



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

# **Meeting of Clackmannanshire Council**

**Thursday 19 December 2019 at 9.30 am**

**Venue: Council Chamber, Kilncraigs,  
Greenside Street, Alloa, FK10 1EB**

## **Clackmannanshire Council**

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at [www.clacks.gov.uk](http://www.clacks.gov.uk)

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at [committees@clacks.gov.uk](mailto:committees@clacks.gov.uk) or by telephone on 01259 452006 or 452004.

**10 December 2019**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 19 DECEMBER 2019 at 9.30 AM.**

**NIKKI BRIDLE**  
**Chief Executive**

**B U S I N E S S**

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2. 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 Services Officer.	--
3. Confirm Minutes of Meeting of Clackmannanshire Council held on Thursday 24 October 2019 (Copy herewith)	07
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(iv) People Committee on 21 November 2019	
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## **EXEMPT INFORMATION**

**It is anticipated (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.**

It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 1 of the Local Government (Scotland) Act 1973.

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It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 9 of the Local Government (Scotland) Act 1973.

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## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Bill Mason	5	Clackmannanshire East	CONS



**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 24 OCTOBER 2019 at 9.30 am.**

**PRESENT**

Provost Tina Murphy (In the Chair)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Dave Clark  
Councillor Kenneth Earle  
Councillor Ellen Forson  
Councillor Craig Holden  
Councillor Darren Lee  
Councillor Helen Lewis  
Councillor Graham Lindsay  
Councillor George Matchett QPM  
Councillor Jane McTaggart  
Councillor Les Sharp

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Pete Leonard, Strategic Director (Place)  
Fiona McOmish, Strategic Director (People)  
Stuart Crickmar, Strategic Director (Partnership & Performance)  
Annmargaret Black, Chief Officer, Health & Social Care Partnership  
Lindsay Sim, Senior Service Manager (Partnership & Performance)  
Murray Sharp, Senior Service Manager, (Place)  
Fiona Grinly, Strategy and Performance Adviser  
Alan Murray, Team Leader, Traffic and Transportation  
Lorraine Sanda, Improving Outcomes Manager  
Wilson Lees, Homelessness and Supporting People Manager  
Inspector Mark Murphy, Police Scotland  
Lindsay Thomson, Senior Service Manager (Partnership & Performance) (Clerk to the Council)  
Gillian White, Committee Services (Partnership and Performance)

**CC.250            APOLOGIES**

Apologies were received from Councillor Derek Stewart, Councillor Chris Dixon, Councillor Kathleen Martin and Councillor Bill Mason.

**CC.251            DECLARATIONS OF INTEREST**

Councillors Dave Clark and Les Sharp declared a non-financial interest in Item 7 Budget Strategy Update. Councillors Clark and Sharp are both members of the Integrated Joint Board (Health and Social Care). As the interest is a specific exclusion both Councillors decided that they could remain within the Chamber and participate and vote on the item.

**CC.252            MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL  
22 AUGUST 2019**

The minutes of the meeting of the Clackmannanshire Council held on 22 August 2019 were submitted for approval.

**Decision**

The minutes of the meeting of the Clackmannanshire Council held on 22 August 2019 were agreed as a correct record and signed by the Provost.

**CC.253            COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL  
MEETING ON 22 AUGUST 2019**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 22 August 2019.

- (i) Partnership and Performance Committee on 29 August 2019
- (ii) Licensing Board on 3 September and 1 October 2019
- (iii) Place Committee on 12 September 2019
- (iv) People Committee on 3 October 2019
- (v) Regulatory Committee on 19 September 2019
- (vi) Audit Committee on 26 September 2019
- (vii) Appointments Committees on 20 September, 2 October, 3 October and 4 October 2019

**CC.254            COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL**

The report, submitted by the Chief Executive, sought approval of recommendations which have been made by the Audit Committee on 20 June 2019, and the Partnership and Performance Committee of 29 August 2019.

**Motion**

That Council agrees the recommendations set out in the report.

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

**Decision**

The Council agreed:

1. from the Audit Committee of 20 June, 2019 in relation to the report entitled "*Financial Regulations*"
  - a. To adopt the revised Financial Regulations as set out in Appendix 1 of the report.
2. from the Partnership and Performance Committee of 29 August, 2019 in relation to the report entitled "*HR Policies*"
  - a. To approve HR Policies for Disclosure Scotland Referral and Career Breaks.

**Action**

Chief Executive



## **CC.255 ORGANISATIONAL REDESIGN: UPDATE**

The report, submitted by the Chief Executive, updated Council on progress with implementing the organisational design it agreed as part of the 2018/19 Budget approved on 8 March 2018. The report provided an update on key organisational design activity which is being developed and progressed. It is based on the 18 month Phase 2 organisational redesign plan approved by Council in August 2019.

### **Motion**

That Council agrees the recommendations as set out in the report. Also, that Council nominates Councillor Donald Balsillie as the elected member representative on iESE

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie. Councillor Les Sharp seconded the second part of the motion relating to the nomination of Councillor Balsillie as the elected member representative on iESE.

### **Decision**

The Council agreed:

1. To note the progress in the development of the medium term Transformation Plan (paragraphs 4.1 - 4.4 of the report);
2. To note the adoption of the iESE Innovation Mandate work, resourced by the Improvement Service (paragraphs 4.5 and 4.6 of the report);
3. To approve £25k (plus VAT and expenses) investment from the Transformation Fund to secure support from iESE to augment the draft Transformation Programme and to identify efficiency releasing proposals in the short term (paragraphs 4.8 – 4.10 of the report);
4. To approve Council membership of iESE and nominated Councillor Donald Balsillie as the elected member representative on iESE;
5. To note progress with regards to the highlighted redesign activity (paragraphs 5.2 – 5.7 of the report); and
6. To note that a full update on progress will be presented to the next Council meeting (paragraphs 3.5 and 5.1 of the report)

### **Action**

Chief Executive

## **CC.256 BUDGET STRATEGY UPDATE**

The report, submitted by the Chief Finance Officer, maintained the Council's regular update on the approved Budget Strategy and provided an update on the Budget process for 2020/21.

Councillors Clark and Sharp had previously declared a non-financial interest in this item as they are both members of the Integrated Joint Board (Health and Social Care). As the interest was a specific exclusion both Councillors decided to remain within the Chamber and participate and vote on the item.

### **Motion**

That Council agrees the recommendations as set out in the report.

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

## **Decision**

The Council agreed to:

1. Note updated annual and cumulative budget gap after reduction in assumptions on demand pressures;
2. Note impact of a change in core grant funding;
3. Note that spending restraint has been imposed for the remainder of 2019/20;
4. Approve additional funding towards resources to carry out 2 reviews within Health and Social Care Partnership and authorise the S95 officer to agree the basis of cost allocation; and
5. Note the contents of the report.

## **Action**

Chief Finance Officer

### **CC.257            PROPOSAL TO INTEGRATE LOCAL POLICE SERVICES AT KILNCRAIGS**

The report, submitted by the Strategic Director, Partnership and Performance, sought agreement to integrate local police services, currently based in Alloa Police Station at Tullibody Road, Alloa, within the Council's headquarters complex at Kilncraigs Mill, Alloa.

## **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Helen Lewis. Seconded by Councillor Les Sharp.

## **Decision**

Having challenged and commented on the report and the related business case (provided as a background paper to all Councillors), the Council agreed:

1. To the integration of local police services within the Kilncraigs Mill complex, subject to similar agreement at a later date by the Scottish Police Authority; and
2. To allocate £68,000 capital funding to the project to enable implementation.

## **Action**

Strategic Director, Partnership and Performance

### **CC.258            CITY REGION DEAL DOCUMENTS SIGNING**

The report, submitted by the Monitoring Officer, advised Council that it is anticipated that the final City Region Deal sign-off documents will be ready for signature in the near future. Council were asked to agree the signing arrangements for these documents.

## **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Craig Holden.

## **Amendment**

“That Council is asked to agree to add the following recommendation:

- 2.1.4 Notes that signing the City Region Deal documentation commits the Council to delivering the deal. This commitment may include the potential for the Council to undertake short term borrowing to take account of timing differences between spend on the projects within the deal and receipt of grant funding. Any borrowing requirement for any particular year would be included in the annual budget process and treasury management strategy for each year.”

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

## **Decision**

The Council agreed the motion, as amended:

1. To note that the City Region Deal sign off documents will be ready for signature in the near future;
2. To note that the City Region Deal Joint Committee will review and approve the City Region Deal sign off documents before they are submitted to the Scottish and UK Government for final approval;
3. To agree to delegate authority to the Leader of the Council and the Depute Leader (if required) to sign the documents on behalf of Clackmannanshire Council on the conclusion of the approval process; and
4. To note that signing the City Region Deal documentation commits the Council to delivering the deal. This commitment may include the potential for the Council to undertake short term borrowing to take account of timing differences between spend on the projects within the deal and receipt of grant funding. Any borrowing requirement for any particular year would be included in the annual budget process and treasury management strategy for each year

## **Action**

Monitoring Officer

## **CC.258          PARKING STRATEGY**

The Council agreed at its meeting on 8 March 2018 as part of its General Services Revenue and Capital Budget 2018/29 to:

- a. Pursue criminalised parking enforcement powers with necessary consultation subject to evidence of financial sustainability.
- b. Develop a business case for town centre traffic management with estimated income across a range of potential options.

The report, submitted but the Strategic Director (Place), provided an update on the feasibility of creating a Special Parking Area (SPA) across the Council's administrative area, this being an area in which on-street parking offences are decriminalised. The Feasibility Study Report was appended to the report and was presented to the Elected Members' Workshop on 1 May 2019.

The report identified the opportunity to fund an SPA by implementing a management strategy for public car parks and town centre streets and also identified the opportunity to relocate long stay car parking away from the core town centre area.

The report also presented an opportunity to readdress an existing legacy legal agreement for Greenside Street car park that currently limits the Council's ability to implement a town centre parking strategy.

### **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

### **Amendment**

That in recommendation 2.1(b) the words "that includes the option to fund the enforcement of the SPA through parking charges" are removed.

Recommendation 2.1(b) should therefore state:

"2.1 (b) agrees to prepare a parking management strategy."

Moved by Councillor Dave Clark. Seconded by Councillor Kenneth Earle.

### **Voting on the Amendment**

In terms of Standing Order 14.7, Councillor Dave Clark asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 13 members present who were eligible to vote. On the roll being called, the members present voted as follows:

#### **For the Amendment (3 votes)**

Councillor Dave Clark  
Councillor Kenneth Earle  
Councillor George Matchett QPM

#### **Against the Amendment (10 votes)**

Councillor Tina Murphy  
Councillor Ellen Forson  
Councillor Donald Balsillie  
Councillor Les Sharp  
Councillor Craig Holden  
Councillor Helen Lewis  
Councillor Graham Lindsay  
Councillor Jane McTaggart  
Councillor Martha Benny  
Councillor Darren Lee

The motion was defeated by 10 votes to 3.

### **Voting on the Motion**

For the motion	12 votes
Against the motion	0 votes
Abstain from voting	1 vote

## **Decision**

On a division of 12 votes to 0 with 1 abstention, the Council agreed:

- a. To make application to the Scottish Government to create a SPA on completion of the necessary preparatory work;
- b. To prepare a parking management strategy that includes the option to fund enforcement of the SPA through parking charges;
- c. To carry out a feasibility study on the relocation of long stay car parking in Alloa; and
- d. To vary the title conditions for Greenside Car Park, Alloa and enter into a lease agreement all as set out in section 3.3 of the report.

## **Action**

Strategic Director, Place

### **CC.259 SINGLE USE PLASTICS**

The report, submitted by the Strategic Director (Place), brought Council up to speed on the measures that have been put in place to transition away from single use plastic (SUPs) and what further measures will be required to achieve elimination of SUPs.

## **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

## **Decision**

The Council agreed to note:

1. The current and proposed actions aimed at reducing and eliminating (where appropriate) single use plastics; and
2. That a policy to reduce and eliminate (where appropriate) single use plastics will be included in the forthcoming updated Sustainability and Climate Change Strategy which will be brought to Council for approval early in 2020.

*In line with Standing Order 10.24, the Provost adjourned the meeting at this point in the proceedings (12.25pm). When the meeting reconvened at 1:00pm, 13 members remained present.*

### **CC.260 VULNERABLE PERSONS RESETTLEMENT SCHEME**

The report, submitted by the Strategic Director (Place) and the Strategic Director (People), sought consideration of Clackmannanshire Council's continued participation in the resettlement of vulnerable persons (refugees). The UK Government had recently announced the extension of the scheme which has seen the Council work with partner organisations to resettle 24 families in the local community.

## **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

*Councillor Darren Lee withdrew from the Chamber during debate (1.10 pm).*

### **Decision**

The Council agreed:

1. To continue to participate in the resettlement of refugees;
2. To note the success of Clackmannanshire Council's involvement in the current scheme to re-settle Syrian refugees under the Vulnerable Persons Resettlement Scheme;
3. To confirm to the Home Office its continued support for involvement in the extended scheme; and
4. To note that Council will suggest to the Home Office that Clackmannanshire Council could rehome four families a year until 2025.

### **Action**

Strategic Director (Place) and Strategic Director (People)

### **CC.261 SCOTTISH HOUSING REGULATOR ANNUAL ASSURANCE STATEMENT**

The report, submitted by the Strategic Director (Place), provided an update for Council on the recent changes to the regulatory framework for social housing in Scotland and sought Council approval for submission of Clackmannanshire Council's Annual Assurance Statement to the Scottish Housing Regulator (SHR) by the deadline of 31<sup>st</sup> October 2019.

### **Motion**

That Council agrees the recommendation as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

### **Decision**

The Council agreed to approve the 2019/20 submission of the Annual Assurance Statement to the Scottish Housing Regulator, noting the relevant changes to the regulatory framework for social housing in Scotland.

### **Action**

Strategic Director (Place)

### **CC.262 GLENTANA MILL SITE, ALVA**

The report, submitted by the Strategic Director (Place), provided an update for Council on the current position in respect of the Glentana Mill Site in Alva. It reaffirmed the intentions for the site as set out in the report to Council of 23 August 2019 and the report to Place committee of 21 March 2019 and accordingly sought funding approval for its demolition. It also provided an overview for the Council's Housing Revenue Account (HRA) to develop the site for affordable housing, this would include specialist housing and house types suitable for older people, in line with priorities set out in the Local Housing Strategy 2018-2023 and Strategic Housing Investment Plan 2019-2024.

### **Motion**

That Council agrees the recommendation as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Dave Clark.

## **Decision**

The Council agreed to:

1. Approve the transfer of the site to the Council's Housing Revenue Account (HRA) based on the independent surveyor's valuation. This will secure the aspirations of the Council's Strategic Housing Investment Plan (SHIP) and achieve an early capital receipt;
2. Utilise the current HRA revenue surplus to purchase the site from the Council's General Fund (GF) less the costs of demolition and site clearance;
3. Utilise the current HRA revenue surplus to demolish and clear the site; and
4. Note that the HRA Business Plan will be updated to reflect this fiscal transfer.

## **Action**

Strategic Director (Place)

**The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 12.**

### **CC.263 BOWMAR COMMUNITY ENERGY SAVINGS PROGRAMME**

The report, submitted by the Senior Manager, Legal and Governance, updated Council on the progress of the remedial works on owner occupied homes in the Bowmar area and the review of the contractual arrangements for the Bowmar Community Energy Savings Programme.

## **Motion**

That Council agrees the recommendation as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

## **Decision**

The Council agreed the recommendations as set out in the report.

**The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following item of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 1.**

### **CC.264 POST PROJECT IMPLEMENTATION REVIEW**

The report, submitted by the Strategic Director (Place) related to the full project evaluation of the Tron Court Improvement Project which was agreed at Council on 21 February 2019.

Before the report was introduced Councillor Holden moved a procedural motion to continue this item of business to the next meeting of Clackmannanshire Council as new information had been made available. .

The Clerk advised that the Provost can allow procedural motions at such appropriate point as she shall determine and that she should provide her reasons for allowing the motion.

The Provost, having sought the agreement of all members present, confirmed that she was satisfied that as new information had come before elected members, then consideration of the report would be continued until the next meeting of Clackmannanshire Council.

**Action**

Strategic Director (Place)

Ends: 2.45 pm



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 19 December 2019**

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**Subject: Committee Recommendations Referred to Council**

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**Report by: Chief Executive**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Partnership and Performance Committee of 31 October, 2019, Place Committee of 7 November, 2019 and Audit Committee of 5 December, 2019.
- 1.2. Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending of money not budgeted for (Scheme of Delegation 3.20).
- 1.3. Standing Order 8.4 requires that where a Committee passes a report to Council, the full Committee report shall not be included again on the Council agenda and that officers should prepare a brief report that refers to the relevant Committee report and recommendation(s).

## **2.0 Recommendations**

- 2.1. It is recommended that Council:
  1. from the **Partnership and Performance Committee of 31 October, 2019** in relation to the report entitled "*HR Policies*".
    - (a) approves the HR Policies (Carers Policy and Menopause Policy)
  2. from the **Place Committee of 7 November, 2019** in relation to the report entitled "*Property Review Update 2019/20*"
    - (c) agrees to the sale of land at The Roundel (paragraph 5.2) (Appendix 1)
    - (d) agrees to the sale of land at Burnside Crescent, Clackmannan (paragraph 5.3) (Appendix 2)

- (e) agrees to lease the former toilet block at Maple Court (with potential for sale) (paragraph 5.4) (Appendix 3)
  - (f) agrees to the transfer of land at Norton Street/East Stirling Street from the HRA to General Fund (paragraph 6.0) (Appendix 4)
3. from the **Audit Committee of 5 December, 2019**, in relation to the report entitled “*Council Financial Performance 2019/20 – August Outturn*”
- (a) Approves additional capital work to Kilncraigs roof up to £0.300m (as set out in paragraph 6.3 of the report)
- 2.2 The reports relating to Partnership and Performance and Audit Committees are available on the Council's website. The report from the Place Committee is an exempt report.

### 3.0 Sustainability Implications

3.1. N/A

### 4.0 Resource Implications

4.1. *Financial Details*

4.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

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

4.4. *Staffing*

### 5.0 Exempt Reports

5.1. Is this report exempt? No

### 6.0 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 )

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve

their full potential   
 Our communities will be resilient and empowered so  
 that they can thrive and flourish

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

**7.0 Equalities Impact**

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

**8.0 Legality**

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

**9.0 Appendices**

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

**10.0 Background Papers**


10.1 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

- a) Agenda, together with Minute of the Partnership and Performance Committee of 31 October, 2019
- b) Agenda, together with Minute of the Place Committee of 7 November, 2019
- c) Agenda, together with Minute of the Audit Committee of 5 December, 2019

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

**Approved by**

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	



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**Report to Clackmannanshire Council**

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**Date of Meeting: 19 December 2019**

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**Subject: Member Appointments**

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**Report by: Monitoring Officer**

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**1.0 Purpose**

- 1.1 The purpose of the paper is to inform Council of changes to member appointments. The paper will also seek Council approval for appointment to a number of the vacancies.

**2.0 Recommendations**

It is recommended that Council:

- 2.1 notes the resignation of Councillor Bill Mason as a Councillor for Ward 5 Clackmannanshire East with effect from 31 December 2019
- 2.2 notes that Councillor Martha Benny has been appointed as the Leader of the Conservative Group with effect from 10 December 2019 and as such will take up the appointments to those Council positions which are filled by the Leader of the Conservative Group as set out in paragraph 3.2
- 2.3 notes that Councillor Mason is also appointed to a number of committees and external organisations in an individual capacity rather than as Leader of the Conservative Group and therefore agrees to appoint Councillor Martha Benny to the following committee and external bodies with immediate effect
- 2.3.1 the Audit Committee
  - 2.3.2 the Partnership and Performance Committee
  - 2.3.3 Integrated Joint Board (IJB)
  - 2.3.4 the Central Scotland Valuation Joint Board (VJB)
  - 2.3.5 CoSLA Policy Board – Environment and Economy substitute
- 2.4 notes that Councillor Holden has resigned as Convenor of the Place Committee and spokesperson for Environment and Housing Services with effect from 1 November 2019

- 2.5 notes that Tullibody Healthy Living Initiative took a decision in October 2019 to close as a company and dissolve as a charity and that therefore the four Ward One Clackmannanshire West Councillors who were appointed to the Board of Tullibody Health Living Initiative will no longer be appointed

### **3.0 Considerations**

- 3.1 The Chief Executive has received a letter from Councillor Bill Mason on 10 December 2019 advising of his intention to resign as a Councillor from ward 5 Clackmannanshire East with effect from 31 December 2019. Councillor Mason has indicated that his resignation is as a result of his ill health. The Chief Executive as Returning Officer will set a date for a by-election in due course. Once the vacancy has been filled there will be a further paper to Council, if required, reviewing political balance and seeking approval for appointments as required.
- 3.2 Councillor Benny has been appointed Leader of the Conservative group. As such she will attend the City Region Deal Joint Committee, the Clackmannanshire Alliance and the Programme Board.
- 3.3 The Chief Executive also received a letter on 1 November 2019 from Councillor Craig Holden advising of his resignation with immediate effect as Convenor of the Place Committee and spokesperson for Environment and Housing Services. The Administration is not proposing any permanent change at this time and the Vice Convenor of Place, Councillor Donald Balsillie will cover the Convenor and Spokesperson role on an interim basis.
- 3.4 The Tullibody Healthy Living Initiative (THLI) took a decision at an EGM on 16 October 2019 to close as a company and dissolve as a charity. In the interest of transparency Council is invited to note that the result of this decision is that Councillor Lee, Councillor Matchett QPM, Councillor Murphy and Councillor Sharp will no longer be appointed to the Board once this process is complete.

### **4.0 Sustainability Implications**

None.

### **5.0 Resource Implications**

#### *5.1 Financial Details*

There are no financial implications as a result of the recommendations contained in this report.

#### *5.2 Staffing*

- 5.3 There are no staffing implications arising from the recommendations contained in this report.

## 6.0 Exempt Reports

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 )

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

(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)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Lindsay Thomson	Monitoring Officer	2084

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Lindsay Thomson	Monitoring Officer	
Stuart Crickmar	Strategic Director, Partnership & Performance	



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 19 December, 2019**

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**Subject: Transformation Update**

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**Report by: Chief Executive**

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## **1.0 Purpose**

The purpose of this report is to update Council on progress with implementing the agreed organisational redesign framework. This report provides an update on key aspects of organisational redesign activity . It is based on the 18 month Phase 2 organisational redesign plan approved by Council in August 2019.

Additionally, this report signals the start of the process of integrating the Council's strategic planning approaches. Specifically, this report also details the work in hand to develop the Council's medium term Transformation Plan and seeks to develop more integrated reporting of progress within these related workstreams for the future.

## **2.0 Recommendations**

It is recommended that Council:

- 2.1. Notes that this report starts the process of integrating strategic planning frameworks related to organisational redesign and transformation (paragraphs 1.0 and 3.1-3.6)
- 2.2. Notes the progress in implementing key actions within the organisational redesign action plan (paragraphs 4.1-4.2 and Appendix B)
- 2.3. Notes the key organisational redesign highlights and achievements detailed in paragraph 4.3
- 2.4. Notes the progress and planned development of the STRIVE pilot (paragraphs 4.5-4.8) and that any proposed options/ changes to service delivery models will follow the governance process of Programme Governance Board and Council as required (paragraph 4.8)
- 2.5. Notes the progress in developing the prioritised Transformation Plan, including the progress in implementing the diagnostic work with iESE and the Innovation mandate in collaboration with the Improvement Service (paragraphs 5.1-5.9)
- 2.6. Notes the range of proposed additional assistance from the Chief Digital Officer (Digital Office for Scottish Local Government) in support of the Council's developing Transformation Plan (paragraphs 5.10 and 5.11)

- 2.7. Approves the establishment of the Chief Digital Officer (Digital Office for Scottish Local Government) as an Associate of the Council's Programme Governance Board (paragraph 5.11)

### 3.0 Background

- 3.1. At its meeting on 22 August 2019, Council considered an update report which set out proposals for Phase 2 of the Council's organisational redesign, covering the period up to the end of February 2021. The timescales agreed reflect the intention to integrate the Council's service and financial planning in the medium term.
- 3.2. A clear organisational redesign framework is in place for monitoring and evaluating progress and refining activity based on four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability (Appendix A).
- 3.3. Planned key actions are highlighted at this stage but this is designed to be a dynamic plan which will continue to be updated to reflect new opportunities or changes to plans, for instance in response to lessons learned as we continue to implement transformational change across the range of services we deliver, or due to contextual and environmental changes.
- 3.4. As stated in Council's update report in October 2019, the framework and activity set out in Appendix A is complementary to, and aligned with, the Council's Transformation Strategy which was agreed in March 2019. This update report also starts the process of integrating these two aligned workstreams.
- 3.5. Since August 2019, aligned with the preparation of the Council's next Budget, significant priority has been invested in the development of the medium term Transformation Plan. Whilst the Council's organisational redesign activity is focussed on how we improve and **develop our organisation to support sustainable change**, the Transformation Plan is focussed on developing a programme of specific functional reviews with the aim of providing better **integrated, customer and service user focused models of service delivery** which are also financially sustainable.
- 3.6. As work progresses to develop and refine arrangements, it is clear that, in essence, the activity generated in the Sustainability Phase of the organisational redesign framework reflects the establishment of a mature Transformation Plan which is systematically refreshed with new ideas/ options as organisational culture, capacity and confidence is embedded. Given the progress achieved to date, it is proposed that this and future update reports focus on both organisational redesign activity and the establishment of the Transformation Plan.

### 4.0 Organisational Redesign Update

- 4.1 As previously agreed, clear responsibility and accountability for taking forward organisational redesign tasks has now been allocated. Appendix B provides a high level update on progress against each of the agreed actions. Key officers leading on each of the specific priority proposals have also been identified and Strategic Directors have been allocated strategic sponsor roles against each of the four phases.

- 4.2 It is intended that these reports will start to be presented as part of the developing management reporting arrangements for the Programme Governance Board (PGB). An updated report on progress will be presented to the next PGB in February 2020. This information will also be presented to Council as part of these routine update reports. The next scheduled update report for Council will also seek to consolidate some activities which, on review, have converged. As a consequence there is an opportunity for some streamlining of activity for reporting purposes.
- 4.3 Appendix B sets out a range of activity which is complete and/or in hand. Highlights include:
- Launch of the Council's second staff survey in November 2019
  - Joint development and approval of Working Together Agreement between management and trade unions
  - Facilities Agreement approved between management and Trade Unions
  - Achieving 'Deal Ready' status in respect of the Stirling and Clackmannanshire City Region Deal following the conclusion of the iterative development of the Deal documentation with both UK and Scottish Government and sign off by the Joint Committee on 14 November 2019
  - Significant progress in implementing senior manager structures, with the majority of posts now filled
  - Work commenced within senior manager portfolios to develop team structures
  - Approval of the Police Scotland co-location business case in October 2019
  - Completion of digital maturity assessment with Digital Office
  - Poverty and Inclusive growth summit In October 2019, delivered with Alliance partners
  - Significant range of 'Business as usual activity' which includes extraordinary activity in respect of EU Withdrawal and the General Election.
- 4.4 Related to the approval of the Police co-location at Council's October meeting, work is also progressing to implement the STRIVE (Safeguarding through Rapid Intervention) pilot . An eight-week pilot is planned to take place in Kilncraigs in early 2020 to test a concept that joined-up working and integrated service delivery improves outcomes for the most vulnerable people in Clackmannanshire.
- 4.5 The STRIVE pilot, previously referred to as MATAC or MASH, builds on existing good partnership working to reduce the likelihood and impact of vulnerable people experiencing crisis and to reduce the intensive resource required by a variety of public services.
- 4.6 The public service system will be considered as a whole and not as a collection of separate parts. This "whole-systems" approach will focus on the sharing of intelligence between agencies. Practitioners will be better able to "join the dots" to understand the overall risk and vulnerability represented by individual cases. In particular, the approach aims to focus on those people on the cusp of statutory intervention to ensure that they get the help and support they need as early as possible. Having a GDPR-compliant Information Sharing Protocol (ISP) in place is a key consideration for the STRIVE Team.

- 4.7 The key enablers of the STRIVE pilot are the proposal to integrate Alloa Police Services with Council services at Kilncraigs, Alloa (Council approval 24th October) and Clackmannanshire Council's response to the Housing First Scotland initiative (Rapid Rehousing). Police Scotland and Housing Services, along with Child Care and Health, are expected to be core participating partners. Other partners expected to provide support include Adult Services, Education and Criminal Justice.
- 4.8 It is expected that learning from the STRIVE pilot will inform the development of a future business case exploring service delivery model options for consideration by Clackmannanshire Council and its partners. This business case and associated options will follow the agreed governance route for Transformation proposals through the Programme Governance Board and Council as appropriate.

