



**Clackmannanshire
Council**

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

Enterprise and Environment Committee

Thursday 8 November 2012 at 10.00 am

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

Date	Time
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ENTERPRISE AND ENVIRONMENT COMMITTEE

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

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

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

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

To set standards for service delivery.

To secure best value in the provision of services.

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

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

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

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

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

01 November 2012

A MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 8TH NOVEMBER 2012 at 10.00 am.

ELAINE McPHERSON
Chief Executive

B U S I N E S S

	Page No.
1. Apologies	--
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 Officer.	--
3. Confirm Minutes of Meeting held on 6 September 2012 (Copy herewith)	01
4. Facilities Management Financial Performance to August 2012 - report by Head of Facilities Management (Copy herewith)	07
5. Facilities Management Performance - 2nd Quarter 2012/13 - report by Head of Facilities Management (Copy herewith)	19
6. Zero Waste Strategy - report by Head of Facilities Management (Copy herewith)	33
7. Planning Performance Framework 2011/2012 - report by Head of Community and Regulatory Services (Copy herewith)	43
8. Sustainability and Climate Change Strategy Annual Progress Report - report by Head of Community and Regulatory Services (Copy herewith)	59

EXEMPT INFORMATION

It is considered that the undernoted reports are treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraphs 9 and 13 of the Local Government (Scotland) Act 1973. It is anticipated, (although this is not certain) that the Committee will resolve to exclude the press and public during consideration of the following items.

Page No.

- | | | |
|----|--|----|
| 9. | Property at Stirling Street, Alva - report by Head of
Community and Regulatory Services (Copy herewith) | 67 |
|----|--|----|

ENTERPRISE AND ENVIRONMENT COMMITTEE – MEMBERS

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



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**THIS PAPER RELATES TO
ITEM 3
ON THE AGENDA**

**MINUTE OF MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE held
within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 6th
SEPTEMBER 2012 at 10.00 am**

PRESENT

Councillor Donald Balsillie (Convenor) (In the Chair)
Councillor Irene Hamilton (Vice Convenor)
Councillor Alastair Campbell
Councillor Kenneth Earle
Councillor Les Sharp
Councillor Derek Stewart
Councillor Graham Watt
Councillor Gary Womersley (S)*

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Stephen Crawford, Head of Facilities Management
John Gillespie, Head of Services to Communities
Julie Hamilton, Development Services Manager
Alan Murray, Team Leader, Traffic and Transportation
Andy Wyse, Solicitor (Service Standards) (Clerk to the Committee)

Councillor Archie Drummond, Ward 2 (Clackmannanshire North) (Agenda Item 5, Quarter 1
Financial Performance Report: Facilities Management) (10.00-10.40)

Before the start of business, the Convenor, on behalf of the Committee, expressed
condolences and paid tribute to the late former Councillor Eddie Carrick (former Portfolio
Holder for Sustainability).

EEC.01 APOLOGIES

Apologies for absence were received from Councillor Ellen Forson. *Councillor Gary
Womersley attended as substitute for Councillor Forson.

The Clerk advised the Committee that Councillor Womersley was present today as a
substitute for Councillor Ellen Forson and was not present in his capacity as a non-voting ex-
officio member. As a substitute member, Councillor Womersley was eligible to vote.

EEC.02 DECLARATIONS OF INTEREST

None.

EEC.03 QUARTER 1 FINANCIAL PERFORMANCE - COMMUNITY AND REGULATORY

A report which provided the financial performance position to date on the delivery of the approved budget for Community and Regulatory Services during the first quarter of this financial year was submitted by the Accountancy Manager.

Following recent changes to the political decision making structures, it was agreed that service committees will receive a budget monitoring report at each meeting. In some instances this will require a re-alignment of service budgets to the appropriate committee.

Motion

That the Committee notes the information set out in the report while commenting on and challenging the current financial position, as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Derek Stewart.

Decision

The Committee agreed to note the information set out in the report on the current financial position as augmented by responses to members' comments and challenges.

EEC.04 COMMUNITY AND REGULATORY PERFORMANCE

A report which updated committee on performance for Community and Regulatory Services during the first quarter 2012/13 was submitted by the Head of Community and Regulatory Services.

The reported performance related to the service's Business Plan for 2012/13. In addition, the report highlighted key service activity since April, achievements, opportunities and challenges facing the service.

Motion

That the Committee notes the information set out in the report while commenting on and challenging areas of performance, as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Kenneth Earle.

Decision

The Committee agreed to note the information set out in the report on the Service's areas of performance as augmented by responses to members' comments and challenges..

EEC.05 QUARTER 1 FINANCIAL PERFORMANCE REPORT - FACILITIES MANAGEMENT

A report which provided the financial performance position to date on the delivery of the approved budget for Facilities Management during the first quarter of this financial year was submitted by the Accountancy Manager.

Following recent changes to the political decision making structures, it was agreed that service committees will receive a budget monitoring report at each meeting. In some instances this will require a re-alignment of service budgets to the appropriate committee.

Attending

Councillor Archie Drummond, Ward 2 (Clackmannanshire North)

Councillor Drummond attended as local member for Ward 2 (Clackmannanshire North) to make representation regarding the Footpath at Mill Glen, Tillicoultry (page 38 of the agenda). Councillor Drummond queried when this facility would be brought back into community use and asked that a timeline/plan of action be provided.

The Head of Facilities Management undertook to provide a copy of the current timeline to all members.

Motion

That the Committee notes the information set out in the report and comments on and challenges the current financial position as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed to note the information set out in the report on the current financial position as augmented by responses to members' comments and challenges. and agreed that a copy of the plan of action for Mill Glen Tillicoultry be provided to all members.

Action

Head of Facilities Management

EEC.06 FACILITIES MANAGEMENT PERFORMANCE

A report which updated Committee on performance for Facilities Management during the first quarter 2012/13 was submitted by the Head of Facilities Management.

The reported performance related to the service's Business Plan for 2012/13. In addition, the report highlighted key service activity since April, achievements, opportunities and challenges facing the service.

Motion

That the Committee notes the information set out in the report while commenting on and challenging the performance of Facilities Management, as appropriate.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed to note the information set out in the report on the performance of Facilities Management, as augmented by responses to members' comments and challenges.

EEC.07 COMMUNITY ENVIRONMENTAL IMPROVEMENT FUND

A report which introduced the Council's new Community Environmental Improvement Fund which, subject to approval, will be open to communities across Clackmannanshire after the public launch in mid-September. The report set out the criteria and process for awarding grants from the Fund.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Derek Stewart.

Decision

The Committee agreed unanimously :

- (i) To approve the scope, criteria and process for managing the Community Environmental Improvement Fund, and
- (ii) To instruct officers to prepare a further report at the end of the financial year to assess progress, including achievement of stated aims and objectives.

Action

Head of Community and Regulatory Services

EEC.08 FINALISATION OF CLACKMANNANSHIRE BIODIVERSITY ACTION PLAN 2012-2017

A report which highlighted proposed amendments to the Clackmannanshire Biodiversity Action Plan arising from the consultation process was submitted by the Head of Community and Regulatory Services. The proposed amendments were set out in Appendix 1 of the report. Copies of the final CABP and Environment Report were made available to elected members.

The Clackmannanshire Biodiversity Action Plan was prepared by the Clackmannanshire Biodiversity Partnership in association with Clackmannanshire Council. The expertise of the partnership members and other contributors had been vital in gathering data on ecosystems, habitats and species and formulating appropriate actions for their protection and enhancement.

Motion

That Committee agrees the recommendations set out in the report and remits the Final Plan to Council for approval.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to note the achievements to date in terms of the action plan and agreed to the proposed amendments set out at paragraph 3.2 of the report and that the Finalised Clackmannanshire Biodiversity Action Plan 2012-2017 be remitted to Council for approval.

Action

Head of Community and Regulatory Services

EEC.09 CLACKMANNANSHIRE APPRENTICESHIP INITIATIVE

A report which sought financial support from Council towards the costs of a proposal to create 40 additional Modern Apprenticeships for young people by 30 September 2012 was submitted by the Director of Services to Communities. The September deadline was set to positively influence the school leaver destinations for this year.

If approved, the Clackmannanshire Apprenticeship Initiative will provide financial support to local companies to enable them to create new and additional apprenticeship places in the private sector, targeted at 16-24 year olds. Priority will be given to 16-19 year olds.

Motion

That Committee agrees the recommendations set out in the report subject to approval of the funding by Council.

Moved by Councillor Donald Balsillie. Seconded by Councillor Irene Hamilton.

Decision

The Committee agreed unanimously to support the Clackmannanshire Apprenticeship Initiative and recommended that Council agree to provide £120k of funding over 3 financial years towards the overall cost of delivering the Initiative.

Action

Director of Services to Communities.

ENDS 11.15 am

Report to Enterprise and Environment Committee

Date: 8th November 2012

**Subject: Facilities Management
Financial Performance to August 2012**

Report by: Head of Facilities Management

1.0 Purpose

- 1.1. The purpose of this report is to provide the financial performance of Facilities Management in respect of both revenue and capital spend for the financial year, 2012/13, based on activity to date up to the end of August 2012. Projected outturns up to March 2013 are also set out in the report.

2.0 Recommendations

- 2.1. The Committee is asked to note, comment on and challenge the current financial position.

3.0 Background

- 3.1 This second financial performance report will focus on outturn rather than budget v actual. This will further aid effective scrutiny of budgetary performance.
- 3.2 Budget monitoring reports to Committees offer more service specific detail than the overall Council position that is reported to the Resources and Audit Committee. Members will be supported to gain a greater understanding and awareness of Service activities, which in turn will facilitate more effective scrutiny and the maximisation of the use of resources.
- 3.3. Outturn positions reflected in this report are based on rigorous reviews of service spending activity by accountants and service managers which have been reinforced through ongoing budget challenge sessions conducted by the Directors Group.

4.0 Budget Position

- 4.1 The undernoted table provides an overview of Facilities Management outturn position within each Service Expenditure area. The commentary aims to flag the key reasons for material variances from the approved budget.
- 4.2 Appendix A to this paper sets out the revised estimate for each service area. Budgeted and actual spend for the five months to 31st August are shown together with projected outturns for the full year which have been prepared following discussions with managers within each service area, and subsequent review at budget challenge sessions.
- 4.3 Appendix B to this paper contains a detailed analysis of variances in respect of each service area.

