



**Clackmannanshire
Council**

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

Enterprise and Environment Committee

Thursday 7 November 2013 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.

30 October 2013

A MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE will be held within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 7 NOVEMBER 2013 at 10.00 am.

**NIKKI BRIDLE
Director of Finance and Corporate Services**

B U S I N E S S

PRESENTATION of AWARD

Finalist in the APSE Housing and Building Apprentice of the Year Award 2013 - Lewis Rennie

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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 5 September 2013 (Copy herewith)	07
4. Community and Regulatory Services Performance - Mid Year Report - report by the Director of Services to Communities (Copy herewith)	11
5. Community and Regulatory Services Financial Performance - Mid Year report - report by the Director of Services to Communities (Copy herewith)	27
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ENTERPRISE AND ENVIRONMENT COMMITTEE – MEMBERS

Councillors

Wards

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

Co-opted Members

Mr Mike Mulraney	Representing Clackmannanshire Business
Mr Malcolm McArdle	Representing Clackmannanshire Business
Co-opted Member	To be confirmed
Co-opted Member	To be confirmed



**MINUTE OF MEETING of the ENTERPRISE AND ENVIRONMENT COMMITTEE held
within the Council Chamber, Greenfield, Alloa, FK10 2AD, on THURSDAY 5
SEPTEMBER 2013 at 10.00 am.**

PRESENT

Councillor Donald Balsillie, Convenor (In the Chair)
Councillor Irene Hamilton (Vice Convenor)
Councillor Gary Womersley (Ex officio - non voting)
Councillor Les Sharp
Councillor Derek Stewart
Councillor Graham Watt
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Alastair Campbell

Michael Mulraney (Co-opted Representative)

IN ATTENDANCE

Garry Dallas, Director of Services to Communities
Stephen Crawford, Head of Facilities Management
Graeme Cunningham, Environment Manager
Eileen Turnbull, Facilities Management, Service Manager
Andrew Wyse, Solicitor, Clerk to the Committee

EEC.49 APOLOGIES

None.

EEC.50 DECLARATIONS OF INTEREST

None.

EEC.51 MINUTES OF MEETING: 6 JUNE 2013

The minutes of the meeting of the Enterprise and Environment Committee held on Thursday 6 June 2013 were submitted for approval.

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

Decision

The minutes of the meeting held on 6 June 2013 were agreed as a correct record and signed by the Convenor.

EEC.52 FACILITIES MANAGEMENT PERFORMANCE - 1ST QUARTER 2013/14

Michael Mulraney entered the meeting during the report on this item.

A report which provided an update to the Committee on performance for Facilities Management services during the 1st Quarter 2013/14 was submitted by the Head of Facilities Management.

The Head of Facilities management advised that there were two typographical errors:

Page 13, paragraph 1.2 - "September" should be changed to "April", and
Page 16, paragraph 3.8 - the figure for Devonvale Hall should be "£4,875" not "£5,000"

Motion

That the Committee notes 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 unanimously to note the information set out in the report, as expanded by answers to Members' questions.

EEC.53 FACILITIES MANAGEMENT FINANCIAL PERFORMANCE - 1ST QUARTER 2013/14

A report which updated the Committee on the financial performance of Facilities Management in respect of both revenue and capital spend for the financial year, 2013/14, based on activity to date up to the end of June 2013. Projected outturns up to March 2014 were also set out in the report.

Motion

That the Committee notes the report while commenting on and challenging the current financial position.

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

Decision

The Committee agreed unanimously to note the information set out in the report, as expanded by answers to Members' questions.

The Head of Facilities Management advised that the progress on the Schools PPP renegotiation of contract and the stopping delivery of Meals and Wheels at weekends, will be reported as part of the progress report to the next Enterprise and Environment Committee.

The Convenor advised Members that if they have specific questions for the Head of Facilities Management, these should be addressed through the Councillor Enquiry System.

The Environment Manager offered Members of the Committee the opportunity to hold a briefing session on waste management. It was agreed this would take place following the appointment of the two further co-opted members to the Committee.

Action

Head of Facilities Management

The Convenor took the opportunity to congratulate Bruce Geary, Facilities Management Service Manager on his forthcoming retirement. The Convenor thanked him for his long service and commitment to the Council and wished him well in his retirement.

EEC.54 CO-OPTED MEMBERS ON THE ENTERPRISE AND ENVIRONMENT COMMITTEE

In June 2012, the Council decided that there would be four co-opted members on the Enterprise and Environment Committee. The two co-opted members appointed by Clackmannanshire Business have taken their places on the Committee. As previously determined by the Committee on 31 January 2013, the remaining two places were duly advertised in the local press and five responses were received.

The Committee endorsed the view that without diminishing the importance of the Environment element of the Committee's remit, it was important in the current economic and employment climate that the Committee benefited from as broad a range of experience as it could in promoting its Enterprise function.

Motion

That the Committee appoint Robert Marshall and Graham C Struthers as co-opted representatives on the Committee.

Moved by Councillor Les Sharp. Seconded by Councillor Derek Stewart.

Decision

The Committee agreed unanimously to appoint Robert Marshall and Graham C Struthers as co-opted representatives on the Committee.

Action

Clerk to the Committee.

ENDS: 11.10 am

Report to: Enterprise and Environment Committee

Date of Meeting: 7th November 2013

Subject: Community and Regulatory Services Performance - mid year report

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. This report updates committee on performance for Community and Regulatory Services during the first 6 months of 2013/14. Performance reported relates to the service's Business Plan for 2013/14.
- 1.2. In addition, the report highlights key service activity, 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 Community and Regulatory Services as appropriate.

3.0 Service Activity - Key issues

- 3.1. Development Services
 - Work has been continuing on the production of the Local Development Plan, Proposed Plan and Action Programme, a number of Supplementary Guidance notes, and an Open Space Strategy. These were presented to a number of Council Committees between March and May 2013 and the finalised documents are going to Council for approval on 24th October, 2013.
 - Funding to 2011-13 ESF and ERDF programmes has been extended to mid 2014. Targets for Clackmannanshire Works have been amended to reflect the new end date. Since the start of the current programme in mid 2011, 1258 clients have received support, with 335 finding employment. In addition 243 SME's / Social Enterprises have been supported.

- Progress continues to be made on delivering the 22 initiatives making up the overall project, 17 of these projects are complete and 5 are underway.
- Clackmannanshire remains a top performing Council for determination of planning applications. The Council remains in the top quartile for decisions on all local developments, householder developments and sub-categories for business and housing developments. One major application was decided in the period. The decision was issued within 8 weeks. The average figure in Scotland for decisions on major applications is 33 weeks.

3.2. Roads and Transportation

- A significant number of resurfacing projects have been completed utilising the additional allocation of Capital. These include sections of A907; A908; B9140; Alloa Road, Clackmannan; Parkhead Road, Sauchie; Menstrie Road, Tullibody; West Burnside, Dollar; Broad Street and Bowhouse Road, Alloa; Lovers Loan, Alva and rural footways along the A91 and B908, south of Collyland Roundabout.
- 20 mph zones have been implemented in Alloa, Clackmannan, Sauchie, Tullibody, Tillicoultry and Devonside.
- Flood alleviation works were completed in Cochrane Park and Back Road, Alva and Upper Hillfoots, Dollar. A gully replacement project in Grodwell Drive, Alva and adjacent streets was also completed.
- A Cycle / Pedestrian Friendly road was created on Golf Course Road, Muckhart and interpretive signs were installed on the Tullibody to Cambus and Fishcross to Tillicoultry cycle ways.
- Major repointing works were completed on Middle Bridge, Dollar as well as more minor works on a number of other bridges.

3.3. Regulatory Services

- Implementation of the Food Standards Agency bacterial cross contamination guidance for food businesses continues to be delivered within the desired timescales.
- The Contaminated Land Resource sharing group with Fife, Perth and Kinross and Dundee Councils has enabled 3 sites to be investigated achieving savings of over 90% against the previous system of utilising external contractors.
- New Dog watch initiative launched which aims to target dog fouling in the worst affected areas. The campaign involves a multi-service approach, combining community engagement, awareness and support, with high visibility patrols and signage, prompt responses to reports of fouling and rigorous enforcement. The campaign has so far demonstrated a significant drop in the levels of fouling in the one area so far targeted.
- New taxi and private hire car conditions approved and set to come into effect on 1st October 2013

- The review of the Licensing Board Statements of policy commenced and will be completed in quarter three. A Board sub committee was created and a wide consultation exercise conducted.
- Schools out initiative run by Community wardens over summer led to reduction in vandalism of schools.
- Resources were put into tobacco control. The ban on displaying tobacco in large shops was monitored by Trading Standards. Test purchasing exercises were also undertaken to check sales to those underage.
- The most common type of consumer complaint for this period related were building/home improvement complaints, car purchase and vehicle servicing, and furniture.

3.4. Governance Actions

The 2013 /14 Business Plan included actions in respect of 4 priority outcomes. The table below identifies the current actions:

Priority Outcomes	Actions	Progress
1) Community Engagement	Build upon existing good practice with regards tenant involvement, to engage customers of wider service.	<p>Customer and stakeholder mapping exercise completed for Customer Service Excellence and as part of developing 13/14 Business plan.</p> <p>Customer satisfaction surveys commenced in most service areas commenced and currently being rolled out to remaining service teams.</p> <p>Roads & Transportation have now participated in UK wide National Highways & Transportation Customer Satisfaction Survey. Full results expected next quarter, but interim analysis show the service to be in the top quartile.</p> <p>All service areas utilising Citizens Space to conduct public consultation exercises.</p> <p>Additionally the service is conducting customer satisfaction levels in relation to how well the service is engaging with communities.</p>

2) Roles/Remits and Accountability	Roles and remits to be reviewed in light of decision to appoint Head of Housing and Community Safety.	Commenced but still to be completed.
3) Procurement	Embed corporate procurement strategy at service level and align process to improve Council procurement capability score.	Designated staff attended the training session on the Contract Standing Orders. Staff now following procedures in Procurement Journey
4) Information Management	Corporate strategy required and clarity as to roles and responsibilities.	Staff reminded on their responsibility to keep information secure and in accordance with the Councils' policy. Service Retention Schedule has been finalised and approved. Work ongoing as part of preparations for the Kilncraigs move to reduce information held on paper and work ongoing to scan documents into Idox. Review of Corporate Risk Register commenced and information management being specifically reviewed.

4.0 Corporate Priority Outcomes

4.1. The area has a positive image and attracts people and businesses

Clackmannanshire Business and Clacksfirst, both with support from the Council, are continuing the Imagine Alloa project to promote and market Clackmannanshire for business investment and development.

The road resurfacing projects which have been completed have improved the look of the area substantially contributing to a positive image.

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

Community Benefits- Since January 2012, we have supported 5 contractors across 8 Council contracts in the implementation of their community benefit

commitments. Targeted recruitment and training achievements to end September 2103 include: 34 work experience placements, 10 apprentice starts and 19 additional employee starts.

Clackmannanshire Apprenticeship Initiative - Recruitment to this initiative has been strong. 4 young people are due to start in October 2013 bringing the total for the initiative to 30. Currently funding will allow for a maximum of 33 places rather than the intended 40.

Youth Employment Scotland Fund - Funded by Scottish Government and the European Social Fund, this is a recruitment incentive for employers to take on young people aged 16 - 24. Ten out of 20 places have been filled.

Skills Development Scotland Funded Programmes - 10 of the 26 *Modern Apprentices* we are recruiting in 2013/14 have started. This is in addition to the existing 35 apprentices who are still receiving support. Recruitment to the new *Employability Fund programme* is very good. SDS have awarded us contracts for an additional 15 places bringing the total to 35.

Clackmannanshire Works European Structural Funds Programme - In addition to the services delivered by the Clackmannanshire Works team within Economic Development these Funds enhance the support provided through: Activity Agreements, Rural & Urban Training Scheme, CTSI and the Young Parent's Project. Out of just over 1300 people supported positive outcomes include: 277 into employment, 76 into self-employment and 296 completing training or achieving a qualification.

4.3. Our communities are safer

The traffic management schemes which have been implemented will make a positive contribution to road safety in our communities. Similarly the flood alleviation and drainage works will minimise the risk to properties from flooding.

4.4. The environment is protected and enhanced for all

Work to implement the Sustainability and Climate Change Strategy is ongoing, with actions being taken forward by officers from all Council Services, co-ordinated by the Sustainability Team. The Annual Progress Report for the Strategy will be presented to the Enterprise and Environment Committee in January 2014.

Almost £100,000 in grants were distributed to local communities for environmental improvements projects in the year since November 2012, and all 11 projects which received awards have now been successfully completed. A further round of the Fund has now been launched and applications were invited by the end of October.

The Ranger Service co-ordinated a programme of over 40 events to celebrate the 300th anniversary of Gartmorn Dam.

Investigations into the use of alternative lighting sources for street lighting have identified that significant reductions can be made in carbon emissions. Works is ongoing to develop a business case for investment in the new technology.

The annual review of Air Quality was completed by the service and submitted to Scottish Government. The results show there are no exceedences of air quality standards to the extent an air quality management area needs to be established. Actions emanating from the review has meant the current monitoring station requires to be replaced. Grant funding for this has been obtained via the Scottish Government and the station will be procured during quarter three.

4.5. The Council is effective, efficient and recognised for excellence

Development Quality has completed its Planning Performance Framework for submission to Scottish Government, has reviewed its Scheme of Delegation and has responded to feedback from its Customer Forum to improve service delivery.

Community and Regulatory Service were reassessed for CSE during October. At the feedback session the assessor advised that he was highly impressed by Community and Regulatory's approach to Customer Service. He has since confirmed that our re-accreditation had been successful and Community and Regulatory demonstrated full compliance with every criteria. He awarded us Compliance Plus in 8 categories.