## **5.0 Development of the Council's Transformation Plan**

- 5.1 Draft transformation proposals have been shared with all elected members as part of the Budget Update session in October 2019. This session also updated elected members on the arrangements to schedule business case development for individual transformation proposals, using a prioritisation tool. Having completed the prioritisation activity, a 3-5 year rolling plan of transformation activity is anticipated.
- 5.2 At its October meeting, Council also agreed to invest in additional external assurance work with the Improvement Service and iESE to undertake the 'Innovation Mandate' and additional diagnostic work, to augment the draft Transformation Plan already shared with elected members. This additional work aims to both provide assurance over work to date and presents the opportunity to bolster the range and pace of our transformational planning.
- 5.3 The Innovation Mandate is a tool which is applied prior to a transformation or a sense check on progress and collective understanding in terms of an organisations transformation approach and plans. It checks or establishes the parameters for transformation. It is delivered through a workshop format and involves the leadership cohort of Members and Officers. The aim of the approach is to optimise the transformation programme established.
- 5.4 Following Council's approval in October 2019, the Senior Leadership Group met with iESE to commence planning and scoping activity. At the Chief Executive's request, iESE have agreed to seek to complete both elements of work (which need to run concurrently) prior to budget setting. Whilst this presents a challenging timescale, it aims to allow a refreshed Transformation Plan to be presented alongside the Council's budget for 2020/21.
- 5.5 The half day Innovation Mandate workshop has been arranged for the 7 January 2020. It will involve a facilitated discussion to assess change and risk appetite and readiness. The session participants are:
- Council Leader
  - Depute Leader
  - Convenors
  - Group Leaders
  - Independent Councillor
  - Senior Leadership Group (Chief Executive, Strategic Directors)

- 5.6 The diagnostic activity blends aspects of each of the three diagnostic approaches summarised below. It is an evidence based and customer focussed approach which aims to maximise effectiveness and efficiency in Council processes.
- Customer focus diagnostic
  - Cultural diagnostic
  - Efficiency and Effectiveness Diagnostic .
- 5.7 Whilst the projected elapsed time for the diagnostic activity is eight weeks, it involves an intensive 1-2 week period on site for a team of 3-4 iESE associates who will work with staff across the following services:
- Revenues and Benefits
  - Housing
  - Environmental Services
  - Education and Children's Services
  - Planning
  - Health and Social Care
  - Leisure and Tourism
- 5.8 iESE deploy a range of approaches and toolkits which include demand analysis and management; financial analysis; work shadowing across services; focus groups and interviews. There is additionally the aim of developing staff capacity and skills which could allow the Council to replicate the approaches for the future as well as support customer focus, team building and organisational culture.
- 5.9 iESE launched the approach with a specific launch event for staff, trade union representatives and elected members which was held on 6 December. iESE commenced their on site activity on the 10 December. It is intended that following the iESE engagement, at the end of the diagnostic phase, a specific roadshow activity will be given over to reviewing the success and lessons from our engagement.
- 5.10 In addition to recent engagement with Digital Office for Scottish Local Government to undertake the Digital Maturity assessment, the Chief Executive met with Martyn Wallace, the Chief Digital Officer to consider how digital can be embedded within the Council's transformation plans and to consider what support/ engagement is available.
- 5.11 The following key areas of support were identified:
- In parallel with the iESE diagnostic work, Digital Office will also undertake a review of the developing Transformation Plan to ensure that digital approaches are embedded as an enabler within new approaches
  - Digital Office will engage on the outcome/output of the digital maturity assessment and highlight priorities for change, including signposting key skills development needs and relevant training resources and toolkits

- The Chief Digital Officer has offered to become an Associate of the Programme Governance Board to advise on embedding digital enablers for transformation and service delivery, if desired
- The Chief Digital Officer has offered to be part of the core reference group taking forward the development of innovative whole system work to identify integrated , early intervention and preventative models of service delivery to improve outcomes and experience for service users with multiple and complex needs. This work reflects the developing agenda as the multidisciplinary group of services and partners is seeking to identify tangible proposals to address the initial findings of the Clacks Effect work.

## 6.0 Sustainability Implications

6.1 N/A

## 7.0 Resource Implications

7.1 *Financial Details*

7.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

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

7.4 *Staffing*

## 8.0 Exempt Reports

8.1 Is this report exempt? No

## 9.0 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 )

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

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

**10.0 Equalities Impact**

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

**11.0 Legality**

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

**12.0 Appendices**

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

Appendix A: Clackmannanshire Council Organisational Redesign Framework

Appendix B: Organisational Redesign Progress Update

**13.0 Background Papers**


13.1 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
Nikki Bridle	Chief Executive	452002

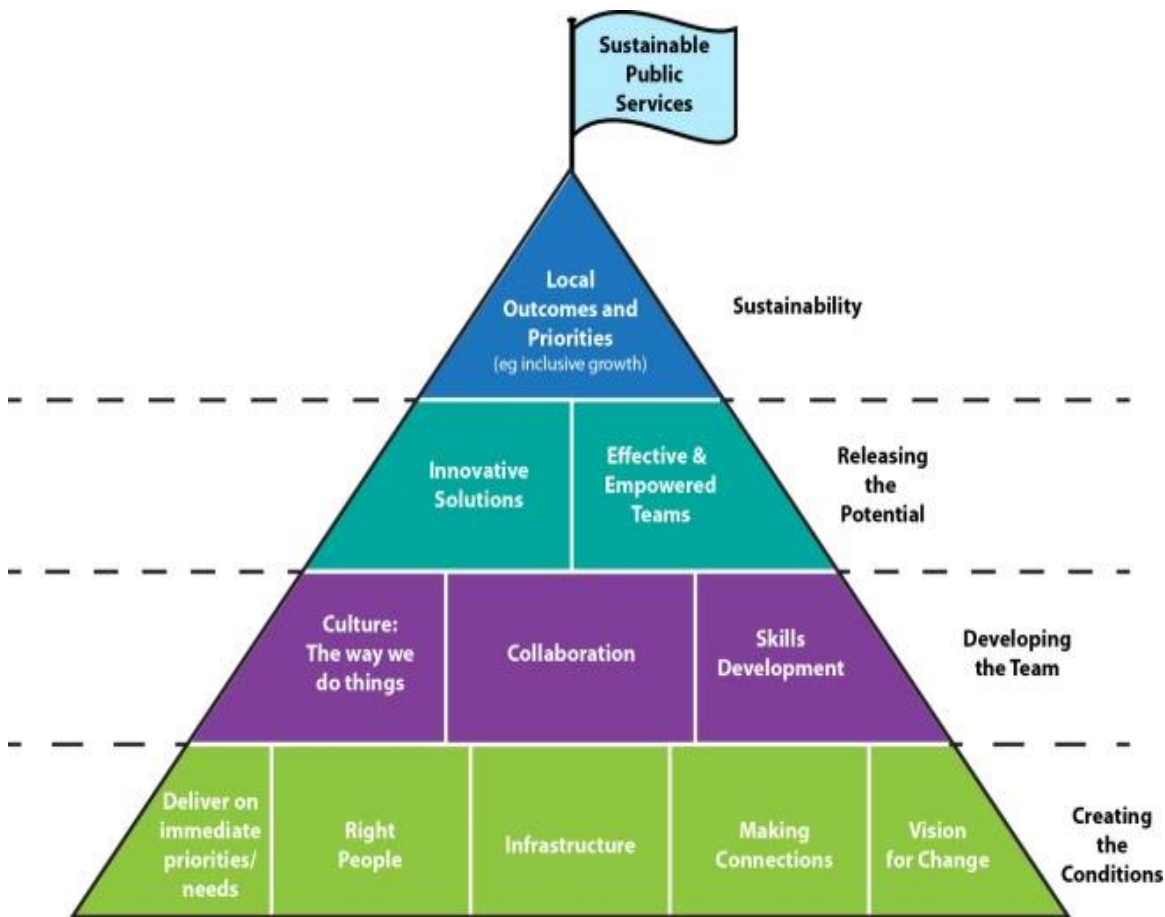
**Approved by**

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	





## Appendix A: Clackmannanshire Council Organisational Redesign Framework



The four phases are not designed to be sequential but run concurrently.
















- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
- **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.
- **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
- **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.



















**Appendix B Phase 2 Organisational Redesign Progress Update**

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
Deliver on Immediate Priorities/Needs	Balanced Budget 2020/21+		Mar-20	CFO (Sec 95 officer)		Draft budget in preparation. Briefings held with elected members and trade union representatives. Budget timing linked to national operating environment considerations
	Reprioritised Capital investment programme		Mar-20	CFO (Sec 95 officer)		See above- part of budget preparation arrangements
	City Region Deal: Full Deal incorporating financial profiling		Jan-20	CE		Partnership has achieved Deal ready status- awaiting post General Election progression of Deal by Governments
	Improve visibility: Roadshows and briefings on Culture, Values and Change, new Corporate Plan		ongoing	CE		A number of roadshows have taken place across a range of Council venues. Different approaches have been used to develop engagement on vision, values and embedding positive organisational culture. Feedback has been positive and further roadshows scheduled.
	Potential election events		Dec-19	CE		General Election to take place 12 December 2019
	Health and Social Care Partnership Service and Financial sustainability		Mar-20	CO HSCP		HSCP CO meeting jointly with Partnership CEOs. Transformation Board now established and work progressing to agree remit and governance framework. Partnership CFOs working with HSCP CFO to develop aligned Transformation Plan and Medium Term Financial Plan. Clackmannanshire Chief Executive has requested a briefing for all elected members from SG and HSCP CO which is currently being scheduled for January 2020
	Chief Officer Group relaunch and conference: Protection			CE		Chief Executive and CSWO developing proposal for COG away day focussing on development of improvement priorities for Public Protection (adults, children and criminal justice) across Partners
Right People	Appointment to Senior Management roles		Aug-19	CE		All new Senior roles have now been appointed, with new Strategic Directors in post, and Senior Managers across the Council either in post, or start dates identified
	New HSCP Chief Officer/ Review of HSCP resourcing		Mar-20	CO HSCP		Chief Executive (in partnership with CEOs NHS Forth Valley and Stirling Council) supported Chief Officer preparation, submission and approval of resourcing paper to HSCP IJB in November, 2019. Resources agreed and recruitments (where appropriate) being progressed
	Organisational restructuring in all portfolios aligned with new service delivery proposals		Dec-19	CE		New Strategic Directors have agreed structures in place, with appointments made to senior roles. As new senior managers are transitioning into new roles, priority task highlighted re the development of redesign proposals at service level
	Additional Capacity: Funding Officer and Communications Officer		Nov-19	SD P&P		Recruitment for both posts completed, with successful applicants expected to start January 2020
	Specialist Capacity: Transformation and CRD		ongoing	CE		Transformation Programme Manager and CRD Programme Manager in post, with the Programme Management Office recruiting to key posts, which will work across both the Transformation Programme and CRD. External resource being used on a targeted basis to augment internal capacity e.g. iESE and Digital Office re the development of the multi-year Transformation Plan
Capital Strategy	Capital Strategy		Mar-20	CFO (Sec 95 officer)		In development, alongside development of Budget and Transformation Plan proposals for budget setting 2020/21
	Medium Term Financial Plan		Mar-20	CFO (Sec 95 officer)		In development, alongside development of Budget and Transformation Plan proposals for budget setting 2020/21
	HSCP Recovery Plan		Mar-20	CO HSCP		HSCP meeting jointly with Partnership CEOs. Transformation Board now established and work progressing to agree remit and governance framework. Partnership CFOs working with HSCP CFO to develop aligned Transformation Plan and Medium Term Financial Plan. Clackmannanshire Chief Executive has requested a briefing for all elected members which is being scheduled for January, 2020
	Learning Estate Strategy		Dec-19	SD PEOPLE		Significant investment in realigning draft proposals with corporate transformation proposals. Effective partnership working across service portfolios to develop Learning estate Strategy for Council in December 2019










**Appendix B Phase 2 Organisational Redesign Progress Update**

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
Creating the Conditions Strategic Sponsor: Chief Executive	Infrastructure	Local Development Plan	Dec-19	SD PLACE		The publication and consultation on the Main Issues Report is the first major step in the process for producing a new Local Development Plan. This initial Issues stage is the part of the process where the public will have the greatest opportunity to be involved and to influence the preparation and content of the LDP. The MIR was reviewed by the Place Committee at its meeting of 7 November and a paper is on the agenda for the Council meeting of 19 December
		Strategic Housing Investment Plan	Nov-19	SD PLACE		The Place Committee approved the latest SHIP at its meeting of 7 November. This latest SHIP covers the period 2020-25
		Developing and Implementation of Sport and Active Living Infrastructure	Jul-20	SD PEOPLE		Leisure and Libraries moving from P&P to People structure in January, 2020. Development of new infrastructure with Leisure and Sport/Active Living framework will commence immediately and updates will be provided via People Committee
		Devolved Business Support Model	May-20	SLG		This is being considered alongside the development of service redesign proposals by senior managers. It is intended that any proposed model is considered for application across portfolios on a consistent basis, if appropriate
		Digital Strategy: Priority Automation Proposals	Apr-20	SD P&P		The Chief Digital Officer is proposed as an Associate Member of the Programme Governance Board. Digital maturity assessment now complete, awaiting feedback from Digital Office. Digital workshop held in September 2019. The draft Transformation Plan will be reviewed by Chief Digital Officer to support prioritisation and innovation
		Embed Programme Governance Board	Mar-20	CE		Transformation Programme Change Board is meeting regularly, with the meetings becoming more focussed on change activity and driving progress
		Communications: Internally and Externally	ongoing	SD P&P		Communications Officer in post from January 2020. Priority will be to focus on Transformation, vision, values and culture communications. A key aspect of the role will be external communication of achievements and progress. A revised communications strategy will be prepared for approval by March 2020
	Making Connections	Collaborative work with Improvement Service: PMO joint appointment	Apr-19	CE		Complete. Programme Manager in post, jointly appointed with Improvement Service
		Develop joint proposals with SFT/Hubco for specialist support	May-20	SD PLACE		Chief Executive and Strategic Director met with Hub to identify opportunities. Currently looking to align opportunities with emerging Transformation Proposal development
		Collaborative work with Scottish Enterprise: CRD PMO appointment	Mar-20	CE		Two candidates considered to date- appointment not yet secured. Chief Executive currently following up with Scottish Enterprise
		Forth Valley CEs meetings to review opportunity to develop joint business cases progressed	ongoing	CE		Regular meetings scheduled with FV Council CEs. Significant progress and focus has been on developing the Regional Economic potential. Work has been supported by Scottish Government who have funded strategic support from Ross Martin. Leaders have agreed key priority is to develop options as the basis of wider political engagement. Additionally, a number of conversations are continuing at service level on potential service redesign options within FV
		Forth Valley Regional Economic Strategy development proposal Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement	Mar-20 ongoing	SD PLACE SD PLACE	 	as above Initial engagements undertaken with each body. Proposals will be developed as part of Transformation Plan proposals
	Vision for Change	New Corporate Plan: Streamlined priorities: Be the Future	Mar-19	SD P&P		Corporate Plan, with agreed Priorities, was approved by Council in December 2018
		Aligned LOIP	Mar-19	SD P&P		Council's priorities, as agreed in the Corporate Plan, are aligned with the LOIP 2017-27 Outcomes

**Appendix B Phase 2 Organisational Redesign Progress Update**

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
	vision for change	Strategic narrative on economic impact of CRD and Regional Economic Strategy	Mar-20 then ongoing	SD PLACE		Initial work being undertaken by Chief Executive with Council Leader as part of budget preparation. Future work will be developed by Strategic Director Place. Draft framework agreed with Council Leader
Developing the Team Strategic Sponsor: SD Partnership and Performance	Culture: the way we do things	Embed Corporate Vision and Values: New Corporate Values: Be the Future Campaign (Staff, Trade Unions and Stakeholders)	ongoing	SD P&P		This is being embedded in a number of ways, including Workforce Development Plan, Staff Survey, PRD Process, Roadshows and through corporate communication processes. The Chief executive and Strategic Directors have also commenced a Leadership Blog which appears to be achieving a broad audience.
		Workforce Strategy	Jun-19	SD P&P		Strategic Workforce Plan agreed by Council in June. Ongoing updates to P&P Committee. Year 2 action include Portfolio Workforce Plans
		Maximising Attendance/ Health and Well-being Campaign	ongoing	SD PEOPLE		Progress ongoing based on development of a plan to improve attendance and wellbeing at work. Highlights include work to align data and ensure comparability with other local authorities, drive staff wellbeing strategies, and improve attendance at work will be reported via P&P Committee
		Healthier Working Lives Gold Standard Accreditation	Will not progress	SD P&P		NHS have advised that we retain Silver at this point, further work required to attain Gold standard
		Development of Employee Voice Initiatives	ongoing	SLG		SLG are taking this forward through iESE
		Develop Empowering Families and Communities Proposal	Sep-20	SD P&P		Initial task is focussed on mapping existing services which are spread across service portfolios. It is then planned that a broader stakeholder group will be established to take forward the development of options under the Transformation Plan business case development.
	Collaboration	Develop sustainable health and social care models of care aligned with housing strategy and leading edge research: Programme and investment priorities	Oct-20	SD PEOPLE		Council approved the Primrose Street Development as a 'soft launch' of potential future models. Markers also placed in both Strategic Housing Investment Plan and HSCP care models for further development of the approach. Priority for progression is developing the allocation policy and care model associated with Primrose Street. Progress now being made with STRIVE approach as part of co-location
		Public Service Procurement Options Appraisal	Oct-20	SD P&P		This will be developed as part of Transformation Plan proposals
		Collaborative models to increase capacity/skills: Improvement Service and Scottish Enterprise	ongoing	CE		There are a range of external supports in place to develop the Council's approach including Improvement Service, iESE, Digital Office and ongoing discussions with Scottish Enterprise.
		Clacks Effect work: Potential options for wider collaboration on issues re disproportionate public sector resource need and scale factors	Nov-20	CE		Clacks Effect has been identified as a key project in the Council's Transformation Programme and options will be considered as part of this project. Timescales for delivery will also be determined within the overall Programme
	Skills Development	New PRD Process		SD P&P		New process is implemented and has been rolled out across Council. This included the development and implementation of CEX process
		Extend Leadership Development: Senior Managers, Supervisors, Trade Union and Elected Member to be considered	Apr-20	SD P&P		Leadership development approach in place with Ceannas for ESLG. Proposals developed and approved in respect of all tiers of management. Scoping of programmes and implementation currently under consideration in anticipation of new senior managers taking up posts
		Develop Succession Planning arrangements		SD P&P		Workforce Strategy Agreed. Portfolios to draft Portfolio Workforce Plans as part of business planning process
		Senior Leadership Forum established	Aug-20	SD P&P		This will be established formally, once all senior managers in post and leadership development programmes have been implemented
		Poverty and Inclusive Growth Summit and Legacy	Oct-19	SD P&P		Successful summit and week of events held in October 2019. Work in hand to develop and implement legacy activities.

**Appendix B Phase 2 Organisational Redesign Progress Update**

Phase	Activity	Planned Work	Timescale	Lead	Progress	Update
Releasing the Potential Strategic Sponsor: SD Place	Innovative Solutions	Primrose Street Implementation		SD PLACE		Council approved the Primrose Street Development as a 'soft launch' of potential future models. Markers also placed in both Strategic Housing Investment Plan and HSCP care models for further development of the approach. Priority for progression is developing the allocation policy and care model associated with Primrose Street
		CRD Procurement Approach	Jul-20	SD PLACE		Once CRD Full Deal has been delivered, options will be prepared for appropriate governance. The CRD partnership has expressed a desire to seek innovative approaches to maximise local and environmental benefits wherever possible
		Programme Governance Board multi year Transformation Programme	Mar-20	SD P&P		A Transformation Programme is being developed, which will initially present proposals for the 5 year period to March 2025. This will be presented alongside the 2020/21 Budget
		Developing public service focus and options/models with communities and partners		SD P&P		Empowering Families and Communities has been identified as a key project in the Transformation Programme
		Partnership work with CTSI: food and waste initiative	Apr-20	SD PLACE		Meetings have been held with CTSI and other 3rd sector groups to discuss collaboration on food/waste education initiatives and also the provision of facilities at Forthbank HWRC to enable re-use of items that would ordinarily go to materials recycling or landfill. The Director is due to meet with Anthea Coulter in December
		Collaborative service delivery: for instance, Internal Audit; Street Lighting; Police co-location and STRIVE	Oct-20	SD PEOPLE		STRIVE pilot anticipated to commence February 2020 for a period of 8 weeks. During this time, engagement with FV partners will explore wider roll out of these initiatives beyond the pilot, and other options will be explored to continue activities in some capacity
	Effective and Empowered Teams	Management Charter and Action plan for extended Senior Leadership Group		CE		Work to develop Management Charter was taken forward as part of ESLG Ceannas activity. To date, this has been used as the basis of the development and refinement of a Leadership Sonar for senior managers (similar to 360). This will be developed into Charter, following completion of Sonar exercise for ESLG. To date, Chief Executive has completed her SONAR as start of cascade
		Transition to new portfolios under new Senior Management Structure	Oct-19 -Mar-20	CE		Appointments made to all senior manager roles within structure. Imminent start dates for external appointees
		Significant refresh and new workforce policies e.g. carers, menopause, various Health and Safety	Dec-19	SD P&P		Carers and menopause policies have been developed and considered by P&P Committee. Expected to be ratified at Council in December 2019. Good progress has been made on refreshing a range of health and safety policies - these are reported through the Council's health and safety executive.

**CLACKMANNANSHIRE COUNCIL**

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**Report to Clackmannanshire Council**

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**Date of Meeting: 19 December 2019**

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**Subject: Budget Strategy Update**

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**Report by: Chief Finance Officer**

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**1.0 Purpose**

1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report provides an update on the Budget process for 2020/21.

The report sets out:

- progress on delivery of 2019/20 approved savings;
- indicative budget gap and changes in assumptions;
- current levels of Reserves;
- update on the Transformation Fund, and
- progress on Budget Process and timeline.

**2.0 Recommendations**

Council is asked to:

- 2.1.1 approve the proposed policy saving set out at para 4.3;
- 2.1.2 note management efficiencies and year 2 savings as set out in Appendices 1 and 2;
- 2.1.3 note the updated annual and cumulative budget gap;
- 2.1.4 note scenarios setting out impact of changes in core grant funding and Council Tax;
- 2.1.5 approve £0.390m from the Transformation Fund to fund resources to take forward the transformation programme (para 6.3);
- 2.1.6 note that spending restraint remains in place for the remainder of 2019/20, and
- 2.1.7 otherwise note the contents of the report.

### 3.0 Progress on 2019/20 Approved Savings

- 3.1 At its budget meeting in March 2019, Council approved savings of £4.810m. The table below shows the split of these savings across Directorates and indicates the forecasted achievement of those savings by 31 March 2020.

**Table 1: General Services Revenue Budget 2019/20 distribution of planned savings by directorate and forecasted achievement.**

<b>Directorate</b>	<b>Approved Savings 2019/20 £'000</b>	<b>Achieved/ Likely to be achieved £'000</b>	<b>At risk £'000</b>	<b>Unlikely to be achieved £'000</b>
<b>People</b>	1,626	1,398	18	210
<b>Place</b>	562	408	-	154
<b>Partnership &amp; Performance</b>	2,622	2,107	26	490
<b>Total</b>	<b>4,810</b>	<b>3,913</b>	<b>43</b>	<b>854</b>
		<b>81.3%</b>	<b>0.9%</b>	<b>17.8%</b>

- 3.2 The above table indicates that 81.3% of savings have been or are likely to be achieved, with a further 18.7% at risk or unlikely to be achieved in 2019/20. This is a reduction of 2% since last reported to Council in October. This movement is mainly due to the emerging overspend within residential schools due to changing circumstances therefore the saving of £0.170m is no longer expected to be achieved.
- 3.3 Within Partnership & Performance, £0.363m of the saving for Organisational Redesign is unlikely to be achieved due to the deferment of the implementation of the Corporate redesign within the People directorate. This was noted to Council at its meeting in June 2019.
- 3.4 Managers are working towards achieving the approved level of savings or identifying compensatory savings to ensure a balanced budget.

### 4.0 Budget gap 2020/21 – 2022/23

- 4.1 The indicative funding gap for 2020/21 to 2022/23 was reduced to £9.257m as reported to Council at its meeting in October. This was as a result of the reduction in the assumption for demand pressures from £3m to £2m.
- 4.2 This paper proposes further reductions to the indicative gap as a result of the approval of a Policy saving and the application of Management Efficiency savings along with the adjustment for the 20/21 saving element for those savings approved as part of the 2019/20 budget. A summary of these savings are provided below with further detail in Appendices 1 & 2.



- 4.3 Council is asked to approve a Policy saving of £70k for Roads Contract Unit Commercialisation. This saving is to upscale the operations of the Roads Contract Unit by increasing the staffing compliment, including 2 Modern apprentices, in order to carry out additional works both internal and external to the council. This will allow internal services to use resources to carry out works that may have previously been carried out by external contractors thereby making efficiencies in procurement and potentially reduce costs. This additional compliment will also allow external works to be bid for to generate income for the council. Early approval of this saving will allow staffing to be in place prior to the 1<sup>st</sup> April in order to allow early achievement of the saving.
- 4.4 Management efficiencies have been put forward by services totalling £1.575m. Removal of these efficiencies from the budget therefore reduces the net expenditure and the indicative funding gap by the same amount. Detail of these efficiencies are provided in Appendix 1.
- 4.5 As part of the 2019/20 budget, savings were approved that had a further saving in 2020/21 totalling £0.913m. These savings have been reviewed to ensure they are still financially and operationally viable and £0.609m have been confirmed as achievable (appendix 2). The remaining £0.304m are subject to further review.
- 4.6 Of the £2.254m noted above, £0.727m of these savings have been taken as a cash savings due to uncertainty around demand and legislation in these areas for future years. It is therefore prudent to split the saving into permanent and cash savings so this can be monitored and adjusted to take account of any adverse changes.
- 4.7 The cumulative effect of these changes is shown in the table below.

**4.8 Table 2: General Services Budget 2020/21-2022/23 Revised Indicative funding gap**

	2020/21	2021/22	2022/23
	£000	£000	£000
Net expenditure	128,903	134,540	139,271
Net Funding	121,900	121,117	120,326
Cumulative indicative Funding Gap	7,003	13,423	18,945
Annual indicative Funding Gap	7,003	6,420	5,522

### Grant Funding

- 4.9 One of the biggest factors which affect the indicative funding gap is the assumption on the level of core grant funding. Due to the election, the draft Scottish Budget due to be received on 12<sup>th</sup> December has been postponed and is now expected in the new year.

- 4.10 The current assumption included within the indicative funding gap is a reduction in core grant funding of 2% for 2020/21 and future years. For every 1% change in the core grant this would equate to a movement of approximately £0.750m. The impact of a change in funding is set out below:

**Table 3: Impact on gap of a change in grant funding**

	<b>Reduction of 2% (already assumed) £'000</b>	<b>Reduction of 1% £'000</b>	<b>Flat Cash £'000</b>
Adjustment to funding	-	750	1,500
Revised funding gap 2020/21	7,003	5,670	4,022

- 4.11 The exact level of funding will not be known until after the draft Scottish Budget has been announced. Following this, officers will work through to update the assumptions included in the indicative gap.

### **Council Tax**

The assumption included within the indicative funding gap is an increase in Council tax of 3%. In previous years, the draft Scottish Budget set out a cap on the increase on council tax increases of 3% which was lifted though settlement negotiations in 2019/20 to 4.79%. In setting its 2019/20 budget, Council agreed an increase of 4%. At present there is no indication if there will be a cap put on Council tax increases or what that may be. On this basis a number of scenarios are set out below.

For every 1% increase in council tax, this generates revenue of approximately £230k. Scenarios of Council tax increases of 2%, 3% & 4% and the impact on the indicative funding gap are set out below on all three of the scenarios above in relation to grant funding..

**Table 4: Impact on gap of a change in council tax increase on 3 grant funding scenarios**

#### **Increase of 3% (already assumed) on 2020/21 Indicative funding gap**

	<b>Reduction of 2% (already assumed) £'000</b>	<b>Reduction of 1% £'000</b>	<b>Flat Cash £'000</b>
Adjustment to funding	-	-	-
Revised funding gap 2020/21	7,003	5,670	4,022

**Increase of 2% on 2020/21 Indicative funding gap**

	<b>Reduction of 2% (already assumed) £'000</b>	<b>Reduction of 1% £'000</b>	<b>Flat Cash £'000</b>
Adjustment to funding - decrease	230	230	230
Revised funding gap 2020/21	7,233	5,900	4,252

**Increase of 4% on 2020/21 Indicative funding gap**

	<b>Reduction of 2% (already assumed) £'000</b>	<b>Reduction of 1% £'000</b>	<b>Flat Cash £'000</b>
Adjustment to funding - increase	(230)	(230)	(230)
Revised funding gap 2020/21	6,773	5,440	3,792

**5.0 Council Reserves**

5.1 Following the audit of the 2018/19 Annual Accounts, the Council held the following reserves as at 1<sup>st</sup> April 2019:

	<b>£m</b>	<b>£m</b>
<b>General Reserves</b>		<b>8.6</b>
- Committed	3.8	
- Uncommitted	4.8	
<b>Capital Receipts</b>		<b>3.6</b>
<b>Transformation Fund</b>		<b>0.5</b>

- 5.2 At 1<sup>st</sup> April 2019, the Council held general reserves of £8.6m. £3.8m of those are committed to fund specific items of expenditure including on areas that are ring-fenced. The Councils policy is to retain uncommitted reserves at a level of 3% of net budgeted expenditure. For 2019/20 this equates to £3.8m therefore uncommitted general reserves are £1m above this minimum level. This is before the consideration of any in year outturn position and means that the Council has little reserves above the minimum level available to fund additional unbudgeted priorities through the year.
- 5.3 Capital Receipts can be used for Capital Expenditure and permitted elements of revenue expenditure including voluntary severance and loans fund repayments. Recent flexibility by the Scottish Government has also allowed Capital Receipts to be used to form a Transformation Fund. The Council created a Transformation Fund of £500k as part of the 2019/20 Budget setting process. It is intended that this fund will be used to support the Councils Transformation Plan and commitments against this fund will be brought to Council for approval.
- 5.4 The use of reserves to support the budget is not recommended as this position would not be sustainable over the longer term. Reserves are one-off sources of funding and would add to the gap in future years.