Revenue Budgets Facilities Management	Actual v Budget to 31/08/2012 (under)/over	Projected variance to 31/03/2013 (under)/over	Commentary
	£'000	£'000	
Property Costs	(338)	(33)	Outstanding invoices for internal works and utilities. Overall rates savings.
Asset Management	33	13	Recharges for asset management fees outstanding.
Property Maintenance	0	0	Projected as on budget
Kelliebank	(2)	0	Projected as on budget
Schools PPP	(191)	(78)	Rebate received for 11/12 & 12/13. Deductions from contract carried forward from 11/12.
Fleet Services	27	2	Fuel stock holding
Catering	(87)	0	Phasing of food budget. Schools closed during holidays and therefore no food requirement during this period
Janitors	(9)	(8)	Staff vacancy savings
Cleaning	4	0	Projected as on budget
Leisure	71	2	Phasing of income to be reviewed.
Public Conveniences	(26)	(10)	Alloa toilets opened in June 2012.
Security	(5)	0	Projected as on budget
Management Unit	86	170	LLP Payment for Kilncraigs not built into budget.
Land Services and Burial Grounds	(25)	1	Seasonal internal income ahead of budget , phasing to be reviewed
Streetcare	(73)	(40)	Zero based budgeting savings identified. Vacancy savings.
Waste Management	(252)	(202)	Zero based budgeting savings identified. Reduced tonnages to landfill
Property Contracts Unit	423	0	Outstanding recharges to services for work undertaken (work in progress)
Total Facilities Management	(364)	(183)	

Capital Budgets Facilities Management	Actual v Budget to 31/08/2012 (under)/over	Projected variance to 31/03/2013 (under)/over	Commentary
	£'000	£'000	
Property Asset Management Plan	(190)	(1,159)	St Johns/Claremont and Speirs centre works commencing later than originally expected
Land Asset Management Plan	(146)	(311)	Due to proximity of the SSSI Blackdevon Landfill Gas Collection & Treatment Project will not complete until 13/14
Fleet Asset Management Plan	(319)	0	Timing of ordering and delivery of vehicles. £972,000 ordered to date - remainder of quotes being received
Total General Fund Capital Facilities Management	(655)	(1,470)	

4.4 Overall the service revenue expenditure to the end of August is recording a favourable position of (£364K) compared to our profiled budget at this stage of the year. This is mainly due to delays in receiving invoices alongside current projected savings. The outturn position is showing a favourable variance of (£183K). This predicted favourable variance is mainly due to Schools PPP one off insurance payment, Waste Management and Streetcare identified zero based budgeting savings, Waste Management reduced tonnages and rates savings. These underspends are currently offset by LLP (Limited Liability Partnership) payment for Kilncraigs.

4.5 Overall the capital revenue expenditure to the end of August is recording an underspend of (£655K) compared to our profiled budget at this stage of the year. The outturn position is showing an underspend of (£1,470K). This is part of an overall £1,720K corporate underspend when included with other Services capital underspends. This predicted underspend is mainly due to St Johns/Claremont and Speirs centre works commencing later than originally expected and Blackdevon Landfill Gas collection & treatment plant works unable to commence due to the proximity of the SSSI.

5.0 Progress in Delivering Planned Budget Savings in 2012/13

5.1 The 2012/13 budget incorporated savings agreed in 2011/12 of £288k for Facilities Management through a combination of budget challenge savings, management actions and specific Council decisions. After five months of the year we are able to report that 94% of these savings have been secured totalling £270k. The table below summarises the position. This is the same as was previously reported

Description of Saving	Saving 12-13	Progress	Comment
	£	£	
Restructure to reduce staffing - Facilities Management - Property Maint	(17,500)	0	Restructure not yet complete - ongoing
Restructure to reduce staffing - Burials Staff	(12,500)	(12,500)	Restructure complete

Restructure to reduce staffing - Streetcare	(8,750)	(8,750)	Restructure complete
Reduction in Service Provision - Lands Maintenance	(25,000)	(25,000)	Restructure complete
Reduce frequency of cleaning buildings - frequency and area of clean	(25,000)	(25,000)	Actioned
Review opening hours of Council buildings - Reduce Janitor Cover	(25,000)	(25,000)	Actioned
Waste - New Disposal Agreement	(12,500)	(12,500)	New composting arrangements at lower cost now in operation
Waste - Service Redesign Trade	(2,500)	(2,500)	Reduction of waste to landfill - increased recycling
Tullibody Public Conveniences has now closed and moved to portaloo's staff savings for 12-13	(12,360)	(12,360)	Complete and budget removed
Murray Square Public Conveniences now closed and moved to portaloo's staff savings for 12-13	(35,720)	(35,720)	Complete and budget removed
Streetcare - budget no longer required due to single status	(6,850)	(6,850)	Actioned
Streetcare - external vehicle maint costs reduced requirement	(10,000)	(10,000)	Actioned
Refuse collection - service redesign less requirement for overtime	(20,000)	(20,000)	budgets realigned zero based budget exercise
Refuse collection - service redesign less requirement for other Council accounts payments	(25,000)	(25,000)	budgets realigned zero based budget exercise
Housing special up lifts - income budget understated	(10,000)	(10,000)	Income budget increased - budgets realigned zero based budget exercise
Forthbank - less requirement for other Council accounts payments	(5,000)	(5,000)	budgets realigned zero based budget exercise
New Kerbside collection contract with ACE - no requirement for this budget	(1,010)	(1,010)	budgets realigned zero based budget exercise
Reduction in service - land services - Glenochil	(20,000)	(20,000)	budgets realigned zero based budget exercise
Review and consolidate council buildings - Tillicoultry	(13,000)	(13,000)	no overspend
	(287,690)	(270,190)	

6.0 Conclusions

- 6.1 This is the second financial monitoring report under the new Committee reporting arrangements. This report focuses on outturns rather than budget v actual. This should aid effective scrutiny of service budgetary performance.
- 6.2 The budget monitoring approach is being designed to link with other reporting arrangements. In other words, the Service Committee financial reports will feed into the corporate financial reporting through the Resources and Audit Committee, and Council Budget Strategy updates.

7.0 Sustainability Implications

- 7.1 N/A.

8.0 Resource Implications

8.1 The financial implication are outlined within the report.

9.0 Exempt Reports

9.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

10.0 Declarations

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

(1) **Our Priorities 2008 - 2011** (Please tick ☒)

The area has a positive image and attracts people and businesses

Our communities are more cohesive and inclusive

People are better skilled, trained and ready for learning and employment ☐

Our communities are safer ☐

Vulnerable people and families are supported ☐

Substance misuse and its effects are reduced ☐

Health is improving and health inequalities are reducing ☐

The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence ☒

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

Not applicable

11.0 Equalities Impact

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

Not applicable

12.0 Legality

12.1. In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

13.0 Appendices

13.1. Appendix A - Overall budget

Appendix B - Detailed analysis

Appendix C - Leisure Breakdown

14.0 Background Papers

- 14.1 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 ☐

Clackmannanshire Council General Services Revenue and Capital Budget
2012/13

Clackmannanshire Council: Budget Strategy Update 16 August 2012

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Anne Wallace	Accountant - Facilities Management	2256
Stephen Crawford	Head of Service - Facilities Management	2533

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Crawford	Head of Service - Facilities Management	
Garry Dallas	Director of Services to Communities	

APPENDIX A

Revenue Budgets Facilities Management	Annual Budget	Projected Outturn to 31/03/13	Variance Outturn v Budget	Budget to 31/08/2012	Actual to 31/08/2012	Variance Budget to date v Actual to date
	£'000	£'000	£'000	£'000	£'000	£'000
Property Costs	5,785	5,752	(33)	3,767	3,429	(338)
Asset Management	163	176	13	103	136	33
Property Maintenance	272	272	0	35	35	0
Kelliebank	226	226	0	92	90	(2)
Schools PPP	7,223	7,145	(78)	3,009	2,818	(191)
Fleet Services	1,442	1,444	2	711	738	27
Catering	825	825	0	392	305	(87)
Janitors	365	357	(8)	153	144	(9)
Cleaning	839	839	0	352	356	4
Leisure	1,169	1,171	2	637	708	71
Public Conveniences	94	84	(10)	36	10	(26)
Security	23	23	0	10	5	(5)
Management Unit	234	404	170	135	221	86
Land Services and Burial Grounds	1,133	1,134	1	501	476	(25)
Streetcare	673	633	(40)	282	209	(73)
Waste Management	3,317	3,115	(202)	1,146	894	(252)
Property Contracts Unit	(897)	(897)	0	586	1,009	423
Total FM excluding Leisure	22,886	22,703	(183)	11,947	11,583	(364)

General Fund Capital Facilities Management	Annual Budget	Projected Outturn to 31/03/13	Variance Outturn v Budget	Budget to 31/08/2012	Actual to 31/08/2012	Variance Budget to date v Actual to date
	£'000	£'000	£'000	£'000	£'000	£'000
Property Asset Management Plan	5,196	4,037	(1,159)	985	795	(190)
Land Asset Management Plan	487	176	(311)	203	57	(146)
Fleet Asset Management Plan	1,104	1,104	0	435	116	(319)
Total General Fund Capital Facilities Management	6,787	5,317	(1,470)	1,623	968	(655)