For the first time Roads and Transportation have participated in the National Highways & Transport Customer Satisfaction Survey along with 70 other authorities throughout the UK. The full results have not yet been published but indications are that the Council is in the top quartile in the majority of categories.

5.0 Opportunities, Challenges and Risks

5.1 Development Services

Tillicoultry Glen

Design work has been progressed at Tillicoultry Glen by Mouchel, the design engineers in an attempt to enable work to be undertaken to the path and bridge structures so that the Glen could be reopened. However, safety concerns in respect of rock stability in the Glen mean that the design engineers and the independent Health & Safety specialist in respect of Construction and Design Management, advise that the proposed work to the path and its structures without safety work to the rock faces should not to be undertaken. This is supported by the Council's Legal and Health & Safety advisors which is that the Council should not proceed with proposed work on the path and its structures without addressing rock safety, therefore, within the current budget, the works cannot proceed.

Clacksworks

The Scottish Government is undertaking a final audit of the previous Clackmannanshire Works programme as part of the standard national audit programme. This has been a prolonged exercise and has involved a high level of input from Clackmannanshire Works staff in terms of reviewing and reformatting client information. The outcome on eligible expenditure and requirement to repay grant support is unknown at this stage.

5.2 Roads and Transportation

Police Scotland have commenced a review of the Traffic Warden service. If the outcome of the review is the removal of Traffic Wardens then parking enforcement would fall to police officers. It is likely that parking enforcement would be a low priority and could result in an unacceptable level of service which could, in turn, have an adverse impact on the economic viability of town centres. The alternative would be for the Council to introduce Decriminalised Parking Enforcement so that the responsibility for parking enforcement transferred to the Council. The introduction of DPE would almost certainly result in significant costs to the Council.

We are currently engaged in an exercise with Scottish Water to identify all pre 2007 Sustainable Urban Drainage Systems (SUDS) that could be brought up to standard for adoption, either by Scottish Water or the Council. This may result in the Council becoming responsible for some SUDS.

We are also in discussion with Housing with a view to taking responsibility for areas of road, footway and parking which are on the Housing account. Once we have assessed the scale of the areas which will transfer we will be in a position to identify the resources required to prepare and implement a prioritised programme of improvement works.

We have employed a specialist street lighting consultant to examine our street lighting stock and advise on the most effective way to reduce energy consumption and minimise carbon production. The work is almost complete and the possibilities are encouraging.

5.3 Regulatory Services

The Public Analyst system in Scotland is under review. Currently Public Analyst services are provided on an individual basis by Aberdeen, Dundee, Edinburgh and Glasgow Council in competition with each other. This is to be consolidated to provide a joint service to all local authorities provided by the existing laboratories and also SEPA's laboratory. Local Authorities will need to adapt their systems to suit this and react to any budgetary challenges that may result.

A new "Food Body" is to be established in Scotland, replacing the Food Standards Agency. This new body will work with local authority Environmental Health services to ensure that food safety remains a paramount activity in protecting public health. It is too early to tell as yet what the implications for the service will be if any.

A new code for Local Authorities enforcing Health and Safety was issued in during May. This National Code has been developed in response to a recommendation by the Minister of Employment and as an outcome of the government's Red Tape Challenge on Health and Safety. The code sets out the principles that each Council should follow to ensure a consistent, proportionate and targeted approach to regulation based. The service is currently making changes to the way it enforces Health and Safety to ensure it complies with the code.

6.0 Sustainability Implications

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

7.0 Resource Implications

7.1. *Financial Details*

7.2. There are no financial implications arising from this report. Yes

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

7.4. *Staffing*

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

8.0 Exempt Reports

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

9.0 Declarations

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

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

- 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)

10.0 Equalities Impact

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

Yes No

11.0 Legality

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

12.0 Appendices

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

Appendix 1 - Covalent Performance Report

13.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads and Transportation Manager	x2624
Julie Hamilton	Development Services Manager	x2657
Ian Doctor	Regulatory Services Manager	x2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	Signed: Garry Dalas

Community and Regulatory Services Business Plan 2013/14: Q1 & Q2 Progress Report




Generated on: 10 October 2013

CORPORATE PRIORITY OUTCOME

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

Covalent Ref.	PI Description	2012-13 Value	2013-14 Target	Q1 Value		Q2 Value		Latest Note
		2012/13	2013/14	Q1 2013/14		Q2 2013/14		
		Value	Target	Value	Short Trend	Value	Short Trend	
DEV DMA 004	Local planning applications avg. time (weeks)	8.0	7.0	8.8	?	9.0	↓	The figure marginally fails to meet the target figure. Influenced mainly by a Scottish Government request to progress and clear "legacy" applications. A small number of application decisions on older applications has therefore contributed to this outcome. However, likely to remain in top quartile in Scotland. The anticipated Scottish average likely to be 12 weeks.
DEV DMA 005	Householder planning applications avg. time (weeks)	5.6	4.0	5.8	?	5.4	↑	This represents improved performance on the first quarter and an improvement on the overall figures for 2012-13. The target figure for 2013-14 may prove over-ambitious.
DEV EDE 025	Number of business and employer organisations supported by Clackmannanshire Works advisers.		150	76	?	92	↑	16 further organisations have been supported in quarter 2 bringing the half year total to 92 (against full year target of 150). In total under the current ERDF programme (which started in July 2011) we have supported 272 enterprises against a target of 255.
DEV EDE 026	Proportion (as a percentage) of Clackmannanshire Works customers seeking business start-up support commencing self-employment.		35%	20.32%	?	22.87%	↑	Improved performance over the last quarter but need to review target as may be unrealistic.
DEV EDE 027	Number of new business start-ups from clients supported by Clackmannanshire Works advisers still operating at 12 months.		50%	100%	?	71%	↓	17 local people, supported by Clackmannanshire Works, started their own business in the first half of 2012/13. Of these 14 are still trading one year later.

Covalent Ref.	PI Description	2012-13 Value	2013-14 Target	Q1 Value		Q2 Value		Latest Note
		2012/13	2013/14	Q1 2013/14		Q2 2013/14		
		Value	Target	Value	Short Trend	Value	Short Trend	
RGY BST 004	The percentage of Completion Certificates issued within 3 days	95.6%	80.0%	98.9%	↑	97.2%	↓	Performance is above target and only marginally down on previous quarter.
RGY BST 006	% building warrant applications responded to within 20 days	94.9%	85.0%	99.0%	↓	98.1%	↓	Performance is above target. Short term trend is only marginally down on previous quarter

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
CAR DEV 007	Finalise Local Development Plan	31-Aug-2013	<div style="width: 100%; background-color: #0070C0; color: white; text-align: center;">100%</div>		The Local Development Plan has been finalised. To go Council for final approval on 24th October 2013.

CORPORATE PRIORITY OUTCOME

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

Covalent Ref.	PI Description	2012-13 Value	2013-14 Target	Q1 Value		Q2 Value		Latest Note
		2012/13	2013/14	Q1 2013/14		Q2 2013/14		
		Value	Target	Value	Short Trend	Value	Short Trend	
DEV EDE 028	Proportion of Clackmannanshire Works customers seeking support with progressing into work who enter into employment.	38%	35%	36%	?	36%	▬	This is the first year we have used a proportion as a comparative performance measure. Indications are we are on target. The target will be reviewed in the next business planning cycle.
DEV EDE 029	Proportion of Clackmannanshire Works customers seeking support with progressing into work who gain an employability outcome other than employment (training, work experience, qualifications etc.).	26%	25%	22%	?	23%	↑	Performance has improved this quarter although is still slightly behind target. Economic Development managers are working with teams to improve further.

CORPORATE PRIORITY OUTCOME

4) Our communities are safer.

Covalent Ref.	PI Description	2012-13 Value	2013-14 Target	Q1 Value		Q2 Value		Latest Note
		2012/13	2013/14	Q1 2013/14		Q2 2013/14		
		Value	Target	Value	Short Trend	Value	Short Trend	
RAT RAT 007	Percentage of street light repairs completed within 7 days	93.1%	93.0%	92.8%	↓	94.9%	↑	Indications are that we are going to meet targets, however achieving targets over the winter months will be negatively affected when overnight scouting is ceased.

CORPORATE PRIORITY OUTCOME

5) Vulnerable people and families are supported.

Covalent Ref.	PI Description	2012-13 Value	2013-14 Target	Q1 Value		Q2 Value		Latest Note
		2012/13	2013/14	Q1 2013/14		Q2 2013/14		
		Value	Target	Value	Short Trend	Value	Short Trend	
DEV EDE 031	Number of young people supported through SDS contracts for Modern Apprenticeships and the Employability Fund (new starts).	26	43	9	?	18	↑	New starts on target for the year. This is especially positive for the Employability Fund as it is a new programme. In addition to these places for young people SDS have allocated us 5 Employability Fund places for adults (aged 25+) which are not included in these figures.

CORPORATE PRIORITY OUTCOME

8) The environment is protected and enhanced for all.

Covalent Ref.	PI Description	2012-13	2013-14	Q1 Value		Q2 Value		Latest Note
		Value	Target	Q1 2013/14		Q2 2013/14		
		2012/13	2013/14	Value	Short Trend	Value	Short Trend	
RAT RAT 009	CO2 emissions from electricity consumption of street lighting and signs in a rolling year	1881 tonnes	1850 tonnes	1881 tonnes		1881 tonnes		Using Carbon Trust conversion factors to obtain this years figures. Previous figures require checking
RGY EHE 006	Percentage of high risk food safety inspections completed within required timescale	100%	100%	100%		100%		High risk food premises remain a priority for the Environmental Health. Completing these inspection on time is an essential part of protecting the Health of the community. The target of 100% has been maintained.







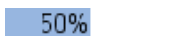

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
CAR DEV 008	18 out of the 22 Ochils Landscape Partnership projects to be completed or underway.	31-Mar-2014			16 out of 22 projects started and within that 1 project has been completed (A2). Framework contracts for paths, gates, signs and benches awarded which cover a number of projects across all 3 programmes. Conservation architect appointed to take forward projects C3 and C5.
CAR DEV 009	Implement Sustainability and Climate Change Strategy.	31-Mar-2014			All of the actions in the strategy are underway. Awaiting progress reports from action owners.
CAR RAT 006	Manage flood risk as part of the Local Flood Risk Management Group with neighbouring Councils.	31-Mar-2014			Working closely with partners and on target to produce flood risk maps by December 2016

CORPORATE PRIORITY OUTCOME

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

Covalent Ref.	PI Description	2012-13 Value	2013-14 Target	Q1 Value		Q2 Value		Latest Note
		2012/13	2013/14	Q1 2013/14		Q2 2013/14		
		Value	Target	Value	Short Trend	Value	Short Trend	
CAR CUS 002	% CAR complaints responded to within timescale	75.4	78.0	66.7	?		?	Due to the five-week lag time for producing accurate data, Q2 figures are not available at the time of writing.
CAR CUS 003	% CAR FOI enquiries responded to within timescale.	100%	100%	100%	?	100%	■	Due to the five-week lag time for producing accurate data, Q2 figures are not available at the time of writing.
CAR CUS 004	% CAR Councillor enquiries responded to within timescale.	89	90	89	?		?	Due to the five-week lag time for producing accurate data, Q2 figures are not available at the time of writing.
CAR PPL 007	Percentage sickness absence level within Community and Regulatory Services.	4.9	4.9		?		?	Due to Itrent system implementation, accurate data is not yet available.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
CAR CAR 004	Implement budget efficiencies	31-Mar-2014	<div style="width: 75%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">75%</div></div>	✓	Efficiency savings identified and on-target for being met. In line with Budget Challenge and Budget Strategy approaches and timescales, budgets for the next three years are prepared.
CAR CAR 005	Devise and implement customer satisfaction methods	31-Mar-2014	<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	✓	Methods have been agreed and implemented for measuring customer satisfaction with delivery of all of Community and Regulatory Services. This includes the Customer Satisfaction Measurement Toolkit (CSMT) survey and the National Highways and Transport (NHT) Survey.
CAR CAR 007	Review communication, consultation and engagement between staff	31-Mar-2014	<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	✓	A review of the Staff Survey 2012 outcomes was undertaken by Service Management. An action plan is now in place to improve communication across all staff within Community and Regulatory Services.
CAR CAR 011	CAR team moves within Kilncraigs	31-Mar-2014	<div style="width: 33%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">33%</div></div>	✓	Development Services now located on the 3rd floor of Kilncraigs. Roads and Transportation and Regulatory Services are ready to re-locate within the building in accordance with the corporate project plan timings.
CAR CAR 012	CAR new ways of working	31-Mar-2014	<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div></div>	✓	New working styles have been identified, agreed and, in some parts of the service, implemented, in-line with Kilncraigs moves.

Covalent Ref.	Action	Due Date	Progress	Expected Outcome	Latest Note
CAR CAR 013	Customer Insight Tables	31-Aug-2013	 100%		Action completed in-line with Customer Service Excellence (CSE) rolling programme of continuous improvement.
CAR CAR 015	Measure the corporate comments and complaints procedure for efficiency and effectiveness	31-Aug-2013	 100%		A review of the corporate Comments and Complaints procedure (implemented in 2012) was undertaken by Customer Services. A report was presented to Resources and Audit Committee in June 2013.
CAR CAR 016	Establish customer satisfaction with complaints outcome across Community and Regulatory Services.	30-Sep-2013	 100%		Complaints Monitoring Officers now undertake a standard complaints satisfaction survey with a sample of all complainants each quarter. Process underway within Community and Regulatory Services.
DEV EDE 031	Deliver agreed contribution to the Local Employability Partnership Action Plan 2013/14.	31-Mar-2014	 50%		In the second quarter officers have delivered LEP actions including updating the Local Strategic Skills Pipeline and the Clackmannanshire Skillsmap. This guide to local opportunities for young people is receiving recognition as good practice at a National level.