## **6.0 Transformation Fund**

- 6.1 As noted above, in setting its budget for 2019/20, Council agreed to the creation of a Transformation fund to support the transformation programme. The conditions set out by the Scottish Government require the Council to approve the use of the fund. On this basis, Council is asked to approve the following amounts from the fund.
- 6.2 The Transformation Programme is being developed to set out the initial proposed projects that have been identified to deliver the required efficiencies across the next 3-5 years. The projects being will be delivered as a rolling programme to spread the workload over the next few years.
- 6.3 It is recognised that it may be extremely difficult to deliver the amount of change required within existing resources. On this basis a central Programme Management Office has been established, led by the Transformation Programme Manager, who was recruited as part of a joint exercise with the Improvement Service, initially on a 12 month contract from April 2019. In order to deliver the Transformation Programme, it is proposed to: -
- a) Allocate £320k from the fund to support a flexible resource fund (equivalent to the cost of three Grade 9, Project Managers for 2 years) to work closely with each of the Strategic Directors as required to progress the transformation programme. This support will be varied, and include undertaking detailed analysis to inform robust Business Cases, the production of various Project Documentation, including Project Scoping Documents and Business Cases, and, where appropriate, undertake the role of Project Manager, delivering specific projects. Spend on this fund will be reported back to Council through these regular budget strategy reports.

- b) Allocate £70k to extend the Transformation Programme Manager contract for a further year, to March 2021. This is to ensure that the Programme has continuity over the initial stages however; the future of this role would need to be considered nearer the end of this period.
- 6.4 It is proposed that these are funded from the Transformation Fund, and Council are asked to approve the overall spend of £390k. A total of £500k was initially allocated to the Transformation Fund, of which £25k has previously been allocated. This would leave £85k remaining in the fund.

### **Spending Restraint**

- 6.5 The indicative funding gap set out above assumes that 2019/20 expenditure is met within budget and all savings are achieved. In preparing the August financial outturn, early indications are that there are several emerging pressures that may cause the Council to overspend on its approved budget.
- 6.6 The position reported to Audit Committee in September based on the June financial outturn was a projected overspend of £0.038m. This was exclusive of the £1.7m projected overspend on the Clackmannanshire locality of the Health and Social Care Partnership.
- 6.7 Due to this forecasted overspend position and the level of reserves as noted above, a spending restraint was put in place for the remainder of the financial year. This means that only essential spend should be undertaken and services should work to reduce costs as much as possible.
- 6.8 The position reported to Audit Committee in December noted an increase in the projected overspend to £0.699m excluding Health & Social Care Partnership. Due to this increase the spending restraint remains in place and will be monitored closely and reviewed as further forecast information becomes available.

### **7.0 Health and Social Care Partnership**

- 7.1 At the October meeting Council approved a request to fund 2 specific reviews within Health and Social Care. On review, the IJB Board has since agreed to meet this cost from a Transformation Fund created from reserves. There is therefore no increase required to the Councils budgeted contribution to the IJB.
- 7.2 Work continues to finalise the medium term recovery plan and develop a new operating structure within the Partnership.

### **8.0 Budget Process 2020/21**

- 8.1 In line with the timetable set out in this report to Council in June, budget sessions have continued to be held with officers, elected members and trade unions.
- 8.2 Briefings were held throughout October and November with elected members and Trade Unions. These briefings provided an update on the indicative funding gap, savings proposals, demand pressures and the draft transformation plan
- 8.3 A session was held in November with the Administration group that set out the draft budget and considered options for setting the budget. A further session was held in December to provide an update on proposals. A workshop was also held on the Capital budget in December to set out a draft Capital programme.

8.4 The Senior Leadership Group met in November to review the demand pressures submitted by services. A follow up session is scheduled for the end of December./start of January to finalise these.

8.5 A public budget engagement process commenced on the Council's CitizenSpace platform on 16 December. Supported with a media campaign, this will run through until 24 January 2020. Equalities Impact and Fairer Scotland Duty Impact Assessments have been prepared for a number of proposals, and engagement will be facilitated with appropriate stakeholders as required. Budget engagement packs will be provided to all groups in advance of budget setting.

8.6 The future timeline for the budget process is set out below:

### **January**

The Senior Leadership Group will be conducting a series of staff roadshows early in the New Year to enable staff feedback on the budget and transformation proposals.

Briefings to be held with Members and Trade Unions providing a progress update from ExSLG and the Change Board on Settlement impact, refreshed assumptions, approved and proposed savings and demand pressures and resulting budget gap.

A workshop will also be held with Senior Officers and the Administration Group to finalise outstanding items.

Public Engagement process closes and feedback to be reviewed.

### **February**

Full Council meeting to set 2020/21 Budget.

## **9 Sustainability Implications**

9.1 The Councils risk in relation to financial sustainability remains high.

## **10 Resource Implications**

### *10.2 Financial Details*

10.3 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

10.4 Finance has been consulted and has agreed the financial implications as set out in the report. Yes

## **11 Exempt Reports**

11.2 Is this report exempt? No

## 12.0 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 )

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

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

## 13.0 Equalities Impact

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

## 14.0 Legality

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

## 15.0 Appendices

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

Appendix 1 - Management Efficiencies & Policy Savings

Appendix 2 - 2019/20 Approved Savings Year 2


## 16.0 Background Papers

- 16.1 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)
- Council Financial Performance 2019/20 – August Outturn presented to Audit Committee on 5<sup>th</sup> December 2019;
  - Local Government Finance Circular 2/2019, and
  - General Services Revenue and Capital Budget 2019/20.

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Lindsay Sim	Chief Finance Officer	2022

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Lindsay Sim	Chief Finance Officer	



**MANAGEMENT EFFICIENCIES**

**APPENDIX 1**

Directorate	Description	Amount £ 20/21
Partnership & Performance	Move to rolling Asset Valuation	66,000
Partnership & Performance	Rent Rebates Rent Allowances - reduce current budget provision in conjunction with Homeless <b>CASH</b>	266,000
Partnership & Performance	Rent Rebates Rent Allowances - reduce current budget provision in conjunction with Homeless	250,000
Partnership & Performance	Reduce Corporate Training Budget	23,800
Partnership & Performance	Supplies and Services budget reduction	4,125
Partnership & Performance	Reduction in Admin Support - Vacancy	27,159
Partnership & Performance	Supplies and Services budget reduction	498
Partnership & Performance	Reduction in Postages Budget	5,000
Partnership & Performance	Credit Card Rebate	10,000
Partnership & Performance	Budget Realignment	10,000
Partnership & Performance	Newspaper Copyright	1,500
Partnership & Performance	Treasury Contract price reduction	3,000
People	PPP Rebate	75,000
Place	Increase in Building Standards Income	20,000
Place	Increase in Building Standards Income - CASH	20,000
Place	Glentanna Mill Rates	21,355
Place	Janitorial costs of former St. Mungo's Primary School	15,473
Place	Homeless - reduce current budget provision CASH	300,000
Place	Homeless - reduce current budget provision	372,000
Place	Align overtime budget in the janitorial property overtime budget with actual	8,000
Place	Grounds Maintenance Income	50,000
Place	Grounds Maintenance Income - CASH	26,000
<b>TOTAL</b>		<b>1,574,910</b>

**POLICY SAVINGS**

Directorate	Description	Amount £ 20/21
Place	Roads Contract Unit Commercialisation	70,000
<b>TOTAL</b>		<b>70,000</b>

Directorate	Description	2020/21 £
P&P	Income generation through new Funding Officer post	50,000
Place	D&E Budget Alignment - Cash Saving	60,399
Place	Leave partnership with Stirling & Falkirk Councils for provision of stray dog kennelling facilities and reprovide	14,000
Place	Garden Waste: Introducing a permit scheme for collection of household garden waste.	108,333
Place	Service charge for cost sharing agreement for part of Kinbraigs	50,000
People	Investment in Internal Foster Care Service	60,000
People	Primary school class configuration	153,750
People	Management time reduction (Snr) Early Years	57,520
People	PPP Rebate - Cash Saving	55,000
	<b>TOTAL</b>	<b>609,002</b>

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**Report to: Council**

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**Date: 19 December 2019**

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**Subject: Treasury Management Update at 30th September 2019**

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**Report by: Chief Finance Officer**

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## **1.0 Purpose**

- 1.1 The purpose of this report is to present an update of Treasury Management activity for the period to 30th September 2019.

## **2.0 Recommendations**

- 2.1 It is recommended that the Council note, comment and challenge as appropriate the mid year review of the Council's Treasury Management activities.

### **Considerations**

- 3.1 The Treasury Management Strategy Statement (TMSS) for 2019/20 and the Prudential Indicators for 2019/20 to 2023/24 were approved by the Council on 6<sup>th</sup> March 2019. No changes to the TMSS are proposed in this report.
- 3.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that Council be updated on treasury management activities regularly (Treasury Management Strategy Statement, annual and midyear reports). This midyear report therefore ensures the Council is implementing best practice in accordance with the Code.
- 3.2 The report covers the following:
- The Economy and Interest Rates;
  - Interest Rate Forecast;
  - Investment Outturn for 2019/20;
  - Borrowing Requirement and Debt;
  - Borrowing Outturn for 2019/20, and
  - Compliance with Treasury and Prudential Limits.

## The Economy and Interest Rates

- 3.3 The economy saw a fall in growth in the first half of 2019/20 mainly as a result of uncertainty over Brexit.
- 3.4 At its meeting of 6<sup>th</sup> November 2019 the Monetary Policy Committee (MPC) voted to maintain the Bank Rate at 0.75% but indicated that the rate may need to change in either direction, at a gradual pace and to a limited extent, in order to meet its inflation target of 2%.

Throughout the UK, continued low unemployment and high level of vacancies indicates that employers are continuing to have difficulties filling job vacancies with suitable staff. This has led to wage inflation at around 3.6% in September 2019. The MPC views wage inflation as an increasing inflationary pressure in the UK economy.

## Interest Rate Forecast

- 3.5 The Council's treasury advisors, Link Asset Services, have provided the following interest rate forecast which is in line with the economic outlook set out in paragraphs 3.3 & 3.4 above.

**Table1: Investment Forecast provided by Link Asset Management**

	Dec 19	Mar 20	Jun 20	Sep 20	Dec 20	Mar 21	Jun 21	Sep 21	Dec 21	Mar 22
Bank Rate	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.25%
5yr PWLB Rate	2.30%	2.40%	2.40%	2.50%	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%
10yr PWLB Rate	2.60%	2.70%	2.70%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.20%
25yr PWLB Rate	3.20%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%
50yr PWLB Rate	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%	3.80%

- 3.6 The Bank Rate has remained at 0.75% since August 2018 and is forecast to slowly rise over the next few years. An increase of 0.25% to 1.00% is expected in March 2021 with a further 0.25% in March 2022.
- 3.7 On 9<sup>th</sup> October 2019 HM Treasury announce an immediate rate increase of 1% on all PWLB borrowing increasing the typical loan rate to around 2.8% from 1.8%. This move was taken to ensure continued availability of lending following substantial increases in borrowing by councils over the summer. Since the rate increase, borrowing from the PWLB had fallen substantially.

## Investment Outturn for 2019/20

- 3.8 The Treasury Management Strategy Statement (TMSS) for 2019/20 includes the Annual Investment Strategy, which sets out the approved upper limits of investments with fixed and variable interest rates. It can be confirmed

that these limits were not breached during the six months ending 30th September 2019.

- 3.9 As at 30th September 2019, the Council held cash balances of £17.3m, of which £5.3m was immediately available and £12m held in short term deposits. The average level of funds available for investment during the period to 30th September 2019 was £7.9m. These funds were available on a temporary basis and vary depending on a number of factors including cash flow and the borrowing strategy.

In order to maintain the availability of cash to meet daily cashflow payments, cash is held in the Bank of Scotland instant access account. Current accounts generally have lower interest rates, therefore cash is invested with other banks on a short term basis to achieve a higher return. This is in line with the Councils' investment priorities which are security first, liquidity second and then return.

A number of short term investments were made in the six months to 30th September 2019 to achieve higher interest rates. These consisted of: one deposit of £5m invested for over six months and deposits of £1m, £2m, £2m and £5m invested for one month. One deposit of £5m was returned to the Council on maturity during the period.

- 3.10 The benchmark investment returns over the 6 months ended 30th September 2019 are illustrated in the undernoted table:

**Table 2: Benchmark Investment Returns 2019/20**

Benchmark	Benchmark Return
7 day	0.57%
1 month	0.60%
3 month	0.66%
6 month	0.73%
12 month	0.83%

- 3.11 The Council's budgeted cash investment return for 2019/20 is 1.15%. This is a composite rate of all investments which is a mixture of instant access balances and short term investments with maturity dates up to six months. The budgeted rate was based on an expected rise in the bank rate to 1% in June 2019 and a further increase to 1.25% in March 2020.

For the period ended 30th September 2019 the Council achieved an actual investment return of 0.77% (£58k) which is less than budgeted largely due to interest rates remaining lower than expected at 0.75%. Individual investments performed well against the benchmark; one 6 month investment of £5m which matured in May 2019, achieved a return of 1.0% outperforming the 6 month benchmark by 0.27%. A return of 0.64% was achieved on everyday cash balances, which outperformed the benchmark return of 0.57% for 7 day investments.

The bank rate has remained at 0.75% since August 2018 and the current forecast anticipates the rate will not rise to 1% until March 2021. As shown by the interest rate forecast in paragraph 3.5, it is a very difficult investment market in terms of earning interest, as investment rates generally fall in line with bank rates. Opportunities to meet the budgeted investment return for the remainder of the year are therefore limited.

### **Borrowing Requirement and Debt**

3.12 The Council's underlying need to borrow to finance capital expenditure, termed the Capital Financing Requirement (CFR) is shown below. This shows an decrease in the CFR from budgeted, due to the net effect of:

- the underspend on the General Fund capital programme in 2018/19 being less than anticipated;
- re-phasing of spend in the General Fund capital programme into 2020/21 and future years, and
- an increase in the HRA CFR due to a reduction in the level of internal borrowing estimated for 2019/20.

Overall this results in a net decrease from the budgeted CFR.

**Table 3: Borrowing Requirement (CFR) 2019/20**

	<b>31 March 2019 Actual £000</b>	<b>31 March 2020 Estimate £000</b>	<b>31 March 2020 Projected as at 30th September 2019 £000</b>
CFR General Fund	121,325	123,455	120,273
CFR HRA	23,655	23,818	23,367
<b>Total CFR</b>	<b>144,980</b>	<b>147,273</b>	<b>143,640</b>

### **3.13 Borrowing Outturn for 2019/20**

3.14 During the period to 30th September 2019, the Council repaid £31k of towards the Salix interest free loan and £1k on a PWLB annuity loan.

3.15 Repayments of £0.613m were also made in the first six months of the year toward the Council's PFI and finance lease.

3.16 The budgeted capital spend was funded from internal borrowing (cash balances) with no additional external borrowing being undertaken for the first 6 months of the year. The need for external borrowing will be reviewed during the remainder of the financial year.

3.17 The Council's external borrowing position as at 30th September 2019 and expected year end position is illustrated in the undernoted table:

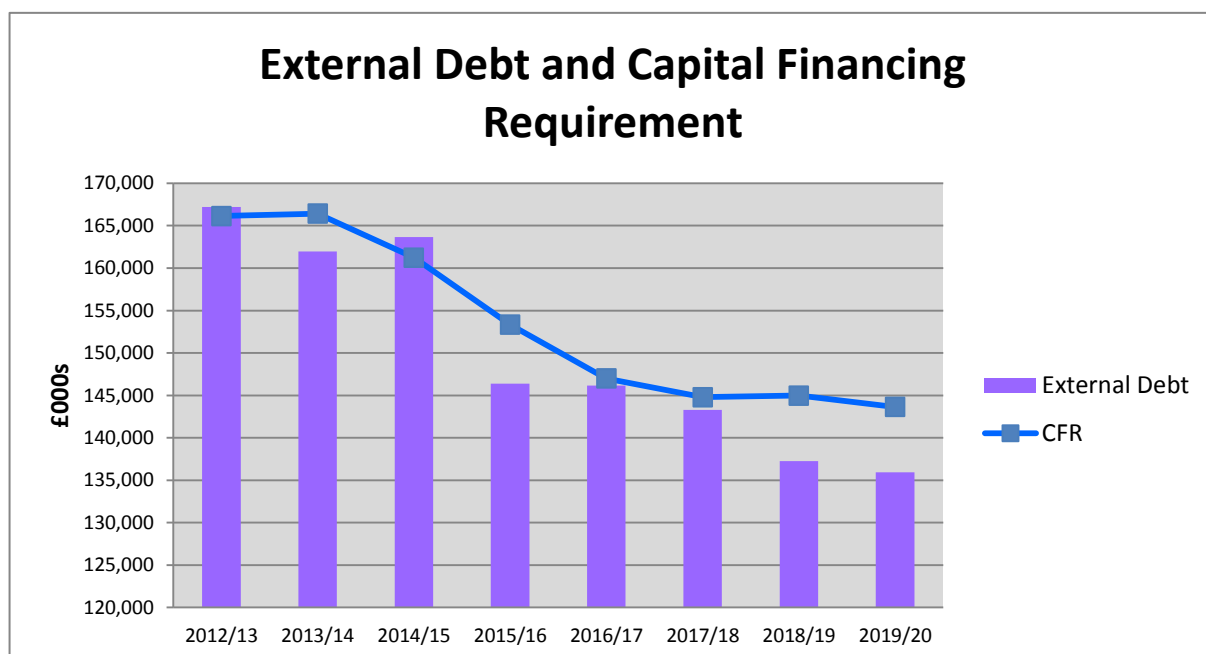
**Table 4: External borrowing at 2019/20**

	<b>Actual March 2019 £000</b>	<b>Actual September 2019 £000</b>	<b>Projected March 2020 £000</b>
Public Works Loan Board	72,513	72,512	72,511
Market Loans	18,986	18,983	18,979
LOBO Loans	5,000	5,000	5,000
Other long term liabilities	375	344	313
Temporary Loans (<1 year)	0	0	0
Long term Liabilities under Finance Lease	40,374	39,761	39,148
<b>Total</b>	<b>137,248</b>	<b>136,600</b>	<b>135,951</b>

3.18 The Capital Programme has been set in line with the Council's strategy to minimise long term debt with the level of borrowing forecast to marginally reduce by the end of 2020. This is on the basis that no new external borrowing is undertaken during 2019/20. However the Council has significant capital projects, such as Tullibody South Campus, which may require new external borrowing to be undertaken.

The following chart shows the actual and forecast level of debt up to the end of 2019/20. In addition to programmed capital spend, repayment profiles of debt maturity mean there are variations in annual change in debt year on year.

**Table 5: External debt and Capital Financing Requirement (actual and forecast)**



3.19 Overall there is a forecasted reduction in cumulative external debt of £31m (19%) since 2012, showing that over the longer term the Council is not increasing its level of debt, to finance its capital programme. Repayments towards PFI and finance leases also continue to reduce the Council’s overall level of external debt on an annual basis.

The total external debt of £136m forecast at end of the year remains below the Operational Boundary for External Debt (£150m) and the Authorised Limit for External Debt (£160m)

**Borrowing in advance of need**

3.20 The Council has not borrowed in advance of need in the six months ended 30th September and has no intention to borrow in advance in 2019/20.

**Debt Rescheduling**

3.21 Debt rescheduling opportunities have been very limited in the current economic climate, given the consequent structure of interest rates, which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken in the current financial year.

**Compliance with Treasury and Prudential Limits**

3.22 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council’s Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy Statement.

3.23 All treasury and prudential indicators set out in the Council’s Treasury Management Strategy Statement have been complied with in, the financial



period to 30<sup>th</sup> September 2019. These prudential and treasury Indicators are shown in Appendix 2.

#### 4.0 Conclusions

- 4.1 Immediate cash balances have reduced by £6.6m over the first six months of the year as funds have been invested in short term investments which have increased by £7m. It is anticipated that short term investments will reduce during the remainder of the financial year, as the capital programme is delivered.
- 4.2 The Council has repaid £0.613m towards PFI and Finance leases and £1.031m towards other external debt.
- 4.3 The Councils return on investments has out performed the benchmarks for the first six months of the financial year but is below the budgeted return.
- 4.4 Cash balances are at a level of £17.3m which contributes to supporting the Council's capital financing requirement internally.

#### 5.0 Sustainability Implications

- 5.1 None

#### 6.0 Resource Implications

##### 6.1 *Financial Details*

- 6.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 6.3 Finance have been consulted and have agreed the financial implications as set out in the report. Yes

- 6.4 Staffing

- 6.5 None

#### 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 tick )

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

Treasury Management Policy Statement and Practices

**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?

N/A Yes  No

**10.0 Legality**

10.1 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 – Investment Portfolio as at 30th September 2019

Appendix 2 - Prudential and Treasury Indicators as at 30th September 2019

**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

**Treasury Management Strategy 2019/20 - report to Council March 2019**

**Author**

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Corporate Accountant	
Ashley MacGregor	Corporate Accountancy Team Leader	

**Approved by**

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Director of Partnership & Performance	

APPENDIX 1: Investment Portfolio as at 30 September 2019

<b>Borrower</b>	<b>Principal (£000)</b>	<b>Interest Rate</b>	<b>Start Date</b>	<b>Maturity Date</b>
Bank of Scotland Plc	5,000	1.13% fixed	175 day call account	11 <sup>th</sup> December 2019
Bank of Scotland Plc	5,000	0.95% fixed	32 day call account	22 <sup>nd</sup> October 2019
Bank of Scotland Plc	2,000	0.95% fixed	32 day call account	
Bank of Scotland Plc	2,977	0.65% variable	Instant Access	
Royal Bank of Scotland Plc	2,306	0.15% variable	Instant Access	
Other Accounts	25	-		
<b>Total Cash and Cash Equivalents</b>	<b>17,308</b>			

<b>Short Term Investments</b>	<b>Principal (£000)</b>
Clackmannanshire Regeneration	4,906
CSPB Investments Ltd	1
<b>Total Short Term Investments</b>	<b>4,907</b>

<b>Long Term Investments</b>	<b>Principal (£000)</b>
Coalsnaughton NHT Project	4,358
<b>Total Long Term investments</b>	<b>4,358</b>

<b>TOTAL INVESTMENTS</b>	<b>26,573</b>
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APPENDIX 2: Prudential and Treasury Indicators as at 30 September 2019

Treasury Indicators	2019/20 Estimate £'000	Actual as at 30 <sup>th</sup> September 19 £'000
Authorised limit for external debt	160,000	160,000
Operational boundary for external debt	150,000	150,000
Gross external debt (estimate 31 <sup>st</sup> March 2020)	140,980	136,600
Investments (actual as at 31 <sup>st</sup> March 2019)	26,288	25,731
Net borrowing	114,752	110,525

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 <sup>st</sup> March 2019 £'000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	63	0.06%
12 months to 2 years	25% - 0%	475	0.49%
2 years to 5 years	50% - 0%	3,545	3.66%
5 years to 10 years	75% - 0%	5,295	5.47%
10 years and above	100% - 0%	87,496	90.32%

## APPENDIX 2: Prudential and Treasury Indicators as at 30 September 2019

Prudential Indicators	2019/20 Estimate £'000	2019/20 Projected Outturn as at 30 <sup>th</sup> Sept 19 £'000
Capital expenditure - General Fund Services	22,489	16,899
Capital expenditure - Housing Revenue Account	8,701	9,472
Capital Financing Requirement (CFR) - General Fund	123,455	120,273
Capital Financing Requirement (CFR) - HRA	23,818	23,367
Annual change in CFR - General Fund	(1,761)	(1,051)
Annual change in CFR - HRA	(3,099)	(289)
In year borrowing requirement	6,272	(1,340)
Ratio of financing costs to net revenue stream - General Fund	7.72%	7.72%
Ratio of financing costs to net revenue stream - HRA	14.80%	14.44%

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**Report to Clackmannanshire Council**

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**Date of Meeting: 19<sup>th</sup> December 2019**

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**Subject: Learning Estate Strategy 2019 - 2040**

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**Report by: Strategic Director, People**

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**1.0 Purpose**

1.1 This paper presents the council's Learning Estate Strategy and Implementation Plan 2019 - 2040. The strategy, *Learning Estate: Connecting People, Places and Learning* closely follows the guidance set out by the Scottish Government in their recently published document of the same name (September 2019), and reflects a clear vision and rationale focusing on the transformation of our schools and early learning establishments.

**2.0 Recommendations**

Clackmannanshire Council agrees to:

- 2.1 Provide comment and approve the Strategy at Appendix 1
- 2.2 Agrees that as part of its budget setting for 20/21 it should take account of a corporate £75,000 demand pressure for a budget to fund a range of Feasibility Studies, Options Appraisals, Condition Surveys and Suitability Surveys. In addition, agrees to allocate £800k to Park PS and nursery in the 2020/2021 capital budget,
- 2.3 Note that consultations under the Schools (Consultation) Act 2010 will be required to review the catchment areas in relation to Clackmannan and land at Alloa West, and that reports will be brought back to Council pending the consultations being undertaken.
- 2.4 To approve the commencement of an options appraisal for Alloa South and report findings back to Council.
- 2.5 To approve the commencement of a review of Additional Support Needs (ASN) provision in Clackmannanshire and bring a report back to Council once completed.
- 2.6 Instruct Officers to negotiate any section 75 developer's contributions on behalf of the Council.

- 2.7 Recognising that a council decision has been taken regarding the site of the former St Bernadette's PS agree to carry out an options appraisal to assess suitability for use of the site in recognition of the broader Learning Estate strategy.

### **3.0 Background and considerations**

- 3.1 Expanding opportunities for people in Clackmannanshire to succeed from nurture through to lifelong learning is a key corporate vision, and helping children, young people and learners of all ages to reach their full potential is critical.

Our Learning Estate Strategy (LES) aims to set out the Council's aspirations for our schools and the proposals for meeting the educational needs of children, young people and the wider community. The high value we place on learning is reflected through our vision for well designed, maintained and managed schools.

The learning estate is a community asset which can support the achievement of improved community outcomes. Investment in the estate should support the strategic local context, including locality planning, public service reform, collaboration, strategic asset management and the economic context. The ambition is to collaborate and maximise opportunities around what currently exists and any future investments to bring wider value to Clackmannanshire's people and communities.

#### *3.2 To create a more Sustainable estate*

This strategy seeks to agree a longer term programme for investment alongside a long term maintenance programme. With investment in the Education Estate, we anticipate that the Council will be more attractive to businesses and people, our communities will be more resilient and empowered and attainment levels will increase.

#### *3.3 To support Economic Growth*

Housing development impacts on economic development and are key to the growth of Clackmannanshire. Housing development proposals in both the LDP and SHIP have been taken into consideration within the LES.

Capacity information suggests that over the next ten years, a number of primary schools and nursery classes will require Council investment and developer's contributions to expand due to new housing developments proposed. These are outlined in the strategy but can be summarised as follows: Park, Craighbank, Sunnyside, Lochies (affecting capacity at Deerpark pending development at Carsebridge), Coalsnaughton, Redwell, Muckhart and Strathdevon. To date schools have been able to accommodate the housing development growth rate in Clackmannanshire, however housing in some areas will impact on the current education estate. Whilst the overall projected birth rates are stable, geographical discrepancies will remain.



### 3.4 *To deliver Early Learning & Childcare 1140 hours by 2020.*

The Scottish Government's announcement to increase early learning and childcare to 1140 hours per child by 2020 will pose significant challenges for People Services in ensuring that we have the necessary capacity and infrastructure to meet the demands from this increase in provision.

Clackmannanshire is responding to this national policy with our *Expansion of Early Learning and Childcare Clackmannanshire Council Delivery Plan* and we will also aim to meet the challenges of new national initiatives in ELC.

In Clackmannanshire a total of 283 additional places will be provided by 2020. Early Learning and Childcare (ELC) Service provides for over 1000 children in pre-school years. This is delivered through nursery classes attached to 14 primary schools, Sauchie, Tulach and ABC nurseries. The Education Service has partnership arrangements with four private nurseries who also offer extended day, extended year provision. 1140 hours is currently delivered in Coalsnaughton, Sauchie, Tulach, St Serfs and Banchory nurseries. Craighbank and Menstrie will open in January 2020 with the remaining establishments rolling out a programme of delivery by August 2020. An extended facility at Park will open in August 2020.

The delivery of the 1140 hours is a key outcome of the Corporate Plan and will enable families, children and young people to have the best possible start in life. The quality of our ELC model is recognised nationally and is likely to assist with the attraction of future residents to Clackmannanshire. A progress report on delivery of the expansion will be delivered to People committee in January 2020.

### 3.5 *To develop a Digital Culture in Education and deliver excellent STEM (Science, Technology, Engineering and Mathematics).*

The *Digital Transformation Strategy* and the *Developing a Digital Culture in Education Strategy* will be embedded in the Learning Estate Strategy.

The Government's STEM Education and Training Strategy 2017, sets out plans to build Scotland's capacity to deliver excellent STEM learning, and to close equity gaps in participation and attainment in STEM. It recognises the need to inspire young people to study STEM, including through inspiring and innovative learning environments.

### 3.6 *To support Equity and Inclusion for all learners.*

Barriers to learning are apparent due to a variety of factors, such as learning difficulties, adverse childhood experiences, and physical or mental health difficulties. In order to remove these barriers to learning, the service strategy for Additional Support for Learning promotes more flexible and responsive educational opportunities for all, where the needs of children and young people are met in a range of flexible learning spaces. These may include classroom adaptations for individuals or groups of children, digitally enhanced spaces and hubs, community and outdoor based learning opportunities and skills hubs.

This is in line with the Scottish Government Guidance, September 2019, on the Presumption to Provide Education in a Mainstream Setting. We are committed to embedding and realising these outcomes in our Learning Estate Strategy.

3.7 In order to commence key school estate projects, the following proposed programme is summarised by Learning Cluster Areas:

### **3.7.1 Alloa Learning Community**

#### Park Primary

Given the projected increase in the school roll for Park Primary and the expansion of the nursery to accommodate 1140 hours, phase 1 of the work to expand the nursery and provide additional classrooms will commence early in 2020.