APPENDIX B

Facilities Management Budget v Outturn **August '2012**

	Budget £'000	Outturn £'000	Variance £'000
Facilities Management	22,886	22,703	(183)
Property Costs			
Rates - Alva Pool not transferred until July			9
Rates - Greenfield and Lime Tree House- saving over 3 years for reduced Rateable values			(41)
Rates - Hillfoots FC for 11-12 rebate for vacant property			(1)
Total Property Costs	5,785	5,752	(33)
Total Kelliebank	226	226	0
Asset Management			
Income for recharge of Gas/Electric to Glentanna			(5)
Consultancy for school estate evaluation and rateable value reductions			8
Reduced space usage by Forth Valley Partnership in Kilncraigs - reduction in income			8
Others			2
Total Asset Management	163	176	13
Total Property Maintenance Management	272	272	0
Schools PPP			
One off rebate for insurance			(78)
Total Schools PPP	7,223	7,145	(78)
Total Fleet Services	1,442	1,444	2
Total Catering Contract	825	825	0
Janitors			
Vacancy Savings			(8)
Total Janitors	365	357	(8)
Total Cleaning Contracts	839	839	0
Leisure Services			
Training actual to date - centrally held			2
Total Leisure Services	1,169	1,171	2
Public Conveniences			
Alloa toilets not open at beginning of financial year			(10)
Total Public Conveniences	94	84	(10)
Security			
Projected as on budget			0
Total Security	23	23	0
Management Unit			
LLP Payment for Kilncraigs not built in as a budget pressure			167
Training actual to date - centrally held			3
Total Management Unit	234	404	170
Land Services & Burial Grounds			
Training actual to date - centrally held budget			1
Total Land Services & Burial Grounds	1,133	1,134	1

	Budget £'000	Outturn £'000	Variance £'000
Streetcare			
<u>Per Zero Based Budget</u>			
Vacant posts filled at lower point than budgeted			(43)
Training actual to date - centrally held budget			3
Total Streetcare	673	633	(40)
Waste Management			
<u>Per Zero Based Budget</u>			
Vacant post - part year saving			(10)
Vacant posts filled at lower point than budgeted			(47)
Savings from payment to contractors/other a/cs			(26)
Reduction in tonnage from budgeted in 11/12			(58)
<u>Other over/underspends</u>			
Payments to contractors - budgeted 1375 tonnes per month actual average April - June 1143 approx £60K underspend. Further underspends likely as more green bin waste goes via the cheaper MRF route - at this stage assume budgeted tonnage July to March			(60)
Other over/underspends			(1)
Total Waste Management	3,317	3,115	(202)
<u>Significant Trading Organisations (STO)</u>			
<u>Property Contracts</u>			
Projecting on budget but this may change but work levels remain high.			0
	(897)	(897)	0
FACILITIES MANAGEMENT REVENUE TOTAL	22,886	22,703	(183)
<u>CAPITAL</u>			
3-12 School Development (Primary & Nursery) & School Fund & Additional 12-13 Funding	493	342	(151)
Forthbank Waste Recycling Project & Accomodation			
Rationalisation	29	24	(5)
Cochrane Hall, Alva Refurbishment & Upgrading	2	2	0
Alloa Town Centre Regeneration: Speirs Centre	211	137	(74)
St. Johns / Claremont	6	11	5
Tillicoultry Asset Plan: Conversion of family centre to community hub	94	85	(9)
Tillicoultry Asset Plan: Redevelop existing CAP/Library to housing	0	8	8
Purchase of Former Health Centre Site, Marshall, Alloa	150	159	9
Alloa Gymnastic Club	0	0	0
Property Asset Management Improvements	0	0	0
Public Convenience Replacement	0	4	4
Asbestos Removal	0	1	1
Kilncraigs 1936 BPRA Project	0	22	22
	985	795	(190)
<u>Land Asset Management Plan</u>			
Black Devon Landfill Gas Collection & Treatment Project	122	12	(110)
Cemeteries Strategy	25	0	(25)
Contaminated Land / Alva Gas Works	33	19	(14)
Wheeled/Litter Bins / Strategic Waste Fund	23	26	3
	203	57	(146)
<u>Fleet Asset Management Plan</u>			
Vehicle Replacement Programme	435	116	(319)
Zero Waste Plan Vehicles	0	0	0
Plugged in places - grant funded	0	0	0
	435	116	(319)
Total Facilities Management Capital Programme	1,623	968	(655)

APPENDIX C

Facilities Management - Leisure - August Budget v Actual

	Annual Budget	Budget to 31/08/2012	Actual to 31/08/2012	Variance Budget to date v Actual to date	Reason for Variance
	£'000	£'000	£'000	£'000	
Alloa Town Hall	(14,600)	(5,785)	(1,865)	3,920	Phasing of Income
Clackmannan Town Hall	5,000	5,000	4,953	(47)	
Devonvale Hall	5,000	5,000	5,000	0	
Coalsnaughton Hall	5,000	5,000	5,000	0	
Gartmorn Fishery	41,270	6,402	8,982	2,580	Fishery closed with no income, small amount of staff costs
Speirs Centre	1,000	557	5,607	5,050	Alloa Gymnastics club using Speirs although building closed - staffing costs
Dumyat Leisure Centre	16,890	7,136	6,573	(562)	
Tullibody Civic Centre	8,100	3,538	8,839	5,301	Phasing of Income
Alloa Leisure Bowl	475,700	192,652	192,651	(0)	
Management	245,050	102,893	90,346	(12,547)	
Admin Support	86,340	35,989	17,272	(18,698)	Vacant Post
Activities Events	10,350	3,032	1,286	(1,745)	
Letting Scheme	6,470	2,695	2,761	66	
Cochrane Hall	4,100	1,807	5,991	4,184	Phasing of Income
Alva Pool	250,000	250,000	251,464	1,464	No Budget for costs
Tulliallan Swimming Pool	-	-	1,107	1,107	No budgets - Income covers costs
Alloa Academy	12,860	9,775	17,866	8,091	Phasing of Income
Alva Academy	21,110	11,355	19,263	7,908	Phasing of Income
Lornhill Academy	5,560	3,467	13,668	10,201	Phasing of Income
Sauchie Hall	6,590	2,891	8,570	5,679	Phasing of Income
Dollar Civic Centre	(8,390)	(3,484)	6,520	10,003	Phasing of Income
Firpark Ski Centre	(46,370)	(12,180)	14,648	26,828	Phasing of Income
Bowmar Community Centre	9,500	4,069	9,759	5,690	Phasing of Income
Tillicoultry Community Centre	7,540	3,264	11,718	8,454	Phasing of Income
Christmas Lights	14,510	1,679	0	(1,679)	
Total Leisure	1,168,580	636,731	707,978	71,247	

Leisure projected as on budget until full analysis of income and budget phasings completed.

Report to Enterprise and Environment Committee

Date of Meeting: 8 November 2012

Subject: Facilities Management Performance - 2nd Quarter 2012/13

Report by: Head of Facilities Management

1.0 Purpose

- 1.1. This report updates committee on performance for Facilities Management Services during the 2nd Quarter 2012/13. Performance reported relates to the service's Business Plan for 2012/13.
- 1.2. In addition, the report highlights key service activity since July, achievements, opportunities and challenges facing the service.

2.0 Recommendations

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

3.0 Service Activity - Key Issues

3.1. Zero Waste Strategy

Following public consultation officers are now presenting a report to Committee which sets out the Council's priorities for waste over the next 10 years.

The volume of waste on a year on year basis that is sent to landfill continues to reduce and the residual waste treatment plant at Avondale is receiving all residual waste. Vehicles on order for a roll out of the food waste collection service are delayed and food waste roll out is now reprogrammed for March 2013, subject to vehicle delivery.

3.2 Leisure and Sports Strategy

Following public consultation officers are compiling results and feedback from the public consultation. Over 4,000 responses are being analysed.

3.3 Leisure - Activity Levels

Over the October break Education and FM developed a pilot activity week for Primary and Secondary pupils at Lornshill. This was successful with over 100 young persons attending on a daily basis getting tasters in different sports and activities.

3.4 Housing - Capital Programmes

The 2nd quarter has shown significant activity in the housing capital improvement programmes:

- 150 bathrooms have been completed and 25 per week are being programmed for completion until the end of the financial year;
- Over 600 central heating systems are currently completed with the benefit of CESP / CERT funding with a total of 800 planned for the end of the year;
- Carseview thermal cladding contract is well underway to insulate and upgrade central heating to 220 no fines concrete houses;
- Rewiring project is being resolved with the contractor commencing on site in October to complete the programmed works; and
- Roofing and render programmes are on site and in accordance with programme.

Overall more than £4m of external grant funding has been attracted to the HRA portfolio this year and there is good progress towards achieving SHQS by 2015.

3.6 Major projects

New Build Council Housing

Two new build Council house developments are on site in Dalmore Drive and the Orchard in Tullibody. These will be the first new build Council properties in Clackmannanshire for over twenty years and are scheduled to be complete by Christmas.

Kilncraigs

Work is well underway on this project. It is on budget and scheduled for completion summer 2013.

Speirs

Speirs is planned to be awarded via the Hubco contractual framework to Marshall Construction subject to contract finalisation. Strip out is due to commence in November / December. The related Alloa Gymnastics Club move to new premises is scheduled for November allowing the full redevelopment to commence on site in the New Year .

Hallpark

The existing building is due to be demolished after utilities are disconnected and start on site in the New Year.

St Johns / Claremont

A statutory pre-planning consultation commenced in September with full planning submissions planned for Christmas and commencement on site in March / April.

3.7 Housing Business Plan Review

FM are supporting the HRA Business plan process. A presentation was made of the housing options from maintaining the SHQS standard, further energy efficiency measures to the HRA funding a future housing programme have been presented to tenant representatives and the HRA Business Plan Board.

3.8 Craft agreement and appointments systems

In principle agreement has been reached with craft unions to conclude a revised craft agreement. The appointments system has been procured and a housing/customer services / FM group are progressing for a 1 April service commencement date.

4.0 **Performance**

4.1. Health is improving and health inequalities are reducing

The indicators relating to this corporate priority have showed a mixed performance again. Maintaining school meals uptake is challenging competing with out of school retailers where there is no healthy eating agenda. However, year to date figures show an increased take up in secondary and primary schools.

Attendances at leisure facilities shows a Q2 year on year increase of 1% users.

There is a continued increase in swimming at the Alloa Leisure Bowl.

4.2. People are better skilled and ready for learning and development

Larger construction procurements over the last year have included a community benefits clause in accordance with the approved Council Employability Strategy obligating the contractor to employ a high % of local trades and trainees. Contracts commenced on site in the 2nd quarter show a high number of local tradesmen and supplier involvement.

4.3. The area has a positive image that attracts people and businesses

The asset management process is ongoing and the Tillicoultry hub is on site and due to complete later in the year.