Report to: Enterprise and Environment Committee

Date of Meeting: 7th November 2013

**Subject: Community and Regulatory Services
Financial Performance - mid year report**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The purpose of this report is to provide the financial performance of Community and Regulatory Services in respect of both revenue and capital spend for the financial year, 2013/14, based on activity to date up to the end of September 2013. Projected outturns up to March 2014 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 Budget position

- 3.1. The undernoted table provides an overview of Community and Regulatory Services outturn position within each Service Expenditure area.

Revenue Budget	Annual budget	Projected outturn to 31/03/14	Variance Outturn v Budget
	£'000	£'000	£'000
Head of Service	113	114	1
Sustainability	693	689	(4)
Economic Development	317	321	4
Land Services	78	87	9

Ochil L'Scape Partnership	(1)	(1)	0
Clacks Works	388	388	0
Development Quality	71	71	(0)
Environmental Health	612	591	(21)
CCTV	174	175	2
Licensing	(13)	(14)	(1)
Building Standards	46	45	(1)
Trading Standards	151	151	0
Roads and Transportation	2,970	3,027	57
Total Community and Regulatory	5,599	5,644	45

Capital Budget	Annual budget	Projected outturn to 31/03/14	Variance Outturn v Budget
Roads & Transportation	2,867	2,867	0

3.2. Overall the service is currently projecting a revenue overspend of £45k due, in part, to unachievable income within the Roads & Transportation budget. Vacancy management within R&T will produce savings which will further help to balance this overspend. This overspend is also countered by an under spend in Environmental health due to grade reductions for two vacancies recently filled.

3.3. Overall, the Roads & Transportation Capital allocation is currently projecting to come in on budget.

4.0 Progress in Delivering Planned Budget Savings in 2013/14

4.1. The 2013/14 budget incorporated savings agreed in 2012/13 of £329,088 for Community and Regulatory Services through a combination of budget challenge savings, management actions and specific Council decisions. After six months of the year we are able to report that 95% of these savings have been secured totalling £326.7k. The table below summarises the position.

Description of saving	Saving 2013-14	Progress	Comment
Management savings	£ '000	£ '000	
Reduce subscriptions budget - Environmental health	1	1	Implemented
Increase income budget - Environmental health	2	2	Implemented
Re-align Community Safety funding	30	30	Implemented
Delete redundant overtime budget	30	30	Implemented
ASB budget alignment	15.35	30	Implemented
Redundant OASIS budget	15	15	Implemented
Reduction of HoS supplies and services	7	7	Implemented
Salt stock holding	50	50	Implemented
Supplies and services budget	15	15	Implemented
Reduce accident investigation budget	7	7	Implemented
Policy Savings	£ '000	£ '000	
Subsidy to Alloa Tower (one off cash saving)	25	25	Implemented
Subsidy to Alloa Tower (permanent budget reduction)	25	25	Implemented
Reduction of Twinning Budget	10	10	Implemented
Reduction of	10	10	Implemented

Tourism Budget			
Planning (Additional Fee Income)	15	TBC	Will be subject to applications received
Increasing licensing income	2	0	Currently being implemented
Reconfiguration of night noise team	17	17	Implemented
Reduce Winter General Admin Payments to other LA's	8	8	Implemented
Cease fortnightly scouting for street lighting outages	10.7	10.7	No scouting scheduled
Cease charging for parking in High Street	4.2	4.2	Contract with Stirling Council cancelled
Targeted gulley emptying	11	11	Gulley cleansing routes rationalised to reduce spend
Reduce traffic signs maintenance by 10%	4.8	4.8	Programme adjusted to reduce spend
Reduce hours for Traffic regulation Officer	11.6	11.6	Implemented
Taxicard reduced entitlement from 12 to 6	1.1	1.1	Taxicard holders, booking office and operators advised
Reduce annual subsidy to Shopmobility	1.3	1.3	Operator advised

5.0 Conclusions

- 5.1. The budget monitoring approach is being designed to link with other reporting arrangements. The Service Committee financial reports will feed into the corporate financial reporting through the Resources and Audit Committee, and Council Budget Strategy updates.

6.0 Sustainability Implications

6.1. N/A

7.0 Resource Implications

7.1. *Financial Details*

7.2. The financial implications are outlined within the report.

7.3. Finance have been consulted

Yes

7.4. *Staffing*

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

8.0 Exempt Reports

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

9.0 Declarations

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

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

- 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)

10.0 Equalities Impact

- 10.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A

11.0 Legality

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

12.0 Appendices

- 12.1. Appendix A - Community & Regulatory Budget v Outturn

13.0 Background Papers

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

Yes (please list the documents below) No

Clackmannanshire Council General Services Revenue & Capital Budget 2013/14

Clackmannanshire Council: Budget Strategy Update 15 August 2013

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads and Transportation Manager	x2624
Julie Hamilton	Development Services Manager	x2657
Ian Doctor	Regulatory Services Manager	x2577

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	Signed: Garry Dallas

Community & Regulatory Budget v Outturn

	Budget £'000	Outturn £'000	Variance £'000
Community & Regulatory	5,599	5,627	27
HEAD of SERVICE	113	114	0
SUSTAINABILITY & IMPLEMENTATION - various over/underspends	693	689	(4)
ECONOMIC SERVICES - balance of unachievable savings	317	321	4
LAND SERVICES - restructure complete mid June. Overspend cost of 1FTE unbudgeted April - mid June	78	87	9
OCHIL L'SCAPE PARTNERSHIP - £2.3m grant funded projects. £2m secured funding - HLF, EDF, Council, Clacks Hert Trust, Clacks & Stirling Envir Trust, SNH, LEADER & Clacks Council Comm Envir Improv Fund still approx £260k funding shortfall. Service actively seeking new funders. Any balances will be carried forward into 2014/15. Project due to end June - Dec 2014	(1)	(1)	0
CLACKS WORKS	388	388	0
PLANNING	71	71	(1)
ENVIRONMENTAL HEALTH - Showing savings of £24.5k in Employee Costs :- 2 members of staff budgetted at G.9 but being paid at G.8 (£16k), previous budget saving (£4.7k) and small savings (£3.8k) over the other cost centre Employee Costs.	612	574	(38)
CCTV - partnership arrangement	174	175	2
LICENSING - on budget	(13)	(14)	(1)
BUILDING STANDARDS - Predicted saving in Agency Staff Fees offset by shortfall in budget for one member of staff.	46	45	(1)
TRADING STANDARDS - joint service with Stirling Council and will be on budget	151	151	0
ROADS & TRANSPORTATION			
Long Service Awards - not budgeted			4
Third party - various			4
Historic unachievable income budget			41
Supplies & Services - Various			8
	2,970	3,027	57
Community & Regulatory Total	5,599	5,627	27

Report to Enterprise & Environment Committee

Date of Meeting: 7th November 2013

Subject: Winter Service Roads & Footways

Report by: Mac West, Roads & Transportation Manager

1.0 Purpose

- 1.1. Each year a review of the previous winter service provision is undertaken to take account of conditions experienced and address any issues identified. Such a review has been undertaken and minor revisions have been made to the Policy & Procedures Document.
- 1.2. Due to a number of factors, including external pressures, the length of roads & footways treated as a priority has increased over the years. It is considered appropriate to carry out an in-depth review of the policy including benchmarking levels of service with other authorities, particularly given current fiscal pressures.
- 1.3. It is planned to carry out the review over the coming winter and a report will be brought to Council early next summer so that any revised policy can be implemented for the winter of 2014/15.

2.0 Recommendations

- 2.1. Council is recommended to approve the Winter Service Policy & Procedures for 2013/14 and to note the proposal to pursue an in-depth review.

3.0 Considerations

- 3.1. Transport links are fundamental to the economic and social activity of Clackmannanshire and it follows that the Council considers it important that they are available for use. In addition Councils have a statutory duty under Section 34 of the Roads (Scotland) Act 1984 to "take such steps as they consider reasonable to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads".
- 3.2. It is not possible to keep all roads and footways free of snow and ice at all times within the resources available and so it is necessary to prioritise routes for treatment. These priorities are clearly defined in the Winter Service Policy & Procedures 2013/14 which has been reviewed & updated in light of the

events of last winter. A copy is attached as Appendix A. Maps of current priority routes are available on the Council's website.

<http://www.clacksweb.org.uk/mapping/wintermaintenance.html>

- 3.3. Winter 2012/13 would best be described as an average winter in terms of severity with many marginal nights. The cold weather dragged on into April and the usage of approximately 2,365 tonnes of salt emphasised that there were a considerable number of treatments and pre-treatments. This left us with over 1500 tonnes of salt in stock at the end of the winter.
- 3.4. The length of the footpath network being treated created difficulties in manning on occasions due to a combination of drivers hours regulations and sickness absence. An external contractor used to cover one of the footway routes failed to appear on two occasions. Their services have been dispensed with.
- 3.5. It was agreed that we should reduce our salt stockholding to 3,000 tonnes as this level of usage has only been exceeded once in the extremely severe winter of 2010/11. Nevertheless we have in place a contract which ensures that we will be resupplied with salt should salt stock levels drop below 1,000 tonnes.
- 3.6. An additional weather condition monitoring station has been installed at Meadowhill which will give greater coverage of road and atmospheric conditions meaning that treatments can be targeted with more confidence.
- 3.7. Community involvement in winter service provision on roads and footways which were of low priority, as defined by the approved policy, was trialled in the Alloa Park Drive area. Resident volunteers were provided with 2.5 tonnes of salt, 5 salt bins and a few plastic shovels and, in addition, were given training in the correct method of spreading salt. This emphasised how minimal salt usage could ensure that public footways and cul-de-sacs were kept free of snow and ice. Not all of the supplied salt was used and this shows that the message of less salt usage was taken on board. The volunteers were advised daily of planned Council action on priority routes and based their own action on this. This area which has generated significant levels of complaint in the past regarding the level of winter service provided by the Council had no complaints logged against it over the winter. It is planned to continue this experiment and consideration will be given to extending it to other areas where there is an organised and committed residents group who wish to participate.
- 3.8. The Winter Service budget has historically been based on the average annual expenditure over the previous 5 winters. However exceptionally severe weather, outwith what could reasonably have been predicted, can be encountered resulting in significant additional expenditure. In these circumstances it is normal procedure for the Council's corporate emergency planning response to be deployed with overspends due to the severe weather funded from Council reserves.

4.0 Sustainability Implications

- 4.1. The use of excessive quantities of rock salt for winter treatment can cause environmental damage. Winter maintenance operatives are trained in the appropriate rate of spread of rock salt for the prevailing conditions which will ensure that any environmental damage is minimised.
- 4.2. The winter service policy provides a framework to assist people in Clackmannanshire to go about their daily business during winter, while encouraging them to help themselves and assist others.

5.0 Resource Implications

5.1. Financial Details

The amended policy & procedures and level of service provision for an average winter can be accommodated within the allocated budget.

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 ✓

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

Yes ✓

5.2. Staffing

There are concerns that, in particularly severe weather conditions, drivers' hours regulations could potentially compromise the desired level of service provision. Drivers' hours will be monitored to ensure any restriction in service is limited.

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes No ✓

7.0 Declarations

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

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

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing

- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

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

Winter Service Policy & Procedures 2013/14

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 Appendix A - Winter Service Policy & Procedures Document 2013/14.

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Mac West	Roads & Transportation Manager	2624

Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	Signed: Garry Dallas



SERVICES TO COMMUNITIES

ROADS AND TRANSPORTATION



WINTER SERVICE FOR ROADS & FOOTWAYS

POLICY AND PROCEDURES DOCUMENT

2013/2014

WINTER SERVICE - POLICY & PROCEDURES DOCUMENT

INDEX

ROADS AND TRANSPORTATION SERVICES

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Procedures

1.0 INTRODUCTION

- 1.1 Winter Service is important in terms of both the Local and National economy and road safety. It is carried out to ensure, as far as possible, the safe movement of all road users, both vehicular and pedestrian, while minimising the effects on the environment. It is economically significant because of the delays that bad weather can cause.
- 1.2 The Council has a statutory duty under the Roads Scotland Act 1984 to take such steps as it considers reasonable to prevent snow and ice endangering the safe passage of vehicular and pedestrian traffic over public roads including footways.

This does not mean that all roads and footways have to be treated as soon as ice formations or snow accumulations exist. To do so would be impossible and outwith the limit of the resources available and the Courts have recognised that it would not be reasonably practical to do so.

Nevertheless, in order to deal efficiently and effectively with Winter Service, operations need to be planned in a systematic manner and it is therefore essential that a policy with clearly defined priorities is established.

- 1.3 The Council's Services to Communities is responsible for providing Winter Service on adopted roads and footways throughout Clackmannanshire.

Winter Service essentially comprises the following types of treatment:

- * Precautionary salt treatment to prevent ice forming
- * Treatment of ice already formed
- * Removal of snow
- * Treatment of hard packed snow and ice

These treatments are carried out in accordance with the UK Roads Board's Code of Practice, "Well-maintained Highways - Code of Practice for Highway Maintenance Management".

- 1.4 It is accepted that there are three distinct periods for Winter Service:

- * High - December, January, February - during which severe conditions are normally expected.
- * Medium - November, March - during which severe conditions may occur.
- * Low - October, April - when severe conditions are not expected but occasionally occur.

The principal period covered will extend from 1500 hours on Friday 25th October, 2013 to 0800 hours on the morning of Friday 11th April, 2014 but cover will also be available at short notice should weather conditions dictate outwith this period.

The principal period for footways will extend from Saturday 16th November, 2013 to Friday 7th March, 2014.