#### Alloa Learning Campus

The creation of a community campus for Alloa South is proposed. As well as incorporating schools, the proposal would also seek to integrate broader community facilities in the area, including ABC Nursery, Alloa Family Centre, and the Bowmar Centre. The advantage of a well-designed community campus is that it would lead to greater integration of services for individuals and families of all ages. To date, a concept design has been undertaken incorporating a number of learning opportunities including links with Forth Valley College, City Deal initiatives and intergenerational links.

#### Lochies

A broader review of all ASN provision across Clackmannanshire is proposed.

### **3.7.2 Lornshill Learning Community**

#### Deerpark Primary

Reconfiguration and refurbishment is proposed, pending a future decision about potential housing at Carsebridge.

#### Craigbank Primary

A significant upgrade of the current facilities will be completed by January 2020 with the opening of the nursery. Further extension and a new gym hall are proposed, pending a future decision about potential housing at Sauchie West.

#### Fishcross Primary

Fishcross opened in 1875 and does not lend itself easily to satisfying current educational suitability conditions. Consultation and review of the facility is required to ascertain if it is possible to improve the suitability of the building.

### **3.7.3 Hillfoots Learning Community**

#### Alva Campus/Primary and nursery

A review of Autism Spectrum Disorder (ASD) provision is proposed as part of the wider review of Additional Support Needs (ASN) provision. The number of children requiring use of this provision has increased, and as a result the provision has had to increase from 3 to 6 classrooms. Investment is required to reconfigure and refurbish the ASD unit and the school as this demand continues to grow.

#### Menstrie Primary and nursery

The school roll over the past ten years has continued to increase and Menstrie is now among one of the largest in Clackmannanshire. The current refurbishment of the old nursery area will alleviate some of the immediate impacts of the increased roll; however future refurbishment will be required to the ancillary spaces. The refurbishment of the existing school requires to be planned within the next few years, together with a requirement to factor in phased work over periods during the summer.

#### Strathdevon Primary and nursery

Reconfiguration and refurbishment is proposed, pending a future decision about potential housing in Dollar.

## **4.0 Sustainability Implications**

- 4.1 A review of the energy efficiency of the learning estate is essential and will be embedded and integrated as part of broader capital planning and corporate priorities.

## **5.0 Resource Implications**

### **5.1 Finances**

Costs will be identified on a phased basis depending on the programme of work agreed by council at each stage. Immediate financial implications/requirements are summarised in 2.2.

## **6.0 Exempt Reports**

- 6.1 Is this report exempt?      No

## **7.0 Declarations**

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

- (1) **Our Priorities**

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

## 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 X      No

Clackmannanshire has proportionately more data zones than the Scottish average and its share of deprived data zones is the 8<sup>th</sup> highest of the 32 local authorities in Scotland. The places with the most significant areas of concentrations of deprivation in Clackmannanshire are: Alloa South and East, Tullibody North and Glenochil, Tullibody South, Fishcross, Devon Village and Coalsnaughton.

In particular, Alloa South and East remains the most deprived area within Clackmannanshire with 5 data zones found in the 5% most deprived areas in Scotland. This demonstrates particular challenges and significant poverty, inequality and disadvantage.

## 9.0 Legality

- 9.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers.      Yes X

## 10.0 Appendices

- 10.1 Learning Estate Strategy

## 11.0 Background Papers



- 11.1 General Services and HRA Revenue and Capital Budget
- 11.2 Scottish Government (SG) Learning Estate Strategy: Connecting People, Places and learning
- 11.3 SG National Performance Frameworks
- 11.4 Community Wellbeing and Safety Partnership (CWSP) Delivery Plan
- 11.5 Scottish Futures Trust, Infrastructure Investment Optimisation Tool (IOTT)

11.6 COSLA Funding letter

**Author(s)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Eileen Turnbull	Service Manager	2460

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Lorraine Sanda	Acting Chief Education Officer	
Fiona McOmish	Strategic Director (People)	





**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Storrachd  
Chlach Mhanann

**Clackmannanshire Council**  
***Learning Estate Strategy***  
***Connecting People, Places and Learning***

**19<sup>th</sup> December 2019**

DRAFT

## **Section A**

### **Learning Estate Strategy**

1. Introduction and Context
2. Organisational Vision
3. Physical Environment
4. Virtual Environment

## **Section B**

### **Learning Estate Strategy – towards Implementation**

5. Current Estate
6. Changes Required
7. Current Capital Projects
8. Learning Clusters
9. Considerations
10. Conclusions

## **Appendices**

1. School Rolls
2. Core Facts
3. Cluster and LDP figures
4. Learning Estate Guiding Principles
5. Proposed Timeline



## 1.0 Introduction and Context

- 1.1 The Learning Estate Strategy (LES) sets out the Council's aspirations for our schools and the proposals for meeting the educational needs of children, young people and the wider community. The high value we place on learning is reflected through our vision for well designed, maintained and managed schools.
- 1.2 The Scottish Government's Learning Estate Strategy: Connecting People, Places and Learning was published in September 2019 in the context of the refreshed National Performance Framework (updated in June 2018)



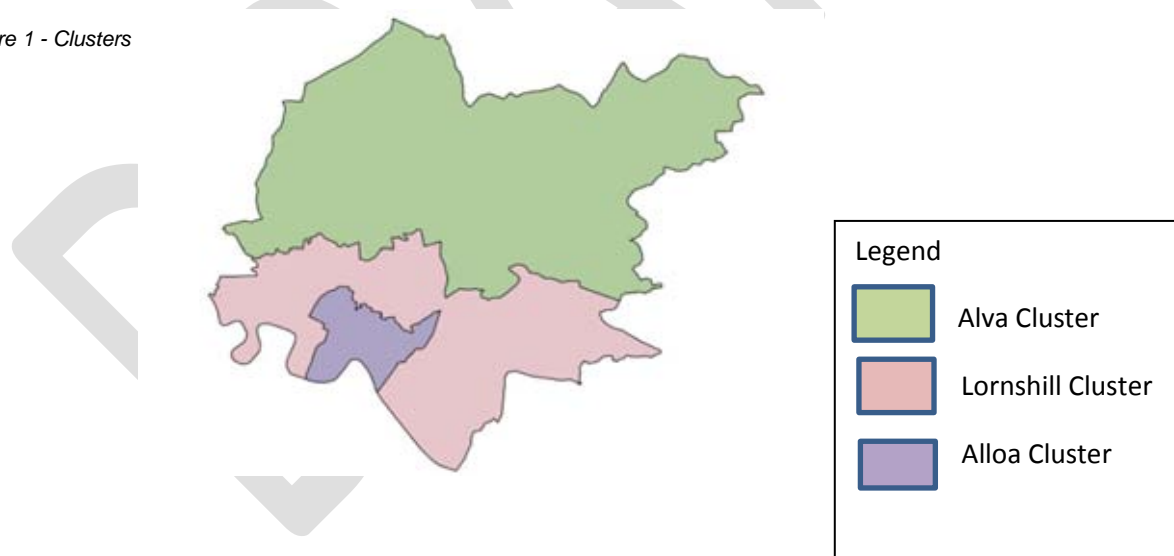
Excellence and equity underpin the approach to delivering Scottish education. The National Performance Framework focuses on creating a more successful country with opportunities for all of Scotland to flourish through increased well being, and sustainable and inclusive economic growth.

- 1.3 Education is at the heart of the Council's vision for the future. The learning estate is a community asset which can support the achievement of improved community outcomes. Investment in the estate should support the strategic local context, including locality planning, public service reform, collaboration, strategic asset management and the economic context.
- 1.4 The condition, age and the changing demands on buildings means that some of the education estate in Clackmannanshire no longer meets the needs of modern learners. Investment will be required to consolidate and transform our learning estate in order to deliver improved outcomes to our communities. Delivering the LES must be firmly aligned to the policy aims set out in the National Improvement Framework (NIF) of achieving excellence and equity

for all children and young people and closing the poverty related attainment gap.

- 1.3 Clackmannanshire is Scotland's smallest mainland local authority with a population of around 51,000. Children aged 0 to 15 years account for **17.5%** of our overall population; higher than the national average (16.9%)<sup>1</sup>
- 1.4 Clackmannanshire is one of the most deprived areas of Scotland with four of our data zones featuring in the 5% most deprived areas across the country (all located in Alloa). **More than a quarter** of our children **27%** live in poverty<sup>2</sup> (third highest local authority in Scotland) with almost 3 in 10 of our school pupils, **29%**, living in our most deprived areas<sup>3</sup>.
- 1.5 Clackmannanshire has **18<sup>5</sup>** primary schools, from January 2020 education will be delivered from 16 buildings, **3** secondary schools, **3** stand alone nurseries, **1** Additional Support Needs (ASN) school and 1 Social, Emotional and Behavioural Needs school.
- 1.6 Clackmannanshire schools are focused around 3 geographical clusters. Each contains a secondary school which has associated primary schools catchments and early year's provisions. The geographic boundaries are illustrated in the figure 1 and the school within each cluster along with the rolls as at the September 2019 census are detailed in **Appendix 1**

Figure 1 - Clusters



- 1.7 The current roll at 2018 is 7,441 pupils in our schools (4,067 primary school pupils, 2,485 secondary school pupils, 800 nursery & 89 pupils at special schools). Based on birth information Clackmannanshire school rolls will remain stable over the next 5 years. Any increase is expected to be associated with new housing developments.

<sup>1</sup> Mid 2018 Population Estimates – National Records of Scotland (NRS)

<sup>2</sup> [www.endchildpoverty.org.uk](http://www.endchildpoverty.org.uk)

<sup>3</sup> Pupil Census 2018, Scottish Government

5 Primary Schools Menstrie, Alva, St Serf's, Banchory, Abercromby, St Bernadette's, Tillicoltry, Strathdevon, Muckhart, Coalsnaughton, Fishcross, Clackmannan, Park, Sunnyside, Redwell, St Mungo's, Craigbank, Deerpark.

Housing developers are responsible for financial contribution to the education estate where the commercial development results in expansion costs that exceed the capacity of the existing educational facilities. Figure 2 May 2019 Primary School catchments.

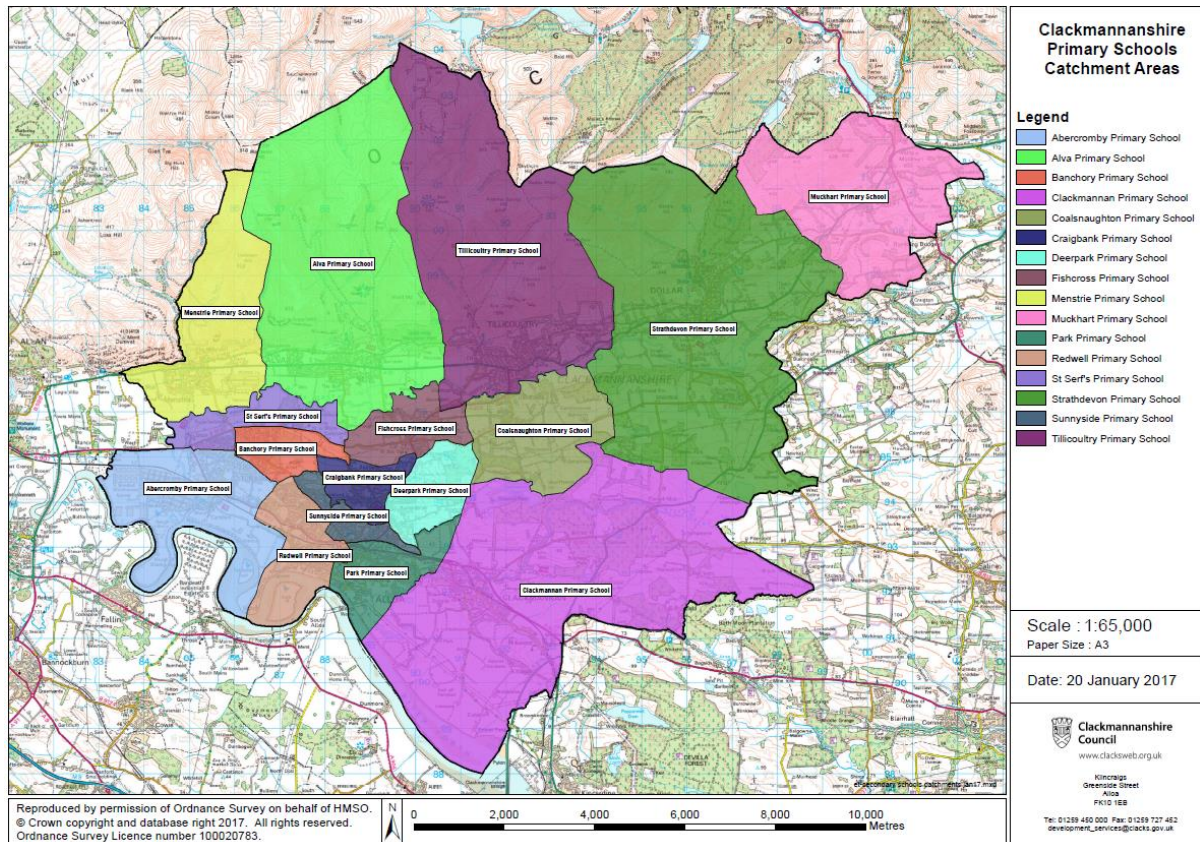


Figure 2 Primary Schools

- 1.8 This LES is based on the work undertaken by the People Service, Hub East Central Scotland and other departments and agencies connected to the wider community of learners. A series of interviews and workshops took place throughout 2018 to involve the main stakeholders in developing the vision, strategic brief and principles that inform future estate management and development planning. In 2019, the Planning and Education Departments have continued to revise aspects of the LES to recognise potential economic opportunities arising from the Local Development Plan. In September 2019 the LDP was shared and discussed with Clackmannanshire Parent Council representatives.
- 1.9 During consultation of the LES interviewees were asked to provide three words which would describe their vision for the future estate. The wordle in figure 3 summarises and illustrates the responses.



Figure 3

1.10 This plan provides a set of property assessments and an appraisal of the existing Education Estate to ensure that:

- i. There is sufficient capacity within local schools to meet the current and future demand for all catchment area children.
- ii. We maximise the value of future investments and ensure an education estate that is efficiently run and delivers best value for money.
- iii. The Learning Estate should :
  - include well-designed, accessible, inclusive learning environments that inspire and support the delivery of high quality educational experiences;
  - be integral parts of the communities they serve with pupils making use of community facilities and communities accessing facilities;
  - accommodate and provide a range of services, activities and facilities that improve peoples health and wellbeing;
  - be sustainable and contribute to delivering year on year reductions in greenhouse gas emissions;
  - Be flexible and responsive.
  - Assist the delivery of the NIF Plan.
  - Support the Digital Learning and Teaching Strategy for Scotland
  - Support the Science Technology Engineering Mathematics (STEM) Strategy

### **Our Strategic Vision**

Our Learning Estate Strategy will:

- Make efficient and effective use of the resources available within our communities. We recognise that schools often sit at the heart of our communities and will maximise opportunities for efficient and effective service delivery from these hubs. Planning our

learning estate is likely to result in a blended model to the provision of learning, for example a mixture of:

- Standalone early years provisions;
  - A blend of early years and primary provisions;
  - Standalone primary provisions;
  - A blend of primary and secondary provisions;
  - Standalone secondary provisions;
  - A campus blend of early years, primary and secondary provisions.
  - Community learning and lifelong learning opportunities
  - A variety of external experiences
- 
- Function as a community asset which can support the achievement of improved community outcomes;
  - Support and improve access to innovative, integrated community learning, advice and intensive family service provisions, developing capacity and confidence of individuals and the community to improve health, wellbeing, educational attainment, income and employment outcomes;
  - Enable new models of service, including greater integrated working with council services, community planning and other public sector partners, to improve access to community learning and community services;
  - Actively provide and support opportunities for community learning and empowerment;
  - Drive transformation in digital learning and digitally enabled public services, whilst ensuring they remain inclusive and locally accessible;
  - Integrate the council's leisure strategy, enabling robust long term planning to achieve optimum community models based on the facilitation and/or operation of services;
  - Contribute to improving outcomes for individuals and communities in line with the National Performance Framework;
  - Enable all of Clackmannanshire's children to flourish;
  - Ensure projects form part of a sustainable estate which can be maintained in the longer term, make best use of capacity and that the long- term impact of investments is maximised whilst mitigating against any future deterioration.
  - Optimise the Council's physical estate; this may include rationalisation of our asset base to provide more integrated and efficient services, minimise our carbon footprint, and provide more cost-effective models;
  - Enable local access to integrated service provision, supporting pathways into volunteering, further and higher education and employment;
  - Optimise the Council's external estate; develop opportunities to use the rich diversity of Clackmannanshire's natural landscape.

- 1.11 This vision aligns with the principle that demand should inform the shape of supply and is designed to create a road map for change and development.
- 1.12 Figure 4 sets out the journey we have taken to get to a focussed position relating to investment and change over the next 30 years.



Figure 4

## 2.0 Organisational Vision- what is it you want to do

### 2.1 Corporate Plan 2018-2022

An overview of our corporate plan, outlining our vision, outcomes, priorities and values is provided below.

Inclusive growth is critical for Clackmannanshire, this requires better connections to enable local people to access employment opportunities and encourage businesses and visitors to Clackmannanshire. Empowering communities and developing pathways out of poverty by investing in our future generations and making a real sustainable impact on reducing inequality in Clackmannanshire. Working with communities to develop and co-produce local solutions, increasing use of community schools and community resources. Significant organisational transformation is required; advances in technology will enable a significant shift to digital.

The learning estate is a community asset which can support the achievement of improved community outcomes. The ambition is to develop life long learning campus approaches across the clusters. Council services, other public and third sector bodies must work collaboratively to deliver joined up services in an efficient and cost effective manner. The ambition is to collaborate and exploit the opportunity of what exists and any future investments to bring wide value to Clackmannanshire's communities.

# THE CORPORATE PLAN 2018-22,

## Be the FUTURE - OVERVIEW

<b>Our Vision</b>	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
<b>Our Outcomes</b>	<ul style="list-style-type: none"> <li>● Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.</li> <li>● Our communities will be resilient and empowered so that they can thrive and flourish.</li> <li>● Our families, children and young people will have the best possible start in life.</li> <li>● Women and girls will be confident and aspirational, and achieve their full potential.</li> </ul>	
<b>Our Priorities</b>	<b>Inclusive Growth, Jobs &amp; Employability</b>	<b>Reducing Child Poverty</b>
	<b>Raising Attainment</b>	<b>Sustainable Health &amp; Social Care</b>
	<b>Empower Families &amp; Communities</b>	<b>Organisational Transformation</b>
<b>Our Values</b>	<b>Be the CUSTOMER</b>	Listen to our customers, communicate honestly and with respect and integrity.
	<b>Be the TEAM</b>	Respect each other and work collectively for the common good.
	<b>Be the LEADER</b>	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
	<b>Be the COLLABORATOR</b>	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	<b>Be the INNOVATOR</b>	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	<b>Be the FUTURE</b>	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

- 2.2 Our vision for the future is about more than simply delivering education in fit for purpose buildings. Through innovative design and careful management of all our available resources we will strive for excellence and improved outcomes for Clackmannanshire’s children and young people. That excellence will enhance the experience for children and young people and deliver first class teaching facilities for our staff. Supporting new Housing developments will promote economic growth and encourage new residents to Clackmannanshire. Investment in the Education Estate sends a powerful message to current and potential residents providing a Learning Estate which delivers Excellence and Equity for all. The aim is for children in Clackmannanshire to leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them.

Our six big goals are:



Figure 4

- 2.3 We respond to current national policy developments and priorities set by the Scottish Government, and aim to meet the challenges of future local and national initiatives. We adhere to national directives such as Getting It Right for Every Child (GIRFEC). Developing the Young Workforce and Early Learning and Childcare (ELC), We fulfil our duties within legislation implementing; ,Education ( Disability Strategies and pupil's Educational Records) (Scotland) Act 2002 , Education (Additional Support for Learning ) ( Scotland) Act 2004 ( as amended 2009),. and the Children and Young People (Scotland) Act 2014
- 2.4 The priorities for the Education Service align with those set out in the National Improvement Framework
- Improvement in attainment, particularly in literacy and numeracy;
  - Closing the attainment gap between the most and least disadvantaged children;
  - Improvement in children's and young people's health and well being;
  - Improvement in employment skills and sustained, positive school leaver destinations.
- 2.5 New forms of service delivery, and new and forms of learning enabled by technology allow integration of learning experiences and the creation of new and diverse skills. The use of digital as part of the planning of the future estate, and future strategies for community learning should be incorporated into planned investment.
- 2.6 The capital burden on the Council has a finite limit and must deliver the Corporate Plan, however the programme must be flexible enough to respond to the changing needs of communities.



### **3.0 What does this mean for the physical environment?**

- 3.1 In 2009 the joint Scottish Government and COSLA School Estate Strategy: Building Better Schools set out guiding principles to guide investment in both existing and the new schools. These guiding principles apply now and also across the wider learning estate. It is necessary to ensure that we have an education estate that meets educational requirements whilst also being affordable. The LES reflects the priorities of Scotland's Learning Estate Strategy: Connecting People, Places and Learning 2019, the Corporate Plan 2018, Children's Services Plan, Strategic Housing Investment Plan (SHIP) 2019 and the Local Outcomes Improvement Plan (2017-2027) that have been developed by Clackmannanshire Council and our Community Planning Partners. A copy of the updated Learning Estate Strategy Principles is included in Appendix 4
- 3.2 A central theme of the LES is a commitment to tackling the inequalities that exists in Clackmannanshire as a result of poverty and socio-economic disadvantage. Improving outcomes for children and young people living in poverty is a key Council priority. Investment in the learning estate offers the opportunity for a place based approach to local outcomes, integrating local services to support communities and progress the public sector reform agenda.
- 3.3 The Education Estate in Clackmannanshire has the potential to be a significant community resource which is accessible, well designed, maintained and managed and increasingly required to facilitate engagement with learning and support for a wide range of activities and welcome people of all ages.
- 3.4 The physical environment goes beyond the walls of the school and there are numerous options for outdoor spaces, including play areas, sensory gardens, and natural environments such as the local countryside. The Forestry Commission 'Outdoor learning: closing the attainment gap in primary schoolchildren in Scotland' (2018) recognised the richness of an outdoor setting providing an equitable learning environment where both younger and older children thrived, not only as a place where they were able to think creatively and work independently, but one where they could also learn how to collaborate and effectively solve problems with others in their groups
- 3.5 Catterall et al (2009) studied 25,000 young people and found that participation in arts and creativity had a positive impact, with students involved becoming more creative, with lower dropout rates, improved social skills and higher educational achievement, the greatest difference was noted in children from socially disadvantaged backgrounds.
- 3.7 The delivery of Sport and Leisure is key to improving the Health and Wellbeing of our residents. An agreed Sport and Leisure Strategy needs to be delivered in tandem with the LES.

## 4.0 What does this mean for the virtual environment?

4.1 We are living in an increasingly digitised world and this provides new and exciting opportunities to take a different approach to where and how learning takes place for all learners. Developing a Digital Culture in Education: “A Strategy for Transforming Learning Across Clackmannanshire” is a comprehensive plan to develop digital ways of working across education so that all children and young people can benefit from the transformative potential it offers their learning and develop in-demand skills for future work. The strategy covers four key areas: Access, Skills, Leadership and Curriculum.

4.2 A Clackmannanshire “Virtual School” is being developed to ensure that we maximise the use of digital technology for learning, innovation and to bring about equity of opportunity. This will improve remote access to a range of learning for all learners and is key to offering increased flexibility and choice in the senior phase of the curriculum. Digital technology allows us to provide access to learning in equitable ways and a key focus is to meet accessibility needs and provide education and support to learners unable to access schools.

4.3 The ICT environment is dynamic and incorporates new technologies. The ICT assets in educational establishments must be capable of supporting the latest learning technologies and developments in the curriculum. There is evidence of best practice in other local authorities around investment in 1:1 devices and it is a core feature of our strategy that we increase access to technology for all learners. This includes the need to remove barriers to internet access in schools such as restrictive web filtering policies and blanket device policies designed around corporate needs.

4.4 ICT policies being applied to education must be designed to meet the needs of the service and be dynamic and responsive to those needs. To provide for future requirements, projects should be prepared to extend the fibre network and offer bandwidth to all schools on a wi-fi network that is robust and capable of supporting 1:1 devices, increased use of cloud solutions and streaming content such as video and cloud learning games/content. Our vision is that schools will become technology rich environments that can depend upon open and dynamic ICT infrastructure. It must also be flexible and capable in providing network access to support newer technologies such as Augmented Reality, Virtual Reality, Robotics and 3D printing

4.5 In implementing this new approach, digital centres and hubs will provide digital access, providing connectivity with learners and external organisations and industry. There

will be a comprehensive package of support to develop the skills and confidence of all educators, learners and support staff. This support will be designed around user needs. It will also harness the potential of digital tools in providing support, ideas and impact case studies online and via social media channels.

## **Learning Estate Strategy: Section B - Towards Implementation**

### **5.0 How responsive is the current learning estate?**

- 5.1 The Condition Core fact Building better schools: Investing in Scotland's Future; published by the Scottish Government, November 2017 sets out: 'Condition is concerned with the current state of the fabric of the school and with safety and security' ' Schools in good condition – irrespective of age or design- signal to users ( pupils, parents, staff and the community) that learning is a valued activity, that the learning environment is a priority and often gives that all important 'feel-good factor'".
- As part of this LES process the Condition of all schools has been reviewed in May 2018 by surveyors from hub East Central Scotland. Our PPP estate and the majority of other establishments are in good condition. Details of the conditions of the Education Estate with an explanation of the core facts can be found in Appendix 2a. Core facts are reported annually to Scottish Government. Backlog maintenance costs for the next five years, as advised by Hub East Central Scotland from their surveys in June 2018, are illustrated in Appendix 2b.
- The planned Capital works to improve the condition and suitability of schools in Clackmannanshire will reduce the maintenance burden in the short term, however a planned preventative maintenance and lifecycle programme is required. Regular maintenance is required and an ongoing programme of survey work needs to be established.
- 5.2 There are a number of Primary School and Early Years projects currently contracted through hub East Central Scotland at; Tullibody South, Craigbank, Deerpark, Park and Menstrie. These projects range from a complete new build campus, partial new build, reconfiguration work, refurbishment works and survey work. The refurbishment work at Craigbank for example will extend the life expectancy and improve the suitability of the building when supported by the relevant planned preventive maintenance.
- 5.3 The Suitability Core Fact Building better schools: Investing in Scotland's future; published by the Scottish Government, November 2017, sets out: 'Suitability is a measure of whether a school is fit for purpose of delivering the education curriculum'.
- One of the five key factors in establishing the suitability of the estate are the environmental conditions; temperature, acoustics, ventilation, natural light and control of them. Research from the University of Salford measuring the impact of differences

in the physical characteristics of classrooms on the learning progress attributed poor suitability in these environmental factors accounted for a 16% variation in progress.

As part of this LES process the Suitability of all schools has been reviewed in Feb/March 2018 by specialist consultants SPACE Strategies. Regular review is required and an ongoing programme of survey work needs to be established.

- 5.4 Statutory and Health & Safety obligations for all public buildings requires a cyclical maintenance programme, items such as electrical and legionella testing require a planned regime it is critical that this is implemented and sustained. A programme of Planned Preventative Maintenance (PPM) to ensure all backlog matters are addressed over the course of the next five years needs to be planned and agreed; indicative costs are included in Appendix 2b. Any PPM and lifecycle programme requires ongoing revenue investment to support a sustainable estate. However there are educational establishments that will still need to be replaced in 20 years time. The Education Estate is, in the main, in good condition however to maintain this situation investment in PPM is key along with an agreed programme to reduce backlog maintenance costs. A number of schools require refurbishment and reconfiguration to improve suitability, this need to be planned along with any maintenance being undertaken. Establishments such as Secondary Support Services and Fishcross, no longer satisfy the suitability standards outlined by Scottish Government in 2018.
- 5.5 Given the financial challenges facing the Council, compounded with the potential disposals of a number of facilities, the use of our Education Estate is being assessed and reviewed to ensure this is being used as efficiently as possible. It is important to ensure robust information is available through the LES process to inform any future investment and/ or help identify any rationalisation/ redevelopment and shared use opportunities. Suitability and Sufficiency of the estate needs to regularly surveyed and information updated.

## **6.0 What changes are required?**

- 6.1 To create a more Sustainable estate:  
The Council's current Capital and Revenue budgets do not reflect the required investment. A longer term programme for investment needs to be agreed along with a long term maintenance programme, with the constant friction between ongoing revenue investments versus capital improvements addressed. With investment in the Education Estate the Council will be more attractive to businesses and people, our communities will be more resilient and empowered and attainment levels will be raised.
- 6.2 To support Economic Growth:  
Housing development impacts on economic development and are key to the growth of Clackmannanshire. Housing development proposals in both the Local Development Plan (LDP) and Strategic Housing Investment Plans have been taken into consideration within the LES. Appendix 3 references sites and potential house builds from the current LDP.  
Capacity information suggests that over the next ten years the following primary schools and nursery classes will require Council investment and developer's contributions to expand due to new housing developments; Park, Craigbank, Lochies

(affecting capacity at Deerpark if Carsebridge is developed), Coalsnaughton, Redwell, Muckhart and Strathdevon. Housing in some areas will impact on the current education estate. To date schools have been able to accommodate the housing development growth rate in Clackmannanshire. Whilst the overall projected birth rates are stable, there will remain geographical discrepancies.

Council has previously given permission to consult on the change of catchment area for Forestmill. This consultation will not be undertaken until the status of the development is confirmed. Developments such as Forestmill and Sauchie West will need to be taken into consideration when future planning any new school requirements.

Based on the current catchment areas, capacity at Lornshill will be under pressure.