4.4 The Council is effective, efficient and recognised for excellence

Sickness absence in Q2 is 3.36%. The majority of absence relates to long term absence that is supported by medical certificate. Each of these absences are being managed by the Council's policy.

There was 1 reportable (RIDDOR) accidents in Q2 in FM.

Response repairs to tenants maintained a high level of performance with 95.9% delivered within priority timescales. Work is proceeding on the Servitor appointments implementation.

4.5 The Environment is protected and enhanced for all.

The zero waste strategy consultation completed in early July and the draft report is on the November Enterprise and Environment Committee agenda.

The summer is the lowest use of utilities and the rolling performance over all energy use is reducing. Significant energy efficiency projects within the housing stock are on site as a result of windfall grant funding.

4.6 Vulnerable people and families are supported

Major capital programmes are well progressed through procurement and site starts commenced in July for major SHQS and housing planned maintenance programmes. Appendix 1 gives a detailed breakdown of individual progress.

5.0 **Achievements**

5.1 Response to Menstrie House Flooding

FM responded well to the flash flood at Menstrie House when all residents had to be evacuated as a result of the burn overflowing. Co-ordination with Social Services on the night of the flood and 7 day a week working resulted in all residents being re accommodated within 3 weeks with the facility having new kitchens, decoration and floor coverings.

6.0 **Opportunities, Challenges and Risks**

6.1 Kilncraigs

The project to rationalise the office estate at Kilncraigs is ongoing with construction proceeding well. An organisational change group led by the Chief Executive has been created to assist the organisational cultural change challenge that will make best use of the new facilities to be provided.

6.2 Budgets 2012 / 13 and beyond

Work continues to review services and achieve ambitious budget savings objectives with as little impact to front line services as possible.

7.0 **Sustainability Implications**

7.1 This report does not contain any specific sustainability implications that are not previously considered.

8.0 **Resource Implications**

8.1 *Financial Details*

8.2 The full financial implications of the recommendations are set out in the report but a separate Q2 Financial Report is on the agenda.

Yes ☒

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

Yes ☒

8.4 *Staffing*

8.5 There are no additional staffing implications associated with this report.

9.0 Exempt Reports

- 9.1 Is this report exempt? Yes ☐ (please detail the reasons for exemption below)
No ☒

10.0 Declarations

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

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

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

None

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

Appendix 1 - Covalent Performance Report

14.0 Background Papers

- 14.1 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
Stephen Crawford	Head of Facilities Management	45(2533)

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Crawford	Head of Facilities Management	
Garry Dallas	Director Services to Communities	

FM Business Plan 2012-13 (2nd Quarter) Report



Report Type: Scorecard Report
Report Author: Andrew Aitken
Generated on: 31 October 2012

CORPORATE PRIORITY OUTCOME


Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
FAC FAC 003	Percentage of operational buildings that are suitable for their current use	83.3%	79.0%	Not measured for Quarters	A number of refurbishments are ongoing as unsuitable buildings are closed.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
FAM ASM 002	Kilncraigs project 90%completed	31-Mar-2013	<div><div>50%</div></div>	✓	On site and on schedule for completion in summer 2013
FAM ASM 003	Complete new Social Housing Project: Alva and Tullibody	31-Dec-2012	<div><div>67%</div></div>	✓	On site and due for completion prior to Christmas 2012.
FAM ASM 004	Speirs Centre on-site and relocate temporary library	31-Mar-2013	<div><div>50%</div></div>	✓	Temporary library relocated. Speirs centre currently being priced and relocation of Alloa Gym Club awaited after Council and Sports Scotland funding approved for WASP Centre gymnastics development.
FAM ASM 005	Receive planning permission and agree contract price for St. John's/Claremont or St. Johns replacement primary school.	31-Mar-2013	<div><div>50%</div></div>	✓	Design team appointed and planning application due to be submitted prior to Christmas 2012. Site commencement programmed march 2013 subject to contracts.

CORPORATE PRIORITY OUTCOME



Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
FAC FAC 012	Number of live on-site Council contracts with benefits clauses		6		Short trend not applicable. as this is a new indicator. Currently 3 contracts live (bathroom, roof/render and

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
					Kilncraigs) with community benefit clauses.
FAC FAC 013	Number of trades apprentices at PCU	15	16	16	Recruitment complete for 5 new apprentices in 2012/13 making a total of 16 apprentices in 2012/13.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
FAM PRM 005	Formally review the use and impact of the Employment Strategy in FM Services and contracts over 2012/13	31-Mar-2013	<div><div></div></div> 0%		This review will be undertaken in Quarter 4 of 2012/13

CORPORATE PRIORITY OUTCOME

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
FAC FAC 001	The percentage of council buildings from which the Council delivers services that are suitable for, and accessible to, disabled people.	73.9%	79.0%	Not measured for Quarters	Specific Council buildings are now closed or being refurbished, such as the Speirs Centre and Alloa library. Improvements to Alloa Town Hall and Alva CAP have now been completed.
FAM HPI 005	The proportion of the council's housing stock being brought up to the Scottish Housing Quality Standard.	89.0%	90.0%	Not measured for Quarters	This is an annual figure. Current position is that 89% of the Council Housing stock achieves SHQS as at the 31st of March 2012. The council have long term contracts in place for the remaining works through to March 2015 to attain this target. Key priorities still to be progressed is mainly common door controlled entry systems and modern facilities that are currently under contract. The 90% target is expected to be exceeded.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
FAM ASM 007	Frameworks for general works-adaptation-structural upgrades, internal alterations, property extensions 2012-16	31-Jul-2012	<div><div></div></div> 20%		Progress on these frameworks has been delayed due to other priorities. This will be completed late but within the year.
FAM ASM 008	200 new kitchens installed in Council housing as part of the kitchens	31-Mar-2013	<div><div></div></div> 50%		6 kitchens per week currently being installed by PCU. On target

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
	programme.				
FAM FAM 001	Report to Council (led by C&R) revised Housing business case to Council	31-Mar-2013	<div><div>50%</div></div>	✓	Future maintenance requirements provided to Housing for business case. Presented to Tenants. Options being considered.
FAM PRM 002	Rollout of repairs and maintenance appointment services and systems to trades.	31-Mar-2013	<div><div>50%</div></div>	✓	Appointments system procured. Implementation plan for 31st March 2013.
FAM PRM 003	600 upgraded bathrooms installed in Council housing as part of the Bathrooms Programme	31-Mar-2013	<div><div>25%</div></div>	✓	Contractor MITIE appointed in July and currently on site. A total of 150 bathrooms completed as at 19th of October 2012. Additional squads added to increase numbers to 26 per week for remainder of phase 1.
FAM PRM 006	208 planned central heating replacments undertaken as part of Central Heating Programme	31-Mar-2013	<div><div>100%</div></div>	✓	Programme expanded to maximise grant opportunity to 883 houses. Total complete to date - 623 houses complete as at 19/10/12.
FAM PRM 007	10 blocks have secure door entry systems upgraded	31-Mar-2013	<div><div>10%</div></div>	✓	Contract at Procurement stage.
FAM PRM 008	240 electrical upgrades	31-Mar-2013	<div><div>0%</div></div>	✓	Agreement now reached with contractor CFM. Works starting on site Monday 29th of October 2012. Programme agreed moving forward.
FAM PRM 009	300 Safe electrical periodical testing	31-Mar-2013	<div><div>20%</div></div>	✓	Four year term contract for Electrical testing. First stage PQQ evaluated and now progressed to second stage ITT. Four year term contract 2012-16.
FAM PRM 010	Roof upgrades to 20 houses and wall upgrades to 3 blocks of flats	31-Mar-2013	<div><div>100%</div></div>	✓	A total of 48 Houses re-roofed as at 19th of October 2012. A further two maisonette blocks of flats re-rendered and a further 12 houses re-rendered at Braehead Alva . Term contract with Ailsa roofing. Works progressing well.
FAM PRM 011	Energy efficient central heating systems upgrade-term contract 2013-16	31-Mar-2013	<div><div>0%</div></div>	✓	A framework contract will be in place by the end of 2013/14. Not yet started.

CORPORATE PRIORITY OUTCOME

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
CAC CAT 001	Uptake of school meals, paid and free, in	61.09%	65.00%	74.70%	Performance has improved in Q2 as a result of increased




Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
	Secondary schools.(APSE PI36e)				promotion.
CAC CAT 002	Uptake of school meals, paid and free, in primary schools.(APSE PI36e)	41.53%	44.00%	42.15%	There is a downward trend. The team are working with schools via the pupil councils to promote school meals.
CAC LEI 002	Alloa Leisure Bowl, subsidy per user	£1.32	£1.32	Not measured for Quarters	Good swimming pool usage should reflect in subsidy per user in year end.
CAC LEI 003	Monthly average visits to Community Leisure Facilities in a rolling year	61,411	65,000	60,847	Q1 performance is 5% less than the 2011/12 due to the closure of the Speirs Centre, Gartmorn Dam Fishery not opening and low school use in June.
WSL STR 001a	The cleanliness index achieved following self-inspections of a sample of streets and other land	74	80	75	Q1 performance is exceeding the 2011/12 average and is expected to meet the 2012/13 target. A litter enforcement campaign is scheduled for Q3 which will facilitate this.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
FAM SFM 001	Leisure Strategy Approved by Council	31-Mar-2013	<div><div>50%</div></div>		Consultation to end of August. Currently, results are being analysed.
FAM SFM 002	Leisure Alternative Delivery Model strategy/policy discussed by Council	31-Mar-2013	<div><div>10%</div></div>		Report to be considered in 4th Quarter

CORPORATE PRIORITY OUTCOME

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
FAC FAC 007	CO2 emissions from gas consumption in Council buildings in a rolling year	2784 tonnes	3589 tonnes	2862 tonnes	This represents an 18% reduction in gas usage over 12 months compared directly to last year.
FAC FAC 008	CO2 emissions from electricity consumption in Council buildings in a rolling year	4383 tonnes	4383 tonnes	4277 tonnes	This represents an 11% reduction in electricity usage over 12 months compared directly to last year.
FAC FAC 009	CO2 emissions from water consumption in Council buildings in a rolling year	35.50 tonnes	40.40 tonnes	31.89 tonnes	This represents a 23% reduction in water consumption over 12 months compared directly to last year.
WSL WMA 006	Number of Waste Management Complaints	767	700	150	The number of waste management complaints in Q2 is

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
					better than target and favourable compared to Q2 2011/12 (194) and Q2 2010/11 (165).
WSL WMA 016	Percentage additional recovery from missed recycling in residual waste	8.80%	25.00%	Not measured for Quarters	Increase in recycled tonnes per annum expressed as a percentage. 2010/11 recycling rate was 49.8% against 2011/12 recycling rate of 53.2%: an increase of 1,300 tonnes. In 2012/13, all residual waste is being treated via a waste treatment facility in Falkirk and food waste should be collected from Q4.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
FAM WSL 002	Start food waste collections	31-Dec-2012	<div><div>40%</div></div>		Roll out will now take place in Q4 due to late delivery of vehicles.
FAM WSL 003	Zero Waste Strategy Report presented to Council	31-Dec-2013	<div><div>75%</div></div>		New Zero Waste Strategy consulted on and due to go to Council in December 2012.
FAM WSL 004	Landfill gas flare at Black Devon	31-Dec-2012	<div><div>50%</div></div>		Tenders returned and being assessed. Completion will be in 2013/14 due to condition placed by SNH that no work will be carried out after September due to migrating birds and SSSI status.

