside Cemetery.



Repairs

The Repairs Service delivered at the same high level as in previous years, with performance meeting targets in most areas. There was an increase in Repair Work both in Council Houses and Public Buildings and PCU also carried out significant Capital Work to the value of £2m.

Including

Kitchen, Bathroom and Door Replacements to Council Houses
School and major Office refurbishments

These Capital Works have resulted in increased Employment for Craft Operatives.

Housing Investment

Prioritised grant opportunities to take advantage of one off incentives. A number of planned Procurement/Contracts are now in place for a 4 year term, realising value for money as Contractors pricing remains very competitive. Also a proportion of Capital works were completed by the in house PCU Team. The majority of Projects were completed on target which contributed to achieving 96% SHQS compliance.

4.2. Performance

Health is improving and health inequalities are reducing

The uptake of breakfast club numbers has increased from 65,022 to 77,045 this year.

Meals on Wheels weekday provision has increased from 17,565 to 18,044.

The numbers of school meals provided in both primary and secondary schools has increased.

The area has a positive image that attracts people and businesses

The service has met or exceeded targets set in the majority of programmes in 2013-2014 making a significant contribution to the objectives of both the Council and the Clackmannanshire Alliance.

The Council is effective, efficient and recognised for excellence

Completion of consultation on the Sauchie Town Centre Initiative in collaboration with the Local Development Plan and Open Space Strategy including two innovative drop-in sessions organised by Development Services and involving a range of other teams and organisations relevant to Plan delivery.

People are better skilled and ready for learning and development

Asset Officers have been successful in bringing in resources to support the labour market activity - 6 Work Experience placements, 10 Apprenticeships and 25 jobs have been created under Community benefit clauses across 8 Council projects.

FM is committed to ensuring that the Apprentice Programme at PCU is maintained. In addition to the 4 Craft Apprentices started in August 2013 (maintaining level at 16) 4 School Pupils are spending 1 day per week at PCU gaining real time experience and skills. Also PCU have taken on two Modern Apprentices in Repairs Administration.

The Environment is protected and enhanced for us all

Completion of a feasibility study contributing to the development of the Dollar Master Plan.

The support of Grounds for Learning projects across the primary and nursery school estate.

Completion of an extensive Capital Programme of Projects.

In 2013/14 we installed over 400 new Energy Efficient Boilers, together with Improved Wall Insulation in hard to heat homes. We also installed Air Source Heat pumps to houses in Forestmill and fitted Photo Voltaic Panels to Council Houses in Monteith Court, Alloa.

Vulnerable people and families are supported

FM, in supporting the front line Housing and Education Services is contributing to supporting vulnerable people and facilities by improving housing conditions and the overall condition of the Education estate.

Annual Report

KEY TO SYMBOLS

PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available


ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled











RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

DETAILED REPORT

CORPORATE PRIORITY OUTCOME

1) The area has a positive image and attracts people and businesses

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11	2011/12	2012/13	2013/14	2013/14			
		Value	Value	Value	Target	Value	Status		
FAC FAC 003	Percentage of operational buildings that are suitable for their current use	82.8%	83.3%	84.3%	85.0%	84.6%		A number of refurbishments are ongoing as unsuitable buildings are closed, demolished or redeveloped.	Eileen Turnbull

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
FAM ASM 002	Kilncraigs project to be completed.	31-Dec-2013				Eileen Turnbull
FAM ASM 004	Speirs Centre to be 90% complete	31-Mar-2014			Project awarded (May 2013) and on site.	Eileen Turnbull
FAM ASM 005	Redwell Primary School to be 80% complete.	31-Mar-2014			Project awarded (May 2013) and on site.	Eileen Turnbull
FAM ASM 006	Commence on site Phase 1 Village and Town Centre Project at Sauchie	31-Dec-2013			Render work is 50% complete, door entries 90% and roads works due to commence in the new year. Overall, the programme is on schedule. Looking to conclude in October 2014.	Robert Smith
WSL STR 001	Develop options and project for Streetscape Strategy with start on site	31-Dec-2013			Streetscape programme prioritised and consulted on HRA with Housing services. Work commenced in line with priorities at Whins Rd Sauchie (90% job completion), moving to Hall Park next.	Graeme Cunningham

CORPORATE PRIORITY OUTCOME

3) People are better skilled and ready for learning and development

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11	2011/12	2012/13	2013/14	2013/14			
		Value	Value	Value	Target	Value	Status		
FAC FAC 012	Number of live on-site Council contracts		4	10	10			Benefits clauses being monitored.	Stephen Crawford







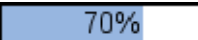

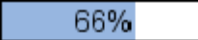











Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
			with benefits clauses						
FAC FAC 013	Number of trades apprentices at PCU	14	15	16	16	16		Four new apprentices appointed for a total of 16.	Stephen Crawford

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
FAM PRM 005	Initiate formal review of the use and impact of the Employment Strategy in FM Services and contracts	31-Mar-2014	<input type="text" value="50%"/>		Review underway.	Stephen Crawford

CORPORATE PRIORITY OUTCOME

5) Vulnerable people and families are supported

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		FAC FAC 001	The percentage of council buildings from which the Council delivers services that are suitable for, and accessible to, disabled people.	73.1%	73.9%	79.3%	80.0%		
FAM HPI 005	The proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard.	85%	89%	92%	96%	98%		The Council has once again achieved its annual target for SHQS compliance. This is the best score for a council in Scotland. Scottish Housing Regulator carried out a verification visit in March 2014 and was duly impressed with the completed works and future programme and overall HRA Stock Asset management.	Owen Munro

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
FAM ASM 007	Frameworks for general works-adaptation-structural upgrades, internal alterations, property extensions 2012-16	31-Mar-2014			Project put on hold due to lack of demand and funding in the context of new build housing being developed. PCU carrying out internal alteration works when required.	Owen Munro
FAM PRM 002	Initiate rollout of repairs and maintenance appointment services and systems to trades.	31-Mar-2014			Appointment System procured and implemented. Phase 1 fully operational and rollout to continue 2014/15.	Stephen Crawford
FAM PRM 007	10 blocks have secure door entry systems upgraded	31-Mar-2014			A total of 19 blocks completed in 2013-14 and a further two awaiting sign off.	Owen Munro
FAM PRM 008	240 electrical upgrades	31-Mar-2014			A total of 147 re-wires completed by end of March. New term contract agreed with contractor AMEY to cover term 2014-18. Re-wire programme will be dictated by results of electrical testing programme.	Owen Munro
FAM PRM 009	300 Safe electrical periodical testing	31-Mar-2014			Contract was awarded and started in October 2013. A total of 198 tests completed to the housing stock. Four-year term contract with McGills Electrical established.	Owen Munro
FAM PRM 011	Energy efficient central heating systems upgrade-term contract 2013-16	31-Mar-2014			Contractor appointed and started on-site 20th of January 2014. 340 new central heating systems installed by 31 of March 2014. Contract established with PH Jones (British Gas). A total of 417 new heating systems upgraded in financial year between new contract and emergency breakdown contract.	Owen Munro
FAM PRM 012	SHQS compliance.	31-Mar-2014			96% of current stock now SHQS compliant. Remaining 4% now mainly the upgrading of Secure Common Door Entry Systems within multi-tenure blocks to be achieved by end March 2015.	Owen Munro
FAM PRM 013	1,000 upgraded bathrooms installed in Council housing as part of the Bathrooms Programme	31-Mar-2014			1,177 new bathrooms installed in 2013-14. A total of 910 through our term contractor MITIE and a further 267 through our own PCU trades . Excellent progress made in the bathroom programme and now on schedule to be completed by mid-2016.	Owen Munro
FAM PRM 014	300 planned central heating replacements undertaken as part of Central Heating Programme	31-Mar-2014			Contractor commenced on-site January 2014 and four-year term contract established 2014-18 via PH Jones (British Gas). A total of 340 installations completed within 2013-14.	Owen Munro
FAM PRM 015	Roof upgrades to houses and wall upgrades to 3 blocks of flats	31-Mar-2014			50 Council roofs and 46 houses have been re-rendered. 69 Council houses have had external wall	Owen Munro

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					insulation done, including Shaw Court and Forestmill. Air Source pumps input at Forest Mill and and 69 homes had have had PVs fitted.	

CORPORATE PRIORITY OUTCOME

7) Health is improving and health inequalities are reducing

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		CAC CAT 001	Uptake of school meals, paid and free, in Secondary schools.(APSE PI36e)	62.72%	61.09%	69.30%	70.00%		
CAC CAT 002	Uptake of school meals, paid and free, in primary schools.(APSE PI36e)	43.03%	44.88%	45.24%	46.00%	44.24%		Eileen Turnbull	
CAC LEI 002	Alloa Leisure Bowl, subsidy per user	£1.37	£1.32	£1.25	£1.25			Karen Kirkwood; Eileen Turnbull	
CAC LEI 003	Monthly average visits to Community Leisure Facilities in a rolling year		61,411	59,023	60,000	55,720		Long term trend for use of facilities is down. External spaces, path networks and use of open spaces improved	Karen Kirkwood; Eileen Turnbull
WSL STR 001	Overall Street Cleanliness index	77	74	73	74	77		Provisional year value shows a LEAMS score of 76 points subject to verification by KSB	Graeme Cunningham

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
FAM SFM 001	Leisure Strategy Council approval process initiated	31-Mar-2014	<div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div>		Report prepared for forthcoming Education, Sport and Leisure Committee.	Stephen Crawford
FAM SFM 002	Leisure Alternative Delivery Model strategy/policy discussed by Council	31-Mar-2014	<div style="width: 10%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">10%</div></div>		Brief out to tender including this review option undertaken by S&C Services in management alignment.	Stephen Crawford

CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11	2011/12	2012/13	2013/14	2013/14			
		Value	Value	Value	Target	Value	Status		
FAC FAC 007	CO2 emissions from gas consumption in Council buildings in a rolling year	4165 tonnes	2784 tonnes	2953 tonnes	2919 tonnes	2623 tonnes		Milder weather than previous year and continued improvements to heating systems and controls.	Fergus Lindsay
FAC FAC 008	CO2 emissions from electricity consumption in Council buildings in a rolling year	4820 tonnes	4383 tonnes	4324 tonnes	4200 tonnes	4625 tonnes		Increased usage / demand.	Fergus Lindsay
FAC FAC 009	CO2 emissions from water consumption in Council buildings in a rolling year	30.00 tonnes	35.50 tonnes	32.97 tonnes	30.00 tonnes	38.27 tonnes		Higher usage on sites being investigated.	Fergus Lindsay
WSL WMA 006	Waste Management Complaints	545	767	662	500	884		.	Graeme Cunningham
WSL WMA 016	Percentage additional recovery from missed recycling in residual waste		8.80%	9.40%	5.00%			.	Graeme Cunningham


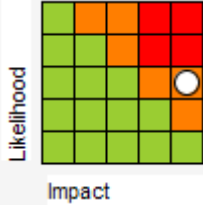
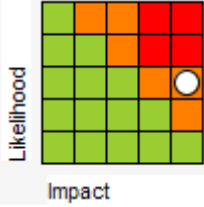
CORPORATE PRIORITY OUTCOME


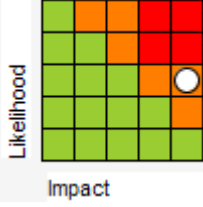
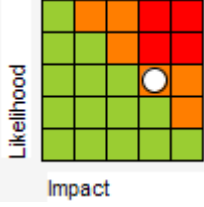
9) The Council is effective, efficient and recognised for excellence


Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11	2011/12	2012/13	2013/14	2013/14			
		Value	Value	Value	Target	Value	Status		
CAC CAT 003	Direct cost of producing a school meal. (APSE PI18)		£2.23	£2.31	£2.30			.	
FAC FAC 011a	Total property running costs	£6,951,960	£6,568,267	£7,508,000	£6,500,000	£6,015,358		.	Eileen Turnbull
FAM CUS 001	Number of complaints made through the Council's formal complaints system about Facilities Management		15	11	10	41		Increase due to new complaints procedure being implemented therefore more accurate recording.	Stephen Crawford
FAM CUS 003	Percentage of FOI enquiries regarding Facilities Management dealt with within timescale.		100%	100%	100%	99%		.	Stephen Crawford

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		FAM CUS 004	Percentage of Councillor enquiries regarding Facilities Management dealt with within timescale.		91%	90%	90%		
FAM FAM 012	% sickness absence in Facilities Management		3.5%	3.8%	3.5%	4.2%			Stephen Crawford
FAM FAM 013	Number of RIDDOR cases		13	10	8	12			Stephen Crawford
FAM FAM 031	% staff turnover in Facilities Management			8.2%	7.5%	9.6%			Stephen Crawford
PRF PRO 001	Percentage of all repair work completed within expected timescales.	95.44%	95.14%	94.68%	95.00%	93.37%		Slight drop due to increased demand for repairs in one trade only.	Jeanette Pearcy
PRF PRO 002	Percentage of Housing repairs completed during the first visit	82.12%	82.56%	84.32%	85.00%	82.14%		The increased demand in one trade that required more than one visit to complete.	Jeanette Pearcy
WSL WMA 001	Net cost of Refuse Collection per Premise	£51.59	£58.20	£63.45	£74.00				Graeme Cunningham
WSL WMA 002	Net cost of Refuse Disposal per Premise	£85.12	£89.23	£84.13	£90.00				Graeme Cunningham
WSL WMA 007	Net cost of Waste Collection per service visit	£.58	£.65	£.71	£.85				Graeme Cunningham
WSL WMA 008	Net cost of Waste Disposal per service visit	£.95	£.99	£.95	£1.00				Graeme Cunningham
HMO HBM 001	Percentage of emergency response repairs completed within target time (Priority Code 0 - Emergency - 4 hours)	98.87%	99.56%	99.69%	99.75%	99.78%		Increase in performance.	Jeanette Pearcy
HMO HBM 002	Percentage of urgent response repairs completed within target time (Priority 1 - Urgent -4 hours)	99.05%	99.18%	99.75%	99.8%	98.6%		Minor drop in statistics but still a high level of performance.	Jeanette Pearcy
HMO HBM 003	Percentage of weekly response repairs completed within target time (Priority 2, weekly, 7 days)	94.44%	94.03%	91.11%	94%	90.63%		Drop due to increase in other areas of work.	Jeanette Pearcy
HMO HBM 004	Percentage of 4 week response repairs completed within target time (Priority 4, Routine Repairs, 28 days)	92.52%	89%	85.14%	87%	85.48%		Higher demand for specific area of work in this category.	Jeanette Pearcy

Code	Description	2010-11 Value	2011-12 Value	2012-13 Value	2013-14 Target	2013-14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		HMO HBM 005	Of all the repairs to Housing stock, the total percentage of them that were completed within their individual target timescales.	95.89%	94.52%	92.73%	93%		

ID & Title	Approach	Treat	Status	Managed By	Current Rating	Target Rating
FAM FAM 002 Disease outbreak	Treat		Stephen Crawford	15	15	
Description Outbreak of disease, such as Pandemic Flu						
Potential Effect Reduction in provision of service through labour shortage and reduced management capacity.						
Related Actions						
Internal Controls					<ul style="list-style-type: none"> Health & Safety Management System Pandemic Flu Plan Maximising Attendance & Employee Wellbeing Policy 	
Latest Note Mitigating / response actions include: Contract external labour; maintain links for contingency arrangements for labour from private contracts; disperse management responsibilities to other teams and other management within Council; and contact neighbouring Councils for interim management of licensed locations - licensed holder.						

ID & Title	Approach	Treat	Status	Managed By	Current Rating	Target Rating
FAM FAM 007 Under-resourced staff group	Treat		Stephen Crawford	15	12	
Description Insufficient number and capability of staff resource to achieve service objectives.						
Potential Effect Key objectives not met; targets not met; and potential fines.						
Related Actions						
Internal Controls					<ul style="list-style-type: none"> Performance Review & Development Process Competency Framework Maximising Attendance & Employee Wellbeing Policy 	
Latest Note Mitigating / response actions include: staff and resources are continuously monitored and recruitment undertaken, as necessary.						

ID & Title	Approach	Treat	Status	Managed By	Current Rating	Target Rating
FAM FAM 005 Staff work to rule	Treat		Stephen Crawford	15	8	

ID & Title	FAM FAM 013 No FM Services	Approach	Treat	Status		Managed By		Current Rating	12	Target Rating	8
Description	Facilities Management Services are not provided / delivered										
Potential Effect	Do not fulfil statutory obligations; do not fulfil customer and stakeholder expectations; supply does not meet demand; increased pressures upon staff; facilities not maintained effectively; cannot respond to other Council maintenance and repairs' requirements; failure to respond to an emergency.										
Related Actions						Internal Controls	Facilities Management Business Plan				
Latest Note											
ID & Title	FAM FAM 004 Loss of FM operational buildings	Approach	Treat	Status		Managed By	Graeme Cunningham	Current Rating	9	Target Rating	9
Description	Loss of buildings or Kelliebank due to an emergency evacuation or damage.										
Potential Effect	Disruption to service provision.										
Related Actions						Internal Controls	Property Asset Management Strategy Business Continuity Plans Corporate Asset Management Strategy				
Latest Note	Mitigating / response actions include: Service Recovery Plan identifies actions to relocate staff and operating base.										
ID & Title	FAM FAM 008 Unmanageable Customer expectations	Approach	Treat	Status		Managed By	Stephen Crawford	Current Rating	9	Target Rating	9
Description	Cannot manage customer expectations										
Potential Effect	Damage to reputation; performance failure; increased complaints; increased customer enquiries.										
Related Actions						Internal Controls	Customer Service Excellence Preparation/Surveillance Clacks Improvement Model Self-assessments Communications Strategy				
Latest Note	Mitigating / response actions include: effective communication with customers to explain need for service / changes and define role of Council and expectation of customer participation; and embedding Customer Charter across all services.										