2.0 **PRIORITIES & TREATMENTS**

2.1 **CARRIAGEWAYS**

The Winter Service of roads will be based on treating the various priorities of road as defined below:

- (a) **Priority C1:** Roads comprising the strategic road network including all major bus service routes, main urban traffic routes, principal routes to all schools and routes to emergency service establishments.

Treatment: These routes will receive the following treatment when assessed as necessary:

- * Precautionary salt treatment between 0530 hours and midnight.
- * The treatment of ice formations between 0530 hours and midnight.
- * The clearance of snow accumulations 24 hours per day.

NB The time allotted for the treatment of ice conditions on Priority C1 routes is 2½ hours and the commencement time of 0530 hours is designed to ensure treatment is complete by 0800 hours. Treatment of snow conditions will take longer particularly if ploughing is required.

- (b) **Priority C2:** These are the major secondary routes which include urban spine roads into housing and industrial areas and certain rural roads and identified routes including major cul-de-sacs in housing and industrial areas and certain roads opening up less populated rural areas.

Treatment: These routes will not receive precautionary salting and any treatment of ice and snow will only be carried out when a specific instruction to do so is given by management who should be satisfied that the following criteria are met:

- i) The general weather outlook established from forecasts, other meteorological information, ice sensor trends etc. is that the prevailing ice or snow conditions are likely to continue beyond midday.
- ii) That their treatment would not be detrimental to the level of service required on Priority C1 routes.

- (c) **Priority C3:** The remainder of the road network but divided into:

- * **C3A:** Sections of road with identified difficulties.
- **C3B:** Others.

Treatment: These routes will only be treated in very exceptional weather conditions and will require authorisation of the Roads and Transportation Manager, or his nominated representative, who will specify C3A, C3B or both.

2.2 **FOOTWAYS**

The Winter Service of footways will be based on treating the various categories of footway as defined below:

- a) **Priority F1** (relates to both snow and ice treatment)

The footways to be treated are:

- i) Those immediately outside shops in urban, community or village shopping centres where a minimum of three essential premises such as food shops, Post Offices etc. exist.
- ii) A connecting footway from the above shopping areas to relatively nearby and identified public buildings.
- iii) Adopted footways in sheltered housing or residential complexes for the elderly.
- iv) One footway along main pedestrian routes which best serves pedestrian traffic and/or serves the most premises.
- v) Those providing a link to old people's residential establishments or sheltered housing complexes from the nearest treated footway.
- vi) Standing areas at bus stops
- vii) Main footways leading to main access gates to schools.

Treatment: These will be salted each morning that snow or ice formations exist unless information indicates that a thaw will take place before 0800 hours. Clearance will, as far as possible, be by mechanical means. Snow at other times of the working day will be cleared before 0830 hours the following morning.

b) Priority F2: Relates to ice or snow conditions and comprises the remaining footway network which has identified difficulties

(c) Priority F3: The remainder of the footway network.

Treatment: - These will only be treated in very exceptional weather conditions.

Treatment will require authorisation from the Roads and Transportation Manager or his nominated representative who will specify F2, F3 or both.

Note: Link footpaths will not be treated where alternative, albeit longer treated footway routes are available. Footways will only be treated six days a week (Monday to Saturday), except in the run up to Christmas where identified town centre footways will be treated as required.

2.3 **SALT BINS**

Salt bins will be provided at locations of identified difficulty e.g. steep gradients, sharp bends, awkward cul-de-sacs. Salt heaps may be placed in rural areas but reasonable steps will be taken to replace these with bins to minimise the adverse effects of salt. Bins will be refilled during or following spells of adverse weather as soon as resources permit. We currently supply and service over 300 salt bins which is the limit we can effectively manage.

3.0 **MANAGEMENT PROCEDURES**

3.1 **INTRODUCTION:**

Effective Winter Service depends on accurate up to date weather information. To ensure that the necessary information is available at all times of the day and night it has been agreed to operate a 24 hour (out of hours) winter weather monitoring service jointly with Stirling and Falkirk Councils manned by Duty Officers on a rota system. The services to be provided under this agreement include:-

- a) Monitoring of weather sensor data from Icelert outstations.
- b) Monitoring of weather radar.
- c) Access to meteorological consultancy.
- d) Maintenance of Icelert system.

3.2 **ASSESSMENT OF ACTION REQUIRED**

Weather forecast information specific to Clackmannanshire will be acquired on a daily basis for the winter period. This information will include a detailed 24 hour forecast and a 2 to 5 day outlook. In addition amendments and updates will be provided as necessary and there will be access to a 24 hour meteorological consultancy service.

The content of the weather forecasts supplemented by Meteorological / Icelert based information will be assessed by senior management during weekdays and a decision made on what the course of action should be for the following evening/morning.

Outwith normal working hours the Duty Officer will gather and assess sensor data, weather forecasts and other relevant information and prepare a recommended course of action which he will communicate to the Duty Manager who will determine the course of action to be followed.

The preferred course of action will be passed to the Duty Supervisor for action as necessary. The preferred action will be based on the degree of certainty of the weather predictions and may include:

- a) evening pre-salt at a specific time
- b) evening pre-salt "on hold" with subsequent action dependent on an evaluation of ice sensor data
- c) "stand to" at 0530 hours for carriageways or at 0630 hours for footways
- d) Supervisor route check
- e) no planned action
- f) a combination of the above

3.3 **Monitoring and Supervision**

During normal working hours (Monday-Friday 0900-1700) monitoring will be carried out locally by Clackmannanshire staff.

Out of hours (Friday 1700 hours to Monday 0900 hours and weekdays 1700 hours to 0900 hours) a Duty Officer will be rostered from a joint pool of staff to monitor the weather conditions in all three Council areas (Clackmannanshire, Falkirk and Stirling) and initiate any action required.

3.4 Duties and Responsibilities

(a) Service Manager (Roads & Transportation)

The Service Manager is authorised to make arrangements outwith the policy and levels of service should exceptional circumstances such as heavy snow or a medical emergency demand it.

(b) Duty Manager

The Duty Manager on duty shall be responsible for assessing all relevant information and deciding, in consultation with the Duty Officer, what action, if any, is required in response to the forecast conditions.

(c) Duty Officer

- i) Will assume responsibility for monitoring ice detection equipment and weather trends, consulting with the forecast supplier as necessary.
- ii) Will have responsibility for liaison with Central Scotland Police and adjoining authorities.
- iii) Will ensure that he is fully aware of the weather forecasts for the area and the planned action levels. He will initiate any action required and agree any operational requirements including salt spread rates with the Stand-by Duty Supervisor.
- iv) Having initiated action through the Duty Supervisors and ensured that the degree of mobilisation is commensurate with prevailing conditions the Duty Officer will have no direct operational responsibilities i.e. the Duty Supervisor will direct and control operations in the field. The Duty Officer will liaise with Supervisors to ensure he is aware of the level of activity ongoing/required.
- v) In the event of a "stand to" being arranged the Duty Officer will ensure that up to date road status information is available prior to 0530 hours for discussion with Duty Supervisors on operational requirements.
- vi) The Duty Officer will receive weather information during weekend and holiday periods and after agreed consultation communicate the course of action to be adopted.
- vii) The Duty Officer will maintain a detailed log of all reports received by radio or telephone and of any action or non-action taken.
- viii) Each weekday the Duty Officer will prepare a brief report on overnight or weekend activities which should be available to the Duty Manager before 0900 hours.
- ix) Duty Officer will ensure that the Duty Supervisor has provided details of all action/inactions to allow this information to be included in the duty log.

d) Duty Supervisor

Duty Supervisors are drawn from Roads staff and one Supervisor will be on standby in Clackmannanshire at all times outwith normal hours.

- i) All Duty Supervisors must be fully aware of the road and footway priority routes and before each period of duty will be expected to have made themselves aware of the weather forecast, the proposed treatment/action and the operational status,

serviceability and location of all gritting equipment together with details of standby manual operatives and other standby staff.

- ii) If an operational requirement is advised by the Duty Officer the Supervisor will assume full operational control of the subsequent action. In a marginal situation the Supervisor may be required to inspect, assess and report and must at all times, maintain contact with the Duty Officer to keep them informed of the current situation.
- iii) In a pre-grit or call out situation the Duty Supervisor will mobilise resources needed to deal with the immediate problem and be responsible for the control of the operation.
- iv) In a stand-to situation the Duty Supervisor will contact the Duty Officer before 0530 hours to discuss weather and road conditions including current information from ice sensors and any weather forecast updates. The Supervisor will issue instructions to gritter drivers and/or footway teams as to whether or not a route check will be needed and in the event of no action being needed may detail other duties.
- v) The Supervisor will instruct the salt spread rate required for the prevailing conditions and will monitor compliance through the use of the "Estimated Rate of Spread of Rock Salt Chart."
- vi) The Duty Supervisor will maintain a 24 hour Shift Report for submission to Roads Contracts management before 0900 hours, recording the following:
 - * Duty Supervisor on/off times
 - * Weather, road and footway conditions
 - * Routes treated
 - * Gritter details, call out/route completed/off-duty times
 - * Salt quantity used and spread rate achieved on each route
 - * Details of interruptions to gritting operations(e.g. breakdowns) and action taken to overcome them.
- vii) Duty Supervisors must ensure that the Duty Officer is made fully aware before 0900 hours of any treatments carried out to allow the report on overnight activities to be compiled accurately and the duty log updated.

Report to Enterprise & Environment

Date of Meeting: 7th November, 2013

**Subject: Council Support for Economic Development in
Clackmannanshire**

Report by: Director of Services to Communities

1.0 Purpose

- 1.1. The purpose of this report is to give the Committee an overview of Clackmannanshire's economic and employment position and update members on the range of work being undertaken by our Economic Development team both directly and in a partnership / supportive role, to help investors, businesses, employers and those in or seeking employment.
- 1.2. A further report will be prepared for the Committee of 27th March, 2014 to advise members of the outcome of our work during 2013.

2.0 Recommendations

- 2.1 It is recommended that the Council note the work being undertaken to support economic development in Clackmannanshire.

3.0 Considerations

- 3.1 Support for economic development is a priority of the Clackmannanshire Alliance. The Alliance's Single Outcome Agreement for 2013-2023 has Economy and Growth as one of the two key priority areas. Priority outcomes look for Clackmannanshire to have a positive image and attract business and people, and for people to be better skilled, trained and ready for learning and employment. Employment and economic recovery and growth are key areas of focus.
- 3.2 Support for economic development is also a priority for the Council. 'Taking Clackmannanshire Forward' contains the Council's corporate priorities for 2012-2017. The Council confirms its support to create a positive environment for local businesses and employers, and have numerous priority actions to give people better opportunities for training, development and employment. It also looks to attract new businesses and support existing businesses.

- 3.3 The impact of welfare reform and public sector spending cuts, allied to the ongoing downturn in the economy, was highlighted in a report to the Council's Resources and Audit Committee on 4th October 2012. Employability initiatives have a pivotal role to play in reducing the impact on Council resources of these trends by equipping residents to find employment and by working with local employers to create more jobs.
- 3.4 That Clackmannanshire Alliance and the Council prioritise economic development activities is a reflection of local need. The economic profile for Clackmannanshire provides a stark situation. Key facts are:
- Our working age population is decreasing, even though our overall population is increasing. Currently 65.1% are between 16 and 64 years of age.
 - The number of our economically active ¹residents is decreasing. Over the last 4 years, the proportion of economically active working age adults has fallen by 3.5% to 73.5%.
 - Our economically inactive working age adults have correspondingly increased by 1,300 over the last 3 years: most of these are women (68%).
 - the biggest increase is in the number of working age people retiring (up by 900 to 2,100).
 - number of students has increased by 500 which is positive.
 - long term sickness levels (31% of economically inactive people are long term sick) is slightly higher than the Scottish average.
 - From 2 years ago, we experienced the highest fall in Scotland for our employment rate with a 7.8% reduction.
 - Our unemployment ²rate had significantly increased over a three year period (April 2010 to March 2013) with a 4.4% increase (100 people) compared to a Scottish increase of 0.1%. However, last year, this fell by 1.6% (400 people) which is also higher than the Scottish figure of 0.2%. Clackmannanshire is the 9th highest Scottish local authority area for unemployment.
 - A year ago, we had the highest rate of youth unemployment in Scotland. ³ One year on, this has fallen by 17% (105 youths).
 - In 2012, 28.9% of Clackmannanshire households are 'workless households' where there is no-one of working age in employment. This is the second highest in Scotland. In 2011, it was 31.1% and the highest in Scotland. The main reasons for workless households in Scotland are disability (32.5%) and retirement of working age persons (18.6%).⁴

¹ Persons either in employment or unemployed

² Those without work, available for work and actively looking for work

³ The proportion of 16-24 year olds claiming Job Seekers Allowance (JSA)

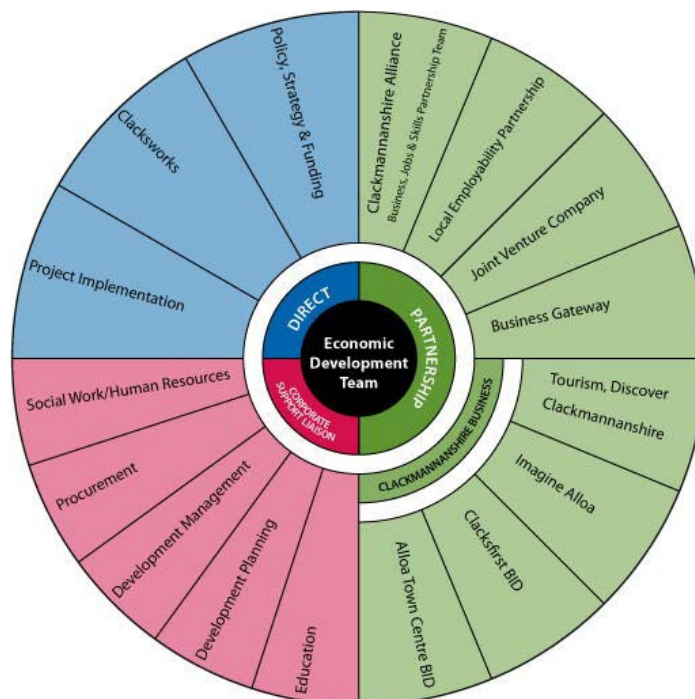
⁴ Figures are not available for Clackmannanshire

- Clackmannanshire's job density⁵ is the third lowest in Scotland. This is concerning as job density is one of the most indicative measures of the health of a local economy. Our current job density is 0.48 (ie. Almost one job for every 2 working age people). It has fluctuated since 2000 between 0.51 (2000) and 0.47 (2003,2006,2009). Low job density tends to appear in areas where there is high outward commuting to other nearby local areas, there is high unemployment and inactivity and there are not many big employers in the area.
- The number of registered businesses has increased by 9% since 2000 and now sits at 1,180, from a high of 1,200 in 2009. However, there are still higher business deaths per annum than business starts (2009-2010 was the only period since 2004 that had a higher level of starts over deaths).