The table below shows the housing numbers from the Local Development Plan. For initial planning purposes it is estimated that for every 100 new houses built, 12 pupils will attend a local nursery, 37 pupils will attend a local primary school and 29 pupils will attend a local secondary school. This number can vary depending on the type and size of houses within each development, for example if a four bedroom house is built the primary school ratio is 63 pupils per 100 houses. . Further information is available in **Appendix 3**.

	Houses	Nursery	Non-denominational Primary (Housing mix unknown)	Denominational Primary	Non-denominational Secondary	Denominational Secondary
Catchment / Ratio		0.12 Pupils	0.37 pupils	0.09 pupils	0.29 pupils	0.06 pupils
Dollar	416	50	154	38	121	25
Sauchie East	410	50	152	37	119	25
Sauchie West	774	93	287	70	225	47
Coalsnaughton	250	30	93	23	73	15
Forestmill	1250	150	463	113	363	75
Alloa West	200	24	74	18	58	12
Sunnyside	368	45	137	34	107	23

Figure 5 Planning Housing Information 2019-2034 LDP

### 6.3 To deliver Early Learning & Childcare 1140 hours by 2020:

The Scottish Government's announcement to increase early learning and childcare to 1140 hours per child by 2020 will pose significant challenges for People Services in ensuring that we have the necessary capacity and infrastructure to meet the demands from this increase in provision. Clackmannanshire is responding to this national policy with our *Expansion of Early Learning and Childcare Clackmannanshire Council*

*Delivery Plan* and we will also aim to meet the challenges of new national initiatives in ELC.

In Clackmannanshire a total of 283 additional places will be provided by 2020. Early Learning and Childcare (ELC) Service provides for over 1000 children in their pre-school years. This is delivered through nursery classes attached to 14 primary schools, Sauchie Tulach and ABC nurseries. The Education Service has partnership arrangements with four private nurseries who also offer extended day, extended year provision. 1140 hours is currently delivered in Coalsnaughton and Sauchie, Tulach, St Serfs and Banchory. Craigbank and Menstrie will open in January 2020 with the remaining establishments rolling out a programme of delivery by August 2020. An extended facility at Park will open in August 2020.

The delivery of the 1140 hours is a key Outcome of the Corporate Plan and will enable families, children and young people to have the best possible start in life. The quality of our ELC model is recognised nationally and sends a powerful message to encourage future residents to Clackmannanshire.

- 6.4 To develop a Digital Culture in Education and deliver excellent STEM (Science, Technology, Engineering and Mathematics).

The Digital Transformation Strategy and the Education Service Developing a Digital Culture in Education Strategy will be embedded in the LES.

The Government's STEM Education and Training Strategy 2017, sets out plans to build Scotland's capacity to deliver excellent STEM learning, and to close equity gaps in participation and attainment in STEM. It recognises the need to inspire young people to study STEM, including through inspiring and innovative learning environments.

- 6.5 To support Equity and Inclusion for all learners:

The barriers to learning are due to a variety of factors such as learning difficulties, adverse childhood experiences, and physical or mental health difficulties. In order to remove these barriers to learning, the service strategy for Additional Support for Learning promotes more flexible and responsive educational opportunities for all, where the needs of children and young people are met in a range of flexible learning spaces. These should include classrooms which are adapted for individuals or groups of children, digitally enhanced spaces and hubs, community and outdoor based learning opportunities and skills hubs. This is in line with the Scottish Government Guidance, March 2019, on the Presumption to Provide Education in a Mainstream Setting.

## **7.0 Where are we on our journey? Projects Currently Committed**

- 7.1 It is necessary to adapt and alter the buildings to keep pace with future demands. In the short term a number of schools require to be refurbished to enable today's children to experience safe and suitable learning environments.

- 7.2 Projects included in the current approved Capital programme are noted below:

Cluster	Detail	Committed	ELC
Alva Cluster			
Menstrie PS	Early year's nursery in place by January 2020; refurbishment and redevelopment of existing school. Survey work started in the school and work started on Early Years new build in March 2019. ELC opening January 2020.	£418K	£2.1m
Lornshill Cluster			
Craigbank PS	Refurbishment and redevelopment of existing school. Early years nursery in place by January 2020 Works started June 2018	£1.42M	£800k
Deerpark PS	Refurbishment and redevelopment of existing school in abeyance pending Planning considerations.	TBC	TBC
Clackmannan PS	Refurbishment and redevelopment of existing school. Early years nursery refurbished opened August 2019	£1.2 M	£400k
Tullibody South Campus	New build campus incorporating Abercromby PS, St Bernadette's RC PS, Tulach Nursery, library and meeting rooms Opened August 2019	£15.8 M	( £300k)
Alloa Cluster			
Park PS & Nursery	Survey work and Planning submission started. Capacity pressures from August 2020. Refurbished nursery and extension opening August 2020. Additional extension to the nursery to accommodate 60 P1 pupils to alleviate capacity pressures.	£ 1.3m	£1.2m

## 8.0 Actions in 2020-2022 - Further details are in Appendix 3

### 8.1 Alloa Cluster

It is recommended that a review of the current catchment arrangements particularly in relation to Clackmannan PS be undertaken. A statutory consultation will be required if such a move were to take place.

Develop a brief for Alloa South incorporating Alloa Academy, ABC Nursery, Park PS, Park Nursery, Clackmannanshire Support Service and the Family Centre.

As part of the City Deal, there may be an opportunity for housing development to the South of the Alloa West Business Park. Any housing development would require additional classrooms to be built at Redwell. A review of the current catchment boundaries are recommended, a statutory consultation will be required if any changes were to take place.

As part of a Review of long term demands in Additional Support Needs, consideration of any work required at Lochies, Alva Autism Unit, Primary Pupil Support and Secondary Support Services needs to be taken into consideration.

Forward planning any potential replacement programme, for example Sunnyside PS will require funding for feasibility studies. Preparatory work will require being undertaken at least five years prior to the opening of any establishment.

## 8.2 Hillfoots Cluster

Housing developments will trigger refurbishment and reconfiguration of Strathdevon, Coalsnaughton and Muckhart Primary Schools and Nurseries. .

Consideration needs to be given to the impact on Coalsnaughton PS of the current planning application.

Forward planning the potential replacement or refurbishment programmes for example in Menstrie and Tillicoultry needs funding for feasibility studies. Preparatory work will require to be undertaken at least five years prior to the opening of any establishment.

The Council has not yet received a detailed planning application for the Forestmill development. Although the Council has given permission to carry out a consultation on changing the catchment area to Alva Academy this may have to be reconsidered if the Dollar development is built out in advance of this site.

## 8.3 Lornshill Cluster

The impact of Housing developments will increase pressure on Lornshill Academy. It is recommended that a review of the current catchment arrangements particularly in relation to Clackmannan PS be undertaken. A statutory consultation will be required if such a move were to take place.

Tulach nursery, St Bernadette's RCPS and Abercromby PS opened in August 2019. Library facilities are also incorporated in the campus. Landscaping works are due to be complete for August 2020.

Fishcross opened in 1875 and does not lend itself easily to satisfying current educational suitability conditions. The outdoor learning environment is poor. The building is not fully accessible. Consultation and review of the facility is required to ascertain if it is possible to improve the suitability of the building.

Forward planning the potential replacement programme for buildings such as Clackmannan, Sauchie and Tullibody North needs funding for feasibility studies. Preparatory work will require to be undertaken at least five years prior to the opening of any establishment.



## 8.4 Authority Wide

8.4.1 Across the authority all establishments require access to flexible learning spaces which include digital creative and outdoor learning spaces. A rolling programme of improvements to playgrounds and access to external spaces needs to be designed and then implemented.

8.4.2 A review of the buildings used to deliver Additional Support Needs, Pupil Support and Autism Spectrum Disorder provisions is recommended. Within Clackmannanshire the profile of children and young people with Additional Support Needs (ASN) is evolving and becoming increasingly complex. We recognise this changing profile and are taking a strategic approach to ensure we make the most effective use of space with the school estate: providing suitable learning environments to meet the wide range of ASN.

Within the school estate there are stand alone specialist establishments and specialist provisions within mainstream schools. An accommodation schedule has been developed to inform the capacity of these provisions and is being used to inform planning to meet current and future needs. This involves considering alternative sites that can be adapted to provide more suitable long term provision.

Current Capacity within the current school estate is being identified in response to the increasing need for Autism Spectrum Disorders (ASD) specific environments within mainstream settings. This will be addressed through developing satellite ASD classes, which will provide small group teaching with ASD specific interventions delivered by specialist staff, while also providing opportunities for pupils to continue to be included in mainstream experiences, with their peers and in their community.

## 8.6 Overview

Key points are summarised in the table below further detail in Appendix 5

<b>Alloa cluster</b>		
	1	Undertake an option appraisal for Alloa South.
	2	Undertake an option appraisal for Lochies PS
	3	Review current catchment arrangements in relation to Clackmannan PS
	4.	Review current catchment arrangements for Alloa West
<b>Alva cluster</b>	1	Undertake a feasibility study for Coalsnaughton PS.
	2.	Design and build an extension and refurbishment at Strathdevon if the proposed housing development is approved.
	3.	Design and build an outdoor nursery at Muckhart.  If the proposed housing development is approved refurbish the PS and add an external classroom.
	4	Refurbish the Autism Unit at Alva PS.
<b>Lornhill Cluster</b>	1	Review suitability and condition of Fishcross PS
	2	Undertake an option appraisal for Sauchie
	3	Undertake an option appraisal for Tullibody North
<b>Authority Wide</b>	1	Review of Support Services, Additional Support Needs and Autism Spectrum Disorder.
	2.	Undertake annual Condition and Suitability Surveys for all educational properties.

*Note:*

*Feasibility Studies are initial desktop studies and investigations to ascertain what is possible and provide concept outlines. .*

*Option Appraisals provide more in-depth information, financial detail and assessment based on agreed criteria to appraise the best next steps.*

*Design and Build takes the option agreed through to full construction.*

## 9.0 Actions 2023 and beyond: Working towards our 20 year plan

9.0 It is recommended that the Council takes forward the following key projects linked to economic growth, a sustainable estate, integrated service provision and planning, the delivery of ELC, modernising the delivery model around a digital culture, enabling STEM, delivery of our leisure strategy, equity and inclusion as outlined in Section 6 above. Plans to invest in and/or progress the proposals may need to be considered concurrently.

9.1 Undertake an options appraisal for Alloa South.

9.2 Undertake an options appraisal for education in Sauchie. This is likely to be more than one school and will include consideration of ASN provisions. An appraisal will be required to assist with the development proposed at Carsebridge; an immediate impact is that the capacity at Deerpark will need to be increased. An appraisal would also

consider demand for more flexible and enhanced learning spaces to meet the needs of the increasing number and complexity of additional support needs.

- 9.3 As a direct result of proposed Housing Developments potentially impacting on the following schools, a full options appraisal is required: Coalsnaughton PS, Strathdevon PS, Muckhart PS, Sunnyside PS and Redwell PS. The key focus will be on achieving inclusive economic growth and it should be noted that investment in refurbishments and reconfiguration will incur Council and Developer's contributions.
- 9.4 Given the increase in Additional Support Needs, a feasibility study and longer term review of ASN, is required for all establishments to continue to promote equity and inclusion.
- 9.5 Planned preventative maintenance requirements at other schools will need to be carefully programmed in particular; Sunnyside, Tillicoultry, St Serf's, Banchory, Secondary Support and Sauchie Nursery.
- 9.6 A proposed timeline for implementation is provided in Appendix 5.

## 10.0 Conclusion

- 10.1 The vision of having fewer more flexible and adaptable buildings and creating new learning campuses across the authority will require to be agreed. In order to achieve this strategic vision, we need to review and reduce the size of our estate, sell buildings we no longer need and renovate those we do. The long term vision is to have a manageable estate with the right type of buildings/spaces in the right place. Implementation of the recommendations will help to achieve this vision.
- 10.2 Implementation of the LES is an extensive piece of work which will require significant staff time over the coming years. It will be necessary to engage with service users, staff and elected members to create the road map that focuses on investment in change, efficiency and economic growth.
- 10.3 We want all our children and young people to leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them. If we get this right we know that we will be investing in our future generations and making areal sustainable impact on reducing inequality in Clackmannanshire. We want to ensure that early, collaborative and preventative interventions are in place that gives all families and communities the best possible opportunities.
- 10.4 The Scottish government document Building Better Schools: Investing in Our Future (2009) describes the national vision for schools, ten years on it still reflects Clackmannanshire's aim to:

'signal the high value we place on learning; learning environments which people and communities can enjoy using and can be proud; environments (real or virtual) which are well designed, maintained and managed and which encourage continuous engagement with learning; which are far more than just 'educational establishments' whose quality of environment supports an accessible range of services and opportunities and which enrich the communities they serve and the lives of learners and families'.

## Appendix 1 – September 2019 Census and projections

School	Sector	Roll				
		2019	2020	2021	2022	2023
<b>Alloa Cluster</b>						
Alloa Academy	Secondary	702	685	689	723	758
Park Primary School	Primary	285	311	320	336	341
Redwell Primary School	Primary	436	423	414	388	389
Lochies Special Needs Primary	Special	38	38	35	31	30
Sunnyside Primary school	Primary	307	304	325	337	351
St Mungo's Primary School	Primary	139	132	127	120	102
Secondary Support	Special	39				
Primary Support	Special	17				
ABC Nursery	Early Years	32				
Park Nursery	Early Years	92				
Redwell Nursery class	Early Years	64				
Sunnyside Nursery Class	Early Years	52				
<b>Alva Cluster</b>						
Alva Academy	Secondary	873	866	885	897	900
Alva Primary School	Primary	337	346	316	300	270
Coalsnaughton Primary School	Primary	68	74	112	146	176
Menstrie Primary School	Primary	322	307	258	221	173
Muckhart Primary School	Primary	49	45	45	37	29
Strathdevon Primary School	Primary	168	154	153	149	152
Tillicoultry Primary School	Primary	290	281	276	269	256
Alva Nursery class	Early Years	68				
Coalsnaughton Nursery class	Early Years	18				
Menstrie Nursery class	Early Years	49				
Strathdevon Nursery class	Early Years	37				
Tillicoultry Nursery class	Early Years	51				
<b>Lornshill Cluster</b>						
Lornshill Academy	Secondary	1012	1062	1088	1104	1118
Abercromby Primary School	Primary	341	338	342	348	333
Banchory Primary School	Primary	176	192	201	208	231
Clackmannan Primary School	Primary	237	228	228	234	231
Craigbank Primary School	Primary	267	258	261	267	272
Deerpark Primary School	Primary	160	170	187	198	215
Fishcross Primary School	Primary	78	67	62	56	50
St Serf's Primary School	Primary	216	190	187	183	181
St Bernadette's Primary School	Primary	121	112	98	87	72
Sauchie Nursery	Early Years	105				
Tulach Nursery	Early Years	80				
Banchory Nursery Class	Early Years	41				
Clackmannan Nursery Class	Early Years	59				
St Serf's Nursery	Early Years	59				

## Appendix 2a

### Core facts – Definitions

**Core Fact 1: Extent of the school estate** - information on the numbers of schools by types, areas and overall totals.

**Core Fact 2: Condition of the school estate** – this is concerned with the current state of the fabric of the school and with safety and security. This assessment process needs to be integrated into the planned and unplanned maintenance regimes along with the strategic investment planning.

Condition Core Facts on each school are reported by local authorities to the Scottish Government annually, based on the situation at 1st April each year, for validation and publication later in the year. Local authorities are expected to maintain their condition assessment up to date in a manner which best fits their own annual reporting cycle.

**Core Fact 3: Sufficiency of the school estate** – this assesses the evolving demand for space to deliver education and other services, with the supply of pupil spaces. The primary aim of a sufficiency assessment is to offer an objective and consistent method of identifying any surplus or deficit of pupil places in relation to current and projected future demand.

**Core Fact 4: Suitability of the school estate** – Suitability focuses on the quality of premises to meet curriculum, management and other issues which may impact on raising educational standards.

The suitability core fact provides a measure of the extent to which school buildings and grounds are appropriate in providing an environment which supports quality learning and teaching.

The condition and suitability elements collected for schools are based on a four point scale.

- |    |   |
|----|---|
| A: | Good – Performing well and operating effectively  |
| B: | Satisfactory – Performing adequately but showing minor deterioration (physical element carries out function satisfactorily)   |
| C: | Poor – Showing major defects and/or not operating adequately (physical element does not carry out function effectively without continuous repair, shows signs of age) |
| D: | Bad – Economic life expired and/or risk of failure  |

Condition surveys used in the Core Facts reports are designed to include defects in the properties and these defects fall broadly into two categories:

- Patent defects – those which can be discovered by reasonable inspection (*non-intrusive*)
- Latent defects – those which cannot be discovered by reasonable inspection (requiring specialist equipment and /or breaking open – *intrusive*)

Condition has a direct impact on what takes place in the educational establishment and on its image, ethos and reputation in the community. It is considered good practice to involve school users in the creation, use and assessment of the Core Facts. The information can also be linked to the local curriculum and the development of the learning spaces within the school as part of context-based learning

**Appendix 2b Condition Backlog cost information- including reconfiguration 2018 costs to be indexed and reviewed. Annual Condition and Suitability Surveys are required.**

Property	Overall Condition Rating	Weighted Score	Comments 2019	Estimates £1000's
<b>Alloa Cluster</b>				
ABC Nursery	B	66.78%	Roof replacement required, electrics renewed, heating system replaced	600
Alloa Secondary Support Unit	B	62.50%	Roof, stonework, chimneys heating, security and CCTV concerns in 2019 Condition now likely to be poor.	770
Park Nursery	B		Current ELC.	1,600
Park Primary	B	72.45%	Current Early level expansion only	1,200
Redwell Primary	A	89.86%		107
St Mungo's Primary	C	58.90%		2,500
Sunnyside Primary	B	72.50%	Heating system and upgrade required.	400
<b>Alva Cluster</b>				
Alva Primary	B	70.14%	ASD refurbishment work to be valued. Heating upgrade required.	500
Coalsnaughton Primary	B	67.75%	Roof replacement, heating, electrics and backlog maintenance issues DDA and security concerns. .	510
Menstrie Primary and NC	B	66.08%	2,060,000.00 (+ £418k incl in maintenance )	2,478,
Muckhart Primary	B	70.89%	External kindergarten £25000	300
Strathdevon Primary	B	67.42%		500
Tillicoultry Primary	B	70.09%	Heating and wall upgrades required.	900
<b>Lornshill Cluster</b>				
Banchory Primary	B	71.11%	Asbestos removal, heating replacement	400
Clackmannan Primary	B		Refurbishment complete. Resurvey required.	
Craigbank Primary & NC	B		Currently being refurbished Future heating upgrade required.	600
Deerpark, Lochies & NC	B	72.11%		1000
Fishcross Primary	B	63.94%	Boundary walls and overall upgrade required	400
Sauchie Nursery	B	68.83%	Electrics and overall upgrade	360
St Serfs Primary	B	70.11%	Asbestos removal and overall upgrade.	330
Tullibody South			Built , landscaping to complete Additional asbestos in the old Abercromby PS to be removed during demolition	

## Appendix 3 Cluster Overview

Educational establishment	Current	Mid term proposals	Longer term proposals	Local Development Plan 2018 -2038 Comments
<b>Alloa Cluster</b>				
Alloa Academy	Reconfigured internally to accommodate St Mungo's. Provide satellite links with external partners. For example Unit 2 Castle Street and Forth Valley College  Undertake an option appraisal around rezoning Clackmannan Primary School from Lornshill Academy to Alloa Academy.	Review capacity increased roll, housing implications. It is <b>recommended</b> that a review of the current catchment arrangements particularly in relation to Clackmannan PS be undertaken.  A statutory consultation will be required if such a move were to take place.	Alloa South	893 potential new house builds
Park Primary School	Additional classrooms required by August 2020. The school roll has increased at Park over the last few years. The school requires alterations to deliver the LES base criteria outlined in the SPACE documentation. Extension to nursery for Early Level by August 2020.	Alloa South Option Appraisal required by 2021	Alloa South	Developer's contributions from The Shore (MO2)  HO5,7, 8, 9, 10 and MO1  Total of 455 potential new house builds
Park Nursery	Provide an extension to deliver 1140 hours by August 2020.	Alloa South Option Appraisal required by 2021	Alloa South	
Primary Support	Shared campus within Park PS.	ASN review and Alloa South Option Appraisal required by 2021.	Alloa South	
Family Centre	Review required as part of Transformational Change, delivery of services and as part	ASN review and Alloa South Option Appraisal required by 2021.	Alloa South	



	of the Alloa South Campus.			
Bowmar Centre	Review required as part of Transformational Change, delivery of services and as part of the Alloa South Campus.	ASN review and Alloa South Option Appraisal required by 2021.	Alloa South	
St Mungo's RC PS	Shared campus within Alloa Academy. Old St Mungo's building mothballed pending future reviews.	Alloa South Option Appraisal required by 2021	Alloa South	
ABC Nursery	Maintain as wind and watertight.	Review as part of the Alloa South Option Appraisal required by 2021	Alloa South	
Sunnyside PS and Nursery Class	Playground updates and essential maintenance. Consideration should be given to refurbishment and reconfiguration to deliver the LES base criteria. No costs for the reconfiguration have been determined. The outdoor space requires to be upgraded to allow enhanced outdoor learning opportunities to be incorporated into the learning experience.		Review required for potential replacement in 2035.  Feasibility study required by 2030	Site ref HO1 and Mo3 potentially 368 new builds
Redwell PS and Nursery Class	The school was opened in 2014 and was the first new primary school to be built in Clackmannanshire since its inception in 1996. As part of the	Review as part of Alloa West.  Extension required  A review of the current catchment		Alloa West proposals to be advised.  Site Ref H11 and H14  70 potential new

	City Deal, there may be an opportunity for housing development to the South of the Alloa West Business Park. Any housing development would require additional classrooms to be built at Redwell.	boundaries are recommended, a statutory consultation will be required if any changes are to take place.		houses build.  Alloa West impact to be advised.
Secondary School Support	Review of Support Services provisions. Essential maintenance and wind and watertight. The outdoor learning environment is poor. The building is not fully accessible. Consultation and review of the facility is required to ascertain if it is possible to improve the suitability of the building.	ASN review and Alloa South Option Appraisal required by 2021.	Alloa South	Clackmannanshire wide impact from developments.
Lochies PS	ASN review	Review as part of the Carsebridge development  Feasibility study required by 2023		Integrated facility within Deerpark. Associated Secondary is Alloa Academy.  Clackmannanshire wide impact from developments.
<b>Hillfoots Cluster</b>				
Alva Academy	Reconfigure internally to provide support for Secondary Autism Unit.	ASN and ASD Review		1570 potential new house builds.
Alva PS and Nursery Class	Refurbish Autism Unit and upgrade playground space Alva PS provides a nurse class, an		Review required in future years  Feasibility	

	Autism unit and a community library. The Autism unit has expanded in the last two years and now offers 6 classrooms. The building remains non DDA compliant, budget is required to replace the lifts.		study required by 2030	
Menstrie PS	Refurbish vacated nursery and reconfigure for school use.	Refurbish and reconfigure existing school	Review required for potential upgrade in future years. Feasibility study required by 2030	Site ref H34 and H36 92 potential new house builds
Menstrie Nursery	New build nursery in the grounds of Menstrie PS Opening January 2020			
Tillicoultry PS and Nursery Class	Essential maintenance and wind and watertight.	Review required for potential upgrade. Feasibility study required by 2025		Site ref H51, H43, H44  134 potential new house builds
Strathdevon PS and Nursery Class	Extension required if housing development progresses. An expansion of Strathdevon PS is necessary to accommodate new housing in Dollar. This development facilitates joint planning with the NHS and the local community. Council investment and developer's contributions would be essential to fund this build.	Refurbishment, reconfiguration and extension.		Site Ref H47, H48 and H51 566 potential new builds  A Planning Application Notice has been submitted for the first phase of the Dollar development incorporating 416 houses to be built in the next 6 years (2019). A further 150 houses are indicated in the second phase, through a separate developer. Initial concept plans have been drawn up to expand the school,

				<p>this would be part funded by developer's contribution. The 'new' school would require accommodating almost double the number of current pupils. Costs and plans are being updated. The Council are working with NHS to look at a partnership model.</p>
Muckhart PS	<p>A refurbishment of Muckhart is required to accommodate new housing. Developer's contribution will assist with this and the incorporation of a Forest Kindergarten to allow 1140 hours ELC to be offered.</p>		<p>Review required for potential upgrade Feasibility study required by 2030</p>	<p>Site Ref H49 35 potential new builds</p>
Coalsnaughton PS and Nursery Class	<p>Potential annex required if housing development progresses.</p>		<p>Review required for potential replacement in future years Feasibility study required by 2035</p>	<p>Site ref H45 and H46 250 potential new builds</p>
Forestmill	<p>Potential temporary accommodation at Forestmill during the phasing of this project</p>	<p>Potential temporary accommodation at Forestmill during the phasing of this project</p>	<p>New school</p>	<p>Site ref H50 1250 potential new builds The Council has not yet received a detailed planning application for this development. Although the Council has given permission to carry out a consultation on changing the</p>

				catchment area to Alva Academy this may have to be reconsidered if the Dollar development is built out in advance of this site. Forestmill currently sits within Lornshill cluster and Clackmannan PS catchments.
<b>Lornshill Cluster</b>				
Lornshill Academy	Housing development is currently being undertaken in Sauchie and Clackmannan, which will put pressure on the roll of Lornshill. If additional housing sites were to be developed in the catchment area, the school would require to be extended to accommodate the increased roll unless an element of rezoning took place. Innovative timetabling could also enable the capacity to be increased.	It is <b>recommended</b> that a review of the current catchment arrangements particularly in relation to Clackmannan PS be undertaken. A statutory consultation will be required if such a move were to take place.		1586 potential new houses
Clackmannan PS and Nursery Class	Extended nursery opening in August 2020. School refurbishment completed 2019.		Feasibility study required by 2033	Site ref H27,H28,H29 ( H50 Forestmill) 141 potential new house builds ( 1250 Forestmill)
Tullibody South Campus	Tulach nursery, St Bernadette's RCPS, Abercromby PS opened in August 2019. Library facilities incorporated on the	A review of the current catchment boundaries are recommended in relation to any proposed		Site Ref H25 12 potential new builds  Alloa West proposals to be advised.

	campus. Old St Bernadette's building mothballed pending future service reviews.	developments at Alloa West. A statutory consultation will be required if any changes are to take place.		
St Serf's PS	Requires refurbishment to maintain good condition.	Review as part of Tullibody North Feasibility study required by 2026		Site ref H33 18 potential new house builds
St Serf's Nursery	Requires refurbishment to maintain good condition.	Review as part of Tullibody North Feasibility study required by 2026		
Banchory PS and Nursery Class	The school's capacity has recently been extended to provide two additional classrooms. . Overall the school's life can be extended but requires ongoing maintenance.	Review as part of Tullibody North Feasibility study required by 2026		Site ref H26,MO4 AND H32  58 potential new house builds
Craigbank PS and Nursery Class	Refurbishment of existing school and creation of a nursery class for January 2020	Extension required to accommodate potential housing development.	Review as part of Sauchie	Site ref H15,H16 & H23 923 potential new house builds ( includes Sauchie West)
Fishcross PS	The building opened in 1875 and does not lend itself easily to satisfying current educational suitability conditions. The outdoor learning environment is poor. The building is not fully accessible. Consultation and review of the facility is required to ascertain if it is possible to improve the suitability of the building.		Review as part of Sauchie	Site ref H30 & H31  24 potential new house builds

Deerpark PS	Refurbishment of existing school and creation of a nursery class Dates to be confirmed Review to allow future reconfiguration in light of the Carsebridge development required.	Review as part of the Carsebridge development Feasibility study required by 2025	Review as part of Sauchie	Site ref HO3,HO4 & H21  410 potential new houses build.
Lochies PS	We are currently revising the authority ASN strategy and consideration is being given to a new facility pending developer's contribution from the Carsebridge development	Review as part of the Carsebridge development Feasibility study required by 2025		Shared campus with Deerpark
Sauchie Nursery	Sauchie Nursery has had and requires investment to maintain a B condition. An extension has been added to enable the delivery of 1140 hours in line with Grant conditions. This nursery is likely to need replaced within the next 5 years. Consultation and review of the facility is required to ascertain if it is possible to improve the suitability of the building.	Review as part of the Carsebridge development Feasibility study required by 2025	Review as part of Sauchie	
Sauchie West		New school or extension to Craigbank	Review as part of Sauchie	Decision required about the development Site ref H16 Included in

				Craigbank figures
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## Appendix 4

The **Learning Estate Strategy Guiding Principles** are:

1. Learning environments should support and facilitate excellent joined up learning and teaching to meet the needs of all learners;
2. Learning environments should support the wellbeing of all learners, meet varying needs to support inclusion and support transitions for all learners;
3. The learning estate should be well-managed and maintained, making the best of existing resources, maximising occupancy and representing and delivering best value;
4. The condition and suitability of learning environments should support and enhance their function;
5. Learning environments should serve the wider community and where appropriate be integrated with the delivery of other public services in line with the place principle;
6. Learning environments should be greener, more sustainable, allow safe and accessible routes for walking, cycling and wheeling and be digitally enabled;
7. Outdoor learning and the use of outdoor learning environments should be maximised;
8. Good consultation about learning environments, direct engagement with learners and communities about their needs and experiences, and an involvement in decision making processes should lead to better outcomes for all;
9. Collaboration across the learning estate, and collaboration with partners in localities, should support maximising its full potential; and finally,
10. Investment in Scotland's learning estate should contribute towards improving learning outcomes and support sustainable and inclusive economic growth.

## Appendix 5 Proposed Timeline

GREEN DENOTES PENDING CONFIRMATION OF PHASED HOUSING DEVELOPMENTS

Red denotes Projects Committed - FUTURE WORKS REQUIRED.