ID & Title	FAM FAM 003 Reduced refuse fleet	Approach	Treat	Status		Managed By	Graeme Cunningham	Current Rating	8	Target Rating	8
Description	High number of refuse collection fleet vehicles lost to fire or malicious damage.										
Potential Effect	Cannot undertake short-term refuse collections.										
Related Actions			Internal Controls	Fleet Plan							
				Risk Management Strategy							
Latest Note	Mitigating / response actions include: vehicles containing residual waste are emptied at end of shift and security controls at depot; and private sector vehicles available.										
ID & Title	FAM FAM 010 Failed contracts	Approach	Treat	Status		Managed By	Stephen Crawford	Current Rating	8	Target Rating	4
Description	Contracts fail to deliver										
Potential Effect	Disruption to service delivery; damage to the environment; harm to reputation; increased costs.										
Related Actions			Internal Controls	Contract Standing Orders							
				Tender Process							
				Service Level Agreements							
				Council Standing Orders							
Latest Note	Mitigating / response actions include: contract performance is regularly monitored.										
ID & Title	FAM FAM 012 Failed Business Plan	Approach	Treat	Status		Managed By	Stephen Crawford	Current Rating	6	Target Rating	6
Description	Do not meet Business Plan objectives										
Potential Effect	Loss of reputation; financial penalties; corporate objectives not met.										
Related Actions			Internal Controls	Public Performance Reporting							
				Business Planning Process							
				Scheme of Delegation							
Latest Note	Mitigating / response actions include: clear waste management; property and housing investment strategy developed and authority to implement it by the Council; preparation of reports to Council of any future measures needed to meet targets; and targets are continuously monitored and service operations adjusted to accommodate movement.										
ID & Title	FAM FAM 006 Increased community population	Approach	Treat	Status		Managed By	Stephen Crawford	Current Rating	6	Target Rating	2

Description	Population of community increases beyond capability of FM services.				
Potential Effect	Increased costs				
Related Actions		Internal Controls	Local Housing Strategy		
			Local Plan Alteration (Housing Land Supply)		
			Land Asset Management Plan		
Latest Note	Mitigating / response actions include: continuous monitoring of data and number of households, as well as continuously monitoring budget / resources.				

ID & Title	FAM FAM 009 Poor Health and Safety	Approach	Treat	Status		Managed By	Stephen Crawford	Current Rating	5	Target Rating	5
Description	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.										
Potential Effect	Loss of life; under-resourced staff; financial penalties; damage to reputation; increased costs, increased audit and scrutiny.										
Related Actions		Internal Controls	Performance Review & Development Process								
			Health & Safety Management System								
			Maximising Attendance & Employee Wellbeing Policy								
Latest Note	Mitigating / response actions include: health and safety included in all contracts; inspections undertaken; and training and reporting in place as part of the PRD process.										

Report to Enterprise and Environment Committee

Date of Meeting: 5th June 2014

Subject: Development & Environment Services: Business Plan 2014/15

Report by: Senior Service Manager

1.0 Purpose

- 1.1. This report presents the 2014-15 Business Plan for Development & Environment Services.

2.0 Recommendations

- 2.1. It is recommended that the Committee note the Business Plan, comment on and challenge, as appropriate, and agree the relevant performance targets, and
- 2.2. Agree the performance measures for scrutiny purposes over the next 12 months.

3.0 Considerations

- 3.1. The Business Plan sets out the structure and vision of the new Development & Environment Service formed by merging the Environment Service with the former Community & Regulatory Service.
- 3.2. The Business Plan identifies key issues for the Service including opportunities and threats and gives an overview of the approaches the Service plans to take in engaging with customers and stakeholders; supporting and developing staff and managing performance. The Covalent report which contains the Service's Key Performance Indicators, targets and proposed improvement actions is attached as Appendix 1 to the Business Plan.
- 3.3. The reconfiguration of services along with managed contraction of services, areas of performance aspirations and the implementation of the Making Clackmannanshire Better programme will have a bearing on a number of Performance Indicators within the new service.

4.0 Sustainability Implications

- 4.1. The Service vision is for safe and sustainable communities where individual citizens can achieve their potential. The Service will address the Council's duties relating to the environment and sustainable development.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. There are no new financial implications arising from the recommendations of this report. Yes

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

5.4. *Staffing*

- 5.5. There are no direct staffing implications resulting from the report.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

- 10.1 Appendix 1 - Development & Environment Business Plan 2014/15.

11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Senior Service Manager	2624

Approved by

NAME	DESIGNATION	SIGNATURE
Mac West	Senior Service Manager	Signed: M West
Garry Dallas	Director of Services to Communities	Signed: G Dallas

Development and Environment

Business Plan 2014/15



Making Clackmannanshire Better

1 SERVICE OVERVIEW

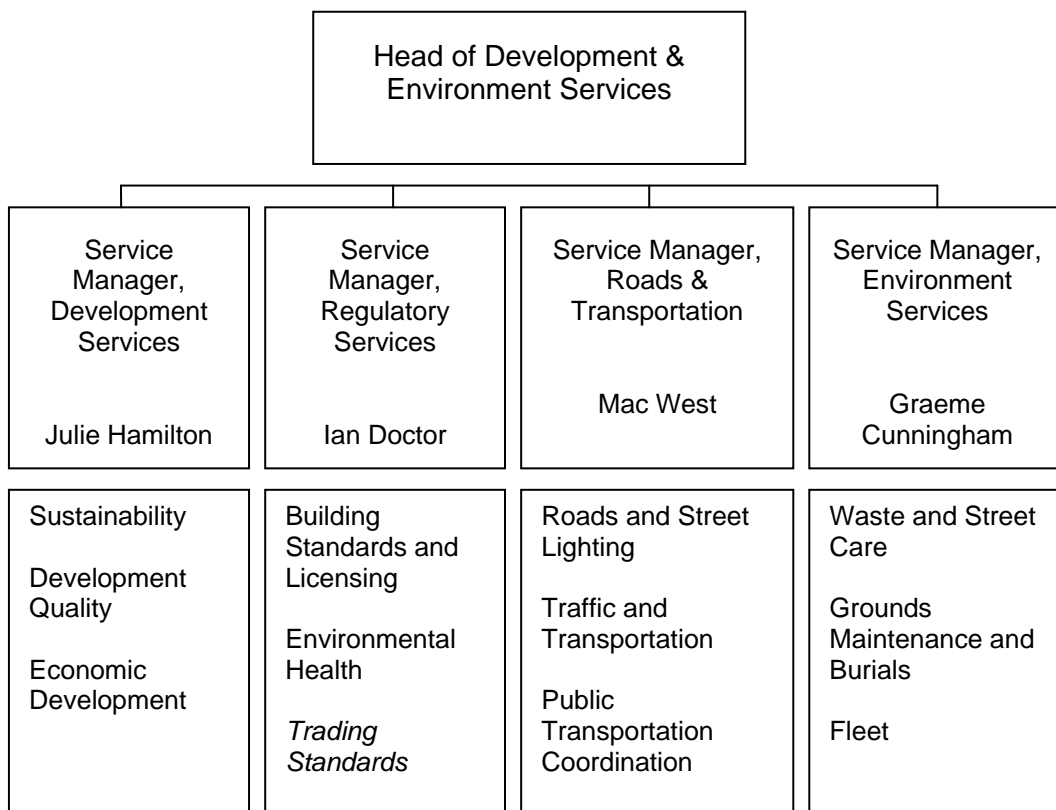
1.1 SERVICE MISSION / PURPOSE & OBJECTIVES

Our vision is for safe and sustainable communities where individual citizens can achieve their potential.

Our objectives are to:

- Provide excellent development and regulatory services which protect the health, safety and welfare of people living, working and visiting Clackmannanshire
- Address the Council's duties relating to the environment and sustainable development
- Promote economic growth and inward investment while protecting and enhancing the natural and built heritage of Clackmannanshire
- Facilitate the movement of people and goods within Clackmannanshire by a choice of travel modes through a transportation network that is safe, accessible, well maintained and well integrated.
- Deliver a cost-effective waste management service directed at achieving zero waste and a circular economy.
- Develop sustainably Clackmannanshire's maintained land assets.
- Provide an efficient fleet, supporting Council service delivery in the community.
- Maintain the cleanliness of streets, contributing to Clackmannanshire's attractiveness as a place to live and work.

1.2 SERVICE STRUCTURE



Development Services

What is the purpose of the service?

To enable sustainable economic development, coordinate and deliver Council services to promote a healthy local economy and labour market and formulate and implement strategies to protect and enhance the natural and built environment.

Who are the leaders?

Development Service Manager
Team Leader, Sustainability
Team Leader, Development Quality
Team Leader, Economic Development

What happens in your service?

1	Deal with Planning Applications
2	Deal with breaches of Planning Control
3	Assess development enquiries
4	Coordinate corporate sustainability agenda
5	Prepare Sustainability and Climate Change agenda
6	Prepare Local Development Plan
7	Countryside Ranger, Access and Biodiversity Services
8	Countryside and Open Space Management
9	Development, delivery and monitoring of Economic Development and Employability Strategies
10	Management of Clackmannanshire Works
11	Project management (including Ochils Landscape Partnership Initiative)
12	Business Development / support

What are the key inputs?

1	Pre Application Enquiries
2	Applications for Planning Permission
3	Objections/Representations/Consultations
4	Enforcement Enquiries/Complaints
5	Funding
6	Knowledge, skills and information
7	Staff
8	Legislation, government policy and guidance
9	Key partners
10	Plans and strategies

What are the key outputs?

1	Increased numbers of jobs / employment rate
2	Increased levels of external funding
3	Increased and improved skills
4	Pre-application advice
5	Planning decision notices
6	Planning portal / website
7	Enforcement notices
8	Improved environmental sustainability in the community
9	Protection and enhancement of Clackmannanshire's environment

Who are the key partners?

1	Statutory/Non-Statutory Consultees
2	Scottish Government
3	Community Councils
4	Local Employability Partnership
5	Business community
6	Other Council services
7	Clackmannanshire Alliance
8	Statutory agencies (i.e. SNH, SEPA, Historic Scotland)
9	Access Forum and Biodiversity Partnership

What are the key factors influencing the priorities of the service?

1	Customer expectations
2	Development Plan policies
3	Customer Service Excellence
4	Economy and Welfare Reform
5	Local, national and UK policies and priorities
6	Funding streams
7	Legislation and guidance
8	Council priorities
9	Business Plan / Service Plans

Who are the key stakeholders?

1	Scottish Government
2	Elected Members
3	Council staff
4	Funders / Investors
5	Alliance partners
6	Local community, businesses and visitors
7	Statutory agencies (SNH, SEPA, Historic Scotland, FCS)
8	Other environmental partners (including RSPB, SWT)
9	Other interest groups / local groups and organisations (e.g. community councils)

Who are the key customers/service users?

1	Householders
2	Developers / Landowners / Investors
3	Unemployed local people
4	Young people in the MCMC Group
5	Businesses
6	Social enterprises and third sector organisations
7	Elected Members, MP's, MSP's
8	Low-paid or low-skilled employees
9	Visitors
10	Other Council officers
11	Local community

Regulatory Services

What is the purpose of the service?

To provide excellent regulatory services which safeguards the built environment, promotes sustainable development and energy conservation, and protects the health, safety and welfare of consumers and people living, working and visiting Clackmannanshire.

Who are the leaders?

- Service Manager, Regulatory
- Team Leader, Environmental Health
- Team Leader, Building Standards and Licensing

What are the key inputs?

1	Licence applications
2	Building Warrant applications
3	Enquiries and requests for service
4	Statutory duties and national directives (i.e. CCNP)
5	External and internal information and reports on anti-social behaviour

What happens in your service?

1	Licensing and Building Standards application assessment, consultation, approval and reporting.
2	Sampling, monitoring, early intervention, inspection, investigation (i.e. site visits and inspections), enforcement and mediation.
3	Providing advice and guidance
4	Providing education and raising awareness

What are the key outputs?

1	Safe built environment
2	Safe work environment
3	Public health protection
4	Public protection through licensing
5	Safer communities
6	Achieving national and local objectives
7	Sustainable development

Who are the key partners?

1	Licensing Board
2	Food Standards Agency
3	Scottish Government (i.e. Building Standards Division)
4	Police Scotland
5	Forth Valley Health Board
6	Central Authorities Consortium Group
7	Community Safety Partnership

What are the key factors influencing the priorities of the service?

1	Customer Service Excellence
2	Performance indicators - statutory and local
3	Operational Plans
4	Government Policies
5	National Standards
6	Corporate Plan / Business Plan

Who are the key stakeholders?

1	Local Residents
2	Businesses
3	Local community
4	National Agencies, including Police
5	Licensing Board
6	LABSS
7	Elected members, MP's & MSP's

Who are the key customers/service users?

1	Applicants
2	Architects and agents
3	Property owners / landlords
4	Businesses (food safety and health and safety)
5	ASB perpetrators and victims
6	Public enquirers or complainants

Roads and Transportation

What is the purpose of the service?

Facilitate the movement of people and goods within Clackmannanshire by a choice of travel modes through a transportation network that is safe, accessible, well maintained and well integrated.

Who are the leaders?

- Roads and Transportation Manager
- Team Leader, Traffic and Transportation
- Team Leader, Roads & Street Lighting

What are the key inputs?

1	Service Requests and Enquiries - roads and street lighting
2	Road safety surveys
3	National & Local Policy
4	Legislation, regulations & codes of practice
5	Alerts and incident reports
6	Road condition surveys
7	Weather
8	Accident Data
9	Funding
10	Passenger demand
11	Commercial services

What happens in your service?

1	Road and footway maintenance and improvement
2	Bridge maintenance and improvement
3	Street lighting maintenance and improvement
4	Winter maintenance
5	Road safety, traffic management and active travel
6	Development control
7	Transport planning
8	Flood risk management
9	Asset management
10	Provision of Council-supported public transport services

What are the key outputs?

1	Safe and efficient transportation network
2	Dealing with emergencies
3	Strategic plans
4	Adverse impact of weather is minimised
5	Economical and convenient bus services

Who are the key partners?

1	Adjoining Local Authorities
2	Sustran
3	SESTRAN
4	Police Scotland
5	SCOTS
6	Forth Valley Health Board
7	Scottish Water
8	SEPA

What are the key factors influencing the priorities of the service?

1	Scottish Government initiatives and requirements
2	Major change agenda
3	Legislative requirements
4	FOI/Data Protection
5	National Policy
6	Economic environment
7	Carbon footprint
8	Commercial bus operators

Who are the key stakeholders?

1	Scottish Government
2	SUSTRAN
3	Elected Members
4	Local community
5	Public transport users
6	Community Councils

Who are the key customers/ service users?

1	Council Service Areas
2	Utility Companies
3	Developers & other agents
4	Local community requesting services
5	Emergency Services
6	Contractors
7	External organisations
8	Public transport users

Environment Service

What is the purpose of the service?

- To maximise the use of waste resources and encourage the development of a zero waste circular economy
- To sustainably develop Clackmannanshire's maintained land asset
- To provide an efficient Fleet supporting Council services in the community
- To maintain the cleanliness of streets contributing to Clackmannanshire's attractiveness as a place to live and work

Who are the leaders?

- Graeme Cunningham - Environment Manager
- Don Cameron - Team Leader Fleet
- Kenny Inglis - Team Leader Grounds Maintenance & Burial
- David Reid - Team Leader Waste & Streetcare

What happens in your service?

- 1 Delivery of non-discretionary service of waste collection
- 2 Delivery of non-discretionary service of street cleaning
- 3 Ensure security of non-discretionary waste disposal duty
- 4 Provide a burial service and cemetery maintenance
- 5 Provide a Fleet management service to internal customers
- 6 Provide a land asset maintenance service for Council land
- 7 Procurement & contract management
- 8 Develop and execute strategies and asset plans
- 9 Communicate environmental obligations to citizens and services
- 10 Data recording, analysis, and information management
- 11 Employee skills development

What are the key inputs?