CORPORATE PRIORITY OUTCOME

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
SAP S01 FAM	Staff survey - Facilities Management staff - I am satisfied with my job	60.0%	67.0%	Not measured for Quarters	
SAP S03 FAM	Staff survey - Facilities Management staff - I am proud to work for the Council	55.0%	67.0%	Not measured for Quarters	
SAP S04 FAM	Staff survey - Facilities Management staff - I feel that the Council is an equal opportunities employer	67.5%	75.0%	Not measured for Quarters	
SAP S05 FAM	Staff survey - Facilities Management staff - I have the materials, information and	46.3%	75.0%	Not measured for Quarters	

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
	support I need to do my work				
SAP S14 FAM	Staff survey - Facilities Management staff - I have a Performance Review & Development meeting at least once a year	50.0%	90.0%	Not measured for Quarters	
SAP S22 FAM	Staff survey - Facilities Management staff - I get health and safety information which is relevant to me and my work	63.4%	67.0%	Not measured for Quarters	
SAP S24 FAM	Staff survey - Facilities Management staff - I am encouraged to make suggestions to improve the service	51.2%	60.0%	Not measured for Quarters	
SAP S26 FAM	Staff survey - Facilities Management staff - I have contributed to my team's future plans	53.7%	60.0%	Not measured for Quarters	
CAC CAT 003	Direct cost of producing a school meal. (APSE PI18)	£1.96	£2.00	Not measured for Quarters	
CAC CLE 001	Annual cost per square metre for building cleaning (APSE PI01)		£10.00	Not measured for Quarters	Data not yet produced by APSE.
FAC FAC 011a	Total property running costs	£6,568,267	£6,500,000	Not measured for Quarters	Annual Indicator available at end of year
FAM FAM 012	Sickness absence level in Facilities Management	3.46%	3.40%	3.36%	Q2 figure only
FAM FAM 013	Number of RIDDOR cases	13	10	1	5 in total for Q1 and Q2
PRF PRO 001	Percentage of all repair work completed within expected timescales.	95.14%	93.14%	94.87%	The year to date figure is 95.9%
WSL WMA 001	Net cost of Refuse Collection per Premise	£58.20	£65.00	Not measured for Quarters	The net costs of collection are increasing due to the additional collections (food waste) being required by statute.
WSL WMA 002	Net cost of Refuse Disposal per Premise	£89.23	£87.00	Not measured for Quarters	The tax on waste disposal increased by £8 per tonne, per year, last year. This meant we expected an increase of £8 on the 2010/11 figure as a minimum. However, our performance has been so successful at minimising waste to be disposed that costs have only increased by less than £4 per tonne during 2011/12.
WSL WMA 007	Net cost of Waste Collection per service visit	£.65	£.70	Not measured for Quarters	Costs will increase as a result of the requirement for separate food waste collections.

Covalent Ref.	PI Description	2011/12	2012/13	Q2 2012/13	Latest Note
		Value	Target	Value	
WSL WMA 008	Net cost of Waste Disposal per service visit	£.99	£.98	Not measured for Quarters	Costs are expected to reduce marginally as a result of reduced tonnage being sent to landfill.

Report to Enterprise and Environment Committee

Date of Meeting: 8 November 2012

Subject: Zero Waste Strategy

Report by: Head of Facilities Management

1.0 Purpose

- 1.1. A new Zero Waste Strategy is required to address the legislative and policy changes introduced by Scotland's Zero Waste Plan and the Zero Waste (Scotland) Regulations 2012.
- 1.2. On 8th March 2012 Council approved a public consultation exercise on a Zero Waste Strategy 2012 - 2022: Main Issues Paper and this report presents a final Zero Waste Strategy 2012 - 22 for consideration by the Enterprise and Environment Committee.
- 1.3. A Clackmannanshire Zero Waste Strategy will support the Council's corporate priorities to; decrease biodegradable waste sent to landfill, improve recycling levels and deliver carbon reduction targets as defined in Taking Clackmannanshire Forward and directly links to the Single Outcome Agreement priority outcome that Clackmannanshire's environment is protected and improved.

2.0 Recommendations

- 2.1 It is recommended that the Enterprise and Environment Committee approve Clackmannanshire's final Zero Waste Strategy for adoption by Council.

3.0 Considerations

- 3.1. The strategy has been prepared following public consultation on the Zero Waste Strategy 2012-2022: Main Issues Paper. Consultation responses have been given due consideration and where appropriate incorporated into the strategy document: the Executive Summary is included as Appendix 1.
- 3.2. The legislative thrust, and therefore that of the strategy, is to support climate change policy, improve resource use and encourage economic benefit from waste reduction and resource use.
- 3.3. The strategy has been jointly developed with Falkirk Council and funded by Zero Waste Scotland as a template of good practice for other local authorities.

- 3.4. Clackmannanshire is already one of the top performing authorities in Scotland with best practice waste management operations and recycling results showing a recycling rate of 53.15% for the year to 31st March 2012.
- 3.5. The strategy focuses on the main challenges to improve from this position on the path to Zero Waste setting out policy objectives and actions to address the challenges through seven key issues:
1. The climate change impacts of waste
 2. Preventing waste and improving resource efficiency
 3. Providing leadership on moving to a zero waste society
 4. Optimising the Council's Waste Services for the future
 5. Maximising the economic benefit of a zero waste society
 6. Ensuring the correct resources and waste management infrastructure
 7. The management of non-recyclable waste.
- 3.6. Scotland's original Zero Waste Plan introduced a step change in the thinking and approach to waste within Scotland. Policy focus has moved away from addressing municipal waste through avoiding its landfill, to the more ambitious aim of moving towards a Zero Waste society.
- 3.7. Clackmannanshire's Zero Waste plan seeks to demonstrate what the Council will aspire to achieve in a Zero Waste society and maximise the environmental and economic benefits for the Clackmannanshire area. For example, the implementation of food waste collection will create 7 full-time jobs with Alloa Community Enterprises (ACE Recycling CiC Ltd.) operating as the Council's kerbside recycling box and food waste collector.
- 3.8. Clackmannanshire's Zero Waste Strategy is a high level policy reference that will in due course be followed by more detailed implementation and operational plans through the Council's business planning framework.
- 3.9. Translating the Zero Waste vision into action through Clackmannanshire's Zero Waste Strategy will be challenging. The behaviour of all members of our society will be influenced and tested by food waste collections, mandatory waste separation and rising costs. Equally, our services will have to adapt to the changes in collection systems and requirements of waste separation, both as waste collector and across the Council as waste producers ourselves.
- 3.10. The strategy sets out the strategic direction for waste and resource use within the Council's control for a period of up to 10 years and incorporates recent legislative and statutory guidance changes, most notably the Waste (Scotland) Regulations 2012 that introduce amongst other measures:
- Mandatory food waste collection,
 - Landfill bans on specified materials,
 - Mandatory separated waste collections for commercial premises.
- 3.11. Operationally it will be essential for the Council to take the community with it on the Zero Waste journey by using continuous education and awareness

raising messages and offering assistance where needed to understand the reasons why climate change, resource use and waste are important to Clackmannanshire.

- 3.12. A significant quantity of the waste the Council collects is not currently captured by our recycling services because of a failure by householders to participate fully with the Council's recycling services. This situation must be addressed and improved upon to avoid future cost and to meet future targets and allow the Council to be compliant with landfill bans. Those that do not participate in recycling services drain our resources.
- 3.13. Considerable investment has been made by the Council to provide robust recycling services to meet recycling targets and reduce landfill costs. Ultimately it will be necessary to use some measure of enforcement to achieve maximum compliance with recycling services if the Council is to ensure its own compliance with its statutory duties and maximise service efficiency.
- 3.14. In day to day operational terms, where residual waste bins (green bins) repeatedly contain materials that should be recycled, and where householders are not prepared to acknowledge the advice and assistance offered by Waste Services, those bins will not be collected until the householder removes the recycling materials and places them in the correct recycling bin or box. Currently this costs Clackmannanshire Council £140,000 per annum in potential savings of missed recycling.

4.0 Sustainability Implications

- 4.1. The Zero Waste Strategy supports climate change policy and improvements in resource use and encourages local economic benefit from waste and resource use.
- 4.2. The Zero Waste Strategy supports the Council's corporate priorities as defined in Taking Clackmannanshire Forward and directly links to the Single Outcome Agreement priority outcome that Clackmannanshire's environment is protected and improved.

5.0 Resource Implications

5.1. Financial Details

- 5.2. As a strategy there are no detailed costs or financial implications in the report. As known at this time 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. An in principle grant award from the Zero Waste Scotland Food Waste Collection Capital grant programme of £428,976 to support the implementation of food waste collections has been received.
- 5.4. The net cost after application of grant for the implementation of food waste collection is expected to be £180,747 in year 2013/14 and £220,425 in year

2014/15 and has been identified in the service budget planning for these years.