3.5 The statistical context makes it clear that in Clackmannanshire we simply need more jobs, better access to jobs in neighbouring areas and more people working. The challenge for the Council is how to best help achieve these outcomes.

3.6 What the Council does for economic development in Clackmannanshire

3.6.1 The Council's Economic Development service is now delivered corporately within Community & Regulatory Services having been fragmented across the Council prior to 2011. The Economic Development Team are focussed on providing the direct activity and supporting activities shown in the diagram below :



3.6.2 In addition, the Team works with other partners including Skills Development Scotland, Department of Works and Pensions, Scottish Enterprise, Visitscotland, NHS, Forth Valley College, Clackmannanshire Third Sector

⁵ The total number of jobs in an area divided by the resident population of working age in the area

Interface (CTSI) and Ceteris. At the national level we are members of Scottish Local Authority Economic Development, the Scottish Employability Forum and the Workforce Plus National Delivery Group.

3.6.3 The Economic Development team has a core budget of £705,000⁶ and currently secure an additional £3.5 million of external funding.

3.6.4 The following paragraphs (3.7 - 3.9) provide an overview of the key activities undertaken by the Economic Development Team, (as shown in previous diagram). Summary of the work in each area will give an overview of the wide range of activities we are engaged in to support economic development outcomes in Clackmannanshire.

3.7 DIRECT ACTIVITIES

The Council's Economic Development team is responsible for the direct delivery of services under three main headings:

- Strategy, Policy and Funding
- Clackworks (Employability, Business Support and Vocational Training)
- Projects

3.7.1 Strategy, Policy and Funding

The team has played a core role in developing strategic frameworks for delivering a range of measures designed to support and develop the area's economy. These include *Building Clackmannanshire*, the Community Planning partner's economic strategy, as well as the Clackmannanshire Employability Strategy.

An important area of work relates to lobbying and advocacy on behalf of the Council either directly through responses to consultations or through membership of networking groups such as the SLAED (Scottish Local Authorities Economic Development) group or through the Community Planning Partnership (CPP) network. The team has recently submitted a bid in response to current consultation on the Assisted Areas Map 2014-2020. Local Authorities have been asked to redefine their maps on the basis of coverage for 80% of the existing population coverage (currently totalling 24000) with the other 20% providing flexibility for changes in national coverage. Stage 2 of this process will seek views on a draft Map and consultation is expected to commence late 2013 / early 2014. Liaison with Clackmannanshire Business and Clacksfirst was undertaken as well as with the Local Business Gateway contractor.

The team is responsible for bidding for external funds from a variety of sources, including European Structural Funds, the Scottish Government, Skills Development Scotland, the Heritage Lottery Fund, Event Scotland and the Coastal Communities Fund.

A key aspect of the team's work is to raise investor and visitor awareness of Clackmannanshire. We work closely with Clackmannanshire Business on the

⁶ Clackworks £388,190 , Economic Services £316,850

Imagine Alloa campaign and contribute to VisitScotland marketing initiatives. We work with local businesses and organisations to support their attendance at trade and consumer exhibitions. We also provide support for events aimed at bringing visitors to the area and this year that includes the Gartmorn Dam Tercentenary and the Clackmannanshire Storytelling Festival. Finally, we promote Clackmannanshire as a film location through *Clackmannanshire on Screen* and develop and maintain the *clackmannanshiretourism.com* website

3.7.2 Clackworks

Employability, Business Support and Vocational Training is delivered under the 'Clackmannanshire Works' banner and brings together employability, business development and training functions. Until the establishment of Clackmannanshire Works in its current form in 2011 these functions had been delivered through different parts of the Council.

Clackworks is set up to :

- deliver services for workless clients which better prepare them for the labour market (*including CVs, job applications, interview techniques, confidence building, certificated training*)
- upskill clients in low skilled and/or low paid employment (*including certificated training*)
- deliver and manage national training programmes such as Modern Apprenticeships (*child-care, business and administration, customer care and construction crafts*)
- support the development of key sectors (*including construction and tourism*)
- supporting the growth and development of existing local businesses
- provide services and support for potential and new entrepreneurs
- employer engagement (*including matching individuals to job opportunities and providing advice to businesses on recruitment and training and access to funding*)

A major focus on developing the new model was to ensure integration of team activity and resources across all 5 stages of the Scottish Government's Strategic Skills Pipeline (see below). Stronger relationships have been built up with local employers and more opportunities have been created for unemployed residents to pursue upskilling and job experience opportunities.

Table 1 Strategic Skills Pipeline

	Type of Activity	Client Status
Stage 1	Referral / Engagement	Not Job Ready
Stage 2	Barrier removal	Not Job Ready
Stage 3	Vocational activity	Job Ready
Stage 4	Employer Support, Engagement & Job Matching	Job Ready
Stage 5	In-Work/Aftercare & Skills Development	In Work

As well as these outcomes there are also wider implications for the Council and other public services as Clackmannanshire Works clients are likely to be in receipt of benefits or seeking advice from other Council services as well as Government agencies. Working with clients to obtain successful outcomes means that there is likely to be less need for ongoing support from these other services.

The service is currently involved in two delivery projects :

- Ochils Landscape Partnership project which between 2011-14 will deliver up to 22 separate projects aimed at enhancing access to the Hillfoots and wider Ochil Hills areas. It has a value of £2,262,000 with 95% of this being external funding. Specific training has been provided for 11 people and the 350 volunteers to date have received informal training.
- Forth Coastal Communities Project which between 2013-15 will deliver enhanced access and environmental opportunities along the Forth Estuary as well as up to 20 employment and training positions for unemployed Clackmannanshire residents in nature conservation and coastal and land management projects. This has a value of £230,000 with 100% external funding.

Details of the employment, work experience and business support initiatives currently being delivered by the Economic Development team are listed in Appendix 1.

3.8 PARTNERSHIP

The team works in partnership to achieve many of the outcomes, which include an enhancement of the profile of Clackmannanshire for new investors and liaison with the business community.

- 3.8.1 **Clackmannanshire Business** was established in 2007, as the formal body to promote collaboration between the Council and the business community. Two elected members and the Director of Services to Communities sit on the Board with eight other directors who represent local business sectors. Clackmannanshire Business Board members also sit on the Council's Enterprise and Environment Committee as co-opted representatives.

The priorities for Clackmannanshire Business are agreed every three years; the current priorities being:

- Marketing / promotion to attract business investment (*there is an ongoing campaign*)
- Support for the two existing Business Improvement Districts and consideration of further BIDs (*In March this year Clacksfirst was successful in achieving a second 5 year term, and the Alloa Town Centre BID achieved success for its second term on October 15th. The Council has a representative on the Board of each BID*).
- Networking and topic based information events (*these are very well attended and cover topics, such as procurement, zero waste assessment, pensions and Clacksmax Broadband. There is also an annual 'Showcase your Business' event*),

- Business surveys / health checks (*an Alloa Town Centre health check was undertaken 2 years ago and a further health check will be undertaken to assist preparation of a strategy*).

The Board meet four times a year to discuss activities / progress in respect of the priorities, but also to discuss any emerging issues of concern. Recent issues have included parking in Alloa Town Centre (resulting in the potential to allow parking in loading bays at certain times of the day) and the potential impact for Clackmannanshire from neighbouring authorities' actions, particularly from the Falkirk Tax Incremental Financing (TIF) scheme. This is a mechanism whereby Council's can fund infrastructure by borrowing against future business rates income that should be generated by the resulting regeneration and development. Falkirk has a 25 year plan which will contribute to major flood defences to protect the port and refinery at Grangemouth and will include improvements to motorway links, thereby unlocking significant areas of business space.

While Falkirk Council are looking to provide additional business land, in Clackmannanshire we already have a significant amount of business land (currently 158 hectares much of which is serviced) and significantly improved connectivity.

We have recently secured over £30 million investment at Dumyat and Blackgrange with Council support, this also involving requirements for local employment / apprenticeship places.

Clackmannanshire Business and Clackfirst support a promotion / marketing programme which currently involves the Imagine Alloa campaign which provides roadside advertising throughout Central Scotland, advertising on buses throughout Scotland with a focus on the Central belt between Edinburgh and Glasgow (with 100-250 buses at any time) and recent airport advertising. Prior work involved direct targeting of business in neighbouring authorities to locate in Clackmannanshire and this is to be reactivated with enhanced direct contact to follow up the advertising awareness campaign.

- 3.8.2 The team is a member of the Management and Steering Groups of the Forth Valley **Business Gateway** contract. This delivers a range of standardised business start-up and support activities and is delivered locally through Ceteris. The Management Group meets monthly to review progress of the contract against targets.
- 3.8.3 The Council is a partner in two **Joint Venture Partnerships**: Clackmannanshire Investments Ltd and Clackmannanshire Developments Ltd. The original company was established in 1996 and restructured in 2003 to form these two companies. The companies own premises and land at Dumyat Business Park, Tullibody and at Pavillions, Alloa. Currently the company is seeking to let / sell all its premises and options are being considered to help service more of the available land in order that it can be used to attract further business development.
- 3.8.4 Members of the team represent the Council on the **Local Employability Partnership (LEP)** as well as providing secretariat support to the Chair. The LEP has an Action Plan which is reviewed on an annual basis. The focus is currently on delivering 6 Strategic Projects:

- Mapping of services available against the Strategic Skills Pipeline
- Corporate Parenting
- Employer Engagement
- Creating Jobs
- Maximising employment and training benefits from public expenditure
- Evaluation

3.8.5 Members of the team also represent the Council on the Business Jobs and Skills Partnership Team - one of the two thematic groups supporting the **Clackmannanshire Alliance** in the delivery of SOA objectives.

3.9 Corporate Support / Liaison

The team works closely with other services across the Council and adds value to various areas of work as they relate to and impact upon economic development activities and outcomes.

3.9.1 Education

Economic Development have 2 formal Service Level Agreements with Education providing European Structural Funds to support the delivery of programmes for young people.

Activity Agreements are delivered by Youth Services staff and support young people who need targeted support to make the transition from school to education, employment or training.

The **Rural & Urban Training Scheme** (RUTS) run a programme for school aged pupils identified as being at risk of not progressing into education, employment or training. The programme uses a motorbike maintenance programme to help young people engage more positively in learning.

3.9.2 Development Planning

The Local Development Plan allocates sites for business development and contains policies that seeks to support appropriate business development. It has sustainable economic growth as its overarching objective. The business community are involved in the Local Development Plan process through Clackmannanshire Business, Clackmannanshire Alliance's Business, Jobs and Skills Partnership Team and the Business Development Districts. The new Local Development Plan which was approved by Council on 24th October, 2013 also refers to the national review of town centres being undertaken by Scottish Government to promote a long term approach to regeneration and the Local Development Plan looks to maintain and enhance the health and vitality of our town centres.

3.9.3 Development Management

The team provides input to Development Management on business applications. The Development Management Team is customer focussed and has a dedicated officer that deals with business applications and this, together with a 'can do' attitude, provides businesses with a positive and responsive planning service. We remain a top performing Council with a reputation for quick decision making.

3.9.4 Procurement

The Council's procurement activities assist the local economy in two ways:

- providing employment and training opportunities through community benefits clauses
- providing opportunities for local businesses to win Council and other public sector contracts

Measures to encourage this approach were agreed by the Council in March 2012 when a report on '*Supporting Businesses through Procurement*' was considered. Since then the Economic Development team has worked with the Council's Procurement Manager to support businesses to compete more successfully for public sector contracts. This includes membership of the Supplier Development programme which helps SMEs to understand the tendering process and develop skills to compete effectively for contracts. The team also provides inputs to community benefit clauses in Council contracts and manages any employment and training placements arising from these activities.

3.9.5 Social Work/Human Resources

Economic Development officers played a significant part in the development of the Council's Family Firm programme. This is aimed at providing work experience and employment opportunities for children in care.

3.10 Key Outcomes

We are currently looking to:

- Support 1600 clients to enable them to move towards employment through the Clackmannanshire Works European funded programme (2011-14)
- For 325 of these clients to enter employment (2011-2014)
- For a further 675 participants to gain a training or employment qualification based outcome (2011-14)
- Support 185 enterprises (2011-14)
- Provide employment opportunities for 32 clients through the Clackmannanshire Apprenticeship Initiative (2013-14)
- Provide work experience opportunities for 20 clients through the Youth Employment Scotland fund (2013-14)
- Provide work experience and vocational training opportunities for 25 unemployed residents through our Employability Fund contract with SDS (2013-14)
- Manage 61 Modern Apprenticeship opportunities through our contract with SDS (2013-14)
- Manage up to 20 employment opportunities through the Clackmannanshire Forth Coastal Project (2013-15)
- Deliver 22 projects under the Ochils Landscape Partnership initiative (2011-14)

4.0 Conclusion

The employment and unemployment statistics for Clackmannanshire highlight the extent of the challenge for the area. This report confirms that the Council, through various activities, directly and in a partnership or supportive role is actively and successfully working towards addressing the problems.