- 1 Leadership
- 2 Funding internal/external
- 3 Human resources and skills
- 4 Demand - planned base load - every day/week
- 5 Demand - ad hoc by service request
- 6 Materials, fuel, energy plant/equipment
- 7 Waste from house holds & commerce
- 8 Customer expectations
- 9 Data collection and management
- 10 Contract management
- 11 Licence conditions, targets, codes of practice

What are the key outputs?

- 1 Legal compliance
- 2 Protection and enhancement of the environment
- 3 Financial conformity
- 4 Attainment of targets e.g. LEAMS
- 5 Customer satisfaction
- 6 Demonstrating best value
- 7 Less resource wasted (landfill ed)
- 8 Improved compliance with service (recycling)
- 9 Safety of public and employees
- 10 Contributions performance improvement (title of indicators)

Who are the key partners?

- 1 Providers of critical supplies/contracts
- 2 Citizens
- 3 Neighbour councils
- 4 Suppliers of goods / services
- 5 Regulators
- 6 Law makers
- 7 Policy makers
- 8 Other Council services
- 9 Groupings of the above, CC, S, Govt, SEPA, special interest groups

What key factors influence service priorities?

- 1 EU & National statutory duty compliance
- 2 Local policy, strategy, targets, asset plans
- 3 Financial constraints & opportunities
- 4 Resilience security of waste outlets, fuel supply
- 5 Customer expectations and demand
- 6 Industrial relations
- 7 Human resource capacity and skills
- 8 Effective communication
- 9 Contributions performance improvement
- 10 Weather

Who are the key stakeholders?

- 1 Citizens
- 2 Elected members
- 3 Employees
- 4 Service management team (Environment)
- 5 Finance, Business Support, & Customer Services
- 6 Neighbour councils
- 7 Corporate management team (C)

Who are the key customers/service users?

- 1 Citizens
- 2 Local business
- 3 Visitors to Clackmannanshire
- 4 Other Council services (all e.g. Fleet users)
- 5 Downstream suppliers of reprocessors
- 6 Key contracts, waste, fuel, materials

1.3 BUDGET

REVENUE BUDGET	£/000
Head of Service	111
Environment	3,495
Development	1,467
Regulatory	803
Roads & Transportation	3,064
Total Budget	8,940

CAPITAL BUDGET	£/000
Head of Service	-
Environment	998
Development	300
Regulatory	-
Roads & Transportation	3,270
Total	4,568

Budgets may be subject to change.

2 KEY ISSUES FOR THE SERVICE

Strengths

- Retaining staff skills, knowledge and experience
- Maintaining and providing existing standards of customer satisfaction, as supported by CSE, NHT and customer satisfaction surveys
- Maintaining positive outcomes through partnerships and collaborative working
- Continuing ability to lever external funding
- Retaining and continuing high levels of performance

Weaknesses

- Understanding corporate aspirations and how these align with service delivery
- Balancing reduced staff numbers whilst responding to new and changing corporate and legislative requirements.
- Managing single points of failure within the existing staff complement
- Under-capacity restricts innovation and access to external funding
- Cyclical nature of yearly budgeting does not reflect service operation need.

Opportunities

- Council establishing a clear vision of service provision
- Reinforcing roles and responsibilities of Elected Members and officers
- Forming a new service with a new Head of Service
- Clarifying and reinforcing legislative duties
- Collaborative working within the Council and out with the Council
- Staff expanding their developmental activity within other areas of work
- Building upon new flexible ways of working within one building
- Outcome of Referendum will achieve political certainty
- Review of Waste and Recycling Services due in 2014/15
- Collaborative procurement programmes and renewing major contracts to achieve more financial efficiencies
- Automating systems

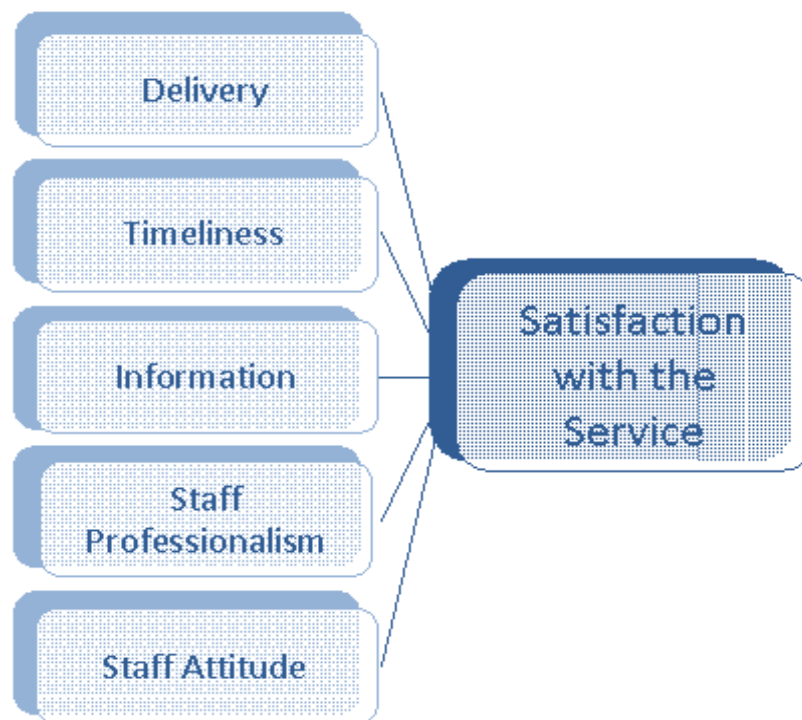
Threats

- Budget pressures
- Increasing customer and public expectations and demands
- New and changes to existing legislation
- Staff resisting change to roles and responsibilities
- External organisations trying to transfer responsibilities to the Council
- Not investing in the existing workforce's skills and abilities
- Static organisational barriers and poor process design

3 APPROACHES

3.1 CUSTOMER/STAKEHOLDER ENGAGEMENT

The Development and Environment Service is committed to encouraging engagement with all customers and stakeholders to recognise customer and stakeholder needs and requirements.



The service adopts a range of mechanisms and approaches, including:

- Customer Service Excellence (CSE) accreditation (since August 2012)
- Clackmannanshire Council Customer Charter
- Customer Satisfaction Measurement Toolkit (CSMT) surveys
- Customer fora
- Clacks 1000 Survey
- Community Councils
- Representation on external organisations
- Formal and targeted consultation exercises
- National customer survey frameworks, including the NHT and Building Standards Survey
- Roads and Transportation Customer Service Strategy, 2013
- FOIs
- MP and MSP Enquiries
- Councillor enquiries
- Complaints, compliments and feedback

Methods of communication and engagement include:

- Clacksweb
- Citizen Space Consultation Database
- Local press
- Direct contact, for example visits to schools and individual support
- Written contact, such as letters and emails
- Intensive awareness campaigns
- Information packs to all households
- E-planning system
- Social media, including Facebook and Twitter
- Events, such as Local Development Plan consultation, Ochil Landscape Partnership and Countryside Ranger activities
- Visiting public to main Council buildings and Community Access Points (CAPs)
- Back-up checks carried out by the Contact Centre with customers who requested bulky uplifts
- Meetings with special interest groups and residents' associations.

Particular effort is made to identify and engage with difficult and hard-to-reach customer groups and individuals. The service makes every effort to provide equal opportunity of access for all. For example, young people, disabled persons and those whose first language is not English.

The Development and Environment Service is committed to making the necessary resources available to improve community safety working through the Local Community Planning Group.

3.2 SUPPORTING AND DEVELOPING STAFF

The corporate People Strategy (2012) defines the Development and Environment Service's approach to supporting and developing staff. The range of mechanisms and approaches used within the service includes:

- Leadership and Management Development Programme
- Corporate PRD process, including competency framework and identification of learning, development and training needs
- Development and Environment Service Management team meeting
- Service Manager and Team Leader Meetings
- Operational team meetings
- 121s and group meetings with staff
- Monthly awareness sessions
- Online learning (OLLE)
- Staff Survey
- Supporting staff dealing with unforeseen circumstances and events
- Formal consultation with Trades Unions
- Formal consultation with staff through Citizen Space and staff meetings
- Continuous professional development through professional bodies

Managers encourage staff participation in the staff survey to ensure their views are heard.

3.3 MANAGING SERVICE PERFORMANCE

The Development and Environment Service reflects corporate priorities through the service business plan and related team action plans. This approach confirms the service's key priorities for 2014/15. Update on progress is provided on a regular basis to the Enterprise and Environment Committee for scrutiny and challenge.

Managers ensure regular monitoring of budgets with the service Accountant and these are reported to the Service Management Team and Enterprise and Environment Committee. Managers are fully engaged in the Budget Challenge process. The Development and Environment management team will undertake a review of functions as part of a managed contraction of services.

The range of approaches used within the service as part of the Making Clackmannanshire Better change programme include:

- Public Performance Reporting framework, particularly the return on annual Statutory Performance Indicators (SPIs) to Audit Scotland and as part of the Local Government Benchmarking Framework
- National performance frameworks, such as:
 - The Heads of Planning Scotland (HOPS) Planning Performance Framework
 - Scottish Local Authorities' Economic Development (SLAED) Annual Return
 - Building Standards Key Performance Outcomes
 - Framework Agreement on Official Feed and Food Controls by Local Authorities
- Self-assessment, including CIM, governance and risk
- Preparing and implementing plans to target priority objectives
- Internal audits
- External audits, for example on European Funded projects within Clackmannanshire Works: the Article 60(b) Management Verification and the Article 62 (b) On-the-spot audit of operations (verification) check within Clackmannanshire Works.
- APSE benchmarking
- CSE annual assessment
- Regular Performance meetings between Performance and Quality Officers and service leaders within Environment Services
- Membership of national professional groups and networks, such as:
 - Heads of Planning Scotland (HOPS)
 - Society of Chief Officers of Transportation in Scotland (SCOTS)
 - Local Authority Building Standards Scotland (LABSS)

Service activity for the medium and long-term is defined by, for example:

- The Local Development Plan
- Sustainability and Climate Change Strategy, 2010
- Local Transport Strategy 2010-2014

- Zero Waste Strategy 2012-2022
- Open Space Strategy
- Fleet Asset Management Plan 2013-18
- Lands Asset Management Plan 2014-18
- Roads Asset Management Plan 2012

Team action plans are monitored regularly between Team Leaders and staff and between Service Manager and Team Leaders.

PRDs and 121s with staff are used to recognise progress and achievement of business plan and action plan priorities.

The Covalent performance management system is used to monitor and report service performance.

Service-specific systems help to capture measurements of metrics used to measure performance and data is summarised to provide management information and to complete statutory returns.

KEY TO SYMBOLS

PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available

ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

DETAILED REPORT

1) The area has a positive image and attracts people and businesses

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	
RGY BST 006	% building warrant applications responded to within 20 days	N/A	94.9%	98.6%	90.0%	Ian Doctor

8) The environment is protected and enhanced for all

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	36.4%	33.7%	35.0%	34.0%	Mac West
RGY EHE 013	Percentage of service requests to Environmental Health responded to within timescale.	N/A	N/A	N/A	94%	Andrew Crawford; Ian Doctor
DAE SOC 001	Total number of miles travelled by staff on work-related business	N/A	86,323	Results not yet available	To reduce	Mac West
DAE SOC 002	Total number of Council fleet miles travelled by Development and Environmental staff.	N/A	N/A	195,954	To reduce	Mac West
ENV WSL 001	Percentage of streets meeting the acceptable standard of cleanliness	N/A	N/A	N/A	75%	Graeme Cunningham

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
DAE SBP 006	Review the Local Transport Strategy	The review will ensure that the Local Transport Strategy (LTS) reflects changes since the last LTS and continues to encourage active and sustainable travel choices.	31-Mar-2015		Mac West
DAE SBP 008	Local Development Plan	Catalyst for development, investment and economic regeneration.	31-Mar-2015		Julie Hamilton
DAE SBP 009	Develop options and project for Streetscape Strategy with start on site	Will aid regeneration of towns and villages.	31-Mar-2015	£250,000.00	Graeme Cunningham
DAE SBP 010	Reduce the energy consumption of the Development and	Reduced costs and carbon emissions.	31-Mar-2015		Mac West

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
	Environment Service.				

9) The Council is effective, efficient and recognised for excellence

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	
SAP S10 CAR	Staff survey - Community & Regulatory Services staff - I am aware of the Council's corporate priorities and how I contribute to these	N/A	69.1%	56.5%	60.0%	Mac West
SAP S30 CAR	Staff survey - Community & Regulatory Services staff - I feel that communication across my service/team is good	39.7%	39.6%	38.6%	60.0%	Mac West
SAP S37 CAR	Staff survey - Community & Regulatory Services staff - I have skills/materials/information to provide excellent customer service	79.4%	77.9%	72.5%	75.0%	Mac West
SAP S39 CAR	Staff survey - Community & Regulatory staff - I am aware of the Council's sustainability and climate change objectives, and how I contribute to these	N/A	N/A	55.7%	60.0%	Mac West
CAR CUS 002	% CAR complaints responded to within timescale	66.1	75.4	78.9	82.0	Mac West
CAR CUS 003	% CAR FOI enquiries responded to within timescale.	100%	100%	100%	100%	Mac West
CAR CUS 004	% CAR Councillor enquiries responded to within timescale.	N/A	89%	95%	97%	Mac West
CAR CUS 005	Percentage of MP / MSP enquiries dealt with within timescale within Community and Regulatory Services.	N/A	89%	81%	85%	Mac West
CAR PPL 006	% staff turnover in Community and Regulatory Service	N/A	16.1%	3.2%	N/A	Mac West
CAR PPL 007	Percentage sickness absence level within Community and Regulatory Services.	N/A	4.9	3.3	4.5	Mac West
DAE CUS 004	Percentage of customers very or fairly satisfied with the time taken to speak to someone in Community and Regulatory Services about their enquiry	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
RAT RAT 007	Percentage of street light repairs completed within 7 days	92.5%	93.1%	94.5%	95.0%	Mac West
DAE CUS 008	Percentage of customers very or fairly satisfied with the quality of information they received.	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
DAE CUS 016	Percentage of customers very or fairly satisfied with how polite and sensitive to their needs staff were.	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
DAE CUS 022	Percentage of customers very or fairly satisfied with the overall service they received from Community and Regulatory Service	N/A	N/A	Results not yet available	To improve on 13/14 result	Mac West
DAE PPL 002	% DAE PRDs undertaken	N/A	N/A	67%	75%	Mac West

Covalent Code	KPI	2011/12	2012/13	2013/14	2014/15	Lead
		Value	Value	Value	Target	
WSL WMA 001	Net cost of Refuse Collection per Premise	£58.20	£63.45	Results not yet available	£78.00	Graeme Cunningham
WSL WMA 002	Net cost of Refuse Disposal per Premise	£89.23	£84.13	Results not yet available	£98.00	Graeme Cunningham
WSL WMA 016	Percentage additional recovery from missed recycling in residual waste	8.80%	9.40%	Results not yet available	5.00%	Graeme Cunningham

Covalent Code	ACTION	Impact	By When	Project Budget	Lead
DAE SBP 001	Monitor and act upon feedback gained from customer surveys	Service is better informed to manage customer demand and expectation and service delivery is improved.	31-Mar-2015		Mac West
DAE SBP 002	Prepare a service-wide workforce plan.	To manage staff resources and deliver services efficiently and effectively.	31-Mar-2015		Mac West
DAE SBP 003	Define and prepare a plan to monitor the effectiveness of all partnerships and collaborative working relationships.	Maintain positive outcomes through partnerships and collaborative working.	31-Mar-2015		Mac West
DAE SBP 004	Review service delivery processes for improved efficiencies and effectiveness	Identify efficiency savings and enhance ability to lever external funding.	31-Mar-2015		Mac West
DAE SBP 005	Form new Development and Environment Service with a new Head of Service		31-Mar-2015		Mac West
DAE SBP 007	Review service input to Clacks 1000	Obtain and analyse customer perceptions of the service to ensure delivery meets demands and that expectations are managed effectively.	31-Mar-2015		Mac West
DAE SBP 011	Devise and implement an improvement plan based on the 2013 staff survey outcomes.	Use staff insight for suggested improvement actions to respond appropriately to the staff's priority needs for 2014-16.	31-Mar-2015		Mac West
DAE SBP 012	Review approaches to monitoring and recording health and safety across Development and Environment Service for efficiency and effectiveness.	All staff attend essential health and safety training and all risk assessments are identified, undertaken, reported and their outcomes are monitored.	31-Mar-2015		Mac West
DAE SBP 013	Review efficiency and effectiveness of team meetings across DAE	All staff have the option of a regular team meeting to feedback to service management and receive consistent communication from service management.	31-Mar-2015		Mac West
DAE SBP 014	Devise and implement an action plan to improve service governance and to address actions identified from the annual governance challenge process.	The levels of risk associated with poor governance arrangements are reduced and service governance is improved	31-Mar-2015		Mac West

ID & Title	COU CRR 005 Failure to Respond to Changing Demographics	Approach	Treat	Status		Managed By	Nikki Bridle	Target Rating	10	Current Rating	15
Description	The Council fails to reactively redesign services due to not predicting or acting on predictions of changing needs or behaviours or increasing demand for services, in areas such as the 'ageing population' (including more single-person households) and increasing school roles.								10		15
Potential Effect	Inappropriate allocation of resources and assets, misalignment of corporate objectives with customer needs, inability to demonstrate Best Value, and possible financial and reputational consequences of responding to situations that have not been planned for.										
Related Actions	SCS CUS 002 Develop a revised Corporate Customer Service Strategy	Internal Controls	Customer Service Excellence Preparation/Surveillance								
	SCS SAP 020 Gain council approval and Implement the revised Communications & Marketing Strategy to support Making Clackmannanshire Better		Communications Strategy								
			Community Engagement Process								
Latest Note	Improvements in community engagement and planning and work towards Customer Service Excellence standard ongoing across services, improving availability and accuracy of customer insight, performance and demographic information. Further work required to demonstrate how this informs decisions on service redesign and ensure staff and customers fully aware of why and how changes are being made so that expectations are realistic.										