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

- 5.6. Staffing: There are no direct staffing resource implications in the report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

Not applicable

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 - Zero Waste Strategy 2012-22 : Clackmannanshire Council - Executive Summary

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 ☐

i) Zero Waste Strategy 2012-2022 - Clackmannanshire Council

ii) Scotland's Zero Waste Plan

<http://www.scotland.gov.uk/Publications/2010/06/08092645/0>

iii) Waste (Scotland) Regulations 2012

<http://www.scotland.gov.uk/Publications/2011/02/09135833/0>


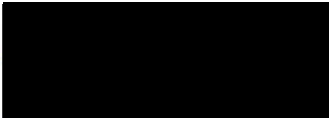
iv) EU Waste Framework Directive 2008/98/EC revised

http://europa.eu/legislation_summaries/environment/waste_management/ev0010_en.htm

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Zero Waste Strategy 2012 - 2022

Executive Summary

Clackmannanshire Council



October 2012



Executive Summary

Background

This Zero Waste Strategy replaces the Council's previous waste strategies which were the Forth Valley Area Waste Plan (2003) and the Forth Valley Strategic Outline Case (2006).

The Council has now implemented the majority of the actions agreed within these previous plans, however the two main drivers for a new strategy are the new obligations arising from the European Waste Framework Directive 2008/98/EC revised, the publication of Scotland's Zero Waste Plan (2010) and the supporting Waste (Scotland) Regulations 2012.

Performance to date

Currently the Council is one of the top performers for recycling with a rate of 53.15% for the period April 2011 – March 2012¹. This compares to the Scottish local authority average of 38.2% for the same period.

The Council has successfully undertaken a range of waste prevention actions and in recent years the total waste arising has peaked. However the most recent waste analysis for the Council shows that a significant proportion of recyclates are still being placed in Green wheeled bins as non-recyclable waste and ending up in landfill. Whilst the Council has performed well it is clear more needs to be done to ensure recyclable material is appropriately separated for collection and onward recycling.

Scope of the new strategy

In line with the new national policy the new strategy will cover “all” waste collected and produced by the Council, rather than just municipal waste as in the previous plans. The strategy summarises current arrangements for waste management and sets out the actions that will be necessary for the Council to move towards the vision for a zero waste society over a period of up to 10 years. The strategy will be used to guide future decision-making by the Council and successful delivery will require the engagement of all key stakeholders. This includes the support of a wide range of Council services, as well as Community Planning Partners, the Scottish Government, Zero Waste Scotland, the community sector, businesses and householders.

The Council has become a top waste management performer in Scotland and a continuation of this high level of performance is expected by local communities and key stakeholders. However the next steps in the zero waste journey will be very challenging. Budget constraints, increasing costs associated with transport and landfill tax, and ensuring that householders and businesses continue to receive quality and efficient services regardless of their rural or urban location will present significant challenges.

¹ SEPA Waste Data – Local Authority Collected Waste reporting
http://www.sepa.org.uk/waste/waste_data/waste_data_reports/lacw_reporting/lacmw_summary_reports.aspx

The Main Issues to be addressed by the strategy

The policy objectives for each of the Main Issues identified in the Introduction to the strategy are set out below. These will be used by the Council to set the strategic direction for waste related issues and to help our communities progress along on the path towards a zero waste society.

The policy objectives for Climate Change are:

1. Minimise the environmental and climate change impacts from waste management activities.
2. Use the national Carbon Metric, Waste Hierarchy, and other relevant carbon accounting tools for decision making purposes.

The policy objectives for Waste Prevention are:

1. To champion waste minimisation within the community thereby reducing costs to the Council, households, and the business sector.
2. To work with the Scottish Government, Zero Waste Scotland and waste producers to reduce the amount of waste created.

The policy objectives for Leadership and Engagement are:

1. All future Council policies, strategies and plans should recognise the new zero waste national policy framework.
2. The Council should continue to maximise the opportunities to attract funding to further support zero waste projects.
3. The Council should continue to develop beneficial service opportunities with other councils, Zero Waste Scotland, as well as private and third sector partners.
4. The Council should encourage, and support, Community Planning Partners and other key organisations in the area to adopt Zero Waste principles.
5. The Council should lead by example by continuing to promote a Zero Waste approach and raise awareness of the need to address waste related issues within its communities.

The policy objectives for Optimising Services are:

1. To meet or exceed the targets set in Scotland's Zero Waste Plan.
2. To ensure that the Council's waste collection services deliver Best Value and the Best Practical Environmental Option to comply with the Waste (Scotland) Regulations 2012 and Kerbside Good Practice Guidance.
3. To maximise the capture rate, quality and value of material collected in line with the Waste Hierarchy.

The policy objectives for Maximising Economic Benefit from Zero Waste are:

1. Maximise the value of waste by minimising the amount of low value non-recyclable waste, and ensuring that waste is collected and reused/recycled/composted to achieve its highest economic value possible.
2. To seek to maximise, where appropriate, the local economic benefit from the Council's procurement processes for waste services and support the inclusion of recycled or reused content where practical in supplier specifications.
3. Encourage investment in Zero Waste opportunities in the Council area.

The policy objectives for Waste and Resource Management Infrastructure are:

1. To continue the Proximity and Self Sufficiency Principles applied to waste management within the Council area.
2. The Council's economic development and planning functions should prioritise waste prevention over reuse and recycling, wherever possible, to minimise overall infrastructure requirements.
3. To use the Council's influence, planning and economic development policies to encourage the right mix of waste infrastructure is developed to meet future targets, focusing upon high value reprocessing and recycling opportunities.

The policy objectives for Managing Non-Recyclable Waste (Residual Waste) are:

1. To minimise the amount of non-recyclable waste requiring treatment in line with the Waste Hierarchy.
2. To adopt a policy of zero waste going directly to landfill, i.e. any non-recyclable waste must be treated to extract any remaining value before the residual element is landfilled.
3. Continue the policy of a flexible approach to the procurement of residual waste treatment, utilising short to medium term contracts to ensure that the Council can respond to future changes in regulation and taxation.
4. To reduce the environmental impact from the Council's waste management legacy sites where practical and feasible.

Report to Enterprise and Environment Committee

Date of Meeting: 8 November 2012

Subject: Planning Performance Framework 2011/2012

Report by: Head of Community & Regulatory Services

1.0 Purpose

- 1.1. The Scottish Government has introduced a new format and procedure for recording and assessing the performance of local planning authorities. The purpose of this paper is to seek approval of the Council's first Planning Performance Framework (PPF), for the period 1st April 2011 to 31st March 2012.

2.0 Recommendations

- 2.1. The Committee is asked to note, comment on and challenge this report prior to submission to the Scottish Government.

3.0 Background

- 3.1. Up until now, the measurement of the performance of planning authorities by the Scottish Government has focussed on two main areas:
- (i) The speed of decision making on planning applications.
 - (ii) The Local Plan coverage in the Council's geographic area.
- 3.2. However, there has been a gradual and increasing recognition that these very limited parameters do not provide a meaningful or wide-ranging measure of how well planning authorities deliver their planning function. On the back of this, Heads of Planning Scotland has worked with the Government and other stakeholders to provide a "balanced scorecard" approach to performance, enabling each authority to demonstrate its achievements, success and individuality. Whilst the speed of decision making still features as an important factor, and we as officers, would want to ensure that speed of decision making on planning applications remains central to the quality of our work, this will be set within a wider supporting context of quality, resources and outcomes on the ground.

3.3. The main component parts of the PPF consist of:

Part 1 - National Headline Indicators

Part 2 - The performance assessment across 8 areas of agreed activity - defining and measuring a high quality planning service

Part 3 - Supporting evidence and links to the related reports and studies

Part 4 - Service improvements and timescales for the delivery of improvements

4.0 Considerations

4.1. Part 1 of the PPF largely provides statistical analysis of the breadth of service activities we carry out. The notable headline figures in these indicators are as follows:

- (i) The First Alteration to the Clackmannanshire Council Local Plan was adopted in October 2011.
- (ii) 95% of all planning applications were approved in the period. We would expect to maintain this standard in the forthcoming periods.
- (iii) 94% of all applications were decided by the Council's Appointed Officers under its Scheme of Delegation for Local Developments. This has contributed to high standards of performance for these types of application, and reflects the expectation of the Scottish Government that most planning applications are delegated to officers, for decision making.
- (iv) Decision making timescales are now measured by average number of weeks to decision. Previously, it was measured by the percentage of applications decided within 2 months. For major applications, the figure of 77 weeks is abnormally high, and can be explained by decisions on two major planning applications, namely the proposed new village at Forestmill, and the long term expansion development at Coalsnaughton. The former was called in by the Scottish Government for a public local enquiry, but following legal challenge and material changes in the development planning position, the call in Direction was eventually reversed, and the application returned to the Council for decision. That process took over five years. The latter was "suspended" at the applicant's request, due to legal constraints. It therefore sat undetermined for many years before being effectively resurrected, re-publicised and approved by Council. That application, too, took over five years. These two applications have skewed the performance figure, and we are entirely confident that this and the other two average period figures will improve year on year from this baseline starting position.

4.2. Part 2 of the PPF introduces a new set of parameters for measuring the quality of the planning service within Development Services. The categories which the Government has identified are:

- Open for Business

- High Quality Development on the Ground
 - Certainty
 - Communications, Engagement and Customer Service
 - Efficient and Effective Decision Making
 - Effective Management Structures
 - Financial Management and Local Governance
 - Culture of Continuous Improvement
- 4.3. Throughout each section, we have identified a series of practices and outcomes that demonstrate the breadth of work in the Development Plan and Development Quality teams, and how these collectively contribute to the robustness of service delivery, the engagement with customers, efficiency of work practice and the contribution these ultimately make to process and development outcomes.
- 4.4. These parameters will now be used to develop and refine the use of Covalent for performance management of the service.
- 4.5. Part 3 of the PPF is a relatively straightforward, concise and self-explanatory list of sources that have been used to assist in compiling the evidence in the Framework.
- 4.6. And finally, Part 4 of the PPF highlights our proposed Service Improvements which are being implemented during 2012/13. This is based on a culture of continuous improvement as expressed in the Clackmannanshire Improvement Model and is captured in action plans which are supplementary to the Community and Regulatory Service Business Plan. Each improvement is itemised to aid understanding and analysis. Progress on improvements will be monitored through the normal management and reporting arrangements.