2019-2021	Building	Date	Decision Required
Tullibody South Campus	Abercromby, Tulach nursery & St Bernadette's,	August 2019	Landscaping to be complete. St Bernadette's mothballed .
Clackmannan	Refurbishment and nursery	August 2019	Hunter's garage land interface with the Primary School for future Housing.
Craigbank	Refurbishment and nursery	January 2020	Potential developer's contribution implications of Sauchie West.
Menstrie	Partial refurbishment and nursery	January 2020	Additional budget from April 2020 to continue with refurbishment
Muckhart	Outdoor nursery	August 2020	Potential developer's contribution if Planning approved.
Park	Partial refurbishment, nursery and Early Level extensions.	August 2020	Additional budget from April 2020
Alloa South	Learning Campus	August 2022	December 2019 Council, budget allocated and an instruction to undertake an Option appraisal.
ASN and ASD	Review	August 2021	December 2019 Council, budget allocated and an instruction to review
Outdoor learning	Develop virtual, creative and outdoor learning spaces	April 2020	December 2019 Council, budget allocated.

**Appendix 5 Continued - Proposed sequence of actions and decisions 2022-2026**

<b>2022-2026 Building</b>	<b>Potential Options</b>	<b>Date</b>	<b>Decision Required</b>
Deerpark/Lochies ( Sauchie East)	Refurbished, extension and nursery added.	Phased August 2024	Planning and ASN review outcomes
Coalsnaughton	Refurbished, extended School and nursery	tba	Planning
Strathdevon	Refurbished, extended School and nursery	Phased August 2023	Planning
Secondary Estate	Review	June 2023	
Craigbank ( Sauchie West)	Extension to existing school and nursery.	Phased August 2025	Planning
Secondary Support	Refurbishment/ new location	August 2024	Budget allocated for feasibility potential link to Alloa South
Tillicoultry	Refurbished School	August 2026	Budget allocated for option appraisal April 2023

**Appendix 5 Continued - Proposed sequence of actions and decisions 2027 – 2040**

<b>2027 - 2031 Building</b>	<b>Potential Options</b>	<b>Date</b>	<b>Decision Required</b>
Tullibody (North)	0-12 campus	July 2029	Budget allocated for feasibility April 2023 and Option Appraisal April 2024. Works budget April 2025
Forestmill	Temporary school	tba	Planning
Sunnyside	School and nursery refurbishment/ reconfiguration/ replacement.	July 2030	Budget allocated for feasibility April 2024 and Option appraisal April 2025. Works budget April 2026

<b>2032-2040 Buildings</b>	<b>Potential Options</b>	<b>Date</b>	<b>Decision Required</b>
Forestmill	New school	tba	Planning
Academies	Handback	February 2041	Additional revenue budget required.

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**Report to Council**

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**Date of Meeting: 19 December 2019**

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**Subject: Garden Waste Permit Scheme**

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**Report by: Strategic Director (Place)**

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**1.0 Purpose**

- 1.1. This purpose of this report is to advise the Council of the progress made towards the introduction of charges for collection of domestic garden waste from March 2020.

**2.0 Recommendations**

- a) It is recommended that the Council notes the contents of this report and the ongoing cross-service work to implement the garden waste permit scheme.
- b) It is recommended that the Council notes the initial annual charge at £36 per bin and agree that any future increases will be brought back to Council for approval as part of the annual review of charges process.
- c) Note that HRA will cover the cost of permits for those tenants who wish to participate in the scheme (following consultation in line with the 2001 Act).

**3.0 Background**

- 3.1. Clackmannanshire Council currently provides a garden waste recycling service to approximately 22,000 properties. This service allows householders to recycle grass cuttings, weeds, shrub cuttings, hedge trimmings, flowers, plants, leaves and twigs via a kerbside collection using a brown wheelie bin. The service is provided between March and November.
- 3.2. The total tonnage of garden waste collected in Clackmannanshire in 2018 was around 3,500t.
- 3.3. The Waste (Scotland) Regulations 2012 introduced a requirement on local authorities to provide householders with collection services for dry recyclable waste and food waste. The collection of garden waste is however not a statutory service that Clackmannanshire Council has to provide to householders, and under the Controlled Waste Regulations 1992, local

authorities can levy a charge for the collection of certain types of household waste, including garden waste.

- 3.4. Charging for garden waste is common practice in England and Wales with over 50% of councils charging for this service. In Scotland, a number of councils have now introduced a charge, including Angus, Dundee City, Edinburgh and Perth & Kinross. A number of other Scottish councils have intimated they are considering adopting this practice. One authority, Scottish Borders, elected to discontinue garden waste collections in 2014, and instead promote home composting, disposal at Household Waste Recycling Centres or the use of private collection companies.
- 3.5. Over the last few months, a cross service working group has been developing the strategy covering service logistics, planning, charging methods, permitting, auditing and control. A list of frequently asked questions will also be developed to provide more information to specific queries and this will be posted on the Council's Website.
- 3.6. Officers have considered similar schemes in other local authorities and have chosen to develop a very similar model to that developed and successfully implemented in Perth & Kinross.
- 3.7. Angus Council's take-up figure during the first year of operation was 46% of applicable households, while Perth & Kinross indicated a take-up figure of 54% during the first year. The financial model for Clackmannanshire is based on an estimated take-up rate of between 30% to 50%.

#### **4.0 Considerations**

- 4.1. As part of the budget savings process in March 2019 it was agreed that Clackmannanshire Council would introduce a charge for the collection of garden waste to achieve a cost saving of £130k. The Council committed to introducing this Permit Scheme for garden waste collections commencing March 2020.
- 4.2. The Service has developed a delivery model based on a full cost recovery approach, as per current best practice.
- 4.3. The financial benefit to the Council from the implementation of the Permit Scheme is dependant on the take-up to the scheme. A cost benefit of £130k will be achieved at a household take-up rate of around thirty percent which would achieve the budgeted saving. However a fifty percent take-up rate would result in a cost benefit of around £290k.
- 4.4. A benchmarking exercise was undertaken in relation to those other Authorities who are currently providing or initiating garden waste permit schemes. Setting the permit fee at £36 will enable full cost recovery to be achieved at the forecast take-up rate of fifty percent. The permit fee would be retained within the pricing band derived through the benchmarking study.
- 4.5. There will be a significant additional administration burden during the introduction phase. The financial model supports provision of an additional 1.5 FTE staff for a six month period to assist within the Contact Centre.

- 4.6. As part of the HRA budget 2019/20 approval, it was noted that the Housing service would consult its tenants in line with the 2001 Housing Act for consideration if the HRA should cover the cost of permits for those who wish to participate in the scheme. The Housing service consulted with over 10% of its tenant base and 85% agreed with this proposal. Housing Officers will engage with tenants to assist those who want a permit to gain appropriate access. Consultation has also taken place with Ochilview, Paragon and Kingdom housing associations and they are reviewing whether they can subsidise their tenants access to the scheme.

#### Proposed Scheme

- 4.7. Letters will be sent to all households approximately 2 months prior to the start of the charging period. This letter will advise people of how to register for the service, how to make payment, what to do if they have multiple bins (maximum 2) and how they can arrange for bins to be removed if they do not wish to participate.
- 4.8. This communication will be reinforced by a comprehensive social media campaign, information on the Council's website and local newspapers.
- 4.9. Householders will be encouraged to register online wherever possible and staff at various Council offices will be able to assist householders who do not have internet access at home. Payment can be made over the phone or via the secure website using their debit or credit card. Payment can be made in person at council offices – locations and full details will be specified in letters sent to residents.
- 4.10. Once payment has been received, householders will receive notification of their registration to the scheme within 21 working days. The registration documents will include a sticker (permit) which includes the address of the registered property and detailed Terms & Conditions associated with the service. The sticker will be placed on the bin by the householder and will indicate to the collection crew that the address is included in the scheme. Only those bins displaying a valid sticker will be emptied.
- 4.11. Householders will be able to sign up at any point during the charging period, but there will be no part year reductions for householders who sign up at a later date.
- 4.12. The frequency of collections will not change. It is proposed to continue to operate every three weeks throughout the year from March to November inclusive. Collection details will be advertised on the council website where calendars will be available to download.
- 4.13. Householders who do not sign up for the scheme will be encouraged to dispose of garden waste free of charge at Forthbank Household Waste Recycling Centre. Alternatively information will be provided on the Council website to encourage home composting.
- 4.14. Further details about the reason why the scheme is being introduced, how it will operate and details on how to order a home composting bin will be displayed on the council website. A list of Frequently Asked Questions (FAQs) will be created to provide more information to specific queries.

## Enforcement

- 4.15. Information hangers, placed onto the handle of bins by the waste operatives, will be used to inform households of contamination within any of the recycling bins and to explain what material is acceptable. Garden waste placed into the residual waste bins would result in an increase in tonnage (currently through landfill) at a potentially significant cost.
- 4.16. To minimise the likely impact of garden waste finding its way into the residual waste stream following the introduction of a charge, the use of information hangers will be extended to identify garden waste as a contaminant within the residual waste bin, instructing that this waste should be disposed of via the brown bin service, through home composting or free of charge at Forthbank Household Waste Recycling Centre. Garden waste or residual waste presented in sacks alongside the residual bin or garden waste bin will not be collected. These measures will be widely communicated to householders at the outset of the scheme implementation.
- 4.17. The assisted collection service will be retained for eligible residents who purchase a garden waste permit.

## **5.0 Sustainability Implications**

- 5.1. This model will ensure delivery of a sustainable garden waste collection service for Clackmannanshire residents. The self funding scheme should not be affected by further financial pressures on Council budgets going forward.
- 5.2. Contamination of other waste streams has been considered and factored into the financial model. Case studies have been undertaken and contamination of up to 10% is forecast in the first year. The Service will focus on reducing this annually.

## **6.0 Resource Implications**

### 6.1. *Financial Details*

- 6.2. The proposed scheme is based on an estimated take-up of the service of between 30% to 50%, and levying an annual charge of £36 per bin for three weekly collection taking place between March and November each year. This would enable the Service to achieve a cost benefit of between £130k to £290k. Take-up of around 48% is required to achieve full cost recovery.
- 6.3. Staffing, communication and IT costs, including those costs associated with setting up the scheme have been factored into the financial model.
- 6.4. The upfront costs of implementing the scheme in financial year 2019/20 will be met from the existing Waste Services revenue budget.
- 6.5. There will be an expected financial contribution of around £62,000 from the approved HRA budget.



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

6.7. *Staffing*

6.8. Additional administration support of 1.5 FTE for 6 months is required to support the implementation of the scheme. This will involve advertising 1 FTE position and distributing the remaining hours between existing part-time staff.

6.9. *Communications*

6.10. A defined communications strategy covering the proposed changes to the garden waste service has been developed.

## 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 )

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

(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  This is contained within the Business Case

## 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".

Business Case

## 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
Scott Walker	Team Leader	Extension : 2612

### Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

# **Clackmannanshire Council Transformation Programme Business Case**

*GARDEN WASTE PERMIT SCHEME*



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

Document Control			
Version	Revision Date	Change Summary	Author
<b>Project Title</b>	<i>Garden Waste Permit Scheme</i>		
<b>Project Sponsor</b>	<i>Strategic Director – Place</i>		
<b>Project Manager</b>	<i>Scott Walker</i>		
1.0			

Distribution			
Version	Name	Title	Issued Date
1.0	Scott Walker	Team Leader	

## **Section 1 – Project Overview**

### **Background**

- 1.1 *The Place Service currently collects garden waste from all residents who have requested a 'brown bin', on a three weekly service. This service is provided for 9 months of the year (March to November inclusive). The service is provided using in-house resources, supplemented by agency staff as required. The service collects the garden waste at kerbside and transports it to the transfer station at Polmaise, Stirling.*
- 1.2 *Historically all household waste was collected in a single bin presented at kerbside. Latterly additional bins were provided to residents with the objective of encouraging recycling practices. Therefore although there has been a historical service provided, the collection of green waste is not a statutory duty. At its budget setting meeting in March 2019, the Council agreed to implement a chargeable permit system for the collection of garden waste from 1 March 2020, to achieve a targeted cost saving of £130k.*

### **Case for Change**

- 1.3 *The existing waste collection regime is not sustainable due to the current financial environment and is exacerbated by increased demand (due to new residential developments). As resources diminish, the additional pressures in operating the green waste collections are contributing to the risk of failure in other waste collection streams. A number of local authorities have successfully introduced garden waste permit systems and many others are looking to follow suit. One authority within Scotland no longer provides a garden waste collection service.*
- 1.4 *The Council is under pressure to reduce non-statutory services due to the financial pressures place upon it. The cost of undertaking this non-statutory service is around £270k per annum. Implementing a cost neutral brown bin collection service would allow this resource to be utilised in providing statutory services, while retaining the garden collection waste service for those residents willing to pay for it. Other options, such as bringing green waste to Forthbank Recycling Centre (at no cost) or composting, would be available for those residents not wishing to participate.*

### **Strategic Fit**

- 1.5 *This project is in line with the Council's Organisational Transformation priority in that the changes will enable a modern, efficient and sustainable waste collection service.*

## Section 2 – Option Appraisal

2.1 This saving was approved by Council in March 2019 under the proposal to provide an in-house chargeable garden waste collection service. Therefore the do-nothing option scenario is not appropriate at this time. With regards to the method of applications, payments and permit deliveries, the Service is currently considering two options:-

Option 1 : Maintain in-house application system, create in-house database but utilise third party for issuing permits

Option 2 : Maintain in-house application system but utilise third party for hosting on-line database and for issuing permits.

*The benefits and risks of each option are as follows:-*

### ***Pro's***

*Option 1: Reduced revenue cost*

*Greater control over delivery (mailing)*

*Option 2: Limited strain on admin resources*

*Recommended by neighbouring LA*

*Full control over application status*

### ***Cons***

*Additional in-house admin pressures*

*Risk to coordination of database and mailing systems*

*Risk of less detailed record keeping*

*More expensive (estimate £6k)*

*Data control issues (GDPR)*

2.2 *After initial considerations through the working group, Option 2 is the preferred method for delivery. The reason for this is that the on-line portal appears to provide a more robust recording method which has been trialled, tested and recommended by a neighbouring local authority. Further there will be limited additional admin burden which should compensate the additional revenue cost.*

## Section 3 – Financial Information

### Implementation Costs

3.1 Finance have confirmed the following information is accurate. Implementation costs for this project are as follows (**Note that all costs, except the crown commercial fee of £5.7k, will be reoccurring annual costs. Contingencies have been retained within the three year model**):- -

- Staffing – Project tasks and management undertaken by existing staff members. 2 additional Business Support staff required for maximum period of 9 months (£36k) for processing permit applications
- New systems – on-line portal costs circa £17k (tbc through procurement process). Payment portal on Council website (GOSS) and crown commercial fee handling of £5.7k
- Advertising - £9k postal costs on advising Clackmannanshire residents of new permit system and how to apply. Additional processing costs (£0.30 per application)
- Restructuring costs – no changes planned due to this project
- Surveys – new collection routes will be developed by existing staff
- Consultation – undertaken as part of the 2018/19 budget consultation process
- Procurement Costs – advertised through Public Contract Scotland by existing staff

	Cost (£)
Staff Cost	36,000
System Cost	16,700
Processing Costs	3,350
Advertising	9,000
Contamination allowance (forecast at 50% take-up)	£38,150
Contingency	£20,000
<b>Total (All Revenue)</b>	<b>£110,000</b>

3.2 These implementation costs will require to be found within the existing revenue budget however the income received from the Permit scheme will cover the majority of implementation and running costs of the regime (depending on the agreed Permit fee).

### Three Year Costing Model

	Baseline (Existing)	Year 1 (2019/20)	Year 2 (2020/21)	Year 3 (2021/22)
Collection Staff	62,477	62,477	64,350	66,281
Waste Disposal	114,000	138,950	140,095	141,239
Fleet Costs	46,825	46,825	48,230	49,677
Central Charges	46,269	46,269	47,657	49,087
Permit / Portal / Adverts		29,035	23,335	23,335
Additional Administration		36,004	37,084	38,197
Contingency		20,000	20,000	20,000



<b>Total (Revenue)</b>	<b>269,751</b>	<b>379,560</b>	<b>380,751</b>	<b>387,816</b>
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3.3 Year 1 costs increase due to the requirement to advertise and implement new systems. Years 2 and 3 are calculated based on inflation of 3% on staff and fleet costs.

3.4 Projected income is highlighted in the table below, based on a permit fee of £36. The financial model used to implement the service is based on full cost recovery (FCR) principles. FCR is predicted at a take-up rate of around 48 percent (to achieve income of around £380k). The forecasts used within Section 5 are based on a take-up rate of 50%.

3.5 At 50% take-up, the increase in income generated would be around £400k. Costs would increase from £269,751 to £379,560, resulting in a net benefit of around £290k (£400,000 - (£379,560 - £269,751)).

3.6 A net benefit of around £130k, to meet outcome targeted in the 2019 budget setting process, is achievable at a take-up of around 30%. The full financial model has been developed and agreed with finance.

Take-Up Rate	33%	40%	50%
Projected Income	£264k	£320k	£400k
Net Benefit	£145k	£206k	£290k

## Section 4 – Deliverables

4.1 The preferred option 2 would allow a sustainable garden waste collection service to be provided to those residents of Clackmannanshire who wish to pay for the service. This would be a continuation of the existing service, in terms of frequency and method of collection. The income received from the permits would cover the costs of the service delivery. Any excess capacity (due to reduced participation) will be used to cover demands and introduce efficiencies elsewhere in the service.

## Section 5 – Benefits/Outcomes

5.1 The preferred outcome will provide a choice for the residents of Clackmannanshire in how they wish to dispose of garden waste.

5.2 They key benefits/outcomes/aims are:

- Provision of a sustainable garden waste collection service in Clackmannanshire. The scheme will be self funding and therefore immune from future financial pressures on Council budgets (measure - percentage take up)
- Achieve full cost recovery of service provision (measure - profitability )
- Limit cross contamination into other waste streams through enforcement and control measures (measure – tonnages of residual waste / number of requests to return to contaminated bins)

Outcome	Indicator	Baseline (2019/20)	Target Year 1 (2020/21)	Target Year 2 (2021/22)	Target Year 3 (2022/23)
Mitigation of corporate risk: Insufficient Financial Sustainability	Percentage of residents purchasing a Permit	0%	50%	52%	54%
	Surplus generated	£0	£20k	£19k	£12k
Contribution to Sustainability & Climate Change Strategy	Increase in residual waste tonnages	0%	10%	8%	6%

5.3 The dis-benefits of the scheme are highlighted in Section 9 and Section 10 and are focused on:-

- risk of cross contamination of garden waste into the residual waste stream inducing a higher disposal cost (case studies have been undertaken and allowances have been made accordingly within the financial model).
- risk of excluding residents due to financial affordability (a full EQIA has been undertaken and provided in Appendix A).
- pressures on other waste collection services from ensuring that the garden waste service is efficient and reliable (resourcing levels have been reviewed and measures will be undertaken to ensure demand can be met).

5.4 The following benchmarked indicators will also be monitored to ensure that the changes result in maintained or improved performance levels. Where performance is already better than the Scottish average, targets are to maintain/improve on 18/19 performance, otherwise the aim is to improve to the Scottish average. Note that in 18/19, our performance declined slightly in all of these indicators, therefore, transformational changes are required to reverse this. It is also notable that, with the exception of Disposal Costs, the 18/19 Scottish averages all also declined, therefore, there are clearly wider issues affecting all authorities' performance in this area.

Outcome	Indicator	Baseline (2018/19)	Rank (2018/19)	Scottish Avg. (2018/19)	Target (2019/20)
Mitigation of corporate risk: Insufficient Financial Sustainability	Cost of waste collection per premise	£60.10	14	£67.45	£60.10
	Cost of waste disposal per premise	£100.04	20	£97.29	£97.29
Contribution to Sustainability & Climate Change Strategy	Household waste composted or recycled	56.3%	5	44.7%	56.3%*
Corporate Plan value: Be the Customer	Satisfaction with refuse collection (Scottish Household Survey)	71.7%	26	76.3%	76.3%

5.5 \*There is a risk that the Council's overall waste recycling rates will be reduced through the implementation of this scheme. Worst case scenario is that 50% of garden waste is lost from the recycling stream (either through contamination or disposal by other means). This would result in a reduction in the percentage of household waste composted or recycled to 49% (from 56.3%). Case studies on other authorities who have been through this process indicate that the expected loss of recycled material is less than 10%. This would result in the recycling rate reducing to 54.8% (a reduction of 1.5%).

5.6 Consideration should also be given to other policy changes which will have an effect on the recycling rates, such as the changes to kerbside collections from June 19.

## Section 6 – Stakeholder Engagement

## **Part 1 – Business Case Development**

6.1 Consultation and engagement has been undertaken with the following groups during the Business Case development (many of whom contributed to the working group)

Stakeholder(s)	Feedback	Impact on Business Case
Housing HRA	Advised of possible uptake and payment mechanisms for HRA clients	
IT / Finance	Advice on web portals, payment processing & assistance with procurement	Able to provide accurate costings for transactions, website development
Procurement	Consideration of length of contract for portal / permit system.	
Communications	Requirements for comms strategy and robust scheme T&C's in advance of first release.	Ensure full and robust financial information is compiled prior to agreeing permit cost. Consideration of fixing fees for a number of years.
Contact Centre	Need for additional resource to administer expected high volume of enquiries / applications over a short period of time. Need for over the counter payment option at local centres	Need to include costs for additional business support staff to administer project during peak times.
Housing Associations (Ochilview / Paragon)	Wish to be involved in the project to partially subsidise clients	
Waste Staff	Need for additional resources to ensure priority green waste collection system can be provided. Consultation with other Authorities who have developed Permit schemes.	Need to ensure service fully resourced to be able to provide collection service. Costs of online portal and assistance in developing preferred options.

## **Part 2 – Implementation**

6.2 The following consultation & engagement will be undertaken throughout the project's implementation:

### **Internal**

Stakeholder	Communication Methods	Frequency	Start Date	End Date	Owner
Housing Staff	Team Meetings	Monthly	June 19	Dec 19	Murray Sharp
Contact Centre / CAP staff	Verbal Briefings	Monthly	Oct 19	Apr 20	TBC
Trade Unions	Verbal Briefings	Quarterly	July 19	Dec 19	Scott Walker
SLG	Briefing Note	Quarterly	Jul 19	Dec 19	Scott Walker

### **External**

Stakeholder	Communication Methods	Frequency	Start Date	End Date	Owner
Impacted Tenants	Letter	Once	Jan 20	Jan 20	Scott Walker
RSLs	Letter	Once	Sep 19	Sep 19	Alan Salmond

## Section 7 – Governance

7.1 Achievements, progress and risk mitigation (including the emergence of new risks throughout the project life-cycle) will be monitored closely via regular Project Team meetings. Summary highlights, exceptions, and any required subsequent decisions arising from these meetings (or required from higher governance bodies) will be reported/referred to SLG (Project Board) and/or the Change Board/Council.

## Section 8 – Risk Register

8.1 A number of risks have been identified that, if they were to happen, would impact on the Council’s ability to successfully deliver the project. The table below details all of these risks, and the Project Teams proposed response to each risk. The Risk Register will be reviewed regularly by the Project Team to ensure that it remains up to date and captures any new or emerging risks.

Ref	Risk	Current Risk			Approach	Mitigation Actions (scores take into account actions that are already complete)	Owner
		Likelihood	Impact	Total			
1	Failure to achieve approved saving due to Members overturning decision or not approving realistic cost (financial and reputational damage)	3	4	12	Treat	Member engagement & robust business case (developed in consultation with Change Programme Manager)	Scott Walker Pete Leonard Dave Hunt
2	Financial projections are unachievable due to unrealistic charges or VAT issues, resulting in saving not being achieved or requirement to increase charges (with implications for uptake)	3	3	9	Treat	Involvement of Finance in financial modelling (advice is that Permit charges are exempt from VAT). Proposed charge is based on learning that these have been unsustainable elsewhere and require annual increases.	Donna Tierney Calum Ferguson
3	Timing of implementation fails to incorporate key dependencies/considerations	1	4	4	Treat	Include Waste operations, Finance, Comms, Contact Centre, IT, Housing & Change Programme in project team/plan development (see section 11/Appendix B)	Scott Walker Project Team
4	Year 1 uptake is below projected levels due to residents not being aware of the changes or being put off by cost	4	3	12	Treat	Full involvement of Communications in planning and development of Comms strategy to manage message – key stage is letter to all residents in early Jan 2020	Carla MacFarlane
5	Inability to manage administration of permits due to lack of robust system or insufficient Contact Centre resources	2	3	6	Treat	Procure online portal and employ additional support staff and integrate them into Contact Centre	Dean Barret John Allan Suzanne MacMillan
6	Residents are unable to apply for permits due to online portal not being available in time or system failure during working hours	2	4	8	Treat	Ensure procurement undertaken by Oct 19. Paper form available for contact centre / CAP centre staff to record applicant details.	Dean Barret John Allan Suzanne MacMillan
7	Inability to provide reliable Garden Waste collection service due to staff resources	2	4	8	Treat	Business cases for new staff to be developed Oct 19. Agency could be employed to cover if required.	Scott Walker Colin Smillie
8	Failure to maintain existing service delivery	1	3	3	Treat	See Section 9	Scott Walker
9	Changes adversely impact vulnerable residents	3	2	6	Treat	See Section 10	Scott/Murray Sharp

## Section 9 – Business Impact Assessment

9.1 Assuming the successful delivery of the project, the potential impacts on current service delivery are:

Time Period/Links	Potential Impact	Mitigation Actions
Delivery of Project	Contamination of other waste streams (by non participants) will affect services ability to provide reliable service and affect costs. Possible demand pressure for additional vehicles & crew.	Training of front line staff (contamination) and public awareness campaign through press and social media. Utilise efficiencies generated by reduced garden waste collections for other collection streams. Financial model accounts for expected contamination costs from garden waste into other streams.
Transition/Post Project	Requirement to provide reliable garden waste collection service may lead to delays in other services (if resources become tight)	Fleet / Waste Supervisors meet to improve vehicle service programming to ensure vehicle availability. Driver shortage issues to be addressed.
Impact on other Projects	Workload involved in initiating Permit system will affect other operations within Waste Services.	Programme Waste workload to avoid conflict with key project milestones. Share key tasks among client team to limit pressures. Work with SMT / Finance to identify risks / feasibility of other savings targets
Impact on other services (e.g. HR, IT, Finance etc.)	Volume of calls to Contact Centre may have a significant effect. Social media enquiries and complaints may put strain on Comms	Ensure additional business support staff employed through project are liaising with Contact Centre

## Section 10 – Equality and Fairer Scotland Impact Assessment

10.1 An Equality and Fairer Scotland Impact Assessment has been undertaken, and can be seen at Appendix A. The key issues emerging are: -

- There is a risk to older people and those on lower incomes. However this is mitigated by the provision of the Service to HRA residents.

## Section 11 – Project Plan

11.1 A detailed Project Plan for the preferred option is attached at Appendix B, key milestones below (monitoring and updates will be provided as per sections 6 & 7).

Action	Deadline (for Completion)	Owner
Portal / IT	1 December 2019	A.Bonner / H.McNaught
Procurement	31 October 2019	D.Barrett
Staff Training	23 December 2019	A.Salmond
Communications Strategy	31 October 2019	S.Walker / C.McFarlane
Support Services Preparation	23 December 2019	A.Salmond /S.MacMillan
Operational Services	1 February 2020	C.Smillie / M.Croy

## **Section 12 – Recommendation**

12.1 Change Board/Council are asked to: -

- Approve the preferred option as set out in paragraph 2.6



## APPENDIX A - Equality and Fairer Scotland Impact Assessment - Screening

<b>Title of Policy:</b>	PLC POL 018 Garden Waste Permit Scheme
<b>Service:</b>	Place
<b>Team:</b>	Waste Services

Will the policy have to go to Council or committee for approval	Yes
Is it a major policy, significantly affecting how functions are delivered?	Yes
Does it relate to functions that previous involvement activities have identified as being important to particular protected groups?	No
Does it relate to an area where the Council has set equality outcomes?	No
Does it relate to an area where there are known inequalities?	No
Does it relate to a policy where there is significant potential for reducing inequalities or improving outcomes?	No

**IF YES TO ANY - Move on to an Equality & Fairer Scotland Assessment**

**IF NO - Explain why an Equality & Fairer Scotland Assessment is not required**

### APPROVAL

NAME	DESIGNATION	DATE
Garry Dallas	Strategic Director	February 2019

NB This screening exercise is not to be treated as an assessment of impact and therefore does not need to be published. However, if you decide not to assess the impact of any policy, you will have to be able to explain your decision. To do this, you should keep a full record of how you reached your decision.