ID & Title	COU CRR 027 Failure to Adapt to Changing Climate	Approach	Treat	Status		Managed By	Garry Dallas	Target Rating	12	Current Rating	12
Description	The Council fails to use and develop sustainable practices and/or does not plan effectively for climate change causing extreme weather events, leading to flooding, heat waves, droughts, fires or severe winter weather, of which the Council must manage the consequences.								12		12
Potential Effect	Significant service disruption, including to telecoms and roads infrastructure, and damage to property. Staff unable to get to work and increased workload in Emergency Planning, Housing, Roads and Customer Services, with financial, reputational and legal implications, as well as negative impact on local residents and businesses.										
Related Actions	CAR DEV 009 Implement Sustainability and Climate Change Strategy.	Internal Controls	Forth Valley Local Resilience Partnership								
	CAR SCCS 01.2 Include climate change impacts in service risk register guidance.		Sustainability & Climate Change Strategy								
			Flood Management Plan								
Latest Note	While work has started on climate change adaptation strategy, emerging threat of coastal flooding means risk rating remains consistent. Council is member of various Forth Valley advisory groups and contributes to SEPA's national flood hazard mapping, informing local strategies. Council has flood warning scheme, prioritised watercourse clearance regime, flood page on Clacksweb and provides guidance to developers on considering flood risk.										

ID & Title	DAE SRR 007 Loss of external funding for the delivery of employability, skills development and job creation services.	Approach	Treat	Status		Managed By	Julie Hamilton	Target Rating	6	Current Rating	9
Description	Clackmannanshire for some time has had higher than average unemployment linked to a very low job density. The global economic recession and welfare reforms have intensified and increased this situation. The number of people claiming JSA in February 2008 was 822, in February 2013 it was 1809. In January of 2014 this has come down to 1505 but is still high. Youth unemployment in particular remains high at 10.5% (Scotland 5.5.%). Economic Development draw on a range of funding sources to fund measures to help address this (European Structural Funds, Skills Development Scotland Contracts etc) and their loss would have a significant detrimental impact on the Council's ability to support residents.										
Potential Effect	The high level of unemployment leads to an increased demand for a range of services. For Economic Development the effect in particular is on the demand for support with job seeking, training, confidence and skills building. There is however a knock on effect to services such as Money Advice, Housing Support, Integrated Mental Health etc. If the Council supports local people into jobs and training this reduces the impact on the Council, its partners and the local economy.										
Related Actions						Internal Controls					
Latest Note	The most significant risk in this area relates to the end of the current European Structural Funds programme at June 30th 2014. Scottish Government insist that the next programme will be ready to commence on 1st July 2014 but there are considerable issues to be resolved around the use of funds before this can happen in practice. The risk relates to Clackmannanshire Works but also programmes delivered by partners such as Activity Agreements, Young Parent's Project and CTSI programmes. Officers in both Economic Development and Finance are working together to consider how the Council can best respond to any gap in funding and to ensure at least some continuity of services.										


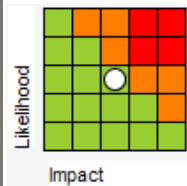

ID & Title	DAE SRR 001 Unaligned service delivery with corporate objectives	Approach	Treat	Status		Managed By	Mac West	Target Rating	3	Current Rating	9
Description	Service delivery is not aligned with corporate objectives										
Potential Effect	Fail to meet corporate and service objectives; Customer expectations not met; Fail to meet customer demand.										
Related Actions						Internal Controls	Budget Strategy Budget Challenge & Financial Monitoring Community & Regulatory Services Business Plan Making Clackmannanshire Better Programme				
Latest Note											

ID & Title	DAE SRR 003 Reduced refuse fleet	Approach	Treat	Status		Managed By	Graeme Cunningham	Target Rating	8	Current Rating	8
Description	High number of refuse collection fleet vehicles lost to fire or malicious damage.							 Likelihood Impact	8	 Likelihood Impact	
Potential Effect	Cannot undertake short-term refuse collections.										
Related Actions				Internal Controls	Fleet Plan		Risk Management Strategy				
Latest Note	Mitigating / response actions include: vehicles containing residual waste are emptied at end of shift and security controls at depot; and private sector vehicles available.										

ID & Title	DAE SRR 005 Poor health and safety at work	Approach	Treat	Status		Managed By	Mac West	Target Rating	4	Current Rating	8
Description	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.							 Likelihood Impact	4	 Likelihood Impact	
Potential Effect	Prosecution; financial penalties; loss or danger to life; poor reputation										
Related Actions	CAR CAR 007	Review communication, consultation and engagement between staff			Internal Controls	Performance Review & Development Process					
	REG EHE 001	Staff to be trained in responding to public health emergencies.				Health & Safety Management System					
	REG EHE 002	Define standards for responding to a public health emergency				Maximising Attendance & Employee Wellbeing Policy					
	RGY EHE 003	Review public health emergency response process.									
	RGY EHE 004	Work with Forth Valley Health Board to improve the level of joint preparedness for public health emergencies.									
Latest Note	Close relations with corporate Health and Safety Adviser. Updates in legislation are communicated to staff timeously. Risk assessments are updated regularly and are available to staff.										

ID & Title	DAE SRR 006 Under-resourced staff group	Approach	Treat	Status		Managed By	Mac West	Target Rating	6	Current Rating	6
Description	Reduced capacity to deal with peaks in workload and demands upon the service.								6		6
Potential Effect	Service cannot demonstrate that is is effective, efficient and recognised for excellence.										
Related Actions	CAR CAR 006 Increase the number of staff survey responses	Internal Controls	Performance Review & Development Process								
	CAR CAR 007 Review communication, consultation and engagement between staff		People Strategy								
	CAR CAR 008 Implement measures that monitor equalities and EIAs		Maximising Attendance & Employee Wellbeing Policy								
	CAR CAR 010 Improve leadership and leadership coaching opportunities for Community and Regulatory senior management staff.										
CAR CAR 012 CAR new ways of working											
Latest Note	Service Managers monitor work demands upon staff as priority and programmes of work are adjusted accordingly.										

ID & Title	DAE SRR 004 Budget savings not met	Approach	Treat	Status		Managed By	Mac West	Target Rating	4	Current Rating	4
Description	Do not meet budget savings required and agreed by the Council								4		4
Potential Effect	Do not delivery corporate objectives; revised provision of services and service delivery; increased annual aggregated cuts.										
Related Actions	CAR CAR 004 Implement budget efficiencies	Internal Controls	Financial Management Strategy								
			Budget Strategy								
			Budget Challenge & Financial Monitoring								
			Invest to Save Principles & Processes								
Latest Note	Efficiency savings identified and have been met.										

ID & Title	COU CRR 022 Public Health Emergency	Approach	Tolerate	Status		Managed By	Elaine McPherson	Target Rating	9	Current Rating	12
Description	Significant numbers of Council staff and customers become ill due to the occurrence of a public health emergency, such as a flu pandemic.										
Potential Effect	Depending on the nature of the health emergency, potentially short- and long-term health implications for members of the public and staff absence if either ill themselves or caring for family and/or friends. Substantial disruption to back-office support functions and front-line service provision, including to customer groups already considered vulnerable.										
Related Actions	REG EHE 001	Staff to be trained in responding to public health emergencies.	Internal Controls	Business Continuity Plans							
	REG EHE 002	Define standards for responding to a public health emergency		Pandemic Flu Plan							
RGY EHE 003	Review public health emergency response process.	Major Incident Operational Procedures									
RGY EHE 004	Work with Forth Valley Health Board to improve the level of joint preparedness for public health emergencies.										
Latest Note	Current score updated to 16 on 28-Nov-12, target updated to 16.										

ID & Title	DAE SRR 002 Legislative requirements	Approach		Status		Managed By	Ian Doctor	Target Rating	3	Current Rating	9
Description	Failure to respond to new or changes in legislation										
Potential Effect	Lack of understanding of the impact of new legislation and changes to existing legislation; Council priorities and objectives are not met.										
Related Actions	??	-- enter action details here --	Internal Controls								
Latest Note											

CLACKMANNANSHIRE COUNCIL

Report to Enterprise & Environment Committee

Date of Meeting: 5th June 2014

Subject: Community & Regulatory Services: Annual Report 2013-14

Report by: Senior Service Manager

1.0 Purpose

- 1.1. This report presents the Services based on the 2013-14 Business Plan.
- 1.2. The Annual Report provides Committee members with an overview of the activities of the service over the 12 month period from 1st April 2013 to 31st March 2014. The Annual Report is attached as Appendix A.
- 1.3. The Annual Report summarises activities carried out over the year, identifies highlights and gives an overview of both financial and operational performance. The Covalent report which contains the service's annual performance against agreed KPIs is included in the Annual Report.

2.0 Recommendations

- 2.1. The Committee is asked to note the content of the Annual Report and comment on or challenge as appropriate.

3.0 Summary of Key Performance

- 3.1. Key highlights of the year included:-
 - The Service was re-accredited for Customer Service Excellence with a record award of 8 Compliance Pluses.
 - The Council was awarded top rating in the 2013 National Assessment of Local Authority Cycling Policy.
 - Roads & Transportation were ranked No 1 in 6 of the Key Benchmark Indicators and No 1 overall in the UK National Highways and Transportation Customer Satisfaction Survey.

- The Local Development Plan was finalised and approved by Council for final consultation and submission to Scottish Government. Once adopted it will replace the current Development Plan of 2004 and provide a vision for Clackmannanshire to 2035.
- The Contaminated Land Resource Sharing Partnership received first place at the annual Making Clackmannanshire Better staff awards emphasising the success of this group. This partnership has allowed the Council to conduct a number of site investigations during the year at a fraction of previous costs.

4.0 Sustainability Implications

- 4.1. The Sustainability and Climate Change Strategy is now being implemented and improvement actions are being monitored through the Sustainability and Climate Change Working Group.
- 4.2. The commencement of the installation of LED street lighting schemes will have a favourable impact on the level of CO2 emissions from electricity consumption.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. There are no new financial implications resulting from the recommendations of this report. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

- 5.5. There are no new staffing implications resulting from this report.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

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

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

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment

- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

Yes

10.0 Appendices

Appendix 1 - Community and Regulatory Business Plan 2013/14 Annual Report

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Senior Service Manager, Community and Regulatory Service	2624

Approved by

NAME	DESIGNATION	SIGNATURE
Mac West	Senior Service Manager	Signed: M West
Garry Dallas	Director of Services to Communities	Signed: G Dallas

Community and Regulatory Services

Annual Report 2013/14



Making Clackmannanshire Better

1 INTRODUCTION AND OVERVIEW

The past year has been challenging for Community & Regulatory Services particularly with the long term absence and subsequent untimely death of our Head of Service, John Gillespie.

In common with services across the Council there has been a focus on budgets and savings. All agreed savings were delivered during the course of the year. Preliminary work has been done on identifying statutory and discretionary functions and this will be taken forward in the coming year.

As a result of the formation of the new Housing and Community Safety Service arrangements were made to transfer the various functions of this service over to it. As well as the Housing the functions transferred included the Community Wardens team, public space CCTV and Landlord registration. The transfer successfully took place on 1st November.

Managers within the Service made strenuous efforts to encourage staff to respond to the staff survey. As a result staff responses within Community & Regulatory Services response rates increased from 8.1% in 2010/11 to 54.8% in 2013/14. Analysis of the results highlights that we must continue to seek ways to improve communication with staff. An initial meeting between managers and Team Leaders to discuss trends agreed areas of performance will be addressed through a service improvement plan with input encouraged from all staff.

After some delay staff moved to their current locations within Kilncraigs prior to Christmas. Initially there were real concerns amongst staff regarding new ways of working and to an extent these concerns are reflected in the staff survey results. Now that staff are settled in their new locations these concerns have largely abated however there is no room for complacency and staff will be encouraged to make any ongoing concerns known.

Long term partnership working with adjoining local authorities has continued on a wide range of services. Most recently we have developed a Demand Responsive Transport scheme in conjunction with Perth & Kinross to cover the Muckhart and rural west Kinross area.

As a result of pressure at various levels NHS Forth Valley extended the contracts for the supported bus (H) services between Clackmannanshire and Forth Valley Royal Hospital (FVRH) until 31st December 2014. Negotiations have continued with NHS Forth Valley regarding access to the hospital after that date.

Following annual assessment in October 2013, the Service was successful in maintaining accreditation for Customer Service Excellence and awarded a record 8 Compliance Pluses.

The Council was awarded top rating in the 2013 National Assessment of Local Authority Cycling Policy. This award recognises that cycling is represented across Council policies and there has been good progress in embedding cycle skills development into schools.

The reputation of the Council in the field of cycling provision was instrumental in allowing us to benefit from external grants of £340,000 in 2013-14 with a further £100,000 pledged for 2014-15.

Roads & Transportation took part in the UK National Highways and Transportation Customer Satisfaction Survey along with seventy other local authorities. Clackmannanshire Council was ranked number one in six of the Key Benchmark Indicators. The key benchmark indicators included: accessibility; rights of way; management of road works; traffic management; overall satisfaction locally; and overall satisfaction nationally.

The Local Development Plan was finalised and approved by Council for final consultation and submission to Scottish Government. Once adopted it will replace the current Development Plan of 2004 and provide a vision for Clackmannanshire to 2035.

The Contaminated Land Resource Sharing Partnership received first place at the annual Making Clackmannanshire Better staff awards emphasising the success of this group. This partnership has allowed the Council to conduct a number of site investigations during the year at a fraction of previous costs.

The enhanced road and footway structural maintenance and improvements programme was successfully completed on schedule using both the in house DLO and external contractors. Programming of the 2014-15 works are well advanced.

2 HIGHLIGHTS OF THE YEAR

Roads & Transportation

April - June 2013

- Agreement to set up a joint project between the Council and Scottish Water to look at the issue of lifetime ownership and maintenance of Sustainable Urban Drainage Systems (SUDS) to be taken forward as a model for all new developments across Scotland.
- Success in gaining a total of £340,000 external funding towards cycling infrastructure schemes in Clackmannanshire for 2013/14.
- £1.6m Capital programme for Roads and Footways improvements started. Major schemes completed included:
- Alloa Road, Clackmannan from Devonway to Riccarton - Resurfaced and Mary Place junction realigned
- A908 - from Parkhead Road to Main Street Sauchie - Resurfaced and zebra crossing installed
- Parkhead Road, Sauchie - From Branshill Road to Fairfield - Resurfaced
- B9140 - bends between Fishcross and Coalsnaughton - resurfaced and drainage improvements.

July - September 2013

- Redwell Safer Route to School footpath/cycle path completed.
- 20 mph residential speed limits completed in Alloa, Tillicoultry, Devonside, Clackmannan, Tullibody & Sauchie.
- £1.6m Capital Programme for Roads and Footways completed. Major schemes completed included:
- Surface dressing of the A91 between Menstrie and Alva, the Pitgober / Vicars Bridge Road, Branshill Road, Sauchie and part of the A823 near Naemoor Road
- residential streets around Caroline Crescent, Alva resurfaced.

October - December 2013

- Replacement of Silver Burn retaining wall on Shavelhaugh Loan, Alva.
- Clackmannanshire Council awarded top rating in 2013 National Assessment of Local Authority Cycling Policy.
- Our Winter Service Policy and Procedures document was presented to the Enterprise and Environment Committee and met with general support.
- A self-help winter maintenance scheme in an area of Alloa began for a second winter. Enquiries have been made from other residents groups although none have taken up the challenge so far.
- A report was commissioned from an independent consultant to inform our plans for the phased introduction of LED street lighting across the council area. The aims were to reduce our maintenance costs and electricity usage and, as a consequence, reduce our expenditure on electricity and our carbon output. The report detailed

several alternatives and as a result a significant spend to save bid for capital financing in 2014/15 and subsequent financial years was submitted.

January - March 2014

- Alva - Tillicoultry off road cycle path completed.
- Consolidated Off-Street Parking Places Road Traffic Order (RTO) completed,
- Results of the National Highways & Transportation Customer Satisfaction Survey ranked Clackmannanshire as No 1 in 6 of the Key Benchmark Indicators including No 1 overall. We were also ranked No 1 in 14 of the more detailed Benchmark Indicators.
- A £400k Capital programme of street lighting works, as a prelude to the bid mentioned above, was completed with highlights being the introduction of energy saving, LED street lights in Branshill, Woodlea and The Hennings, Sauchie.