5.0 Resource Implications

5.1. Financial Details

There are no additional financial implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

Yes ☐ No ☒

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Planning Performance Framework

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)

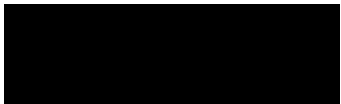
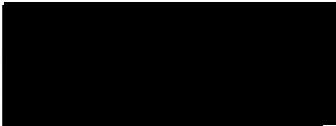
Yes ☐ (please list the documents below) No ☒

REPORT TO ENTERPRISE & ENVIRONMENT COMMITTEE OF 8 NOV 12 (con't)

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
John Gillespie	Head of Community and Regulatory	
Garry Dallas	Director of Services to Communities	

APPENDIX 1 - PLANNING PERFORMANCE FRAMEWORK

PLANNING PERFORMANCE FRAMEWORK ANNUAL REPORT 2011-2012

1. National Headline Indicators (NHIs)

Key outcomes	2011-2012	
Development Planning: <ul style="list-style-type: none"> age of local/strategic development plan(s) (full years) <i>Requirement: less than 5 years</i> development plan scheme: on track? (Y/N) 	1 Y	
Effective Land Supply and Delivery of Outputs <ul style="list-style-type: none"> effective housing land: years supply effective housing land supply¹ housing approvals³ effective employment land supply² employment land take-up effective commercial floor space supply² commercial floor space delivered 	5 years 1218 units 139 units 109.26 ha 9 ha 14,000 m ² 380 m ²	
Development Management Project Planning <ul style="list-style-type: none"> percentage of applications subject to pre-application advice number of major applications subject to processing agreement or other project plan percentage planned timescales met Decision-making <ul style="list-style-type: none"> application approval rate delegation rate 	3% 0 n/a 95% 94%	
Decision-making timescales Average number of weeks to decision: <ul style="list-style-type: none"> major developments local developments (non-householder) householder developments 	77 weeks 10 weeks 6 weeks	
Enforcement <ul style="list-style-type: none"> time since enforcement charter published / 	18 months	

reviewed (months) <i>Requirement: review every 2 years</i> • number of breaches identified / resolved	61/53	
--	-------	--

¹ Supply for 2011/2012 - 2015/2016 from 2011 HLA

² From sites allocated in the adopted Development Plan minus any taken up since adoption

³ This figure excludes any housing approved as part of an application for Planning Permission in Principle

Project Planning

The percentage of applications subject to pre-application advice is misrepresentative, as it excludes:

(i) advice on householder developments - this is not recorded on our management system

(ii) verbal advice to customers, again not recorded on our system

Decision Making Timescales

The average number of weeks for decisions on major applications has been overly influenced by two applications; one called in by the Scottish Government only for the Direction to be revoked, and the other delayed for 6 years at the applicant's request to deal with legal constraints.

Evidence indicates that decisions on a small number of local developments (non householder) were delayed for abnormal periods of time for a variety of reasons, invariably associated with protected species surveys and scrutiny of technical data. The result has been an average number of weeks which significantly exceeds the figure for 90% of these applications.

Enforcement

The figure provided for cases resolved includes breaches of planning control where no action is deemed necessary, as set out in the Council's Enforcement Strategy. This may involve circumstances where the development only marginally exceeds permitted development thresholds, or where planning permission would be granted with necessary conditions.

PLANNING PERFORMANCE FRAMEWORK

2. Defining and measuring a high-quality planning service

<i>Open for business</i>	<ul style="list-style-type: none"> • Development Quality (DQ) team structured with a customer focus. The three case officers deal with: residential, commercial and householder developments • There is no separate enforcement or monitoring officer. DQ Officers provide a "cradle to grave" service, from pre-application advice through to monitoring the implementation of development. • Free pre-application advice available to all prospective applicants. This message is set out on Council's website, and widely known to all regular agents. • Advice will include an indication of infrastructure requirements, and the information to be provided to accompany the application. • Appropriate internal consultation at pre-application stage, including Roads, Env Health, Land Services • Efficient handing of planning applications - see Part 1 for decision making timescales.
<i>High quality development on the ground</i>	<ul style="list-style-type: none"> • Planning Service (DQ) representation on local civic trust bi-annual design awards panel for residential, commercial and householder developments. • DQ provide a joint pre-application advice service with the Council's Roads Service to help deliver the Government's objectives in Designing Streets and ensure a seamless transition through the planning and road construction consent regimes • Officers committed to securing design improvements through the planning process, and now recorded on the planning application management system performance targets. • Inclusion of Development Guidelines in Development Plan to guide quality outcomes.. • Commitment through development plan to the preparation of briefs or masterplans for certain sites.
<i>Certainty</i>	<ul style="list-style-type: none"> • Almost all planning applications decided in accordance

	<p>with the balance of Local Plan policies or in accordance with allocations on the Local Plan Proposals Map.</p> <ul style="list-style-type: none"> • Protocol established with Central Scotland Police to secure consistent consultation arrangements and provide added confidence to the development sector on compliance with Secured by Design objectives • High proportion of applications (see Table 1) decided by Appointed Officer in accordance with Scheme of Delegation for Local Developments. This provides customers (applicant, agents and third parties) with added certainty in decision making arrangements. This eliminates risk of change and provides confidence in decision making on appeal at a local level. • All third parties receive a written notification of Council decision on applications. This includes the decision, any conditions and reasons, a summary of objections and an explanation of the planning service response that has contributed to the outcome. • Notification letter to notifiable neighbours includes a message on the envelope that the communication includes important information about development planned in their area. This helps to eliminate uncertainty regarding the execution of process and the status of planning decisions that might otherwise be subject to challenge • LDP - Main Issues Report workshops arranged with targeted groups, including housebuilders, local businesses, local community groups.
<i>Communications, engagement and customer service</i>	<ul style="list-style-type: none"> • The Council provides an on-line customer advice service, with ease of access to our Planning Information Service and advice on various procedures, including: pre-application consultation, pre-application advice, the need for planning permission, information required for different types of application, the application process and publicity, decision making arrangements, including our Scheme of Delegation, decisions, appeals and reviews. • A DQ Customer Forum was held in February 2012, which focussed on planning reform and new householder permitted development rights. Calls for repeat events will now be accommodated on an annual basis. • Customer feedback from the Forum will be reviewed and actioned in 2012/13. Work on this is already well advanced. • The Service monitors use of the online Planning

	<p>Information Service on a month by month basis. During the period, the frequency of monthly hits to the planning pages ranged from 1472 to 1999. We will bring forward web site improvements in accordance with the recommendations in the Pendleton Report.</p> <ul style="list-style-type: none"> • Written or electronic communication from the Service provide direct call telephone numbers to officers. All incoming calls are answered by an officer or by support staff. A customer should never need to leave a recorded message. • The Services recognises the differing needs of customers at the pre-application, application, appeal, monitoring and enforcement stages of the regulatory process and has officers dedicated to residential, commercial and householder development. For occasional customers, officers understand the need to "take their hand" through the planning process and in particular, householders who are largely unfamiliar with the profession. • All staff have been trained to deal with difficult customers • Ability to comment on Development Plan and Main Issues Report electronically. • Online LDP information regularly updated. • LDP - Main Issues Report public drop-in sessions. • LDP - Main Issues Report workshops arranged with targeted groups, including housebuilders, local businesses, local community groups. • LDP - visit to local secondary school to engage with pupils, who were considered 'harder to reach'. • Publication of 'Local Development Plan News' (June 2011). • Met with Community Council to advise and input to their development of a 'Community Plan'.
<i>Efficient and effective decision-making</i>	<ul style="list-style-type: none"> • The Council's Scheme of Delegation on Local Developments is being reviewed. The indications from 2011/12 are that the Scheme has been an aid to decision making, bringing greater certainty to the process and without apparent prejudice to 3rd party interests. • Committee decision making structures are fit for purpose. Key efficiency features include

	<ul style="list-style-type: none"> (i) Confidential draft agendas issued to management team and councillors as an "early warning system" (ii) Member site visits convened <u>before</u> committee meetings to avoid unnecessary delays (iii) Scheme of Oral Representations provides opportunity for officer, applicants, objectors and community councils to address the committee. Well structured and well received. (iv) Decisions issued immediately after committee meetings. • Monthly Enforcement Group convened to monitor progress on casework and agree decisions on need for formal action.
<i>Effective management structures</i>	<ul style="list-style-type: none"> • Development Services has an effective management structure in place throughout the period. This includes: <ul style="list-style-type: none"> (i) Monthly Team Leaders' Meeting focussing on key major/ strategic/cross-cutting issues, applications or proposals. This meeting, for example, will update the forward planning list of Committee and Council reports. (ii) One to One Manager/Team Leader meetings on a fortnightly basis, agendas for such meeting based on major applications, those to have attracted representations, forthcoming committee items and significant enforcement action (iii) Diarised one to one weekly meetings between Team Leader and Case Officers • Monthly performance reports submitted to DS management team which: <ul style="list-style-type: none"> (i) itemises applications received and decided by officer (ii) identifies any application decided outwith the performance target period (iii) explains the particular circumstances to have contributed to those identified in Item (ii) above

	<ul style="list-style-type: none"> • Pre-Committee convenor briefing on committee agenda items, with updates on information received, site visit by members and any other potential barriers to decision making • Secondment of Development Management staff into LDP production team and input from Sustainability team members.
<i>Financial management and local governance</i>	<ul style="list-style-type: none"> • Monthly report produced to monitor planning application fee income against target income • Within a relatively small Service, flexible staff resource management arrangements are in place to provide opportunities to broaden skills, knowledge and experience, but more importantly, to react positively to fluctuating demand on resources from planning application casework, local plan production and enforcement
<i>Culture of continuous improvement</i>	<ul style="list-style-type: none"> • Staff within the Planning Service undertake a Performance Review and Development (PRD) programme on an annual basis. The exercise focuses on behavioural competencies such as commitment to quality, developing people and excellence in customer service. This model of staff development is designed to improve performance and service delivery • The PRD identified training and development opportunities which are aligned to the officers' job profile and key tasks • The Service Action Plan, which forms part of a wider Business Plan, is monitored quarterly throughout the year • A review of development monitoring has identified one key area of customer feedback, associated with land management and maintenance. The Service will improve its use of conditions and monitoring arrangements to remedy this problem.