## **Equality and Fairer Scotland Impact Assessment - Scoping**

<p><b>Purpose of the proposed policy or changes to established policy</b></p>
<p>The purpose of the change is to ensure that Clackmannanshire Council is able to set a balanced budget, as required by statute, for the year 2019/20.</p> <p>Introduce a charging regime for the collection of Garden Waste would require residents to pre-purchase a permit prior to their brown bin (garden waste) being collected at kerbside. Those that do not choose to participate (or are unable to do so) would require to dispose of any garden waste (if applicable) by home composting or bringing to Forthbank HWRC</p>
<p><b>Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?</b></p>
<p><b>General Equality Duty -</b></p>
<p>➤ <b>Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct</b></p>
<p>Impacts if any are likely to be minimal.</p>
<p>➤ <b>Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not</b></p>
<p>Increases in fees and charges may have a impact on those on low incomes, including some elderly people and some of those with disabilities. There is mitigation in that many low income households do not generate significant garden waste due to the nature of their properties. Additionally there is a possibility that Council tenants could have the permit service provided through the HRA. Further work is required to determine whether this is feasible and to outline how many additional affected people within the Groups would be affected.</p>
<p>➤ <b>Fostering good relations between people who share a protected characteristic and those who do not.</b></p>
<p>Impacts if any are likely to be minimal.</p>
<p><b>Fairer Scotland Duty -</b></p>
<p>➤ <b>Reducing inequalities of outcome caused by socioeconomic disadvantage</b></p>
<p>Some aspects of the budget proposals may have significant impacts on people who already experience socioeconomic disadvantage. The mitigation is similar to above but further work is required to identify if significant numbers of people, in at risk groups, would not be covered.</p> <p>However the proposed scheme has the advantage of providing a sustainable garden waste collection service that otherwise may be removed completely.</p>

To which of the equality groups is the policy relevant?		
Protected Characteristic	Yes/No*	Explanation
Age	Yes	The charge would be levied against all groups however some older people may be on very low incomes and may not be able to afford this service.
Disability	Yes	The charge would be levied against all groups however some older people may be on very low incomes and may not be able to afford this service.
Gender Reassignment	No	
Marriage and civil partnership	No	
Pregnancy and Maternity	No	
Race	No	
Religion and Belief	No	
Sex	No	
Sexual Orientation	No	

\* Delete as required

What evidence is already available about the needs of relevant groups, and where are the gaps in evidence?
<p>Health inequalities continue to present challenges for our older population, and those with disabilities.</p> <p>We know that the communities of Coalsnaughton, Fishcross and Alloa South and East experience longstanding challenges associated with deprivation; there is a possibility, given the profile of proposals that these communities may be affected although the garden waste service may be retained from the majority through the HRA.</p> <p>Further engagement with groups and communities is required to understand the nature of the socioeconomic impact arising from the proposals and any mitigating actions.</p>
Which equality groups and communities might it be helpful to involve in the development of the policy?
<p><b>Older people</b> – liaise with CTSI to understand most effective engagement approach.</p> <p><b>People with disabilities</b> - liaise with CTSI to understand most effective engagement approach</p>
Next steps
<p>Face to face engagement will be arranged during January 2019 to enable impacts to be better understood. An online consultation will also be available from 9<sup>th</sup> January 2019 allowing for comments and feedback on the proposals. Following these engagement events, we will update this equality and fairer Scotland impact assessment</p>

## Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>Proposals relating to waste and recycling were mixed with some respondents feeling that a reduction may lead to environmental problems, flytipping and more household waste going to landfill. Implementing fees and charges/full cost recovery models may have an impact on those on low incomes, including some elderly people and some of those with disabilities but the equalities and poverty implications as generally assessed as being low. This is on the basis that many low income households do not generate significant garden waste due to the nature of their properties, and/or may have access to the permit service provided through the HRA.</p> <p>The proposal was assessed as having a low equalities/poverty impact.</p>		
Details of engagement undertaken and feedback received		
<p>Detailed feedback from budget engagement exercise for 2019/20 comprising online comments/feedback and representations made at budget engagement events held as part of the overall exercise.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:</p>		
Tick	Option 1: No major change	
✓	<p>The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
	<p><b>Option 2: Adjust the policy</b> – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	<p><b>Option 3: Continue the policy</b> – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council’s obligations under the duty.</p>	
	<p><b>Option 4: Stop and remove the policy</b> – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>The Council met on 6th March 2019 and set the budget for 2019/20. This included the approval of this policy.</p>		
APPROVAL		
NAME	DESIGNATION	DATE
Garry Dallas	Strategic Director	24 <sup>th</sup> April 2019

## APPENDIX B – Project Plan

<b>Theme/Objective: PORTAL / IT</b>			
1a	Development & Testing of GOSS Portal	1 December 2019	H.McNaught / A. Bonner / B.Short
<b>NOTE – See AB Project Plan (Appendix C)</b>			

<b>Theme/Objective: PROCUREMENT / HR</b>			
2a	Procurement of Permit Provider <b>Note – Project Plan within Tender Spec (Appendix D)</b>	31 October 2019	D.Barrett
2b	Recruitment of Temp Support Staff <b>Note – Linkages to Contact Centre / Working Locations</b>	31 October 2019	S.Walker / S.MacMillan / A.Salmond
2c	Recruitment of Operational Staff	31 January 2020	S.Walker / M.Croy

<b>Theme/Objective: TRAINING</b>			
3a	Training of Contact Centre Staff	23 Dec 2019	A.Salmond / S.MacMillan
3b	Training of CAP staff	23 Dec 2019	A.Salmond / TBC
3c	Training of Operational Staff	31 Jan 2020	A.Salmond / D.Barrett

<b>Theme/Objective: COMMUNICATIONS</b>			
4a	Develop Communications Strategy	31 October 2019	C.MacFarlane / S.Walker
4b	Develop Pathway for unexpected problems (Internal FAQ's)	31 October 2019	S.MacMillan / S.Walker
4c	Issue letters to all residents (Advising of changes) (Remember to book with provider well in advance).	5 January 2020 (First working week)	A.Salmond / L.Hamilton
4d	Upload T&C's to Website	5 January 2020	A.Salmond

<b>Theme/Objective: OPERATIONS / CONTACT CENTRE</b>			
5a	Agree date for Support Staff to Commence	31 Oct 2019	S.Walker
5b	Complete Artwork for Permits	31 Oct 2019	D.Barrett / R.Feehan
5c	Finalise procedures with Permit Provider	31 Oct 2019	D.Barrett
5d	Collection Operations Commence 1 March 2020	1 Feb 2020	M.Croy / C.Smillie
5e	Provision of leaflets to Operational Staff for permit queries	5 Jan 2020	D.Barrett / R.Feehan

*\*Note: 'Themes/Objectives' included for illustrative purposes. They will vary between projects – but used to demonstrate that it is useful to group actions together rather than just having one big long list.*

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**Report to Council**

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**Date of Meeting: 19 December 2019**

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**Subject: Tillicoultry Flood Protection Scheme**

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**Report by: Strategic Director (Place)**

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**1.0 Purpose**

- 1.1. This report provides an update on the outcome of the Tillicoultry Flood Study.
- 1.2. The Council engaged consulting engineers to carry out the study. Tillicoultry was identified as the location for the Council's highest priority flood study within the Forth Flood Risk Management Plan (2016 – 2022).
- 1.3. The Council's consulting engineers have recommended a flood protection scheme. The proposed scheme is economically viable.

**2.0 Recommendations**

- 2.1. It is recommended that the Council:
  - (i) Notes the completion of the Tillicoultry Flood Study as required by the Forth Flood Risk Management Plan.
  - (ii) Approves the recommended proposal for a flood protection scheme in Tillicoultry.
  - (iii) Agrees that details of the recommended flood scheme to be submitted to SEPA by 31<sup>st</sup> December 2019 for national prioritisation.
  - (iv) Agrees that the recommended schemes be included in the next Forth Local Flood Risk Management Plan, due for publication June 2022.
  - (v) Agrees that Roads & Transportation Services uses its FRM powers to continue to develop the non-structural measures included in the Tillicoultry Flood Study.

### **3.0 Considerations**

#### ***Flood Risk Management Act 2009/Local Flood Risk Management Plan***

- 3.1. Under the Flood Risk Management (Scotland) Act 2009, SEPA and lead local authorities published new Flood Risk Management (FRM) Plans in 2016. These documents set out a range of actions that SEPA and responsible local authorities are taking to manage and, where possible, reduce the risk of flooding over a six year period (2016 - 2022).
- 3.2. The Forth FRM Plan identifies the Tillicoultry Flood Study as the highest priority flood study in the Clackmannanshire area of the Forth Local Plan District.
- 3.3. The purpose of the study is to firstly improve the understanding of local flood risk and secondly, to investigate what further action is required to manage flood risk in Tillicoultry. Such action can be implemented by through a flood protection scheme, where this is found to be technically feasible and economically viable.
- 3.4. The 2009 Act provides local authorities with the discretionary powers to promote flood protection schemes. Only those flood schemes which have been included in the Local FRM Plans and the national priority list are taken forward in the following 6 year period.

#### ***Tillicoultry Flood Study***

- 3.5. Tillicoultry is located in the River Devon catchment within Potentially Vulnerable Area (PVA) 09/04.
- 3.6. The three main potential sources of flooding to Tillicoultry are the River Devon and two burns coming down from the Ochil Hills escarpment, the Tillicoultry Burn and an unnamed burn that meets the River Devon near to Elistoun Drive.
- 3.7. The potential impact of the unnamed burn has been mitigated by the raising of the Mixed Leisure Route adjacent to Elistoun Drive in January 2009 and the addition of a pumping station completed by Clackmannanshire Council in September 2012.
- 3.8. Further mitigation has come through the Council's committed effort to engage with the public on flood risk management issues, resulting in the formation of TIDECO, the local community flood resilience group, which has amongst its partners, the Scottish Flood Forum, SEPA, the Fire and Rescue Service and The Conservation Volunteers. However, fluvial flood risk remains from the River Devon and the Tillicoultry Burn.
- 3.9. In 2017 JBA Consulting was engaged to carry out a flood study for Tillicoultry. The study was published in April 2018 and its conclusions shared with TIDECO and its partners.
- 3.10. The study updated the understanding of the flood risk to Tillicoultry through new and updated surveys, flood hydrology, asset surveys, environmental surveys, National Flood Manual assessments and fluvial and pluvial flood modelling.

- 3.11. The study estimated that there are 45 properties at risk of internal flooding from the River Devon and 131 properties at risk from the Tillicoultry Burn for the 0.5% AP (200 year) flood flows. The baseline (Do Minimum) present value flood damages are anticipated to be in the order of £3.8m for the River Devon and £3.6m for the Tillicoultry Burn. These estimates are calculated over 30 years.
- 3.12. The preferred option is the only one that has been found to be cost effective whilst maintaining a 200 year standard of protection. The analysis suggests that the total long term damages avoided by the proposed flood protection scheme on the respective watercourses would be in the region of £3.4m for the River Devon and £3.1m for the Tillicoultry Burn. Detailed breakdowns are in the full report which is included in Appendix 1.
- 3.13. In addition to the above monetary impacts, the following wider benefits should also be noted:
- Tillicoultry has a higher level of social deprivation than other areas and when considered against Scotland as a whole. Thus, protection to Tillicoultry should be in preference to less deprived areas when SEPA prioritises schemes for inclusion in the 2022 FRM cycle.
  - The business disruption financial costs to Sterling Mills and Sterling Furniture cannot be in the economic appraisal but should not be underestimated. These sites are an important source of employment to the town and the business disruption of continued flooding should be noted.
- 3.14. The study makes the following recommendations;
- Clackmannanshire Council should introduce the option of a Flood Protection Scheme to Tillicoultry from both the River Devon and Tillicoultry Burn as a single scheme into SEPA's prioritisation process for the FRM cycle beginning 2022.
    - River Devon: this recommendation involves raising the Mixed Leisure Route by 300mm and replacing the informal Sterling Furniture embankment with a larger and more appropriately designed embankment and constructing a flood wall on both left and right banks adjacent to Sterling Mills. The embankment would extend to 240m and the flood walls to 500m.
    - Tillicoultry Burn: this recommendation involves raising the burn wall by 900mm along the length of the burn and road raising works at the entrance to Hareburn Road.
  - Prior to the next FRM cycle (2022 – 2028), (there is no guarantee that the scheme can be funded or short-listed by SEPA), the Council should also exercise its FRM powers and consider some or all of the non-structural measures outside of a formal Flood Protection Scheme;
    - Regular review of emergency plans to ensure that the community and first responders understand the flood risk, flood mechanisms and evacuation procedures,

- Flood warning on the Tillicoultry Burn using an SMS based alert system,
  - Implementation of a flood pod system and / or property level protection (PLP), and
  - Investigate Natural Flood Management measures.
- 3.15. The information required to submit the Tillicoultry Flood Protection Scheme into SEPA's prioritisation process has been collated and is ready for submission.
- 3.16. The Council is presently making progress with the first three items on the above list of non-structural measures (2.3.11). Natural Flood Management (NFM) is being monitored through the Development Planning process and knowledge of NFM developed by collaboration with Heriot Watt University on a study of the Menstrie Burn catchment.

### ***National Prioritisation Process (SEPA)***

- 3.17. SEPA has set a deadline of December 2019 for local authorities to identify new flood protection schemes for inclusion in the second cycle of Local FRM Plans (2022 – 2028). The flood protection schemes across Scotland will then be prioritised and added to the updated prioritisation list.
- 3.18. Therefore proposed that the recommended flood scheme for Tillicoultry is put forward to SEPA for prioritisation and is included in the next Forth Local FRM Plan, which will cover the period 2022 – 2028.
- 3.19. The next Forth Local FRM Plan will set out the proposed implementation arrangements for the flood scheme in Tillicoultry, including timescales and how it will be funded. The next phases of work to develop the flood scheme proposals will therefore not commence until after 2022.
- 3.20. If a Flood Protection Scheme has been added to SEPA's priority list it may be removed at any time, up until it has been included in the next Local Flood Risk Management Plan (2022). After that time, the scheme can be removed for economic viability reasons.
- 3.21. The grant offer from The Scottish Government on the 9 March 2016 to cover the existing 6 year period included an undistributed amount. This component of the grant is to be distributed based on SEPA's prioritisation of flooding schemes. The grant intervention rate is 80% of the tender acceptance for the project.
- 3.22. SEPA's prioritisation is based largely on the flood protection scheme's benefit/cost ratio. In general, the cost of flood damage avoided over time must be greater than the cost of building the flood defences, i.e. they must have a benefit/cost ratio of more than 1.0.
- 3.23. The benefit/cost ratio for the River Devon project is 1.2 and the ratio for Tillicoultry Burn project is 1.0. The recommendation is that we prepare one holistic scheme which would have a benefit / cost ratio of 1.1. As this is not a particularly high benefit/cost ratio it is likely that the Tillicoultry Flood Scheme will have a low priority.



- 3.24. In future the expenditure profile for the various flood schemes in the priority list is unlikely to match the funding available in that financial year. Lower priority schemes may not therefore receive grant funding in the year the expenditure is incurred, but in a later year.

#### **4.0 Sustainability Implications**

- 4.1. Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. Under the Climate Change (Scotland) Act 2009 the Council also has a duty relating to climate change and in exercising its functions must act;

- In the way best calculated to the delivery of the Act's emissions reduction targets,
- In the best way calculated to deliver any statutory adaptation programmes, and
- In a way that it considers most sustainable.

- 4.2. It has been determined that the proposal is likely to contribute positively to the Council's duty to respond to the Climate Change (Scotland) Act 2009 and to the Council's sustainable development principles.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

- 5.2. It should be noted that the proposed flood protection scheme will not be implemented at this time. The implementation arrangements will be set out in the next round of Local Flood Risk Management Plans, due for publication in June 2022. At some point during the subsequent six years, consulting engineers will be re-engaged to carry out further investigations and develop flood scheme proposals. As a result, there are no immediate resource implications arising directly from the recommendations in this report.

- 5.3. However, the flood risk management planning process will have future financial implications. The Local FRM Plans will contain the implementation arrangements including a timetable for the proposed flood scheme. These will be co-ordinated by SEPA and the responsible authorities over the next six-year cycle 2022 – 2028.

- 5.4. The 2009 Act requires the Scottish Government to have regard to the Local FRM Plans when allocating funds to SEPA and responsible authorities. The Scottish Government, CoSLA and SEPA will agree the distribution of capital funding to the actions identified nationally in the next FRM Strategies and Local FRM Plans. The following arrangements currently apply;

- Only works and schemes that are prioritised in the FRM Strategies and Local FRM Plans are eligible for capital funding.

- Flood protection schemes attract capital grant assistance of up to 80% of their estimated project cost at tender stage from the Scottish Government. Local authorities are required to fund the remainder of the cost of flood schemes including any increase from the tender value.
- 5.5. The Scottish Government and the Council would therefore have to make capital allocations for these flood schemes. At present, the allocated capital grant is adjusted as the flood scheme proposals are developed.
- 5.6. The proposals and cost estimates for the Tillicoultry Flood Scheme still have to be developed through a long process of further investigations, consultation, outline design, the statutory process, detailed design, tendering and construction. Experience from other local authorities on similar schemes has invariably shown that the costs estimated at the feasibility stage always increase. The scheme costs noted in this report are therefore subject to change and will have to be carefully monitored going forward.
- 5.7. The current estimate for the scheme cost is £6m and if the scheme is selected for SEPA's prioritisation of flooding schemes it will attract Scottish Government Grant funding of 80% of the tender value, leaving the Council to fund the remaining £1.2m. Once a Flood Protection Scheme has been added to SEPA's priority list it may be removed at any time, up until it has been included in the next Local Flood Risk Management Plan (2022). After that time, the scheme can be removed for economic viability reasons.
- 5.8. There are no current revenue funding implications arising from the recommendations in this report.
- 5.9. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.10. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.11. *Staffing*
- 5.12. There are no staffing implications arising directly from the recommendations in 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 )

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

(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".

Appendix 1 – Tillicoultry Flood Study: Final Report April 2018.

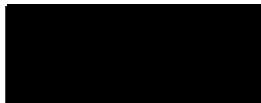
**11.0 Background Papers**

- 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)  
 No (please list the documents below)

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Julie Hamilton	Development Service Manager	Extension : 2657

**Approved by**

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	





## Tillicoultry Flood Study

Final Report

April 2018



**Clackmannanshire  
Council**

Clackmannanshire Council

Kilncraigs

Greenside Street

Alloa

Clackmannanshire

FK10 1EB





## Executive Summary

### Background

Tillicoultry is included in SEPA's Potentially Vulnerable Area classification along with neighbouring Hillfoots villages due to the populations living and working within flood prone areas. Tillicoultry has a long history of flooding from various sources including the 1877 flood on the Tillicoultry Burn and the 2008 flood on the River Devon. Previous proactive flood risk management measures funded by the Council and third parties have mitigated some of the flood risk and surface water drainage issues around Elistoun Drive. Key to this success was the raising of the Mixed Leisure Route embankment and installation of the adjacent pump station. The Council continues to make a committed effort to engage with the public on flood risk management issues, engaging with local flood risk groups across the Hillfoot towns and helping to liaise with Scottish Flood Forum, SEPA, the Fire and Rescue Service and The Conversation Volunteers to further enhance these links in the future. However, the fluvial flood risk remains from the two watercourses passing through the small urbanised area threatening residents and local businesses. This report therefore aims to assess this residual risk with a view to making recommendations for additional flood management in the town.

### Flooding review

Flooding from the River Devon can result in substantial depths of water flowing through the commercial buildings of Sterling Furniture and Sterling Mills outlet village, as occurred in 2008. The mixed leisure route (MLR) embankment which runs parallel to the river has been subject to engineered improvements to mitigate the risk to residents of Elistoun Drive, whilst an informal flood embankment surrounding the Sterling Furniture site offers some informal protection to the commercial site.

The Tillicoultry Burn has not flooded in the recent past but catastrophic floods have historically caused damage to bridges and neighbouring properties. The straight watercourse typically assists in rapidly conveying water to the River Devon yet inconsistencies in the height of raised walls and other informal flood defence assets mean that the standard of protection is varied.

Numerous pluvial (surface water) flood events have occurred in the past yet significant works involving installation of a pumping station adjacent to Elistoun Drive and a schedule of maintenance for surface water drainage assets has more recently reduced the likelihood of flooding in some areas of the town.

### Catchment understanding

An improved understanding of the flood risk to Tillicoultry has been undertaken through new and updated surveys, flood hydrology, asset surveys, environmental surveys, RBMP morphological pressures, NFM assessments and fluvial and pluvial flood modelling. These have been used to assess options for flood mitigation to the town through a long and short listing process.

Estimation of river flood flows followed an approved methodology reviewed by SEPA yet uncertainties in river hydrology mean that the annual probability (or return period) of each flood event used in the modelling may not align with public perception of flood risk in Tillicoultry. Continued monitoring (installed by the Council) and future reviews of the hydrology may affect the estimated flood risk for the town.

### Flood Mitigation Options

The following options came out of the long listing process:

- Do Nothing - Baseline Assessment
- Do Minimum - Current situation
- Quick wins - quick wins to be considered
- Non-structural option 1 - flood action plans and emergency response
- Non-structural option 2 - Property Level Protection
- Non-structural option 3 - flood warning

In addition to the above, 4 flood mitigation options were considered in detail. These include the following:



#### River Devon:

- Embankment raising and replacement

#### Tillicoultry Burn:

- Quick win measures including weir and footbridge removal and minor wall raising
- Wall raising
- Bypass channel
- Bed lowering

#### Expected Benefits

Based on the modelling undertaken there are 45 properties at risk of internal flooding from the River Devon and 131 properties at risk from the Tillicoultry Burn for 0.5% AP (200 year) flood flows. The baseline (Do Minimum) present value flood damages are anticipated to be in the order of £3,792k for the River Devon and £3,556k for the Tillicoultry Burn.

The analysis suggests that the total long term damages avoided by a flood protection scheme on the respective watercourses would be in the region of £3,421k for the River Devon and £3,113k for the Tillicoultry Burn.

In addition to the above monetary impacts the following wider benefits and non-monetary aspects should also be noted:

- Social deprivation. Tillicoultry has a higher level of social deprivation than other areas and when considered against Scotland as a whole. Thus, protection to Tillicoultry should be in preference to less deprived areas when SEPA prioritises schemes for inclusion in the 2021 FRM cycle.
- Consistency of risk - a 200 year standard of protection from both watercourses would provide a more consistent and significantly reduced risk to the community.
- Wider economic benefits. The business disruption financial costs of flooding to Sterling Mills and Sterling Furniture cannot be included in the economic appraisal but should not be underestimated. These two sites are an important source of employment to the town and the business disruption of continued flooding should be noted.

#### Investment Appraisal

The investment appraisal is provided below for the two watercourses. It suggests that the raised defences on the River Devon and the raised walls option on the Tillicoultry Burn are both independently economically viable as the economic benefits of undertaking the schemes are in excess of the costs. Costs represent whole-life present value costs and include a 60% optimism bias as standard.

#### River Devon benefit-cost assessment:

	Do Nothing	Do Minimum	Defence option 0.5% SoP	Defence option 0.5% SoP with CC	Defence option 1% SoP with CC
Total Present Value (PV) Costs (£k)	-	27	2,802	3,176	2,912
PV Damage (£k)	4,594	3,792	1,173	1,798	2,051
PV Damage avoided (£k)	-	802	3,421	3,614	3,360
Benefit-cost ratio	-	30.09	1.22	1.14	1.15





#### Tillicoultry Burn benefit-cost assessment:

	Do Minimum	Quick win	Raised walls	Bed lowering	Bypass-channel
Total PV Costs (£k)	-	234	3,121	3,325	4,034
PV Damage (£k)	3,556	2,851	443	443	443
PV Damage avoided (£k)	-	706	3,113	3,113	3,113
Benefit-cost ratio	-	3.0	1.0	0.9	0.8

#### Combined Tillicoultry-wide benefit-cost assessment:

	Do Minimum	Defended Option
Total PV Costs (£k)	27	5,923
PV Damage (£k)	7,348	1,621
PV Damage avoided (£k)	802	6,611
Benefit-cost ratio	30.1	1.1

The appraisal highlights that a more economically favourable option for the Tillicoultry Burn may be the quick win option which attains a much greater benefit-cost ratio than the options seeking to achieve a 200 year standard of protection. If a 200 year standard option is to be progressed then a combined 200 year scheme addressing flood risk on both watercourses is likely to be the most economic option to provide protection from both watercourses.

#### Preferred Option

Only one option for each watercourse has been found to be cost effective whilst offering at least a 200 year standard of protection. The defence raising and replacement option to a 0.5% AP (200 year) standard for the River Devon provides a long-term sustainable level of flood protection when compared to the current Sterling Furniture embankment. An assessment of options to protect against the effects of climate change for the 1% AP and 0.5% AP events found them to be cost effective but less-so than the option without an allowance for climate change. Through the centre of Tillicoultry the raising of walls by 400-700mm along the Tillicoultry Burn has been found to be the most appropriate option and should bring significant flood risk benefits to the community. Additional options for climate change adaptation and options to set back defences from the burn have been considered and should be reviewed at the outline design stage once additional information on services and ground conditions is known.

#### Recommendations

The following recommendations are made:

- Clackmannanshire Council should introduce the option for a Flood Protection Scheme to protect Tillicoultry from both the River Devon and Tillicoultry Burn as a single holistic scheme into SEPA's prioritisation process for the FRM cycle beginning 2021.
- Prior to this second FRM cycle, and if funding allows, the structural quick win option should be progressed under the Council's FRM powers to implement flood risk measures outside a formal FPS.
- As there is a period of time between now and the 2021 cycle (and there is no guarantee that the scheme can be funded or will be short-listed by SEPA), the Council should also consider some or all of the non-structural measures. This should entail the following:
  - A selection of NFM measures have been recommended for further analysis. The Council should consider these and the longer term findings from the Heriot Watt study on the Menstrie catchment. The Council could consider if there is wider support and funding for NFM from other Council departments, third parties or volunteer organisations within the town.
  - Existing emergency plans should be regularly reviewed (and updated if necessary) to ensure the community and first responders understand the flood risk, flood mechanisms and evacuation procedures.

- o Flood warning on the Tillicoultry Burn using either an SMS based alert system from existing telemetry on the gauge or third-party apparatus (i.e. RiverTrack<sup>1</sup>) currently being trialled by the Council should be considered. Either approach could be managed by either the Council, community leads or a flood action group.
- o The Council should investigate the appeal within the community for property level protection. If there is deemed to be clear need or likely uptake the Council should consider either a flood pod system<sup>2</sup> or full PLP subsidised scheme here and in other Hillfoot villages.

A summary of the options proposed has been developed and is provided overleaf. It is hoped that this will provide the necessary information to support SEPA's prioritisation process.

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1 <http://www.rivertrack.org/>

2 Progress on this has already been made and a floodpod system has already been installed by the Council in conjunction with the local fire brigade.

Option (Standard of protection)	Wider benefits	Proposed non-structural measures	Constraints / Limitations	Climate change adaptability	No. residential properties benefitting (& of baseline)	No. commercial properties benefitting (% of baseline)	PV damages avoided	PV costs	Benefit-cost ratio
<b>River Devon</b>									
Direct Defences (0.5% AP)	Maintain existing businesses and employment locally Minimal impacts to community Provides protection to an area of higher social deprivation.	Emergency action plans exist and will be reviewed in light of the findings of this study. A flood pod has been installed to assist with flood resistance. A SEPA flow gauge has been installed in Tillicultry. Flood warning is provided for the River Devon and will be reviewed in due course. NFM measures have been identified and can be incorporated within the scheme to provide additional benefits.	Surface water accumulation on Moss Road not considered Impacts of climate change not accounted for	Increased defence extents and heights possible but greater climate change uplifts would be best designed for at outline design	4 (100%)	39 (98%)	£3,421k	£2,802k	1.2
Direct Defences (0.5% AP +CC)	As above with longer-term benefits		Surface water accumulation on Moss Road not considered		4 (100%)	39 (98%)	£3,614k	£3,176k	1.1
Direct Defences (1% AP +CC)			Surface water accumulation on Moss Road not considered		4 (100%)	39 (98%)	£3,360k	£2,912k	1.2
<b>Tillicultry Burn</b>									
Quick Wins (3.3% AP) -Weir removal -Wall filling -Bridge removal -Kerb raising	Interventions likely to be within Council budget, not requiring external funding Quick to implement Improvement to channel naturalness through weir removal Minimal community disruption Provides protection to an area of higher social deprivation.	Emergency action plans exist and will be reviewed in light of the findings of this study. A flood pod has been installed to assist with flood resistance. A level gauge has been installed in Tillicultry which may assist with future flood warning. RiverTrack warning system is being developed. NFM measures have been identified and can be incorporated within the scheme to provide additional benefits.	Impacts of climate change not accounted for	Less likely to be able to adapt	21 (100%)	3 (100%)	£706k	£234k	3.0
Wall raising and footbridge removal (0.5% AP)	Provides consistency in standard of protection between Tillicultry Burn and River Devon. Provides protection to an area of higher social deprivation.		RBM condition further degraded Reduce visual access to the burn by residents/ visitors Will require external funding	Adaptable walls should be considered at outline design stage	57 (100%)	18 (100%)	£3,113k	£3,121k	1.0





## 18 Conclusions and recommendations

This report presents the results of a detailed flood risk appraisal of Tillicoultry from the River Devon and Tillicoultry Burn. Tillicoultry has historically flooded from both watercourses with the River Devon causing flooding to properties predominantly around Sterling Furniture and Sterling Mills commercial sites, and the Tillicoultry Burn causing flooding to properties around Upper and Lower Mill Street. A Flood Protection Scheme provides protection in the area surrounding Elistoun Drive yet no Tillicoultry-wide Flood Protection Scheme is in place. At the 200 year flood a total of 45 properties are estimated to be at risk from the River Devon and 131 properties are estimated to be at risk from the Tillicoultry Burn.

A detailed hydrological assessment of the two watercourses has been undertaken to derive flow inputs into hydraulic models of the two watercourses through Tillicoultry. A number of estimates have been provided giving a final 200 year peak flow of 149m<sup>3</sup>/s for the River Devon and 24m<sup>3</sup>/s for the Tillicoultry Burn without an allowance for climate change. With an allowance for climate change these flow estimates increase to 179m<sup>3</sup>/s for the River Devon and 29m<sup>3</sup>/s for the Tillicoultry Burn. These peak flow estimates carry some uncertainty, particularly for the ungauged Tillicoultry Burn. A future review of this hydrological assessment should be carried out when further data from the recently installed gauges on both watercourses has been collected, preferably prior to detailed design of any prospective flood defence assets.