Regulatory Services

April - June

- Licensing Board Publications Scheme adopted
- Launch and operation of the Local Dog watch campaign in Clackmannan.
- Air Quality was reviewed and no exceedences of air quality standards was found.

July - Sept 2013

- Licensing of Taxis and Private Hire Cars reviewed, including public consultation. New conditions approved at 4th July Regulatory Committee.
- Launch and operation of Local Dog Watch in Tillicoultry
- Grant funding awarded for the purchase of a new Air Quality Monitoring Station.

Oct - Dec 2013

- Public consultation and review of Licensing Board's Statement of Licensing policy successfully completed and new Statement of Licensing Policy adopted by the Licensing Board.
- Construction Compliance Notification Plans (CCNP) for non domestic buildings introduced adding to the procedural/assessment and site inspection duties of Building Standards.
- Community Warden Service transferred to the new Housing and Community Safety Service
- Contaminated Land Resource Sharing group received Bronze at COSLA's annual awards for innovation and partnership.
- All three Trading Standards Consumer Advisers were nominated to receive a Customer Service Star award in recognition of the quality of the service they provide.

Jan - March 2014

- "Local Building Standards" customer charter updated to complement the National Building Standards Charter.
- Officers took part in four joint operations ("Operation Bionic") with Police Scotland and Benefit Fraud at various locations in part to tackle doorstep crime and bogus workmen. A number of unlicensed window cleaners were referred to Licensing.

Development Services

April - June 2013

- Review of feedback from Development Quality customer forum - including frequency of meetings, electronic communication, consolidated levels of performance for planning applications, development guidance for underused land (including Council land). We have addressed all recommendations.
- Awarded Skills Development Scotland contracts including the new Employability Fund programme. Providing 46 training places for local young people and generating £124,191 of income.
- £230,000 secured from the Big Fund for the delivery of the Forth Coastal Project, delivering environmental improvements and creation of up to 20 apprenticeships in conjunction with the Inner Forth Landscape Initiative, in the coastal area of Clackmannanshire.

July - September 2013

- Presentation to joint Community Council planning representatives on latest planning reform initiatives.
- 39 events took place as part of the 2013 Ochils Festival. 1124 people took part, over double the numbers from 2012.
- Successfully bid to the Youth Employment Scotland Fund creating 50 subsidised employment opportunities for local young people.
- Successful delivery of a range of events to mark the Tercentenary of Gartmorn Dam.

October - December 2013

- Consultation with stakeholders with planned improvements on our pre-application advice service. New procedure implemented.
- Planning Performance Framework completed and approved by Planning Committee. Subsequent endorsement by Scottish Ministers.
- Successful completion of 17 projects funded through the Council's Community Environmental Improvement Fund, and commencement of a further 14 projects to be completed by the end of 2014.
- Clackmannanshire's status as a fair trade zone was successfully renewed.
- Business Planning Guidance was revised to incorporate a range of sustainability considerations, providing a more robust framework to ensure that the Council meets its statutory sustainability duties.

January - March 2014

- The Clackmannanshire Works team received a commendation for their excellent customer service at the Staff Awards ceremony. The team consistently receive satisfaction ratings of over 90% satisfied or very satisfied customers.
- The service has met or exceeded targets set in the majority of programmes in 2013-2014 making a significant contribution to the objectives of both the Council and the Clackmannanshire Alliance.
- Scheme of Delegation for Local development planning applications, and arrangements for "Planning applications call in" reviewed and approved by Planning Committee. Subsequent approval of Scheme by Scottish Ministers in February.
- Consultation with Dollar Community Council on finalised Planning Protocol.
- Completion of consultation on the Proposed Local Development Plan, Open Space Strategy and Muckhart Conservation Area Appraisal, including two innovative drop-in sessions organised by Development Services and involving a range of other teams and organisations relevant to Plan delivery.
- £1.9 million secured for the Inner Forth Landscape Initiative from Heritage Lottery Fund, enabling commencement of the project in May 2014, including delivery of a range of environmental, access and cultural heritage projects in Clackmannanshire.
- Completion of a feasibility study into a Heritage and Climate Change Park in Alloa, along with physical environmental improvement works in the Alloa Park area, funded by £30,000 secured from the Central Scotland Green Network Development Fund.

3 FINANCIAL PERFORMANCE

The Revenue Budget outturn for Community & Regulatory Services for 2013/14 is £5,063,805 against a budget of £5,460,220. This is an under-spend of £396,415 against budget.

The following table outlines the financial position as at 31st March 2014.

REVENUE BUDGET

	<u>Annual Budget</u>	<u>Outturn</u>	<u>Variance</u>
Roads & Transport	3,000,510	2,816,824	-183,686
Development	1,552,790	1,428,272	-124,518
Regulatory	793,550	725,283	-68,267
Head of Service	113,370	93,426	-19,944
TOTAL	<u>5,460,220</u>	<u>5,063,805</u>	<u>-396,415</u>

The £68,267 under spend in Regulatory Services emanates largely from an under spend in Environmental Health of £40,362. The main elements that contributed to this were grade changes to two posts and increased income in part due to increasing charges part way through the year. A vacancy in Building Standards and two maternity vacancies in Trading Standards also contributed to the under spend.

The £183,686 under spend in Roads & Transportation is largely a result of the very mild winter and a credit from salt in stock. The process of filling vacancies also contributed to the saving.

The £124,518 under spend in Development Services is largely due to the Local Development Plan Inquiry being programmed for this financial year. Other reasons are to do with additional income received and not having legal expenses during the year.

The 2013/14 Community & Regulatory Services budget included "Management Savings" of £172,350 and "Policy Savings" of £156,700 totalling £329,050. All of these savings were achieved during the year.

4 KEY SERVICE ACTIVITY

Roads & Transportation

Road & Footway Improvement Programme - A £1.6 million capital road and footway maintenance and improvement programme involving drainage improvements, resurfacing, surface dressing and anti-skid surfacing of priority roads and footways across the County was completed.

Street Lighting - An independent consultant was commissioned to advise on options for a phased introduction of LED street lighting across the Council area. As a result a significant Spend to Save bid was submitted which resulted in additional funding being made available for the work over the next five years. Street lights in The Hennings & Branshill/Woodlea, Sauchie; Tullich Terrace, Tillicoultry and Newmills, Tullibody were upgraded to LED lights as part of a £400,000 programme.

Winter Service Provision - The winter weather was less severe than in recent winters but our staff and fleet of standby gritters and footway tractors remained ready to provide a service in line with our policy. We continue to monitor weather condition 24 hours per day and the new "Icelert" station at Meadowhill continues to give valuable weather information. With less winter service action than in an average winter part of the savings were redeployed to carriageway patching.

A review of our current winter service provision has been completed with a view to producing savings and will be reported separately.

A self-help winter service scheme in an area of Alloa has completed it's second year. The scheme has been very successful both in terms of treatment and public perception and engagement.

Flooding, Watercourses & Roads Drainage - Continuing to make progress, working with our partners in the Forth and Forth Estuary Local Plan Districts, on the development of accurate, agreed information required for the production of the Flood Risk Management Plans and Surface Water Management Plans required by the Flood Risk Management (Scotland) (Act) 2009. We have also established improved communication with Scottish Water's local asset managers relating to the mapping, assessment, maintenance and improvement of local drainage systems.

We are currently collaborating with Scottish Water (SW) to assess the state of existing Sustainable Urban Drainage (SUDs) infrastructure in Clackmannanshire. These SUDs have been the result of developments over the last 10 - 15 years and the responsibility for design approval and maintenance has been unclear. SW aims to use the Clackmannanshire study as a case of good practice in dealing with (i) legacy SUDs, and (ii) managing the design, adoption and ongoing maintenance of all SUDs serving future developments.

Development Control & Transport Planning - Staff have been involved in numerous activities relating to roads and transportation issues arising from the new Local Development Plan and changing guidelines relating to urban street design, SUDs, flood risk and drainage impact, travel planning and national roads design guidelines.

Road Safety & Traffic Management - The main project this year has been the implementation and signposting of 20 mph limits in our residential streets. This project is aimed at reducing the speed of traffic on all residential streets without the need for physical traffic calming. However, we are monitoring the project and any streets that continue to record high speeds and / or have casualty accidents may be subject to further traffic calming. We are continuing to meet the national road safety strategy targets for casualty reductions.

Cycling & Walking - Further to our success in bringing grants from Sustrans of £225,000 for Alva to Tillicoultry cycle path and £50,000 for Arnsbrae SRTS cycle path, we were able to claim a further £60,000 from Sustrans towards completing the Alva to Tillicoultry. We have also been successful in achieving a grant of £100,000 from Sustrans for Dollar to Tillicoultry cycle path works during 2014/15.

Bridges & Structures - During 2013/14 we have completed the programme of bridge and culvert improvements and repairs arising from our rolling 6 year assessments. The assessments for 2013/14 have been carried out and we are awaiting the prioritised works for 2014/15. The main individual project for this year was the replacement of the retaining wall on the Silver Burn between the A91 and Alva Industrial Estate access road. This retaining wall also supports the carriageway of Shavelhaugh Loan.

Procurement & Roads Design - Our framework contracts performed well for us in 2013/14 and we were able to utilise them to supplement Roads Contracts in the completion of the roads & footways, street lighting and cycling capital programmes. The final design for the B9140 east of Collyland road re-alignment was completed. Further, landowner issues and design & construction of the Alva to Tillicoultry cycleway were dealt with in-house. We were able to bring forward the design and specification of the tie-ins for the cycle route to benefit from a further grant from Sustrans in February.

Central Scotland Safety Camera Partnership (CSSCP) - Working with the CSSCP we continue to monitor and enforce speed at Sauchie, Devonside and Cambus. During the year sites on the A91 at Alva, Alloa Road in Clackmannan, A91 at Muckhart and the B9096 at Lornhill were assessed. Of these only the site on the B9096 met the criteria for a community camera enforcement site and camera enforcement should commence there in the near future.

Regulatory Services

Environmental Health

Food Safety - Driven by the continued risk of E.coli food poisoning outbreaks the service carried out a comprehensive range of food regulation activity including inspections, sampling, the investigation of complaints, and educational visits to businesses. Several basic food hygiene courses were run through the year to help ensure food business employees know what they need to operate safely and for the second year running the service has continued to support food business operators to comply with new cross contamination guidance.

Dog Control and Fouling - The Community Wardens led two successful " Local Dog Watch" initiatives, one in Clackmannan and one in Tillicoultry, designed to tackle dog fouling. A significant improvement in both areas was noted during the campaigns. Since November the Community Wardens have moved to Housing Services.

The Animal Welfare Officer continued to promote responsible dog ownership on a number of fronts, dealing with stray dogs, daily engagement with dog owners, promoting the use of poop scoops, the provision of advice and the running of dog training classes. The uptake of poop scoops this year has increased to almost 2 million.

Air Quality - A new air quality monitoring station, which measures air quality in Alloa and feeds into national air quality databases, procured using Scottish Government grant funding.

Health and Safety - The service continued to provide a Health & Safety at Work service providing businesses with advice, carrying out interventions, and investigating accidents and injuries. The service targeted its interventions this year on gas safety and swimming pool safety.

Work activity and performance - The table below summarises the main levels of activity within the service.

Service Requests	Number Received	% responded to within target
Environmental Health	1333	94%
Pest Control	1258	99%
Animal Welfare	639	93%

Other Environmental Health activity	Number
Samples	260
Inspections of businesses	352
Accidents reports received	8

Trading Standards

Staffing - This has been a challenging year for the service with the Team Leader and a Trading Standards Officer being off on maternity leave for most of the period. This has been addressed by focusing on reactive work with some reduction in proactive work such as inspections and projects, nevertheless most of the targeted projects were achieved.

Consumer and Business Advice -The Consumer Advice Service continued to provide practical and comprehensive advice to local consumers and consumers who shop within our area. The majority of consumer complaints received by the service related to faulty goods, car purchase and vehicle servicing, upholstered furniture, items of clothing, building/home improvements, cancelling satellite TV contracts and issues relating to rented accommodation. Consumers also continue to contact the Consumer Advice Service regarding "copycat" websites offering passport, driving licence, European Health Card, PPI claims and tax return services.

Doorstep Crime/Cold Calling - The service continued to take a number of approaches to tackle doorstep crime. Four joint exercises, "Operation Bionic" with the Police and other

partners took place to try to identify rogue traders. Officers have also been liaising with other authorities to support their equivalent operations (Operations Nominate and Aristotle).

Projects & other work -The service supported a number of national initiatives that have been identified as affecting consumers. These included looking at Post Office Tariffs charged, at the safety of candles, at spirit substitution, underage sales and animal feed sampling.

Complaints were received regarding the sale of "legal highs" in a Clackmannanshire shop premises. Trading Standards are working with the police to investigate. The products were found to be correctly labelled albeit for alternative use e.g. room fresheners and contain the warning not for human consumption.

Tobacco Control - Visits were carried out to ensure compliance with the Tobacco Display Ban in large retailers. Several test purchasing operations were carried out at 16 retailers in the area resulting in 5 fixed penalty notices (from 2 actual sales) being served for the sale of tobacco products to minors.

Scams - A list of 140 people in the Stirling/Clacks area who are susceptible to scams has been compiled from information from several enforcement agencies. This list has been used to make contact and offer help. So far 30 responses have been received of which approximately 20 are prepared to provide further information to enable investigations to be carried out.

Building Standards and Licensing -The service has been working hard to improve the customer guidance available via Clacksweb and through its correspondence with applicants. It has: -

- Updated guidance on website and that provided to applicants regarding Construction Compliance Notification Plans
- Updated Building Standards Customer Charter
- Developed new guidance on the licensing of Taxis and Private hire Cars following approval of the new conditions.

The performance of the Building Standards Service is now measured against nine national Key Performance Outcomes. This year the Building Standards Team met all its targets contained within those nine Key Performance Outcomes

Development Services

Economic Development

Economic Development officers have been successful in bringing in resources to support labour market activity and the operational 'Clackmannanshire Works' team have delivered positive outcomes for residents under a variety of programmes;

- The **Clackmannanshire Works European Structural Funds** programme has supported 1556 local people since July 2011. Of those 449 have gone into work so far, including 111 who have started their own business, and a further 394 have undertaken training or gained qualifications.

- 35 young people have started their apprenticeships under the **Clackmannanshire Apprenticeship Initiative**.
- We have filled 54 places under the **Youth Employment Scotland Fund** initiative exceeding the target of the 50 places available to young people.
- During the year, we managed to secure additional places under the SDS **Employability Fund contract** bringing the total filled places to 35. Thirty of the places were filled by 16/17 year olds and 5 places were filled by adults aged 25+.
- Of the 26 new **Modern Apprenticeship** places we had for 2013-2014, 22 were filled. This is in addition to supporting 35 existing MA's who have started in previous years. 16 young people completed their apprenticeships this year and all of them are still working.
- All 4 of the **Clackmannanshire Forth Coastal Project** placements we are supporting have been filled.
- Since January 2012, 37 Work Experience Placements, 10 Apprenticeships and 25 jobs have been created under **Community Benefits clauses** across 8 Council contracts.

In addition, Clackmannanshire Works supports local businesses and employers. The aim is to help stimulate activity in the economy and help provide more opportunities for both employment and self-employment. In total 240 businesses and other employers have received support this year.

All 22 Ochils Landscape Partnership projects have started. 4 of these have been completed. The Ochils Festival 2013 was a great success and Dollar Glen, which incorporates a community archaeological dig, provided opportunities for volunteer engagement, contribution to local historical knowledge and press coverage. The online resources: The Virtual Visitor and Education Centre, have proven extremely popular.

Since the start of the Current European Structural Funds Programmes in mid 2011, the Economic Development team has dealt with 1556 clients with 449 of these finding employment or self employment and a further 394 completing training or achieving a qualification. Other programmes currently being delivered cater for a further 273 clients including 35 Modern Apprenticeships on the Clackmannanshire Apprenticeship Initiative and a further 57 contracted from Skills Development Scotland. In addition 339 businesses have been supported.

Sustainability

During the past year, the Team has continued preparation of the **Local Development Plan** for Clackmannanshire, which once adopted, will replace the existing Structure and Local Plans for the area. The Team has also prepared a draft **Open Space Strategy** and **Conservation Area Appraisal for Muckhart**. These documents have recently been finalised following public consultation and will be presented to Council for approval during June. A draft **Conservation Area Appraisal for Dollar** has also been completed and will be presented to Council in June.