NAME	DESIGNATION	TEL NO / EXTENSION
Julie Hamilton	Development Services Manager	2657
Ian Fraser	Economic Development Team Leader	2293

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Director of Services to Communities	Signed: G Dallas

SUPPORT FOR LOCAL PEOPLE AND BUSINESSES

Clackmannanshire Works - European Structural Funds

What we're doing	How we're getting on
<p>This is the biggest programme we run and is funded by both the Council and European Structural Funds. This programme helps local people progress towards work or into work through advice, referrals, training, job brokerage, business start-up and other activities. It started on July 2011 and is due to finish at the end of June 2014. The programme is delivered by our own team in the Council and also by other partners (CTSI, Education and Performance and Partnership Support).</p>	<p>The programme has supported 1307 local people since July 2011. Of these 353 have gone into employment including 76 who have started their own business. A further 296 have achieved a training or qualification based outcome. Half of our clients have, therefore, achieved a positive outcome.</p>

Clackmannanshire Apprenticeship initiative

What we're doing	How we're getting on
<p>This is a programme providing an employment recruitment incentive funded by the Council. Training costs are borne by SDS. The initiative helps more young people into apprenticeships by assisting local businesses in the private sector to create additional opportunities. The initiative originally hoped to provide 40 additional apprenticeship opportunities and was launched in late 2012.</p>	<p>26 places have been created with a further 4 due to start. The budget available for this initiative is now nearly fully committed with a likely cap of 32/33 apprenticeship places available in total.</p>

Youth Employment Scotland Fund

What we're doing	How we're getting on
<p>This is funded by the Scottish Government and the European Social Fund. Following a successful bid by the Council, this programme helps businesses to create new jobs by offering a recruitment incentive for job ready young people aged 16-24, looking for work experience and who have been unemployed for up to 6 months</p>	<p>Starting in May 2013 we have filled 10 of the 20 places available</p>

Employability Fund

What we're doing	How we're getting on
<p>The Employability Fund was created by SDS and took effect from April 2013. It replaces previous programmes such as Lifeskills, Get Ready for Work and Training for Work. The Council has been awarded a contract to deliver 25 places. 20 of these are for 16-17 year olds who require work experience and vocational training.</p>	<p>Of the 25 places we have for 2013-14, 16 have been filled.</p>

Modern Apprenticeships

What we're doing	How we're getting on
<p>The Council made a successful bid to SDS to deliver 26 Modern Apprenticeship (MA) opportunities in 2013-14. This is in addition to supporting 35 existing MAs who have started in previous years. We currently deliver MAs in Business Administration, Childcare, Customer Service and Construction Crafts. All MAs are employed by the Council or local companies. We have an excellent track record of supporting clients through their MA qualifications with an achievement rate consistently over 90% (last year 100%), and are recognised by the funder, SDS, as an exemplar in this respect.</p>	<p>Of the 26 new places we have for 2013, 10 have been filled. We anticipate placing the others by the end of the year. The Council currently employs 17 of the 61 MAs we are currently contracted to support.</p>

Clackmannanshire Forth Coastal Project

What we're doing	How we're getting on
<p>The Council was successful in a bid to the Big Lottery for this initiative. This is a two year initiative backed by funding of £230000 and brings together conservation and improvement of the Inner Forth Estuary with related employment and training opportunities in nature conservation and associated activities. Economic Development provides assistance with the recruitment, training and monitoring of the employment and training opportunities</p>	<p>Recruitment has taken place to 2 of the 4 places we have for 2013-14,</p>

Community Benefits

What we're doing	How we're getting on
<p>Economic Development has been supporting the delivery of Community Benefits through 5 Council contracts. The support includes working with successful contractors to recruit local people for apprenticeships, work experience and other employment opportunities created through the contracts.</p>	<p>Since January 2012, we have supported 5 contractors across 8 Council contracts in the implementation of their community benefit commitments. Targeted recruitment and training achievements to end September 2103 include:</p> <p>Work Experience Placements (14-16) - 19 Work Experience Placements (16+) - 15 Apprentice Starts -10 Additional Employee Starts - 19 Curriculum Support Activities - 20 Supplier Days - 1</p> <p>In the delivery of the Kilncraigs Campus project, we managed to secure an additional benefit from the contractor in the form of materials and equipment to upgrade a community path.</p>

Working with Businesses

What we're doing	How we're getting on
As well as working with unemployed residents looking to start their own businesses the team works with a range of local companies to support growth ambitions and help support them in recruitment and upskilling requirements	We are currently working with 272 businesses

Report to Enterprise and Environment Committee

Date of Meeting: 7th November 2013

Subject: Business Impact of the Waste (Scotland) Regulations 2012

Report by: Head of Facilities Management

1.0 Purpose

- 1.1. This report sets out the main regulatory requirements for commercial waste producers and the impacts upon business arising from the recently introduced Waste (Scotland) Regulations 2012. The report signposts Clackmannanshire business to the support available from the Council and other agencies to manage their transition into compliance with the Regulations.
- 1.2. The report identifies the links with the Council's statutory obligation to adhere to the Waste Hierarchy contained in the EU Waste Framework Directive 2008/98/EC and actions to compliment the Council's Sustainability and Climate Change Strategy and its public body duty contained in the Climate Change (Scotland) Act 2009.

2.0 Recommendations

- 2.1. The committee is invited to consider and discuss the content of the report in the context of sustainable waste management and economic development in Clackmannanshire.

3.0 Considerations

- 3.1. A Clackmannanshire Zero Waste Strategy was approved at the meeting of Clackmannanshire Council on 20th December 2012.
- 3.2. The Waste (Scotland) Regulations 2011, make it the duty of "any person who produces, keeps or manages waste (...) to take all such measures as reasonable in the circumstances to apply the waste hierarchy". The Scottish Government has produced waste hierarchy guidance giving details of what public bodies and businesses need to do to apply the waste hierarchy.
- 3.3. The Waste (Scotland) Regulations 2012, known as the Zero Waste Regulations (ZWR), introduced new duties on waste producers, collectors and those who manage controlled waste.

- 3.4. The Waste (Scotland) Regulations 2012 modify the Environmental Protection Act 1990, as it applies in Scotland, to require commercial waste producers to separate five mainstream recyclable wastes with the objective of driving these wastes up the waste hierarchy, increasing their resource value and promoting a circular economy.
- 3.5. The key impacts, except for rural¹ exceptions, are:
- i) Business² waste producers must sort their waste into glass, metal, plastic, and paper and card waste streams by 1st January 2014.
 - ii) Food businesses³ with over 50 kg of food waste per week must separate their food waste for collection by 1st January 2014.
 - iii) Food businesses with between 5kg and 50kg of food waste per week have until 1st January 2016 to separate their food waste for collection.
 - iv) A ban on landfilling biodegradable waste by 1st January 2021.
 - v) A duty upon councils to separately collect paper and card, plastic, glass, metal and food waste from both households and businesses.
 - vi) A ban on sending materials collected for recycling going to landfill or incineration.
 - vii) A requirement upon all waste collectors and reprocessors not to mix recyclable materials after separate collection.
 - viii) A ban on the use of macerators which discharge to the public sewer from 1st January 2016.
- 3.6. A timeline of the key dates for the introduction of these measures is shown in Appendix 1.
- 3.7. Prior to the regulation changes extensive stakeholder consultation was undertaken by the Scottish Government, including the Federation of Small Business, CoSLA, representative bodies of the waste industry, SEPA and the wider public.
- 3.8. The Regulations place an emphasis on both the quality and quantity of recyclable waste and businesses must ensure that the key materials of glass, metal, plastic, paper and card and food waste are of high quality and are not contaminated with other materials.
- 3.9. A national awareness campaign by Zero Waste Scotland (ZWS), now branded as Resource Efficient Scotland since taking on water and energy efficiency remits, has been underway targeting business sectors most likely to be impacted by the Regulations; such as hospitality, retail food & drink, construction and food manufacturing.
- 3.10. Regional business seminars delivered by ZWS are ongoing to raise awareness of the Regulations within the business community. A well attended business awareness event was held at Gean House on 20th February 2013.
- 3.11. Support from Resource Efficient Scotland includes, SME on-line training tools, Food & Drink sector optimisation reviews, construction sector awareness and training events, consultancy support for compost producers, grant support for

the introduction of food waste collection and treatment providers, web-based tools for workplace training and awareness resources.

- 3.12. Resource Efficient Scotland maintains extensive support and advice for all commercial waste producers via their website and advisors who can be contacted via <http://www.resourceefficientscotland.com/regulations> or by telephone on 0808 808 2268.
- 3.13. To support local business the Council has written to all its commercial waste customers enclosing details of the requirements of the Regulations. Council waste awareness staff are working on a one-to-one basis with Council commercial waste customers to ensure compliance by January 2014.
- 3.14. Council waste aware staff are available to advise any Clackmannanshire business about the requirements of the Regulations as well as offering free advice on waste minimisation and recycling opportunities.
- 3.15. The Regulations extend to commercial waste collectors who have an obligation to ensure their clients comply with the Regulations. Commercial waste collectors will not be permitted to collect unsorted waste from 1st January 2014.
- 3.16. Enforcement of the Regulations will be via the existing waste regulatory regime and include both local authority officers, such as Environmental Health Officers, and SEPA in the role of enforcement. SEPA has delivered training to officers in Clackmannanshire likely to have an enforcement or advisory role in delivery of the Regulations.
- 3.17. Following the introduction of household food waste collections earlier this year the Council is compliant with the Regulations in respect of the waste services it delivers to households and its commercial customers will be compliant in advance of the 1st January 2014 deadline.
- 3.18. The introduction of the Waste (Scotland) Regulations 2012 presents a clear challenge to waste producers to reduce waste and to sort key recyclable wastes prior to collection. These actions are key principles in turning waste into a resource. Collecting separated recyclables is supporting a sustainable Scotland and the promotion of a circular economy.
- 3.19. Inherent to the Regulations is the desire to create the market certainty needed to support investment by businesses in recycling including creating a regulatory framework that minimises, as far as possible, short term financial impacts (e.g. investment in new equipment and processes) without hindering opportunities for longer term financial savings or economic opportunities.
- 3.20. Where Clackmannanshire business successfully reduces its waste and separates its waste for recycling, a reduction in waste collection and disposal charges would be expected. It is however too complex to give a blanket assurance that the cost to every business will reduce as a result of compliance with the Regulations as much depends upon the actions of each individual business and the quantity and components of its waste stream.
- 3.21. There is no doubt that avoidance and minimisation of waste features prominently in promoting a sustainable Scotland and business will benefit

most if these actions are given primacy. Business is encouraged to seek out opportunities for the back-haul or return-to-supplier of packaging waste and reduce waste collection costs in advance of sorting waste for collection.

- 3.22. Commercial waste collection in Clackmannanshire and throughout central Scotland is a competitive market and there should be no barrier to any Clackmannanshire business securing a competent waste contractor, or the Council as its waste collector, to ensure the business is in compliance with the Regulations.
- 3.23. This is a turning point in resource management and Clackmannanshire businesses are encouraged to take action to examine their waste production and challenge how and why their waste exists, drawing upon support from the agencies above when appropriate to do so.
- 3.24. On 2nd October 2013 the Scottish government launched a new action plan aiming to cut all waste in Scotland by 7% by 2017 and 15% by 2025. The action plan called Safeguarding Scotland's Resources: a Blueprint for a More Resource Efficient and Circular Economy, identifies actions to shift the focus onto waste prevention and resource efficiency, improving productivity and competitiveness.

4.0 Sustainability Implications

- 4.1. The Waste (Scotland) Regulations 2012 are supportive of the Council's sustainability strategy and climate change declaration.
- 4.2. Clackmannanshire Council demonstrates leadership to business and the community through services and advice designed to address the challenges of the Waste (Scotland) Regulations 2012.
- 4.3. The Council's Zero Waste Strategy provides Clackmannanshire with a road map to ensure adherence to the waste hierarchy and compliance with the requirements of the Waste (Scotland) Regulations 2012.

5.0 Resource Implications

- 5.1. There are no new capital or revenue implications in this report.
- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4 Staffing

- 5.5. There are no new staffing implications in this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

- | | |
|--|-------------------------------------|
| 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 **Appendix 1:** Timeline of key measures in the Waste (Scotland) Regulations 2012.