Topographic survey data and model files from previous flood studies in Tillicoultry were used as a basis for the development of two 1D/2D Flood Modeller/TUFLOW hydraulic models, simulating the two watercourses separately. Further cross section survey data, top of bank levels and property threshold levels were collected in 2016 for this study. The models were run for a range of return periods and scenarios to model the present day "do minimum", undefended, 'embankment breach', defended and 'partial bridge blockage' scenarios. With some data available from a January 2011 River Devon flood event this model was validated and deemed suitable for use. No such data were available with which to validate the Tillicoultry Burn model.

The generated flood inundation maps show that properties along the River Devon currently have a 100 year standard of protection, apart from the Sewage treatment works which has a lower 75 year standard of protection. Some properties along the Tillicoultry Burn have only a 5 year standard of protection according to the model results yet the historic trend for flooding from the burn shows flooding is less frequent. Future reviews of the hydrological peak flow estimates are therefore likely to be critical in refining the estimate of the burns standard of protection.

The flood inundation maps for all return periods modelled were analysed to identify a range of possible flood alleviation measures. Flood maps were prepared for each event and include the 2, 5, 10, 30, 50, 75, 100, 200, 200 plus 21%, 27% and 40% climate change uplifts, and 1000 year return periods. For the River Devon the majority of properties affected are commercial whereas the majority on the Tillicoultry Burn are residential.

There are a number of short term measures that could benefit Tillicoultry prior to a flood protection scheme being constructed. These include:

- Weir removal upstream of the A91 High Street Bridge on the Tillicoultry Burn<sup>27</sup>
- Raise low points in wall on Tillicoultry Burn to ensure uniform standard of protection
- Maintain and update emergency action plans as and when required
- Flood warning on the Tillicoultry Burn
- Community flood action groups
- Raise ground levels slightly in small area between Mixed Leisure Route and Sterling Furniture embankment on the River Devon
- Vegetation management on the Tillicoultry Burn and control invasive species
- Maintain walls on Tillicoultry Burn
- Monitor sediment accumulation through community volunteering programme
- Provide signage at key locations to enhance public awareness of flood risk

<sup>27</sup> This was completed by the Council in June 2017



A number of flood mitigation options have been considered mainly comprising direct defences and channel modifications. Each option is discussed further below:

- River Devon Option - This option involves raising the Mixed Leisure Route by 300mm and replacing the informal Sterling Furniture embankment with a larger, more appropriately designed embankment and flood wall on both left and right banks adjacent to Sterling Mills. The embankment would extend for 240m whilst the flood wall would extend over 500m including alongside the Sterling Mills site to give a 200 year standard of protection. Minor increases in these embankment and wall heights could achieve a 200 year plus 21% allowance for climate change standard of protection.
- Tillicoultry Burn Quick Win option - A 30 year standard of protection could be offered by removing a sloping weir upstream of the High Street bridge, removing the lower park footbridge, filling in some gaps in the raised walls alongside the burn and raising the kerb and road at the entrance to Hareburn Road.
- Tillicoultry Burn Option 1 - The wall raising option would include the above quick win measures and further wall raising by up to 900mm. Given the extent of constriction at the Oakmills industrial access bridge some overland flow would be expected down Lower Mill street, contained by the kerb and road raising at the entrance to Hareburn Road.
- Tillicoultry Burn Option 2 - As with option 1 this option incorporates the quick win measures with a bypass channel extending from the right bank in the lower park.
- Tillicoultry Burn Option 3 - The quick win option measures are here combined with bed lowering in the vicinity of the Oakmills industrial access bridge to increase channel capacity, particularly below the access bridge itself.

A benefit-cost analysis has been undertaken for the baseline (Do Minimum) option and each of the above options. Flood damages for the current situation have been assessed and include a number of indirect damages on top of the direct property damages. The total flood damages from the River Devon are estimated to be £127,000 per annum with a Present Value estimate of £3,792,000 (it is the present value estimate that is compared with the costs in a benefit-cost analysis). The total flood damages from the Tillicoultry Burn are estimated to be £119,000 per annum with a Present Value estimate of £3,556,000.

Costs for each option and a range of standards of protection have been assessed based on unit costs from SPONS, the Environment Agency and SEPA. An optimism bias factor of 60% has been added to the total costs to allow for uncertainties in the design at this level of appraisal and is typical for schemes at an early stage of appraisal.

The benefit cost analysis for the defence options assessed provides the following recommendations:

- The River Devon option has sufficient benefits to outweigh the costs of construction and long-term maintenance with a benefit-cost ratio of 1.2. This option is therefore preferred and is a suitable means to protect some populated areas of Tillicoultry from the River Devon. The same option, adapted to account for flow increases due to climate change at the 1% and 0.5% AP events could be cost-effective and should also be considered.
- The quick win option for the Tillicoultry Burn is cost effective with a benefit-cost ratio of 3.0 yet only protects against a 30 year flood. As a short term measure and basis for the other options offering greater protection this option offers substantial benefit, particularly if a hydrological review shows that the 30 year flow used herein in reality represents a higher return period.
- The wall raising option for the Tillicoultry Burn is cost effective with a benefit-cost ratio of 1.0 despite the construction works required to reconstruct some lengths of wall along the burn.
- The bypass channel option for the Tillicoultry Burn does not have sufficient benefits to outweigh the costs of construction with a benefit-cost ratio of 0.8. If the material excavated to create the bypass channel were reused locally to avoid tipping charges this option would become cost effective with a benefit-cost ratio around 1.2. This option does offer multiple benefits through its potential for wetlands creation further downstream.
- The bed lowering option is not cost effective due to the high construction costs, with a benefit-cost ratio of 0.9. Possible bridge replacement and buried services diversion are likely to make this option the most complex.



- The socio-economic consequences of flooding should be considered as a pound spent at Tillicoultry is likely to have a greater benefit than that spent at an alternative location with a lower social impact.

To summarise, the River Devon option and Quick Win option for Tillicoultry Burn are cost effective with the Quick Win option forming a sound basis for further cost-effective wall raising works on the Burn to increase the standard of protection to the 200 year flood level. Progressing the preferred 200 year options for both watercourses concurrently is likely to offer some cost savings.

Whilst flooding from the River Devon is most easily managed by direct defences a combination of smaller scale works appears to best manage flows passing along the Tillicoultry Burn as well as offering an acceptable strategy for flood risk management for the community. Ongoing monitoring, maintenance and minor works to increase its efficiency are likely to assist in the short term.





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**Report to Council**

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**Date of Meeting: 19<sup>th</sup> December 2019**

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**Subject: Polling Districts and Polling Places Review – Final  
Recommendations**

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**Report by: Strategic Director, Partnership and Performance**

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**1.0 Purpose**

1.1 To present the final recommendations resulting from the review of the Polling Districts and Polling Places for the Clackmannanshire Council area.

**2.0 Recommendations**

2.1 In respect of from the review of the Polling Districts and Polling Places for the Clackmannanshire Council area, Council is asked to:

2.1.1 note the consultation results as set out at Appendix 1 ;

2.1.2 agree the recommendations from Polling Districts and Polling Places for the Clackmannanshire Council area as set out in Appendix 2.

2.2 It is recommended that Council delegates authority to the Chief Executive (following consultation with all Councillors in the affected Ward) to approve any changes to the scheme which become necessary before the next formal review. The next formal review will take place during the period October 2023 and January 2025.

**3.0 Considerations**

3.1 The Representation of the People Act 1983 places a statutory duty on Local Authorities to carry out periodic reviews of UK Parliamentary polling districts and polling places.

3.2 The Electoral Registration and Administration Act 2013 introduced a change to the timing of the reviews. The review must be finalised by 31 January 2020.

3.3 Council agreed on the 23 August 2018 the timetable and stages for public consultation. Feedback from the first stage of the consultation was presented to Council on 21 February 2019 for their consideration and agreement sought for the final proposals going forward to the second stage.

3.4 The full public consultation is complete and the results analysed – see Appendix 1 and a summary of the recommendation is in Appendix 2.

#### 4.0 Sustainability Implications

4.1 There are no direct sustainability implications from this proposal.

#### 4.0 Resource Implications

##### 5.1 *Financial Details*

5.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

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

##### 5.4 *Staffing*

#### 5.0 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 )

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(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 There are two appendices attached to the report:

Appendix 1 – Consultation Results

Appendix 2 – Recommendations

**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

Responses received from the consultation.

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Annette McEnaney	Governance Officer	2112

**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	



## Consultation Results

### The Consultation

The public consultation was conducted in two parts. The first invited comments on the current arrangements that are in force. The second invited comments on the proposals which were agreed at the Council meeting on 21<sup>st</sup> February.

It was important that stakeholders were aware of the consultation at each stage. To achieve this, the details of the review were published on Clacksweb and submissions via our on-line surveys were invited. Details of the review were circulated to relevant stakeholders and interested parties. A press release and the council's social media were also used to raise awareness of the consultation.

Those contacted directly included elected members, community councils, residents and tenants groups, Disability Equality Scotland and third sector groups through CTSI. In addition, contacts for the premises that we currently use were also provided with the information.

### Submissions made at both stages

81 submissions were received including the Returning Officer's. The majority of the buildings currently used were deemed suitable as a polling place. Those where concerns were raised are addressed below.

- **Alloa Baptist Church Hall**

The concerns are around the disabled entrance which is to the rear of the building and the narrow pathway that leads to it. The buildings suggested as alternative venues were the Town Hall and the Gate.

The Town Hall is already used as the count centre for elections and therefore would not be available for polling. The Gate was contacted and, although they were supportive of the building being used for a polling place, confirmed that they could not allow exclusive use on the day of the poll.

**Recommendation:** In the absence of any buildings that are both suitable and available it is recommended that we continue to use the Alloa Baptist Church Hall.

- **Devonvale Hall, Tillicoultry**

The concern raised was in relation to the position of the building for voters living at the west end of the village. Alternative venues were suggested, however none of the buildings would be any more centrally situated as Devonvale Hall. Devonvale Hall has available parking nearby and is more than able to accommodate all the voters in Tillicoultry. Use of the hall provides some financial support for this community run venue.

**Recommendation:** To continue to have only one polling place in Tillicoultry and that this is Devonvale Hall.

- **Loganlea Tea Room, Forrestmill**

One concern was raised with regard to the suitability of this venue, however there are no alternative public buildings within Forrestmill or suitable public space for siting a temporary one.

**Recommendation:** To continue to use the Tea Room while it is still available.

- **St Mungo's RC Church, Alloa**

There were no complaints as to the building itself, but the distance for those voters who had previously voted at the Alloa Old Peoples Welfare Club was raised. As the Club building now satisfies the conditions for use as a polling place, it was proposed that it be reinstated.

**Recommendation:** To reinstate the Alloa Old People's Welfare Club as a polling place for polling district OC465: areas north of Tullibody Road and south of Dovehill - Sunnyside, Forebraes, Ashley Terrace and surrounding streets and Inglewood.

- **Fishcross**

Concerns were raised as to the suitability of the bar at Fishcross. At the start of the consultation it was closed and we did not receive any response to our enquiries from the owners. During the second stage of the consultation we were aware that the venue was now occupied and being used as a pool hall. A site visit was made and then followed up in a discussion with a representative of the owners, Iona Pubs.

The owners of the bar have agreed to allow the use of the part of the building which is not currently under lease for a polling place. The long term viability of the bar as a polling place will be closely monitored by the Returning Officer's staff.

**Recommendation:** To continue to use the View Bar as a polling place for the foreseeable future.

## **Polling Districts**

### **Sauchie**

We received one submission which addressed the polling district of Sauchie. The suggestion was to split Sauchie into two polling districts and have two polling places. The submission, however broadly reflects the current split. See Appendix 2.

### **Tillicoultry and Coalsnaughton**

We did not receive any comments in relation to the proposed change to the boundary between Tillicoultry and Coalsnaughton.

**Recommendation:** to implement the proposed boundary change between polling districts of Tillicoultry and Coalsnaughton.

A summary of the recommendations is contained in Appendix 2.

**Appendix 2**

**SUMMARY OF RECOMMENDATIONS FOR POLLING DISTRICTS AND  
POLLING PLACES IN CLACKMANNANSHIRE**

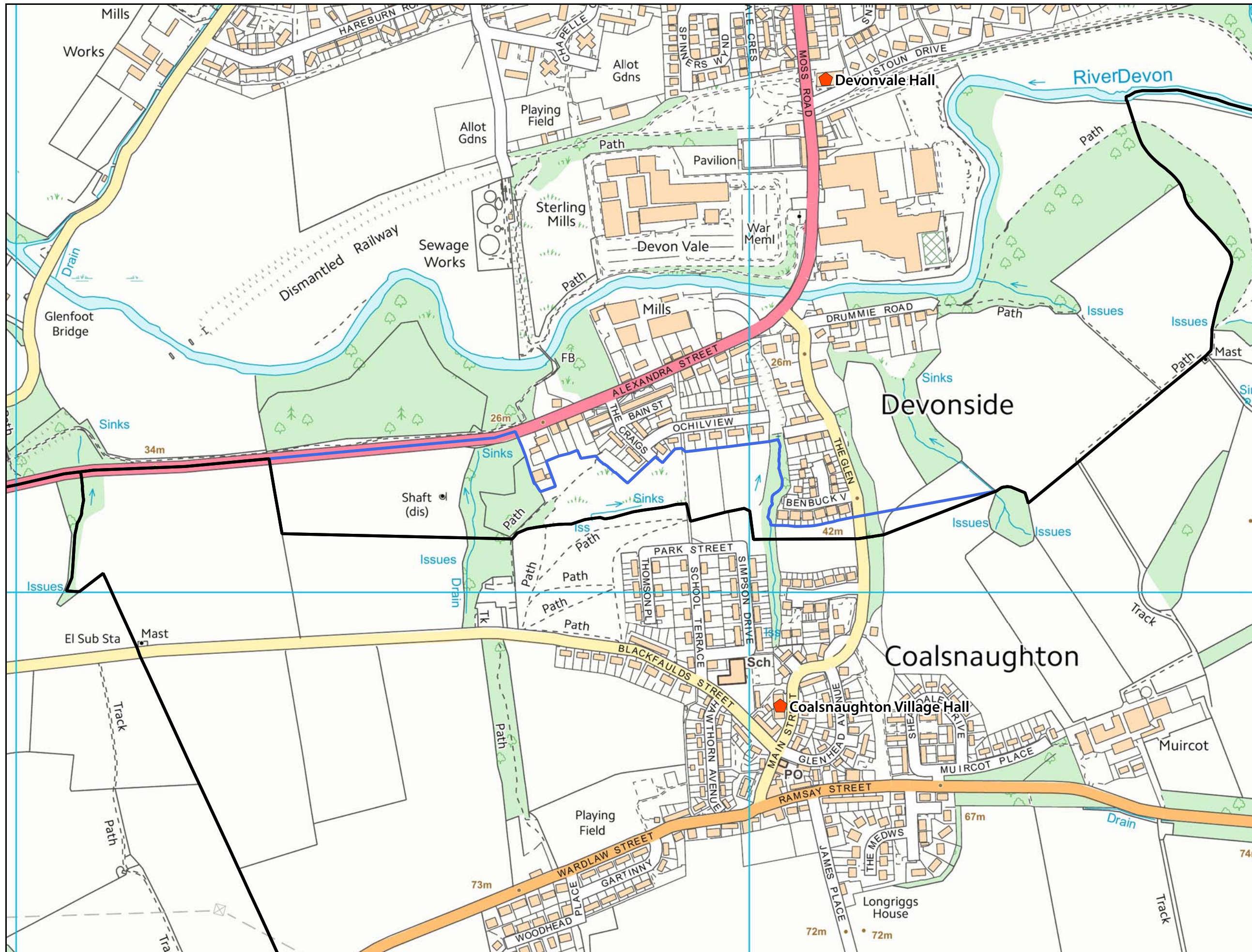
<b>Current Polling Place</b>	<b>Recommendation for polling place</b>	<b>Current Polling District</b>	<b>Recommendation for polling district</b>
Dumyat Centre, Main St, Menstrie	Continue to use this building	OC105 All of Menstrie and surrounding area	No change
St. Serf's Church Hall, Menstrie Road, Tullibody, FK10 2RG	Continue to use this building	OC110 Tullibody area north of Stirling and Alloa Roads including Glenochil	No change
Tullibody Civic Centre, Abercromby Place, Tullibody	Continue to use this building	OC120 Tullibody area south of Stirling and Alloa Roads and Cambus area	No change
Cochrane Hall, West Stirling Street, Alva	Continue to use this building	OC230 Area to north and South of Stirling Street, West Stirling Street, Stirling Road and to the west of Brook Street	No change
St John Vianney's Church Hall, East Stirling Street, Alva	Continue to use this building	OC235 Area north and south of East Stirling Street and to the east of Brook Street	No change
Devonvale Hall, Moss Road, Tillicoultry	Continue to use this building	OC240 Tillicoultry and Devonside	Change to the polling district boundary between Tillicoultry and Coalsnaughton. – see attached map

<b>Current Polling Place</b>	<b>Recommendation for polling place</b>	<b>Current Polling District</b>	<b>Recommendation for polling district</b>
Coalsnaughton Village Hall, Main Street, Coalsnaughton	Continue to use this building	OC245 Coalsnaughton area eastwards to Lawmuir	Change to the polling district boundary between Tillicoultry and Coalsnaughton – see attached map
The View Bar & Restaurant, Alloa Road, Fishcross	Continue to use the current building	OC350 Fishcross, Devon Village, Howetown, Blackfaulds and Devon Valley Drive area, Sauchie	No change
Sauchie & Coalsnaughton Church Hall, Main Street, Sauchie	Continue to use this building	OC355 Sauchie - Craigbank, Greycoran, Auchinbaird and Lochbrae areas, streets north of Shaw Court and Gartmorn Road, Deerpark area.	No change
Sauchie Hall, Mar Place, Sauchie	Continue to use this building	OC360 Sauchie - Fairfield, Branshill, Braeside, Holton Crescent, Hallpark, Posthill, Keilarsbrae, south of Shaw Court and Gartmorn Road. Includes Nevis Crescent, Dovehill and Doo'cot Brae parts of Alloa	No change
Whins Resource Centre, The Whins, Alloa	Continue to use this building	OC363 The Whins, Hutton Park and Gaberston areas, Hilton Road, Carsebridge area, Greenfield Street and Hillside Terrace	No change



<b>Current Polling Place</b>	<b>Recommendation for polling place</b>	<b>Current Polling District</b>	<b>Recommendation for polling district</b>
St Mungo's RC Church Hall, Mar Street, Alloa	It is recommended that Alloa Old People's Welfare Club be reinstated as a polling place to serve the polling district OC465.	OC465 Areas north of Tullibody Road and south of Dovehill - Sunnyside, Forebraes, Ashley Terrace and surrounding streets, Inglewood area	No change
Alloa Baptist Church Hall, Ludgate, Alloa	Continue to use this building	OC470 Areas south of Tullibody Road and Stirling Road, Mar Place, all of Claremont, Fairyburn, Braehead	No change
Ludgate Church Hall, Ludgate, Alloa	Continue to use this building	OC475 West Alloa bounded by Ludgate, the Forth and Stirling Road	No change
St Mungo's RC Church Hall, Mar Street, Alloa	Continue to use this building	OC477 Area east of Ludgate to ring road. Includes most of the town centre	No change
Bowmar Community Centre, Scott Crescent, Alloa	Continue to use this building	OC480 Bowhouse, Bowmar and surrounding area. Bounded by Hawkhill in the north	No change
Hawkhill Community Centre, Hillcrest Drive, Alloa	Continue to use this building	OC485 Hawkhill, Clackmannan Road and Hillcrest Drive	No change
Bowmar Community Centre, Scott Crescent, Alloa	Continue to use this building	OC587 Comely Bank to the rear of Morrisons	No change

<b>Current Polling Place</b>	<b>Recommendation for polling place</b>	<b>Current Polling District</b>	<b>Recommendation for polling district</b>
Coronation Hall, Muckhart	Continue to use this building	OC590 Muckhart and surrounding area	No change
Dollar Civic Centre, Park Place, Dollar	Continue to use this building	OC593 All of Dollar and surrounding area includes Sheardale and Dollarbeg	No change
Loganlea Tea Room	Continue to use this building	OC595 Forestmill and landward area towards Clackmannan	No change
Clackmannan Town Hall, Main Street, Clackmannan	Continue to use this building	OC597 All of Clackmannan and surrounding area to the north of Alloa Road	No change



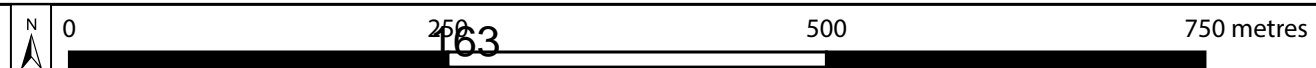
**Legend**

- Amended boundary
- Current boundary
- ◆ Polling place

Scale: 1:5,000  
 Paper size: A3  
 Date: 24 September 2018  
 Ref: Polling District Revision 2018



Development & Environment  
 Kilncraigs  
 Greenside Street  
 Alloa FK10 1EB  
 Tel: 01259 450 000  
 planning@clacks.gov.uk





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**Report to: Clackmannanshire Council**

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**Date of Meeting: 19<sup>th</sup> December 2019**

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**Subject: Clackmannanshire Local Development Plan Review Main  
Issues Report**

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**Report by: Strategic Director (Place)**

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## **1.0 Purpose**

- 1.1. This report is to update committee members on progress towards the preparation of the Clackmannanshire Local Development Plan (LDP) Review and seek approval to consult on the Main Issues Report (MIR) as part of that process.
- 1.2. A 'Development Plan Scheme' (Issue 11) was published in September 2019 to explain the procedures, documents and timescales involved in producing the LDP Review.
- 1.3. The publication and consultation on the MIR is the first major step in this process and the first stage of public involvement in the preparation of the LDP Review. This initial Issues stage is the part of the process where the public will have the greatest opportunity to be involved and influence the preparation and content of the LDP.

## **2.0 Recommendations**

- 2.1. It is recommended that Council
  - (a) Note the content of the Clackmannanshire Local Development Plan Main Issues Report (MIR) and associated documents.
  - (b) Agree to commence consultation on the MIR for a period of 8 weeks between 10<sup>th</sup> January and 6<sup>th</sup> March 2020, generally reflecting the Consultation Plan.

Copies of the documents referred to have been provided to Members.

## **3.0 Considerations**

- 3.1. The MIR focuses on key issues that have changed from the last Plan and includes general proposals as to where development should and should not occur. Where relevant it contains one or more reasonable alternative sets of proposals, with a preferred option being identified.

- 3.2. The MIR has attempted to identify the significant issues affecting Clackmannanshire. It has particularly focussed on those issues which are new and have not been previously addressed through the LDP, or which require reassessment. The process will allow any other issues not included in the MIR to be raised as issues for consideration during the next stage of the process, preparation of the Proposed Local Development Plan.
- 3.3. A number of issues are raised throughout the MIR relating to both policy and subject areas and in relation to the towns, villages and geographical areas of Clackmannanshire. It is essentially those issues which we are seeking comment on, although issues raised which are not included in the MIR will also be considered.
- 3.4. The MIR has been prepared following a 'Call for Sites and Issues', between October 2017 and January 2018, which gave the opportunity for anybody to raise issues which they felt the MIR should include. 38 individuals, companies and groups responded. 11 new sites were promoted, although 1 was subsequently withdrawn, and support was received for the retention of 4 sites already allocated in the Adopted LDP to be continued through the Review.
- 3.5. SEPA, SNH, Historic Environment Scotland and Visit Scotland all expressed their support and made general comments for consideration when preparing the LDP Review. Woodland Trust Scotland, RSPB and Clackmannanshire Biodiversity Partnership commented on the environmental section of the LDP. Theatres Trust called for improved reference to cultural and community facilities. There were a number of comments relating to the adopted 'development in the countryside' policy, requesting changes to the wording. A summary of the representations received and Planning's responses have been made available to the Members and will be published along with the MIR consultation.
- 3.6. The LDP Review must be prepared in the context of other national and local strategies and policies and, where it can, it will support the implementation of these. They range from the climate change considerations of the Scottish Government's 'Programme for Scotland 2019-2020' through the national policies of 'Scottish Planning Policy 2014' to the Council's own strategies programmes and plans such as the 'Local Outcomes Improvement Plan' and the 'Housing Strategy'.
- 3.7. Significant changes to the planning system are proposed through the Planning (Scotland) Act, which received Royal Assent on 25 July 2019. The Scottish Government expect to implement most of the Act by early 2021. As the new National Planning Framework is not expected to be approved until late 2021, it is not considered that the new procedures should affect the preparation and adoption of the LDP Review. Subsequent reviews will be prepared under the new system. by commencement regulations which are laid in the Scottish Parliament.
- 3.8. Members were briefed on the LDP Review process and the responses to the Call for Issues and Sites in a series of Ward based workshops during June 2018. The MIR was then prepared and consulted on internally, with Members, Key Agencies, selected national and local bodies and organisations and adjacent authorities between November 2018 and March 2019. Two further

workshop sessions were held for Members during September and October 2019.

- 3.9. The MIR is a significant document of around 80 pages, incorporating 70 issues and is summarised below.

#### Vision

- 3.10. The MIR suggests that the Vision of the LDP should be retained as it is still relevant and compliments the LOIP Vision, however the number of LDP objectives should be reduced to make them more focussed.

#### Spatial Strategy

- 3.10 The Spatial Strategy should remove reference to the Forth, East Ochils and West Ochils sub-areas. These were based on the Council's Housing Market Areas, but in reality have not been widely used as a spatial planning tool. The LDP Review will therefore focus on two tiers, settlements and Clackmannanshire as a whole, to allow a focus on communities, while also addressing Council-wide issues.

#### Core Policies

- 3.11 It was recognised that there was a degree of repetition in the LDP, particularly in relation to Sustainable Development, Access and Movement and Developer Contributions. It is therefore proposed to incorporate these into 4 'Core Policies' along with Placemaking, in a separate chapter which can apply to all advice and consideration of planning applications. The other chapters in the MIR broadly follow the layout of the LDP, Communities, Economy and Environment, although it is proposed to add a new Infrastructure chapter.

#### Communities Chapter

- 3.12 The Housing section proposes fewer policies, focussing on house type, size and tenure, including affordable and particular needs housing. The population of Clackmannanshire is projected to decrease by around -3% between 2018 and 2040, while the population of Scotland is projected to increase by around +4.4% over the same period. The housing sites allocated in the adopted LDP could accommodate an increase of +4.4% in Clackmannanshire's population if we were able to emulate the national population growth. It is therefore not considered that further housing allocations are necessary through this LDP Review.
- 3.13 The Learning Estate strategy and LDP are integral to each other and planning requires to be concurrent and reflect interdependencies. A project board has been established to ensure our vision and plans are clear, integrated and embedded throughout. It is noted that where new school campuses are proposed this may lead to a requirement for developer contributions from new developments. New schools could provide capacity for currently identified housing sites which are constrained by a lack of education infrastructure to commence, and potentially, opportunities for future long term development areas to be identified.

- 3.14 Under the Community and Social Infrastructure section it is proposed to make more explicit reference to 'cultural and community facilities'. The countryside policies will also be reviewed with input to this sought through the MIR consultation.

#### Economy Chapter

- 3.15 The Stirling and Clackmannanshire City Region Deal is reflected in this chapter, which again focusses on streamlining the number of policies from the Adopted LDP. This will have a particular impact on attracting employment to the area and the Vision and Aims of the LDP Review and the City Deal are complimentary.
- 3.16 There is a particular focus on town centres, which reflects recent national policy direction and proposals to introduce a policy to specifically consider tourism and tourism developments.

#### Environment Chapter

- 3.17 Policies in this chapter are also proposed to be streamlined, with some changes proposed to the Special Landscape Area boundaries and further consideration given to the coastal zone.

#### Infrastructure Chapter

- 3.18 This chapter will also include streamlined policies on transport and movement, utilities, renewable energy, minerals, consultation zones and waste.

#### Schedule of Sites (proposals and opportunities)

- 3.19 The final chapter identifies sites which have been completed and will be removed from the LDP, sites which require updating, and proposed new sites. It also identifies sites which have not been implemented but are proposed for removal from the LDP Review, and the reasons for this, and sites which have been promoted through the Call for Sites and the Council's position on these.

#### Consultation

- 3.20 Consultation on the MIR will be carried out from January to March 2020. A Participation Statement is included in the Development Plan Scheme which gives further details on consultees, consultation methods and timescales. A Consultation Plan has also been prepared which gives more detail.
- 3.21 The MIR and associated documents will be available electronically and will be circulated to organisations and groups on our mailing list, and to anyone who requests an electronic copy. It will also be available through the Council website for viewing and comment. Consultation will commence with a publicity event at the start of January to raise awareness and promote the consultation. This will be followed by drop-in sessions held in each of the main settlements. These events will be promoted through the Council website, posters and through community groups such as Community Councils. Opportunities to engage with some of the less well represented groups such as young people are also being explored.



#### 4.0 Sustainability Implications

- 4.1 The Planning (Scotland) Act 1997 requires that the preparation of development plans must be exercised with the objective of contributing to sustainable development. The LDP's policies and proposals are firmly based on the principles of sustainable development, and contribute to delivering the Council's objectives on sustainability and climate change, as set out in the Clackmannanshire Sustainability & Climate Change Strategy. The MIR and LDP are assessed through the statutory strategic environmental assessment process and an environmental report is being prepared setting out these likely effects. However, the MIR is not prescriptive and is intended rather to explore issues and enable discussion and awareness of its content. More detail on sustainability implications will therefore become available at the Proposed Plan stage and will be reported at that time.

#### 5.0 Resource Implications

- 5.1. The funding of the MIR and associated consultation will be met from existing budgets.
- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.4. There are no additional staffing requirements associated with this work.

#### 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 )

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

(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

Planning etc. (Scotland) Act 2006

Main Issues Report (2019)

Monitoring Statement (2019)

Environmental Report (2019)

Call for Sites and Issues – summary of representations

#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Graeme Finlay	Principal Planner	Extension: 2643

#### Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	