The Team has worked collaboratively with a number of partners over the year to develop a range of environmental projects to be implemented as part of the **Inner Forth Landscape Initiative**, including the creation of a wetland at the mouth of the Black Devon, access and woodland projects which will enrich biodiversity and improve access in a number of

locations and environmental improvements in the Cambus Pools area. Delivery of the project commenced on 1 May following a successful bid for £1.9 million from the Heritage Lottery Fund. As part of the related **Forth Coastal Project**, Development Services have successfully secured £230,000 from the Big Fund to deliver a Flood Management Feasibility Study, wetland creation work, community engagement and the creation of up to 20 apprenticeships in the 'green' sector.

The **Ranger Service** has continued engagement with schools and the broader community to raise awareness on the environment and biodiversity, while work has been undertaken with volunteers and communities to improve the environment across Clackmannanshire, including pond restoration and habitat preservation and eradication of harmful invasive species. Work has also continued to improve the **Core Path Network** and improve access to the network for all users.

The Council's **Community Environmental Improvement Fund** has distributed £100,000 to enable communities across Clackmannanshire to deliver projects that make a real difference locally, ranging from natural play facilities for children to footpath access improvements.

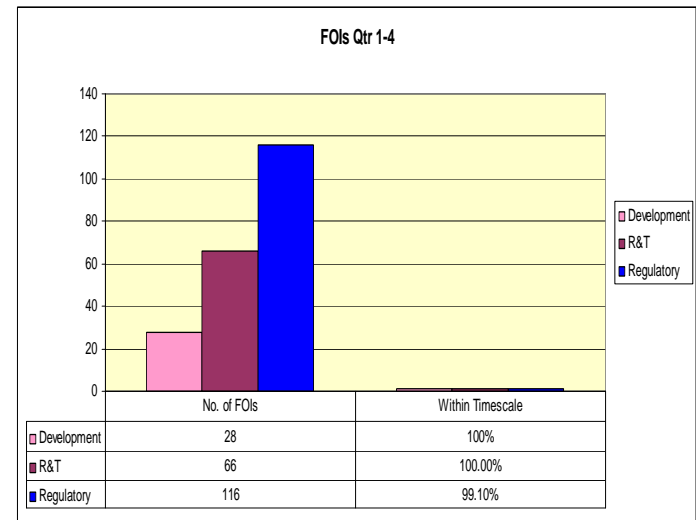
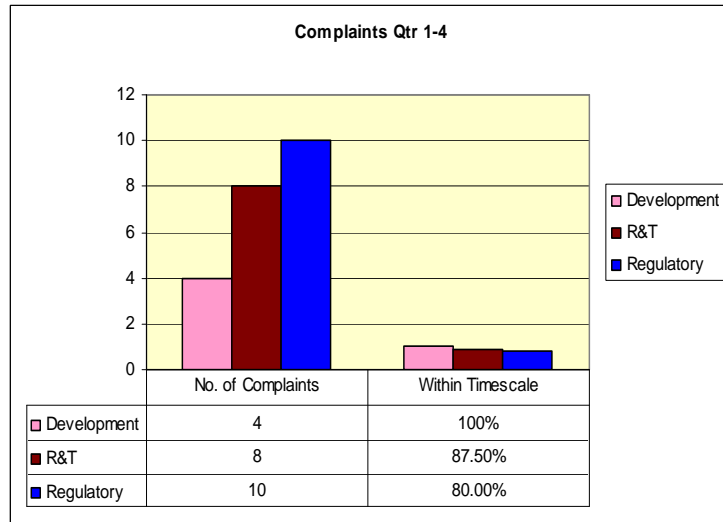
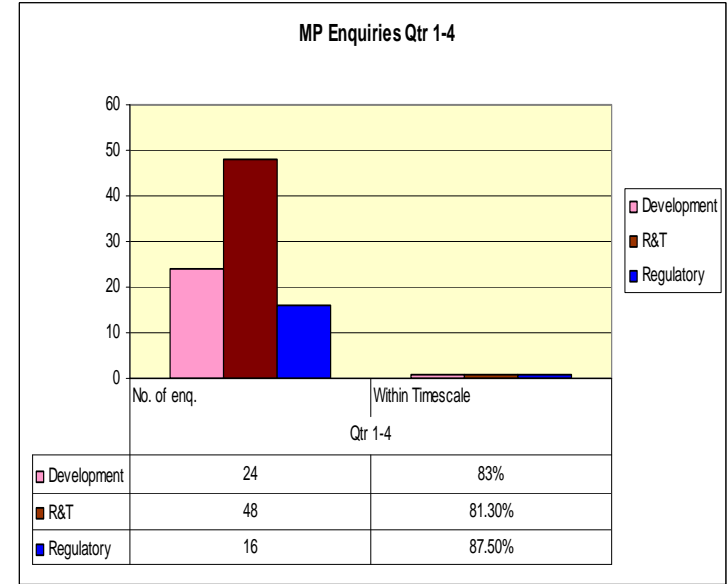
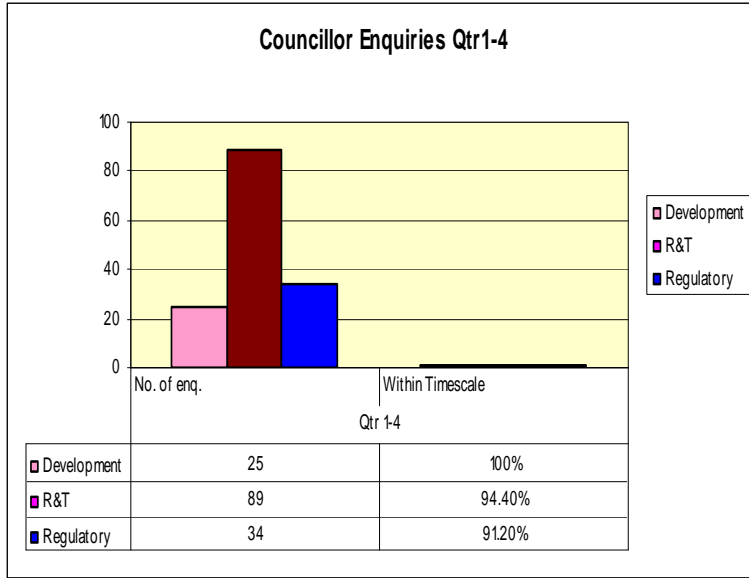
Development Quality

Performance on **planning applications** during the year continues to exceed our target figures and ensure we remain one of the top performing Councils in Scotland. We received 307 applications during the year, a small increase over the previous year. Our fee income increased by £32,644 compared to 2012/13 and was £21,551 more than 2011/12. Savings were included in the budget for increased fees. Given the level of fee income, the Development Quality Service had a budgeted net cost in 2013/14 of £71,460. This provides for the four staff (who also provide pre application advice and enforcement activities which receive no income) and one Service wide Technical Support Officer.

The Council's **Scheme of Delegation** was reviewed during the year and approved by Scottish Ministers in February 2014. This replaces the previous Scheme of Delegation which was approved in 2009. The new scheme streamlines the procedure for members requesting an application to be referred to Planning Committee for decision.

Over 60 enquiries were investigated in accordance with our **Enforcement Strategy and Planning Enforcement Charter**. Only 7 merited formal action.

The Council submitted its second Annual Report on its **Planning Enforcement Framework** to Scottish Government.



4 PERFORMANCE HIGHLIGHTS OF THE YEAR

The Service was successful in achieving re-accreditation in Customer Service Excellence (CSE) and were awarded Compliance + in 8 categories. As well as the staff thanks for this achievement must go to the Service "Champions" and to Fiona for supporting us so ably.

Clackmannanshire Council was one of only 5 Councils that achieved the highest rating of four stars in the National Assessment of Local Authority Cycling Policy. The partnership working between Roads, Education and Sustainable Development was cited as an example of best practice for Scotland.

Roads & Transportation participated in the independent, UK wide, National Highways and Transport Customer Satisfaction Survey for the first time along with seventy other local authorities. Clackmannanshire was rated number one in six of the Key Benchmark Indicators including number one overall. In addition we also were ranked number one in fourteen of the more detailed Benchmark Indicators.

Our Road Safety and Traffic Management Officer has successfully completed the highly respected ROSPA: Road Safety Engineering Accreditation.

The Environmental Health service won the Best Partnership category at the annual Making Clackmannanshire Better staff awards for its contaminated land resource sharing group with Fife Council & Perth and Kinross Council. This group enables partners to share equipment and officer expertise to reduce costs and improve service levels. It allows the service to investigate sites without the use of external contractors, achieving savings in the region of 90%. The success of the resource sharing group was also recognised by COSLA at its annual awards by way of a Bronze Award innovation and partnership.

The new Proposed Local Development Plan (LDP) for Clackmannanshire was approved by Council in October 2013, and went out for consultation until the end of January 2014. This LDP will now progress to examination of representations received and it is expected will be adopted in 2014/15. It will replace the existing Development Plan which was adopted in 2004. The new LDP provides a vision for Clackmannanshire to 2035 and is a catalyst for economic regeneration and investment

Annual Report

KEY TO SYMBOLS






PIs					
Status		Short Term Trends		Long Term Trends	
Compares actual performance with target		Compares actual performance with most recent previous		Compares actual performance with previous over the longer term	
	Alert		Performance has improved		Performance has improved
	Warning		Performance has remained the same		Performance has remained the same
	OK (performance is within tolerance limits for the target)		Performance has declined		Performance has declined
	Unknown		No comparison available - May be new indicator or data not yet available		No comparison available




ACTIONS	
Expected Outcome	
	Meet target/complete within target dates
	Will complete, but outwith target
	Fail to complete or cancelled

RISKS		
Current Rating = Likelihood x Impact (1 - 5)	Status	
		Rating 16 and above
		Rating 10 to 15
		Rating 9 and below
<p>The likelihood of a risk occurring, and the impact if it does occur are each scored on a scale of 1 to 5, with 1 being the least likely or the least significant impact. Detailed guidance on scoring is provided in the Risk Management Policy and guidance.</p>		

DETAILED REPORT

CORPORATE PRIORITY OUTCOME							
1) The area has a positive image and attracts people and businesses.							

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		Value	Value	Value	Target	Value	Status		
DEV DMA 004	Local planning applications avg. time (weeks)			8.0	7.0	7.2		The figure is a significant improvement on the corresponding performance for 2012/13. While it marginally exceeds the target figure of 7.0, the level of performance will ensure that the Council remains within the top quartile of planning authorities in Scotland.	Julie Hamilton
DEV DMA 005	Householder planning applications avg. time (weeks)			5.6	4.0	5.8		Levels of performance in the first 3 quarters remained consistent at an average of 5.5 weeks. A drop in performance in Qtr 4 led to the end value of 5.8 weeks. The lower than targeted performance is largely attributed to a coincidence of complex issues and submissions attracting unusually high levels of public interest.	Julie Hamilton
DEV EDE 025	Number of businesses and employers supported by Clackmannanshire Works advisers. (Ends June 2014)				150	243		243 organisations have been supported this year. This figure is higher than forecast and is partly a reflection of a review of the database. This is well ahead of target.	Julie Hamilton
DEV EDE 026	Percentage of those who register with Clackmannanshire Works European Structural Funds programme seeking Business Start-up support who move into self-employment. (Ends June 2014)				35.00	24.83		Performance and target will be reviewed for 2014/15.	Julie Hamilton
DEV EDE 027	Number of new business start-ups from clients supported by Clackmannanshire				50%	82%		This is the first year that we have measured business survival rates at the	Julie Hamilton

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
			Works advisers still operating at 12 months. (Ends June 2014)						
EHTS_SPI021.01	Percentage of consumer complaints to Trading Standards dealt with within 14 days of receipt. A consumer complaint is a contact from an individual or household acting as a consumer in which the consumer, rightly or wrongly, consider that the goods, services or property are faulty or wrongly described, in which the goods, services or property are subject to conditions imposed by the supplier which appear to the consumer to be unreasonable, or in which the supplier has adopted an attitude or engaged in a trading practice which the consumer regards as detrimental to his/her other interests.	83.0%	88.9%	88.9%	85.0%	89.9%		Value 89.9%. Performance is above target and has improved on last year, despite vacancies due to maternity leave.	Ian Doctor
EHTS_SPI021.02	Percentage of business advice requests to Trading Standards dealt with within 14 days of receipt. 'Business advice' is advice given in response to enquiries by individual businesses (but not consumers). It includes approaches made in person and inquiries received by letter and telephone, but excludes advice given as part of a routine visit.	96.6%	96.8%	91.3%	90.0%	93.3%		Value 93%. Performance is above target and has improved on last year, despite vacancies due to maternity leave.	Ian Doctor
RAT RAT 005	Percentage of all roads that should be considered for maintenance treatment	37.4%	36.4%	33.7%	34.0%	35.0%		Slight increase in Road Condition Index (RCI) reflects that investment in maintenance up to 2013 was less than that required to meet steady state figure. Work carried out in 2013/14 and projected spending in 2014/15 should address this slight decline in the overall network condition.	Mac West

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
RGY BST 004	The percentage of Completion Certificates issued within 3 days	88.4%	91.7%	95.6%	80.0%	98.7%		Performance is above target and has improved upon the previous year as a result of stable staffing numbers.	Ian Doctor
RGY BST 006	% building warrant applications responded to within 20 days			94.9%	85.0%	98.6%		Performance is above target and has improved upon the previous year as a result of stable staffing numbers.	Ian Doctor

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR DEV 007	Finalise Local Development Plan	31-Aug-2013			Consultation on the Proposed Local Development Plan has now closed. A report on the representations on the Proposed Plan is due to go to Council in June 2014.	Julie Hamilton

CORPORATE PRIORITY OUTCOME


3) People are better skilled, trained and ready for learning and development.

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
DEV EDE 028	Proportion of Clackmannanshire Works European Structural Funds Programme customers seeking support with progressing into work who enter into employment. (Ends June 2014)		35%	38%	35%	37%		Figure is holding up well considering relatively high levels of unemployment and limited job opportunities	Julie Hamilton
DEV EDE 029	Proportion of Clackmannanshire Works European Structural Funds programme customers seeking support with progressing into work who gain an employability outcome other than employment (training, work experience, qualifications etc.). (Ends June 2014)		26%	26%	25%	24%		Performance remains slightly behind target but is counter-balanced by higher number finding employment.	Julie Hamilton
DEV EDE 030	Number of apprenticeship places created through the Clackmannanshire			7	33	28		A total of 35 Modern Apprentices have been supported through this initiative.	Julie Hamilton

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
	Apprenticeship initiative.							Budget is fully committed.	

CORPORATE PRIORITY OUTCOME

4) Our communities are safer.

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
RAT RAT 007	Percentage of street light repairs completed within 7 days	88.8%	92.5%	93.1%	93.0%	94.5%		No longer undertaking evening scouting (inspections) therefore calls from the public are being dealt with quicker (hence improvement from previous years). Total number of repairs undertaken is down on previous years for the same reason.	Mac West


Code	Description	2010 Value	2011 Value	2012 Value	2013 Target	2013 Value		Latest Note	Lead
		2010 Value	2011 Value	2012 Value	2013 Target	2013 Value	Status		
RAT RTA 002	Annualised average number of people killed in road accidents in Clackmannanshire in the last five years	2	2	1.6	1.4	Data not yet available		This measure, when read with measures RAT RTA 004, 6, 8 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of people killed on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such thing as	Alan Murray; Mac West

Code	Description	2010 Value	2011 Value	2012 Value	2013 Target	2013 Value		Latest Note	Lead
		2010 Value	2011 Value	2012 Value	2013 Target	2013 Value	Status		
		Value	Value	Value	Target	Value	Status		
								<p>vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>There were no reported people killed on our roads in 2012 or 2013.</p>	
RAT RTA 004	Annualised average number of people seriously injured in road accidents in Clackmannanshire in the last five years	18.6	16	16.8	13	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 6, 8 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of people seriously injured on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such thing as vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>The number of people seriously injured on our roads has decreased from 16 in 2012 to 14 in 2013.</p>	Alan Murray; Mac West
RAT RTA 006	Annualised average number of people slightly injured in road accidents in Clackmannanshire in the last five years	95.2	84.8	77.4	85	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 4, 8 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of people slightly injured on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such thing as vehicle safety mechanisms, weather conditions and the health of the driver.</p>	Alan Murray; Mac West

Code	Description	2010 Value	2011 Value	2012 Value	2013 Target	2013 Value		Latest Note	Lead
		2010 Value	2011 Value	2012 Value	2013 Target	2013 Value	Status		
		Value	Value	Value	Target	Value	Status		
								The number of people slightly injured on our roads continues to decrease from 72 in 2012 to 66 in 2013.	
RAT RTA 008	Annualised average number of children (0-16 years) killed in road accidents in Clackmannanshire in the last five years	0.2	0.2	0.2	0.7	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 4, 6 and 10, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of children killed on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such things as vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>There were no reported children killed on our roads in 2013.</p>	Alan Murray; Mac West
RAT RTA 010	Annualised average number of children (0- 16 years) seriously injured in road accidents in Clackmannanshire in the last five years	3.2	2.6	2.4	2.2	Data not yet available		<p>This measure, when read with measures RAT RTA 002, 4, 6 and 8, gives an indication of our progress towards improving road safety within Clackmannanshire. The annual figure is taken as an average of the number of children seriously injured on our roads per year for the last five years. This is the statistic used by the Scottish Government to track progress towards national targets. Our target aligns with the national five-year average target for the same period. However, this indicator is not entirely within our control as road accidents are random occurrences and are also influenced by such things as vehicle safety mechanisms, weather conditions and the health of the driver.</p> <p>There were two reported children seriously injured on our roads in 2013.</p>	Alan Murray; Mac West



CORPORATE PRIORITY OUTCOME



5) Vulnerable people and families are supported.


Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14			
		Value	Value	Value	Target	Value	Status		
DEV EDE 031	Number of young people supported through SDS contracts for Modern Apprenticeships and the Employability Fund (new starts).				46	57		Exceeded overall target by 11 starts. Although we under performed by 4 starts on our Modern Apprentice starts, we were awarded an additional 15 Employability Fund starts, which increased the total number of young people supported through SDS contracts.	Julie Hamilton

CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all.






Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14			
		Value	Value	Value	Target	Value	Status		
RAT RAT 009	CO2 emissions from electricity consumption of street lighting and signs in a rolling year	1883 tonnes	1874 tonnes	1881 tonnes	1850 tonnes	1846 tonnes		Investment in the asset base in 2013/14 has resulted in the Service achieving this target.	Mac West
RGY EHE 006	Percentage of high risk food safety inspections completed within required timescale	100%	100%	100%	100%	100%		We remain on target with this essential service.	Ian Doctor








Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR DEV 008	18 out of the 22 Ochils Landscape Partnership projects to be completed or underway.	31-Mar-2014	<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>		22 out of 22 projects started and within that 4 projects have been completed (A2,A9, A10, A13). Works due to start on C3 & C5. Projects A11, B2 and B3 being scoped by consultant hydrologist.	Julie Hamilton
CAR DEV 009	Implement Sustainability and Climate Change	31-Mar-2014	65%		Sustainability and Climate Change Strategy now	Julie Hamilton







Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
	Strategy.				implemented. Improvement actions are monitored through the Sustainability and Climate Change Working Group.	
CAR RAT 006	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring Councils.	31-Mar-2014	<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>		On-target to produce flood risk plans by December 2016.	Mac West


CORPORATE PRIORITY OUTCOME















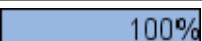



9) The Council is effective, efficient and recognised for excellence.











Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		Value	Value	Value	Target	Value	Status		
SAP S01 CAR	Staff survey - Community & Regulatory Services staff - I am satisfied with my job	50.0%	67.7%	66.7%	68.0%	55.1%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S03 CAR	Staff survey - Community & Regulatory Services staff - I am proud to work for the Council	42.0%	51.6%	44.3%	52.0%	52.9%		Performance in this area is noted by service leaders. Further improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S04 CAR	Staff survey - Community & Regulatory Services staff - I feel that the Council is an equal opportunities employer	56.0%	69.4%	76.3%	77.0%	62.3%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S05 CAR	Staff survey - Community & Regulatory Services staff - I have the materials, information and support I need to do my work	32.0%	59.7%	53.6%	60.0%	45.7%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S06 CAR	Staff survey - Community & Regulatory Services staff - I intend to continue working for the Council		69.4%	72.2%	73.0%	59.1%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement	Mac West


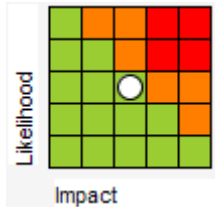
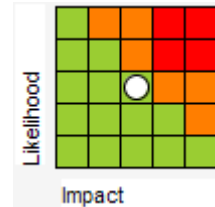
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value			
Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status	Latest Note	Lead
SAP S12 CAR	Staff survey - Community & Regulatory Services staff - I receive feedback from my line manager	39.0%	53.2%	53.6%	57.0%	51.4%		Performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S14 CAR	Staff survey - Community & Regulatory Services staff - My senior managers demonstrate strong and consistent leadership skills	27.0%	38.7%	26.0%	40.0%	20.0%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S15 CAR	Staff survey - Community & Regulatory Services staff - I have a Performance Review & Development meeting at least once a year	86.0%	72.6%	64.2%	74.0%	67.1%		Performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S19 CAR	Staff survey - Community & Regulatory Services staff - Senior Managers (received an appropriate level of leadership coaching)		33.3%	20.0%	35.0%	20.0%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S23 CAR	Staff survey - Community & Regulatory Services staff - I get health and safety information which is relevant to me and my work	59.0%	75.8%	70.8%	77.0%	68.6%		Performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S25 CAR	Staff survey - Community & Regulatory Services staff - I am encouraged to make suggestions to improve the service	51.0%	66.7%	60.8%	68.0%	52.9%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West
SAP S27 CAR	Staff survey - Community & Regulatory Services staff - I have contributed to my team's future plans	64.0%	77.8%	69.8%	79.0%	67.1%		Declining performance in this area is noted with concern by service leaders. Improvement actions will form part of the service's overall staff survey improvement plan 2014/15.	Mac West


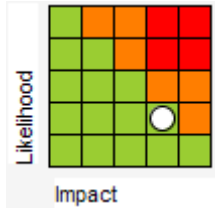
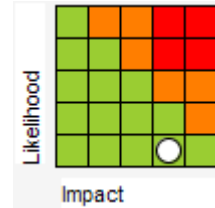
Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
		SAP S30 CAR	Staff survey - Community & Regulatory Services staff - I feel that communication across my service/team is good	35.0%	39.7%	39.6%	41.0%		
SAP S40 CAR	Staff survey - Community & Regulatory Services staff - Survey response rate	8.1%	36.4%	51.0%	70.0%	54.8%		Highly-ambitious target was failed to be met. However, response rates increased from 8.1% in 2010/11 to 54.8% in 2013/14, which is the highest service response rate in the Council.	Mac West
CAR CUS 001	Number of formal complaints to Community and Regulatory Services.		59	69		10			Mac West
CAR CUS 003	% CAR FOI enquiries responded to within timescale.		100%	100%	100%	100%		Year-to-date figures show that all 172 FOI requests to the Community and Regulatory Service have been responded to within timescale.	Mac West
CAR PPL 001	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) cases within the service.			1	0	0			Mac West
CAR PPL 006	% staff turnover in Community and Regulatory Service			16.1%	14.0%	3.2%			Mac West
CAR PPL 007	Percentage sickness absence level within Community and Regulatory Services.			4.9%	4.9%	3.3%			Mac West
DAE CUS 005	Percentage of customers very or fairly satisfied with being able to deal directly with someone who could help them.				75%			Data not yet available.	Mac West
DAE CUS 008	Percentage of customers very or fairly satisfied with the quality of information they received.				80%			Data not yet available.	Mac West
DAE CUS 016	Percentage of customers very or fairly satisfied with how polite and sensitive to their needs staff were.				80%			Data not yet available.	Mac West
DAE CUS 022	Percentage of customers very or fairly satisfied with the overall service they received from Community and Regulatory				80%			Data not yet available.	Mac West

Code	Description	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value		Latest Note	Lead
		2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Target	2013/14 Value	Status		
			Service						
DAE CUS 027	Percentage of Community and Regulatory Service with CSE accreditation.			100%	100%	100%		Rolling programme 2 assessment undertaken 3rd October 2013. A total of eight compliance pluses now achieved.	Mac West

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR CAR 004	Implement budget efficiencies	31-Mar-2014	 100%		Efficiency savings identified and have been met.	Mac West
CAR CAR 005	Devise and implement customer satisfaction methods	31-Mar-2014	 100%		Methods have been agreed and implemented for measuring customer satisfaction with delivery of all of Community and Regulatory Services. This includes the Customer Satisfaction Measurement Toolkit (CSMT) survey and the National Highways and Transport (NHT) Survey.	Mac West
CAR CAR 006	Increase the number of staff survey responses	31-Mar-2014	 100%		Although the response date for the staff survey was extended to 17th January, initial indications are that staff responses from Community and Regulatory Services has increased substantially.	Mac West
CAR CAR 007	Review communication, consultation and engagement between staff	31-Mar-2014	 100%		A review of the Staff Survey 2012 outcomes was undertaken by Service Management. An action plan is now in place to improve communication across all staff within Community and Regulatory Services.	Mac West
CAR CAR 008	Implement measures that monitor equalities and EIAs	31-Mar-2014	 100%		Equality Impact Assessments have been carried out for all proposed budget savings.	Mac West
CAR CAR 009	Streamline key service processes	31-Mar-2014	 100%		Three key service processes reviewed this year include: Winter Service; Regulatory Service (CIM assessment); and Clackmannanshire Works.	Mac West
CAR CAR 010	Improve leadership and leadership coaching opportunities for Community and Regulatory senior management staff.	31-Mar-2014	 100%		All service leaders undertaking leadership development opportunities, in accordance with corporate Leadership Development Programme 2014.	Mac West
CAR CAR 011	CAR team moves within Kilncraigs	31-Mar-2014	 100%		All CAR teams now moved into 3rd floor of Kilncraigs	Mac West
CAR CAR 012	CAR new ways of working	31-Mar-2014	 100%		New working styles have been identified, agreed and, in some parts of the service, implemented, in-line with	Mac West

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					Kilncraigs moves.	
CAR CAR 013	Customer Insight Tables	31-Aug-2013	 100%		Action completed in-line with Customer Service Excellence (CSE) rolling programme of continuous improvement.	Mac West
CAR CAR 014	Assess and refine public performance reporting	31-Mar-2014	 100%		Clackmannanshire Works has established a process for developing and publishing user-friendly performance data. It published its first half-yearly update on Clacksweb, Facebook & Twitter late in 2013 and will continue to assess and refine its approach.	Julie Hamilton
CAR CAR 015	Measure the corporate comments and complaints procedure for efficiency and effectiveness	31-Aug-2013	 100%		A review of the corporate Comments and Complaints procedure (implemented in 2012) was undertaken by Customer Services. A report was presented to Resources and Audit Committee in June 2013.	Mac West
CAR CAR 016	Establish customer satisfaction with complaints outcome across Community and Regulatory Services.	30-Sep-2013	 100%		Complaints Monitoring Officers now undertake a standard complaints satisfaction survey with a sample of all complainants each quarter. Process underway within Community and Regulatory Services.	Mac West
DEV EDE 031	Deliver agreed contribution to the Local Employability Partnership Action Plan 2013/14.	31-Mar-2014	 100%		Officers are currently supporting the LEP to develop a revised strategy for the period 2014-2017.	Julie Hamilton

Covalent Code	Risk Description	Status		Current Rating	9	Target Rating	9
DEV EDE 001	Clackmannanshire for some time has had higher than average unemployment linked to a very low job density. The global economic recession and welfare reforms have intensified and increased this situation. The number of people claiming JSA in February 2008 was 822, in February 2013 it was 1809. In January of 2014 this has come down to 1505 but is still high. Youth unemployment in particular remains high at 10.5% (Scotland 5.5.%). Economic Development draw on a range of funding sources to fund measures to help address this (European Structural Funds, Skills Development Scotland Contracts etc) and their loss would have a significant detrimental impact on the Council's ability to support residents.						
Potential Effect	The high level of unemployment leads to an increased demand for a range of services. For Economic Development the effect in particular is on the demand for support with job seeking, training, confidence and skills building. There is however a knock on effect to services such as Money Advice, Housing Support, Integrated Mental Health etc. If the Council supports local people into jobs and training this reduces the impact on the Council, its partners and the local economy.						
Related Actions				Internal Controls			
Latest Note	The most significant risk in this area relates to the end of the current European Structural Funds programme at June 30th 2014. Scottish Government insist that the next programme will be ready to commence on 1st July 2014 but there are considerable issues to be resolved around the use of funds before this can happen in practice. The risk relates to Clackmannanshire Works but also programmes delivered by partners such as Activity Agreements, Young Parent's Project and CTSI programmes. Officers in both Economic Development and Finance are working together to consider how the Council can best respond to any gap in funding and to ensure at least some continuity of services.			Managed By		Julie Hamilton	


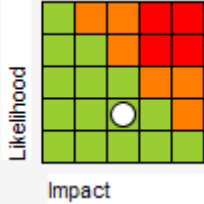
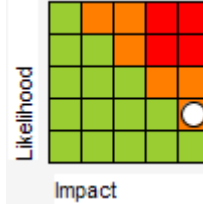
Covalent Code	Risk Description	Status		Current Rating	8	Target Rating	4
STC CAR 001	Community and Regulatory Services fails to deliver its Business Plan.						
Potential Effect	Corporate outcomes are not met.						
Related Actions	CAR BP 2013/14	Com & Reg Bus. Plan 2013/14		Internal Controls		Covalent Performance Management System	
						Performance Review & Development Process	
						Business Planning Process	
						Community & Regulatory Services Business Plan	
Latest Note	Community and Regulatory Service Business Plan 2013/14 is 78% complete and on-target. Progress is			Managed By		Mac West	


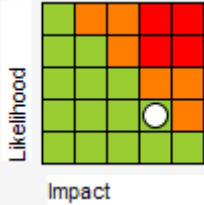
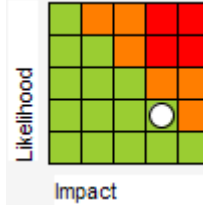
regularly reported to E&E Committee and Service Managers monitor service performance against targets.

Covalent Code	Risk Description	Status	Current Rating	Target Rating
STC CAR 002	Do not meet budget savings required and agreed by the Council		4	5
Potential Effect	Do not delivery corporate objectives; revised provision of services and service delivery; increased annual aggregated cuts.			
Related Actions	CAR CAR 004 Implement budget efficiencies		Internal Controls	Financial Management Strategy
				Budget Strategy
				Budget Challenge & Financial Monitoring
				Invest to Save Principles & Processes
Latest Note	Efficiency savings identified and have been met.		Managed By	Mac West


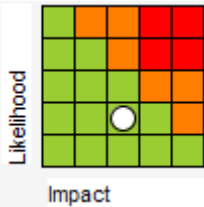
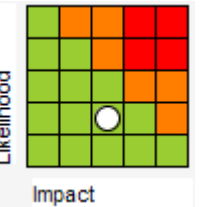
Covalent Code	Risk Description	Status	Current Rating	Target Rating
STC CAR 003	Do not adhere fully to all relevant Health and Safety legislation, regulation and policy.		8	4
Potential Effect	Prosecution; financial penalties; loss or danger to life; poor reputation			
Related Actions	CAR CAR 007 Review communication, consultation and engagement between staff		Internal Controls	Performance Review & Development Process
	REG EHE 001 Staff to be trained in responding to public health emergencies.			Health & Safety Management System
	REG EHE 002 Define standards for responding to a public health emergency			Maximising Attendance & Employee Wellbeing Policy
	RGY EHE 003 Review public health emergency response process.			
	RGY EHE 004 Work with Forth Valley Health Board to improve the level of joint preparedness for public			


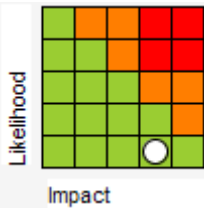
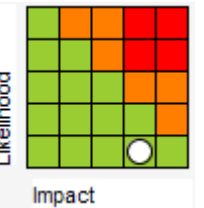
	health emergencies.		
Latest Note	Close relations with corporate Health and Safety Adviser. Updates in legislation are communicated to staff timeously. Risk assessments are updated regularly and are available to staff.	Managed By	Mac West







Covalent Code	Risk Description	Status	Current Rating	6	Target Rating	10
STC CAR 004	Service fails to respond appropriately to weather and seasonal conditions.					
Potential Effect	Health and safety risks; local business and services are unable to function.					
Related Actions	CAR DEV 009	Implement Sustainability and Climate Change Strategy.	Internal Controls	Roads Asset Management Plan		
	CAR RAT 006	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring Councils.		Extreme Weather Budget		
				Road Safety Plan		
Latest Note	As part of the Flood Risk Management Strategy, areas with the potential for flooding are inspected whenever adverse weather is forecast. Winter Maintenance Policy was reviewed and approved by Council in 2013.		Managed By	Mac West		

Covalent Code	Risk Description	Status	Current Rating	8	Target Rating	8
STC CAR 005	Incidents, that require a response by Environmental Health, will occur from time to time outwith normal working hours. These incidents could be major outbreaks/incidents but they could also be smaller issues that present potential risks either to public health or the health of individuals. Examples are: major food poisoning outbreak, major pollution incident, dangerous premises, contamination incident - asbestos contamination, chemical spillage, escape of toxic gas etc, dangerous activity, serious health and safety risk, workplace fatality etc.					
Potential Effect	Loss or danger to health					
Related Actions	REG EHE 001	Staff to be trained in responding to public health emergencies.	Internal Controls	Food Law Enforcement Policy		
	REG EHE 002	Define standards for responding to a public health emergency				
	RGY EHE 003	Review public health emergency response process.				
	RGY EHE 004	Work with Forth Valley Health Board to improve the level of joint preparedness for public health emergencies.				
Latest Note	The main work that has taken place to reduce this risk revolves around the updating of the Joint Public Health		Managed By	Ian Doctor		