3. Supporting evidence

Part 2 of this report was compiled, drawing on evidence from the following sources:

- 2011/2012 Community and Regulatory Business Plan
- 2011/2012 Development Quality Action Plan
- Clackmannanshire Council Competency Framework
- Internal Performance Management Monthly Reports
- Clacksweb - Planning and Building Standards

4. Service improvements: 2012-13

In the coming year we will:

- Implement where appropriate the recommendations from the 2011-2012 DQ Customer Forum feedback on Service Improvements
- Improve our web site content and layout in accordance with the findings and recommendations in the Pendleton Report
- Undertake a peer group review of approved and implemented housing developments, examined against government guidance on place making and emerging Local Development Plan policy on design and layout of developments
- Review and update the Service portfolio of development briefs for sites in the Local Development Plan
- Improve performance on project planning indicators for 2011/2012
- Review the Council's Scheme of Oral Representations at the Planning Committee by surveying key users and identifying areas for change
- Review Scheme of Delegation on local developments and implement agreed recommendations
- Undertake customer satisfaction survey, identify any areas of weakness in service delivery and examine areas for improvement
- Convene a DQ Customer Forum with a focus on a continuing programme of Planning reform
- Increase the use of Planning Contravention Notices, Section 33A Notices and Fixed Penalty Notices to speed up enforcement decision making

Delivery of our service improvement actions in 2011-12:

Committed improvements and actions	Complete?
<i>[Commitment]</i>	<i>[Yes/No]</i>
<ul style="list-style-type: none"> • Convene DQ Customer Forum 	Yes
<i>[Commitment]</i>	<i>[Yes/No]</i>
<ul style="list-style-type: none"> • Renewable Energy Strategy - to be included in forthcoming LDP 	No
<i>[Commitment]</i>	<i>[Yes/No]</i>
<ul style="list-style-type: none"> • Developer Contribution Strategy to be included in forthcoming LDP 	No
<i>[Commitment]</i>	<i>[Yes/No]</i>
<ul style="list-style-type: none"> • Maintain performance in top quartile of planning authorities 	Yes

Report to Enterprise and Environment Committee

Date of Meeting: 8 November 2012

Subject: Sustainability and Climate Change Strategy Annual Progress Report

Report by: Head of Community and Regulatory Services

1.0 Purpose

- 1.1. The Annual Sustainability Progress Report (available in Members' rooms) provides an update on the progress in implementing Clackmannanshire's Sustainability and Climate Change Strategy, and in delivering the commitments in Scotland's Climate Change Declaration.
- 1.2. The report also proposes an updated action plan for delivery of the Sustainability and Climate Change Strategy, taking into account the Council's new duties under the Climate Change (Scotland) Act 2009.
- 1.3. It is proposed that the report be submitted to the Sustainable Scotland Network and COSLA, in accordance with the letter sent to all Councils by the Chair of COSLA's Executive Group for Regeneration and Sustainable Development in December 2011.

2.0 Recommendations

- 2.1. The Committee is recommended to note the Annual Sustainability Progress Report and the progress made to summer 2012, and to agree the revised action plan.

3.0 Considerations

- 3.1. The Annual Sustainability Progress Report addresses two reporting requirements: the commitment made in the Clackmannanshire Sustainability and Climate Change Strategy (agreed 2010) to report annually on progress in delivering the strategy; and the commitment in signing Scotland's Climate Change Declaration (signed 2007) to publish an annual statement on the progress of our climate change response. A summary of the main achievements detailed in the report is provided in Appendix 1.
- 3.2. The Clackmannanshire Sustainability and Climate Change Strategy was prepared in order to address the Council's duties relating to the environment and sustainable development, particularly the duty of best value under the

Local Government in Scotland Act 2003. It also addresses the commitments under Scotland's Climate Change Declaration, including to work with communities and other organisations to reduce greenhouse gas emissions and adapt to the impacts of climate change, in line with sustainable development principles.

- 3.3. The Sustainability and Climate Change Strategy further contributes to best value by taking long-term approach to climate change and other environmental risks. The strategy anticipates future costs to the Council, for example due to the impacts of climate change, and its action plan puts measures in place to avoid them.
- 3.4. Clackmannanshire Council approved the Clackmannanshire Sustainability and Climate Change Strategy in September 2010. The strategy has four priority themes and 26 objectives, addressing all aspects of sustainable development. The strategy includes an action plan, comprising 56 actions, and a commitment to report annually on progress.
- 3.5. Since the Strategy was approved, five of the actions have been completed, and almost all of the remaining actions are in progress. The Annual Sustainability Progress Report give more detail of the progress against each of the actions, but some of the main achievements are:
 - The Council has formally declared its support for fair trade, and for the Clackmannanshire Fairtrade group.
 - Clackmannanshire Council has secured over £2.5million in funding to improve insulation and energy efficiency in homes across all tenures.
 - The draft Clackmannanshire Biodiversity Action Plan has been produced, and has been subject to public consultation.
 - Facilities Management have signed up to the Halving Waste to Landfill commitment.
 - The Clackmannanshire Local Transport Strategy was approved in November 2010.
 - Clackmannanshire Council has consulted on its Local Development Plan Main Issues Report using a range of innovative techniques to encourage public participation.
- 3.6. Since the Sustainability and Climate Change Strategy was agreed by Council, the public bodies' duties under the Climate Change (Scotland) Act 2009 have come into force. These require the Council to contribute to reducing Scotland's greenhouse gas emissions by 42% by 2020 and 80% by 2050; contribute to climate change adaptation; and act in the way that is considered to be most sustainable.
- 3.7. The Scottish Government published guidance on the public bodies' duties in 2011, and the Sustainability and Climate Change Strategy action plan has been reviewed in light of this. This review found that although the strategy means that Clackmannanshire Council is well placed to meet the requirements of the duties, there are some areas where the existing action

plan fails to ensure compliance. For this reason, a new objective has been added to the strategy, to *embed good governance relating to climate change and sustainability*, and 16 new actions have been identified.

- 3.8. The action plan has also been revised to update actions that have been completed; combine actions where such an approach is considered to be more efficient; amend actions where there was repetition and inconsistency; and acknowledge revised timescales to better fit with the capacity of the team.
- 3.9. The action plan contains a set of indicators. These are currently being revised by the Sustainability Team, in consultation with the managers responsible for the actions, to ensure that the indicators are measurable, usable and relevant.

4.0 Sustainability Implications

- 4.1. The actions set out in the revised Sustainability and Climate Change Strategy action plan are intended to ensure that the operations of the Council are carried out in a way that is consistent with the principles of sustainable development, and contribute to the Council's duties under the Climate Change (Scotland) Act.
- 4.2. The action plan will contribute to achieving each of the sustainability objectives set out in the Council's Best Value and Sustainability Checklist.

5.0 Resource Implications

5.1. Financial Details

There are no additional financial implications arising from this report.

5.2. Staffing

There are no additional staffing implications arising from this report

6.0 Exempt Reports

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

7.0 Declarations

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

- (1) **Our Priorities 2008 - 2011** (Please double click on the check box ☒)

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

Vulnerable people and families are supported	<input type="checkbox"/>
Substance misuse and its effects are reduced	<input type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) Council Policies (Please detail)

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Annual Sustainability Progress Report


11.0 Background Papers

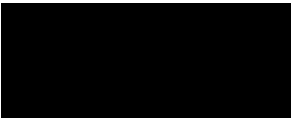
- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
 Yes ☐ (please list the documents below) No ☒

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
John Gillespie	Head of Community and Regulatory Services	

Garry Dallas	Director of Services to Communities	
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Appendix 1

Annual Sustainability Progress Report - Summary

Headline achievements

Since the Council adopted the Sustainability and Climate Change Strategy:

- The Council has formally declared its support for fair trade, and for the Clackmannanshire Fairtrade group.
- The Council has secured over £2.5million in funding to improve insulation and energy consumption in homes across all tenures
- The draft Clackmannanshire Biodiversity Action Plan has been produced, and is currently subject to public consultation.
- Facilities Management have signed up to the Half Waste to Landfill commitment.
- The Clackmannanshire Local Transport Strategy has been approved.
- The Council has consulted on its Local Development Plan Main Issues Report using a range of innovative techniques to encourage public participation.

Summary of progress

The Sustainability and Climate Change Strategy contains 56 actions, most of which are now in progress.

- 5 actions have been completed, with significant progress on most other actions in the strategy
- 16 new actions have been added to the action plan, to ensure continuous improvement towards the strategy's objectives, and to help meet the Council's new duties relating to climate change

In addition to these actions, a new strategy objective has been added, to help the Council meet the requirements of the public bodies' climate change duties under the Climate Change (Scotland) Act. This objective is to:

Embed good governance in relation to climate change and sustainability

Indicators

The indicators in the Sustainability and Climate Change Strategy are currently being reviewed. This review will ensure that the indicators are appropriate and relevant to the objectives of the strategy. It will also ensure that the Sustainability and Climate Change Strategy's indicators are aligned with those of the Council's other plans and strategies.

The revised indicator set will be discussed and agreed by the Sustainability and Climate Change Strategy Implementation Group (see next page)

Completed actions

The following actions in the Sustainability and Climate Change Strategy have been completed:

- **Undertake pilot ecological footprinting exercise as part of the Clackmannanshire Local Development Plan and related SEA** - ecological footprinting was used as part of a successful public consultation exercise on Clackmannanshire's Local Development Plan Main Issues Report.
- **Develop a strategy for Town Centre Improvement** - public realm strategies have been produced for Clackmannanshire's town centres.
- **Implement the Housing (Scotland) Act 2006** - the Council has developed its scheme of assistance under S72 of the Act, and energy efficiency works have been included as a priority for assistance.
- **Review and update objectives in the Clackmannanshire Joint Health Improvement Plan (JHIP)** - the JHIP has been revised, and focuses on the connections and crosscutting work necessary for improving the health of Clackmannanshire's communities.
- **Continued development of the Clackmannanshire Green map** - this was done as part of the public consultation on the Local Development Plan Main Issues Report.