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) **The Waste (Scotland) Regulations 2012**
<http://www.legislation.gov.uk/sdsi/2012/9780111016657/contents>

ii) Guidance on applying the Waste Hierarchy

<http://www.scotland.gov.uk/Publications/2013/04/7548>

iii) Statutory Code of Practice on the Duty of Care, Section 34 Environmental Protection Act 1990

<http://www.scotland.gov.uk/Resource/0040/00404095.pdf>

iv) Safeguarding Scotland's Resources - Action Plan

<http://www.scotland.gov.uk/Resource/0043/00435308.pdf>

Author(s)

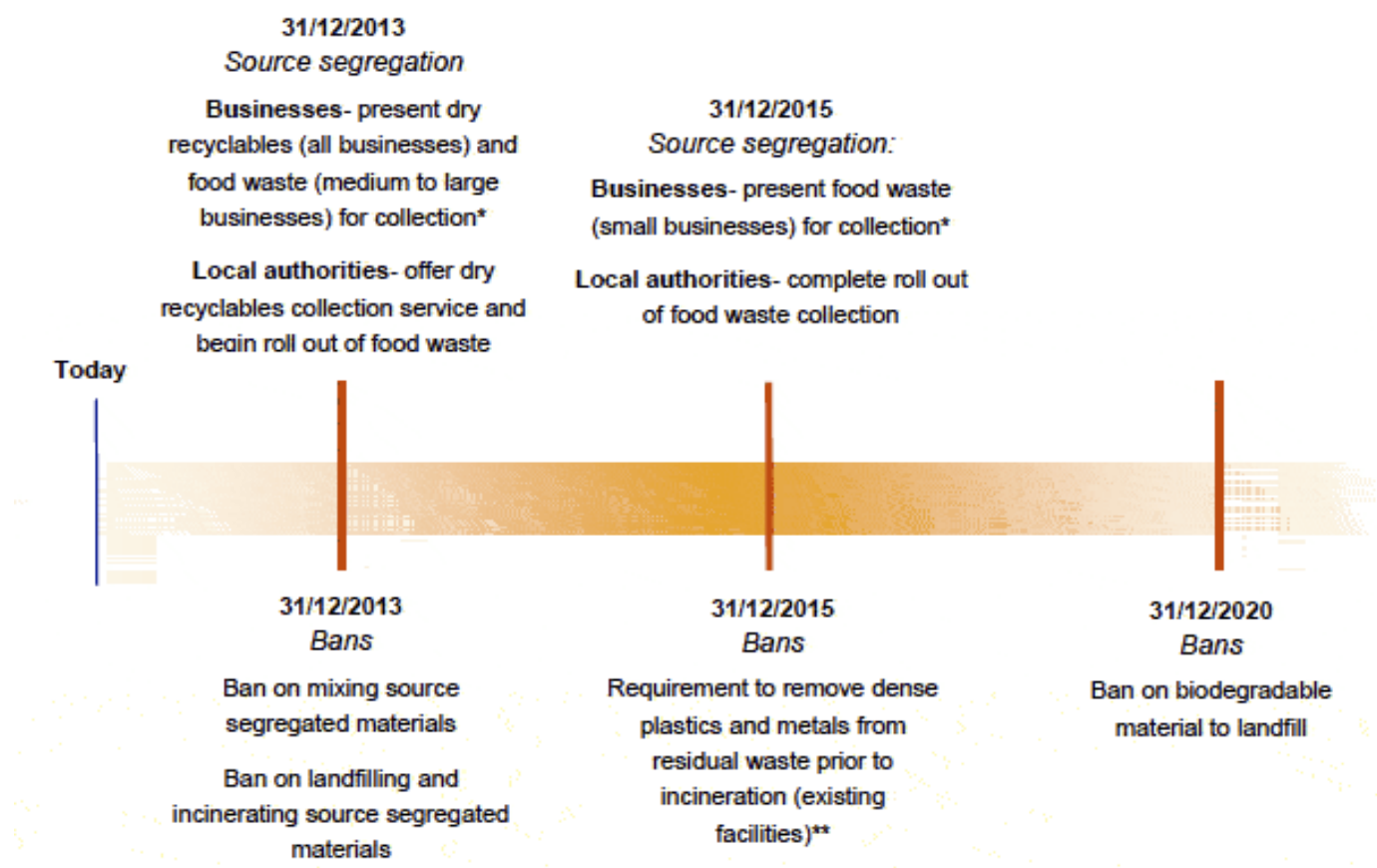
NAME	DESIGNATION	TEL NO / EXTENSION
Graeme Cunningham	Environment Manager	2548

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Crawford	Head of Facilities Management	Signed: S Crawford
Garry Dallas	Director of Services to Communities	Signed: G Dallas

APPENDIX 1

Timeline of key measures in the Waste (Scotland) Regulations 2012



* Applies to businesses involved in food production, food retail or food preparation

** For new facilities, this requirement will come into effect on commencement of the regulations

¹ **Rural** area means a remote small town, accessible rural area or remote rural area as described by reference to postcode units in table 2 of 'Defining Rural Areas and Non-Rural Areas to support Zero Waste Policies', published by the Scottish Government on 13th March 2012.

² **Business** includes, the undertaking of a canteen, club, school, hospital or institution, whether carried out for profit or not, and any undertaking or activity carried on by a council constituted under section 2 of the Local Government etc (Scotland) Act 1994 or any other public authority.

³ **Food Business** means: an undertaking whether for profit or not, and whether public or private, carrying out any activity related to the processing, distribution, preparation or sale of food.

Report to Enterprise & Environment Committee

Date of Meeting: 7 November 2013

Subject: Fleet Asset Management Plan

Report by: Head of Facilities Management

1.0 Purpose

- 1.1. The purpose of this report is to seek approval for the Fleet Asset Management Plan which will guide future fleet asset management of Council maintained vehicles and plant.

2.0 Recommendations

- 2.1. The committee is invited to consider and recommend the Fleet Asset Management Plan 2013 - 2018 to Council for approval.

3.0 Considerations

- 3.1. The Fleet Asset Management Plan 2013 to 2018 is one of a suite of strategic documents that collectively define, control and improve the management of Council assets.
- 3.2. The Fleet Asset Management Plan 2013 to 2018 is a replacement for the existing Fleet Asset Management Plan 2005 to 2010 and is one of a suite of strategic documents that are linked to form the Corporate Asset Management Plan (CAMP); other plans cover, Roads/Infrastructure, Property, ICT.
- 3.3. Our Fleet Asset has an important role in facilitating change and performance improvement in the public sector as well as enhancing service user's experience. Efficient use of Fleet, including the introduction of alternative fuels will contribute to a reduction in the Council's carbon emissions.
- 3.4. The Fleet Asset Management Plan relates to the Council's 200+ operational vehicles used by services for direct delivery of a service to the public or supporting service delivery in some way.
- 3.5. The current financial statistics relating to the operational led assets are:-
- replacement value of vehicles, plant & machinery: circa £8.5m

- annual revenue expenditure accounts for £1.4 million of the Council's budget
 - the current 200+ vehicles are replaced on a rolling capital programme
- 3.6. In the face of tight local government financial settlements and an uncertain financial climate for the period of the Fleet Asset Management Plan, the plan anticipates the need for clear decisions on the necessity for vehicles. This asset plan is only a direction of travel statement at this stage pending detailed service options appraisal and appropriate consultation work with service users who are ultimately the spending services of Fleet resources.
- 3.7. The indicative proposals are intended to represent a starting point for developing the asset plan into affordable practical options to inform detailed development over the first five year life of the Fleet Asset Management Plan.
- 3.8. The plan will be reviewed and updated annually with key processes linked to the budget cycle and our "Making Clackmannanshire Better" programme thereby linking into the Corporate Planning processes.
- 3.9. Existing fleet replacement is approved within the General Services Capital Programme. It will be challenging to bring future capital requirements for replacement fleet into line with future resources.
- 3.10. Fleet fulfils a supporting role to assist delivering the following corporate priority outcomes:-
- The area has a positive image and attracts people and businesses.
 - People are better skilled, trained & ready for learning & work.
 - Our Communities are safer.
 - Vulnerable people and families are supported.
 - The environment is protected and enhanced for all.
 - The Council is effective, efficient & recognised for excellence.

4.0 Sustainability Implications

- 4.1. The Fleet Asset Management Plan is complimentary with Clackmannanshire's sustainability agenda in seeking to reduce the impact of climate change and working in sustainable ways.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are not set out in the report attached but are in part shown within the approved budget for services and programmes where these have approval. This report seeks approval on the direction of asset management strategy prior to significant officer resources being spent on appraising asset solutions. Reference to the approved current capital plan is made where appropriate.

Yes

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

5.4. Staffing

5.5. It is envisaged that the Fleet Asset Management Plan Asset Plan will be delivered within existing staffing resources

6.0 Exempt Reports

6.1. Is this report exempt? Yes No

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix A - Draft Fleet Asset Management Plan

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Graeme Cunningham	Environment Manager	2548

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Crawford	Head of Facilities Management	Signed: S Crawford
Gary Dallas	Director of Services to Communities	Signed: G Dallas



Clackmannanshire Council
www.clacksweb.org.uk

Fleet Asset Management Plan - 2013 to 2018

DRAFT

Facilities Management Service
October 2013



**Clackmannanshire
Council**

www.clacksweb.org.uk

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1 Introduction

Efficient management of the assets is critical to the delivery and performance of public services. In the current financial climate we must improve the performance of our investment in physical assets over their available life.

The Fleet Asset Management Plan 2013 to 2018 (FAMP) is one of a suite of strategic documents that collectively define, control and improve the management of Council assets.

Asset management was identified by the Scottish Government's "Efficient Management" agenda as one of the main strands where Councils could improve performance and it should result in the best achievable performance from the present and future investment.

Fleet has an important role in facilitating change and performance improvement in the public sector as well as enhancing service user's experience. The current level of Fleet use consumes more than 375,000 litres of fuel and is estimated to produce over 250 tonnes of CO2 eq.

Efficient use of Fleet, including the introduction of alternative fuels will contribute to a reduction in the Councils carbon emissions.

1.1 Overview of Fleet Asset Management in Clackmannanshire

The Fleet Asset Management Plan 2013 to 2018 (FAMP) is a replacement for the existing Fleet Asset Management Plan 2005 to 2010 and is one of a suite of strategic documents that are linked to form the Corporate Asset Management Plan (CAMP). The other elements cover, Roads/Infrastructure, Property, ICT and Housing.

The major improvements to the fleet assets have recently been :-

- Replacement of the major waste and roads vehicles 2010 - 2013
- Electric vehicles being purchased with Scottish Government grant assistance
- Revised replacement strategies to extend the life/make most of
- Efficient use of vehicles without impact on service

The FAMP relates to the Council's 200+ operational vehicles used by services for direct delivery of a service to the public or supporting service delivery in some way.

The current financial statistics relating to the operational led assets are:-

- replacement value of vehicles, plant & machinery: circa £8.5m
- annual revenue expenditure accounts for £1.4 million of the Council's budget
- the current 200+ vehicles are replaced on a rolling capital programme

In the face of tight local government financial settlements and an uncertain financial climate for the period of the FAMP, the plan anticipates the need for

clear decisions on the necessity for vehicles. This asset plan is only a direction of travel statement at this stage pending detailed service options appraisal and appropriate consultation work with service users who are ultimately the spending services of Fleet resources.

The indicative proposals are intended to represent a starting point for developing the asset plan into affordable practical options to inform detailed development over the first five year life of the FAMP.

The FAMP will be reviewed and updated annually with key processes linked to the budget cycle and our "Making Clackmannanshire Better" programme thereby linking into the Corporate Planning processes.

The Council's mission, aims & priority outcomes were detailed in the Corporate Plan 2008-2011 and are linked to the Single Outcome Agreement with Scottish Government. The FAMP has an important role to play to ensure the Council's Fleet fulfils its supporting role to assist delivering the following corporate priority outcomes:-

- The area has a positive image and attracts people and businesses.
- People are better skilled, trained & ready for learning & work.
- Our Communities are safer.
- Vulnerable people and families are supported.
- Health is improving and health inequalities are reducing.
- The environment is protected and enhanced for all.
- The Council is effective, efficient & recognised for excellence.

1.2 Asset Management Objectives

The Facilities Management (FM) Service within Services for Communities is tasked with ownership, direction and implementation of the Fleet Asset Management Plan on behalf of Clackmannanshire Council.

The FM Service has been created to improve the way in which the Council utilises its resources for the benefit of service delivery and as such plays a critical part in the development of the Council's Corporate & Fleet Asset Management Plans.

The Fleet Asset Management Plan Objectives are:

- A Fleet Fit for Purpose - All vehicles are "fit for purpose" in terms of condition, suitability and sufficiency and chosen to support a range of services, activities and facilities that make a difference to people's health and well being, to sustaining economic growth and to the strengthen the vibrancy of communities.
- Fleet Used Effectively - Ensure that the use of vehicle assets is treated as a corporate resource, that the need to own/maintain the vehicles is regularly challenged with users and the performance of the vehicle portfolio is monitored and reported with an objective of reducing expenditure over the period of the plan.

- Sustainable - A fleet which is efficiently run, maximises value for money, is environmentally and energy efficient and contributes directly to delivering year on year reductions in greenhouse gas emissions.
- Engagement - Fleet resources are employed flexibly and responsively, to meet both changes in service demand and user requirements, and where the beneficial impact of change is maximised through consultation and engagement with users and stakeholders.

1.3 Operating Environment

Fleet operations are highly regulated and must adhere to the Scottish Traffic Area Operator Licence terms and conditions, European Directives, Health and Safety legislation, VOSA and DVLA rules and regulations as well as Clackmannanshire Council policies and guidelines covering vehicles and drivers.

Running a modern Fleet is a safety critical operation that must ensure employee and public safety. This is achieved through best practice in vehicle inspection, maintenance, operation and procurement.

The high profile of Council vehicles in our community carries the Council's reputation. A well maintained and efficient fleet contributes to public confidence in the Council's ability to be effective, efficient & recognised for excellence.

1.4 Key Operating Areas

The key operating areas of the Fleet Service are as follows;

1. Act as holder of Operator's Licence ['O licence']
2. Maintenance of in-house fleet and plant assets
3. Manage the vehicle capital programme and parts contract
4. Professional advice to users on vehicle specification and operation
5. Regulatory inspection of taxi and private hire vehicles
6. Storage and supply of fuel
7. Assess drivers and implement driver training programmes
8. Maintenance of third party fleet

Fleet vehicles must comply with the Road Traffic Act rules and regulations together with the Operators Licence legal requirements on maintenance, inspection and record keeping standards. Vehicles, plant and fitted equipment must be maintained to a safe and legal standard. Programmed maintenance and repair schedules must be carried out to the conditions laid down by VOSA.