	Protection plan for Forth Valley. The authority has worked closely with Forth Valley Health Board on a joint plan which specifically relates to how incidents will be handled. In addition to this an Environmental Health Officer has been given a lead responsibility to attend emergency planning exercises to further enhance the level of preparedness of the service.		
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Covalent Code	Risk Description	Status	Current Rating	6	Target Rating	6
STC CAR 006	Reduced capacity to deal with peaks in workload and demands upon the service.					
Potential Effect	Service cannot demonstrate that is is effective, efficient and recognised for excellence.					
Related Actions			Internal Controls		Performance Review & Development Process	
					People Strategy	
					Maximising Attendance & Employee Wellbeing Policy	
Latest Note	Service Managers monitor work demands upon staff as priority and programmes of work are adjusted accordingly.		Managed By		Mac West	

Covalent Code	Risk Description	Status	Current Rating	4	Target Rating	4
STC CAR 009	Contracts fail					
Potential Effect	Failed contracts can incur financial penalties and have a detrimental impact on the efficiency and effectiveness of service delivery.					
Related Actions			Internal Controls		Contract Standing Orders	
					Procurement Strategy	
					Tender Process	
					Council Standing Orders	
Latest Note	Managers ensure that corporate procurement procedures are followed.		Managed By		Mac West	

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
CAR GOV 001	Community Engagement: Build upon existing good practice to continuously improve customer involvement and engagement with wider service customers.	31-Mar-2014			<p>CSE accreditation achieved with 8 compliance pluses during 2013/14.</p> <p>Customer Satisfaction Measurement Toolkit (CSMT) Surveys rolled out across all parts of Community and Regulatory Service and results are monitored regularly.</p> <p>Roads and Transportation took part in the National Highways and Transportation Customer Satisfaction Survey, which shows that the service is ranked number one across the UK.</p>	Ian Doctor; Julie Hamilton; Mac West
CAR GOV 002	Roles / Remits and Accountabilities: Review roles and remits in light of decision to appoint Head of Housing and Community Safety.	31-Mar-2014			<p>Roles and Remits now clarified with new Head of Service. Community Safety functions of service transferred over on 1st November 2013 to Housing and Community Safety</p>	Ian Doctor; Julie Hamilton; Mac West
CAR GOV 003	Procurement: Further embed corporate Procurement Strategy at service level and align process to improve Council procurement capability score.	31-Mar-2014			<p>Designated staff attended the training session on Contract Standing Orders.</p> <p>Staff now following procedures in Procurement Journey.</p> <p>Authorised signature levels have been reviewed and changed in-line with the Council's Scheme of Delegation.</p> <p>Monitoring Officer is a member of the Corporate Review Group for Service Level Agreements with voluntary organisations.</p> <p>Prioritised for future procurement, high level of spend areas.</p>	Ian Doctor; Julie Hamilton; Mac West
CAR GOV 004	Information Management: Corporate strategy and clarity as to roles and responsibilities for Information Management required.	31-Mar-2014			<p>Staff reminded on their responsibilities to keep information secure and in accordance with the Council's policy.</p> <p>Service Retention Schedule has been finalised and approved.</p> <p>Procedures in place to review all paper files on an ongoing basis.</p>	Ian Doctor; Julie Hamilton; Mac West

Code	Action	By When	Progress	Expected Outcome	Latest Note	Lead
					Information held on paper reduced as part of the Kilncraigs move. Documents now scanned into IDOX, where relevant.	

Report to Enterprise and Environment Committee

Date of Meeting: 5 June 2014

Subject: Environmental Projects and Partnership Working Update

Report by: Development Manager

1.0 Purpose

- 1.1. This report is a follow up to the report on 'Environmental Projects and Partnership Working' considered by this Committee at its meeting on 30th January 2014. The report updates the Committee on further progress with approved environmental projects, initiatives and partnership working.

2.0 Recommendations

- 2.1. It is recommended that the Committee note the progress being made on environmental projects, initiatives and partnership working.

3.0 Considerations

- 3.1. Work to progress environmental projects and initiatives in Clackmannanshire includes the delivery of statutory duties, with some discretionary elements which support other Council duties and commitments. Projects are delivered both directly and in partnership with other organisations. The Council also progresses a number of mechanisms to support environmental projects, including the Local Development Plan and the Clackmannanshire Environmental Improvement Fund.
- 3.2. Delivery of this work supports many of the priority outcomes expressed in the Community Plan, *Working Together for Clackmannanshire*, and examples are identified below:
- *Clackmannanshire has a positive image and attracts people and businesses:* by making best use of our exceptional environment through development planning and project implementation
 - *Communities are more inclusive and cohesive:* by providing volunteering opportunities, and by providing funding and support for communities to improve their local environments

- *People are better skilled, trained and ready for learning and employment:* by providing green jobs and training opportunities through projects such as the Forth Coastal Project
- *Health is improving:* by supporting and encouraging outdoor access, active travel and healthy lifestyles
- *Our environment is protected and enhanced:* by developing policies and delivering projects to protect and enhance Clackmannanshire's built and natural environment
- *Our public services are improving:* by taking action to reduce the Council's energy and fuel consumption, and helping services prepare for the challenges of a changing climate

3.3. Development Planning

Development planning is a statutory function of the Council, and supports and promotes environmental projects in the area.

3.3.1. Local Development Plan

Public consultation on the Proposed Local Development Plan was completed in January and a report detailing representations received and recommended responses will be submitted to Council for its consideration on 26th June.

3.3.2. Open Space Strategy

Consultation on the Council's draft Open Space Strategy was completed in tandem with the Proposed Local Development Plan. The Strategy is now being finalised taking into account comments received during the consultation. The finalised Strategy will also be presented to Council for its approval in June with the Local Development Plan.

3.3.3. Built Heritage

Draft Conservation Area Appraisals (CAA) have now been completed in association with the Scottish Civic Trust for both Muckhart and Dollar, and the preparation of a further Appraisal for Clackmannan will be commenced during May. Consultation on the Muckhart CAA has been completed and is being finalised taking into account comments received. The final CAA will be presented to Council in June for approval along with the LDP. Initial consultation has been carried out on the Dollar CAA and a draft document prepared. This will be presented to Council in June with a recommendation for further consultation to enable finalisation of the document.

3.4. Community Environmental Improvement Fund

The Clackmannanshire Environmental Improvement Fund is a £100,000 fund available to local communities for projects that improve the quality of their local environment. Projects are expected to protect and enhance the environment and contribute to the improvement of public services, as well as contributing to one or more of the Council's other priority outcomes. Applicants are supported in the development and implementation of their proposals.

All 2012/13 projects have been completed and work is now focused on completing the 17 projects that were successful in receiving an award in the second round of the Fund (2013/14). The Sustainability Team are working with the recipients to ensure that their projects are completed to the required standard and by the deadline of 14 December, 2014.

The successful projects are:

- Removal of chewing gum from town centre paths. Additional floral displays in Alloa town centre (*Alloa Town Centre Business Improvement District*)
- Landscape improvement to open space adjacent to the roundabout (*The Rotary Club of Alloa*)
- Natural play project within school grounds (*Banchory Primary*)
- Floral displays in Clackmannan (*Clackmannan Community Council*)
- Provision of additional litter/recycling bins, and landscape improvements to the entrances of the BID areas (*Clacksfirst*)
- Two sets of school grounds improvements (*Coalsnaughton Primary and St Mungo's Primary*)
- Landscape Improvements at Tron Court and access improvements at Delphwood (*Delph Pond Forum*)
- Two community garden projects (*Menstrie Community Council and Tullibody Healthy Living Initiative*)
- Installation of a running / access path, and a multi-use games area (*Menstrie Primary School Parent Council*)
- Repair to the Back Burn Bridge (*Muckhart Golf Club*)
- Two sets of footpath improvements, in Alva Glen and Ochils Woodland Park (*Ochils Landscape Partnership*)
- Fencing at Sauchie Resource Centre, and floral displays (*Sauchie Community Group*)
- Improving access to the Beechgrove garden area and natural play project within the garden (*Sauchie Nursery School*)
- Construction of a playground amphitheatre and growing garden (*St Serf's Primary*)

Improvement works have been completed at Tron Court (Delph Pond Forum) and completion of the improvements at Sauchie Nursery and the Woodland Park footpath improvements (OLP) are imminent.

To build on the success of the Community Environmental Improvement Fund, Council has agreed to the establishment of a new Community Development Grant Fund as part of the Making Clackmannanshire Better programme. This new grant fund will aim to incentivise communities to work with the Council to improve the physical environment and community facilities. The scope and eligibility criteria for this fund are currently being developed.

3.5. Partnership Activities

Clackmannanshire Council works with a range of partners on a range of environmental projects and issues. In some cases - such as working with SEPA to manage flood risk - it is because of a legal requirement to work in partnership. In other cases - such as the Central Scotland Green Network and the Inner Forth Landscape Initiative - it is to make the most of the skills and

expertise offered by other organisations, as well as the opportunities for additional investment and funding support that they bring. In all cases the benefits to Clackmannanshire go beyond protecting and enhancing the natural environment: they include job creation, skills development, educational opportunities, developing social capital and improving local amenity.

3.5.1. Inner Forth Landscape Initiative

The Council is a partner in the Inner Forth Landscape Initiative (IFLI) which is working to fund and deliver a programme of projects aimed at the conservation and enhancement of the landscape of the Inner Forth Estuary. It is anticipated that Clackmannanshire will benefit from projects worth around £970,000 as a result of this initiative to protect historic sites, improve biodiversity and access routes, adapt to climate change and provide learning and volunteering opportunities. On 15 August 2013, Council approved a contribution of £20,000 per annum for 4 years to the Landscape Initiative.

The initiative received a major boost with the announcement in March that £1.9 million has been secured from the Heritage Lottery Fund, enabling project delivery to commence, with an expected start date in May. Work is well under way to secure the remaining funding and preparation is now under way to commence work on the first projects which involve improving woodlands and access along the River Black Devon and at Cambus Pools.

3.5.2. Central Scotland Green Network

The Central Scotland Green Network (CSGN) is a national development which aims to transform Central Scotland into a place "where the environment adds value to the economy and where people's lives are enriched by its quality." Clackmannanshire Council's commitment to the CSGN is reflected in the draft Local Development Plan, and in its signing of the CSGN Concordat.

Work has recently been completed on a feasibility study for a Heritage and Climate Change Park on land between Kilncraigs and the River Forth in Alloa, along with a number of environmental improvements in the area including provision of benches and tree planting, funded by the CSGN Development Fund. Consideration is now being given to options for the implementation of a Heritage and Climate Change Park project in the area.

3.5.3. Clackmannanshire Forth Coastal Project

The Clackmannanshire Forth Coastal Project is a fully externally funded employability and environmental project using £230,000 funding from the Coastal Communities Fund. The project is being run over two years (from June 2013 to June 2015) and is led by Clackmannanshire Council Development Services in association with RSPB and the Inner Forth Landscape Initiative. Its ambition is to rekindle awareness of the significance of the river Forth in terms of its natural heritage and as a green leisure resource. A key benefit of the Project is the creation of up to 20 green job apprenticeships in the Inner Forth area, helping Clackmannanshire residents get valuable job experience and improving their employability prospects.

The Project Steering Group is now liaising with organisations who will host the apprentices and we expect the current five apprenticeships (three in

Clackmannanshire Council and two in Stirling Council) to be expanded to around 15-20 in the coming months.

3.5.4. Forestry and Woodlands

As recommended by Scottish Planning Policy, a Forestry and Woodlands Strategy is being developed, in partnership with Stirling Council, Forestry Commission Scotland and the Central Scotland Forest Trust. This strategy will provide the policy background for Clackmannanshire Council's responses to forestry consultations and relevant LDP policy.

The draft strategy has been subject to public consultation and is being finalised. It will be presented to Council in June for approval along with the LDP.

The Council is working with CSGN to commence the IFLI-funded Coastal Clackmannanshire Woodland Network Project during summer 2014. The project aims to enhance the riparian habitat of the Rivers Devon and Black Devon, and the area surrounding Cambus Pools, bringing the corridors into active management. Survey work is expected to start shortly and a management plan for the coastal woodlands will be prepared during 2014. Works are expected to include woodland management, hedgerow management, and control of invasive species. Volunteering and community engagement will be a key aspect of the project. The overall value of the project is in the region of £25,000.

3.5.5. Biodiversity

Since the previous Committee Report, members of the Biodiversity Partnership have been focused on three key areas of activity.

The first of these is the development of a co-ordinated approach to invasive non-native species and seeking resources to enable the delivery of targeted action on invasives. Development Services staff have been working with the Forth Fisheries Trust to identify potential funding and training opportunities and to map known incidences of invasives to enable a more prioritised and strategic approach to eradication. Work is commencing on a supporting action to engage with key staff across the Council to raise awareness of preventative measures. This measure, in relation to biodiversity benefits, supports improved public safety, protects property and property value, and has the potential to reduce flood risk in some areas. A need for provision for ongoing maintenance of the off road footpath and cycle network in the longer term has been identified and will require to be addressed.

The second key activity area is improved community engagement and volunteer development, particularly through training : staff are working in conjunction with external partners to identify training needs and resources linked to the priority habitats and species identified in the BAP, starting with treatment of invasive species. This activity area is strongly linked to the priorities of the main environmental project delivery partnerships of which the Council is a member : Inner Forth Landscape Initiative, Forth Coastal Project and Ochils Landscape Partnership. This measure strongly supports employability and social inclusion.

The third key activity area involves reviewing local nature conservation sites within Clackmannanshire. Working with local partners, Development Services staff are commencing the review of these sites which feature in the BAP and are referred to in the Local Development Plan. A working group has been established to review the methodology for designating sites to ensure that it is fit for purpose both from the context of biodiversity and for the requirements of the Local Development Plan. Recruitment is under way for a project officer to co-ordinate this project. The post will be fully-funded as part of the Forth Coastal Project for one year.

3.5.5. *Outdoor Access and Cycling*

Clackmannanshire Council's work to uphold outdoor access rights and protect and maintain paths is complemented by the work of the Local Access Forum, which advises the Council on matters relating to the exercise of access rights and on the use of core paths. The Access Forum includes representation from landowners and managers, user groups, community groups, agencies, elected members and Council officers.

Work is ongoing to signpost the core path network and remove obstructions and obstacles from the network which prevent use by all legitimate user groups. Work is ongoing to improve the network, with the recent completion of a safe cycle and pedestrian route between Menstrie and Alva.

Work is currently under way to provide a safe off-road active travel link between Alva and Tillicoultry. This will complete a high quality circular route comprising off-road path and quiet roads, linking Alloa, Cambus, Menstrie, Alva, Tillicoultry, Fishcross and Sauchie, which has benefitted from Sustrans funding. This route will comprise an integral part of and complement the wider network of active travel routes across Clackmannanshire.

The Council has also recently been successful in attracting £100,000 from Sustrans for the upgrading of the Tillicoultry to Dollar Devon Way to a high quality active travel route, including improved drainage and provision of a tarmac surface.

A key aspect of both the Alva-Tillicoultry and Tillicoultry-Dollar projects will be the provision of safe routes to Alva Academy and Dollar Academy, encouraging children to access school by cycle or on foot, helping to contribute to health outcomes and reduce traffic congestion.

3.5.6. *Events*

An events programme for 2014 has recently been developed by the Ranger Service and this is complemented by the Ochils Landscape Partnership's events programme.

With the reduction of the Ranger Service from two posts to one, the programme is more modest than in recent years, particularly in 2013 when there was a focus on the tercentenary of Gartmorn Dam which resulted in a very well supported range of events in and around the Country Park.

The 2014 Ranger Service programme focuses on a range of educational events for children, families including involvement in the John Muir Award and a Family Bushcraft Day.

The Ranger Service will also be supporting the delivery of almost 50 events being delivered during June as part of the Ochils Festival, co-ordinated by the Ochils Landscape Partnership.

The Ranger Service also operates a volunteer programme. During 2014, the programme will see work carried out across Clackmannanshire, including clean ups at Gartmorn Dam and along the Black Devon, work to improve the core path network, biodiversity work and woodland projects.

3.5.7. Clackmannanshire Heritage Trust

Clackmannanshire Council supports the Clackmannanshire Heritage Trust by providing guidance and advice in relation to the development of projects. The Trust's priorities for 2014 include the investigation of funding options for the development of Sauchie Tower as a self-catering property, attracting grant aid from Historic Scotland to carry out a further phase of work on Tullibody Old Church, and consideration of the future of Alloa Tower. An appraisal of options for improving the Tower's income generation to ensure a long term sustainable future has recently been completed.

4.0 Sustainability Implications

- 4.1. This report demonstrates how Clackmannanshire Council acts sustainably; there are no direct sustainability implications arising from the recommendations of the report.

5.0 Resource Implications

5.1. Financial Details

- 5.2. There are no new financial implications arising from the recommendations of this report. Yes

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

5.4. Staffing

- 5.5. There are no staffing implications arising from this report.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

None.

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

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Approved by

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