The stipulated servicing intervals in the operators licence schedule are: 16, 12, 8 and 6 weeks for vehicles, trailers and plant, and 6 months for light plant and equipment.

Maintenance is provided by an in-house maintenance workshop located at the Kelliebank Depot. The staffing employed is as follows:

Fleet Team Leader
Workshop Team Leader
Chargehand Mechanic
5 x Mechanics
Fleet Services Co-ordinator
Driver/Labourer

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2 Current Strategy & Performance

The current fleet is departmentalised with few vehicles being shared between services. The asset descriptions and quantity are as follows:

	Asset Description	Number in Fleet	Replacement- Cost
VEHICLES **	REFUSE COLLECTOR	9	£1,470,000
	FORD TRANSIT VAN	57	£1,116,000
	FORD TRANSIT TIPPER	25	£705,000
	FORD CONNECT	32	£495,000
	ROAD SWEEPER	6	£451,000
	MINIBUS:17SC/L(D)	7	£425,000
	TIPPER:<18TG VW	5	£394,395
	IVECO CARGO-7500Kg	5	£300,000
	TIPPER:7.5TG VW	5	£255,000
	EXCAVATOR LOADER	4	£195,000
	TRACTOR COMP:>56BHP	5	£177,450
	VAUXHALL VIVARO VAN	8	£144,000
	010-17SMINIBUS	5	£142,000
	FORD TRANSIT PICK-UP	5	£134,000
	SKIP LOADER 4AXLE	1	£116,000
	RENAULT KANGOO ELECTRIC	4	£100,000
	IVECO DAILY-3500Kg	5	£100,000
	TRACTOR	3	£97,000
	GULLEY EMPYER:15TJET	1	£80,000
	TRACTOR SNOW/PLOUGH	5	£75,000
	CAR:>1600cc(D)	4	£75,000
	FORD FIESTA	6	£74,000
	MINIBUS:12	2	£70,000
	Misc. MACHINERY	3	£69,000
	PEOPLE MOVER	3	£69,000
	VAUXHALL MOVANO	3	£66,000
	VAN:10CWT(D)	4	£60,000
	FORD RANGER4x4P/UP	3	£60,000
	HYD.PLATFORM:LORRY<10M	1	£45,000
	MERCEDES BENZ FREEZER	1	£36,000
	JCB LOADALL	1	£35,000
	ROLLER- VIB.	2	£32,850
	CAR:WHEELCHAIR CONV(D)	1	£30,000
	MERCEDES BENZ VAN	1	£22,000
	QUADBIKE	1	£15,000
	ROLLER:VIB.PED.SD	2	£14,950
	GATOR	1	£8,000
	CANOE TRAILER	2	£3,000
VEHICLES Total		240	£7,756,645
PLANT & MACHINERY various		84	£805,800
Grand Total		324	£8,562,445

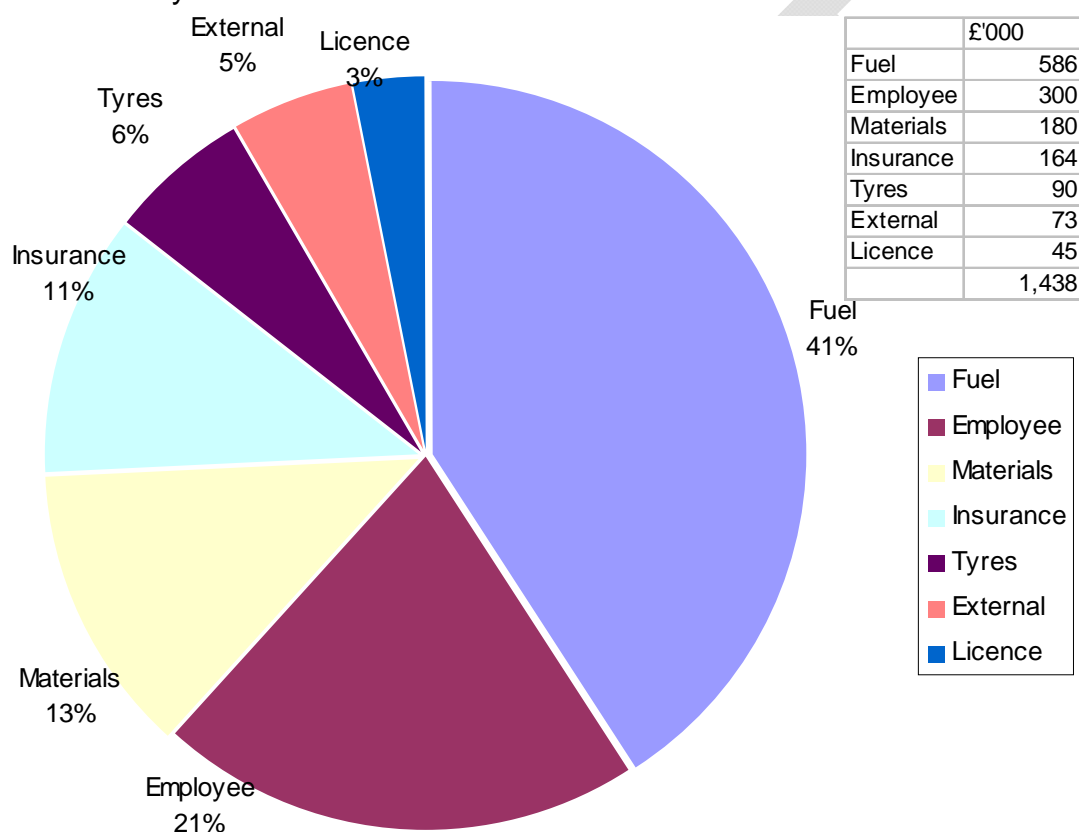
** List may include vehicles identified for disposal from Fleet but listed as asset at time of writing.

The current fleet asset comprises a diverse mix of vehicles and plant reflecting the specialist nature and needs of service users.

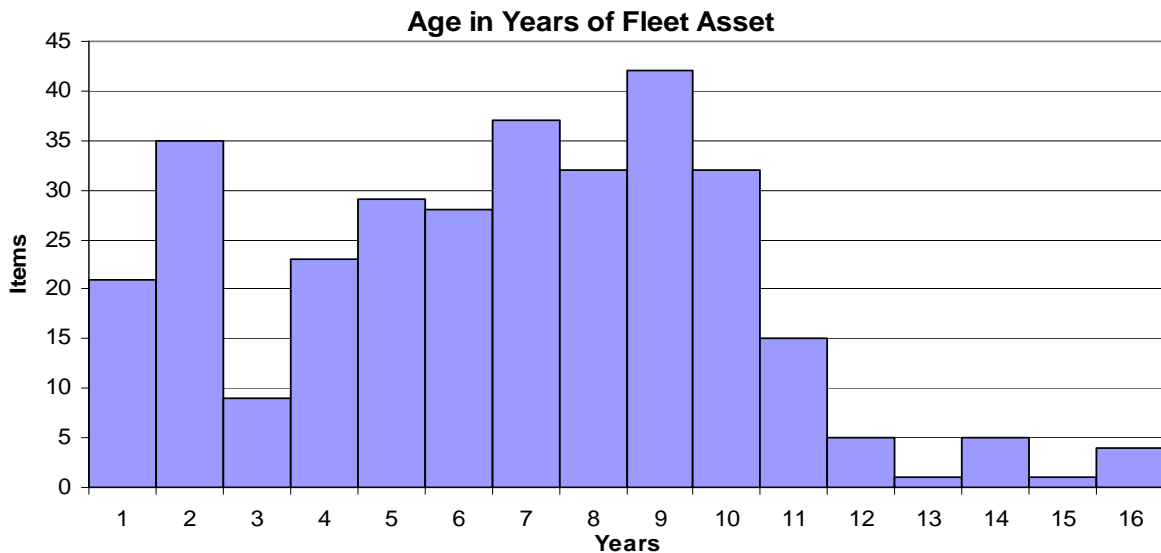
2.1 Current Fleet Expenditure

Expenditure in Fleet reflects the demands of service users which results from the service delivery models adopted by each individual service.

The Fleet management non-productive overhead is approximately 8% of operating costs and is recharged in proportion to total fuel and maintenance costs by client service. The annual cost of the Fleet service is:

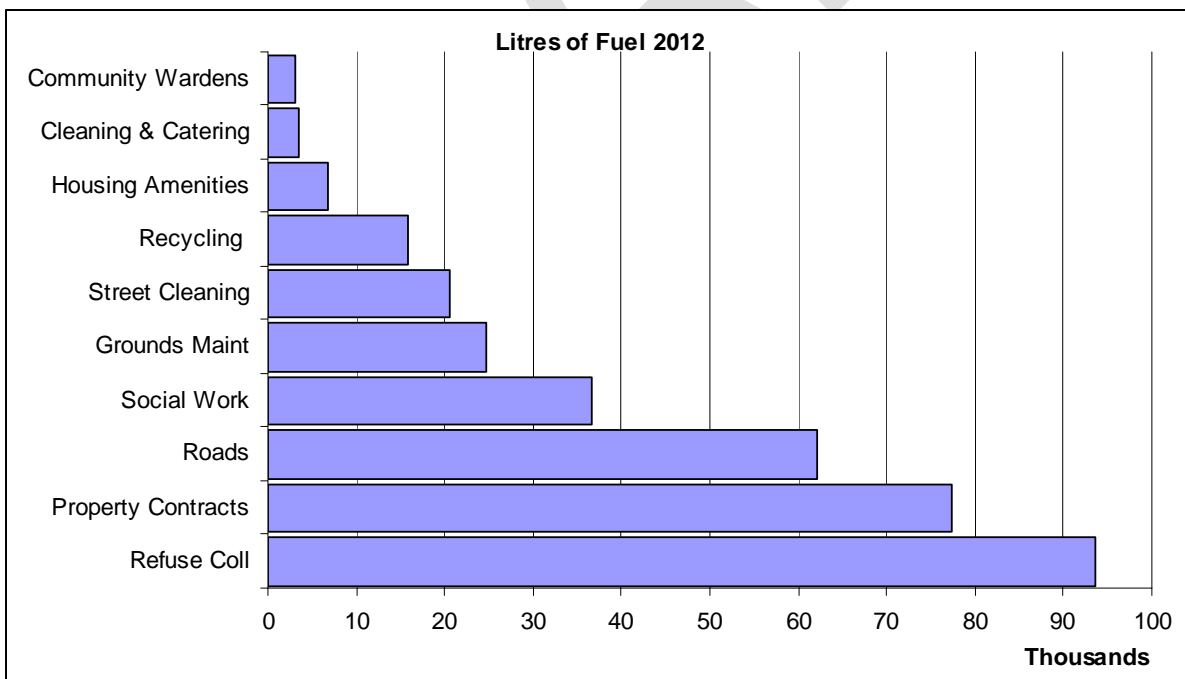


The age profile of Fleet vehicles is shown below:

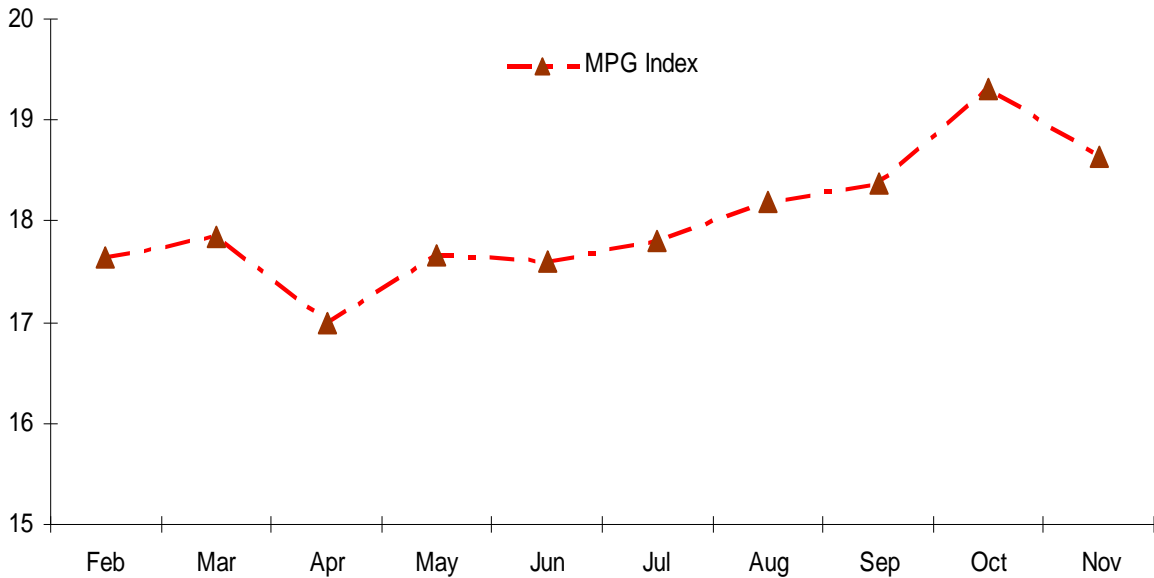


2.2 Fuel Use

Fuel is a major cost in Fleet operation and its consumption rate is a direct consequence of the vehicle type and fuel type. The Fleet service itself does not use a significant quantity of fuel, it is Service users that consume fuel to deliver their services. The fuel consumed by client service vehicles, showing top 10 users by annual consumption, is shown below.



Fuel efficient driving training, subsidised by the Energy Savings Trust, has been introduced for all Council vehicle drivers with 102 drivers from various service user groups having completed fuel efficient driving training. Performance following the training shows a fuel saving of up to 10% per driver. Following the introduction of this training the overall Fleet MPG Index exhibited an improving trend. (Feb - Nov 2012 data)



Replacement vehicles almost invariably use less fuel as they are manufactured to latest fuel efficient standards with Euro5/6 engine types and strict emission limits.

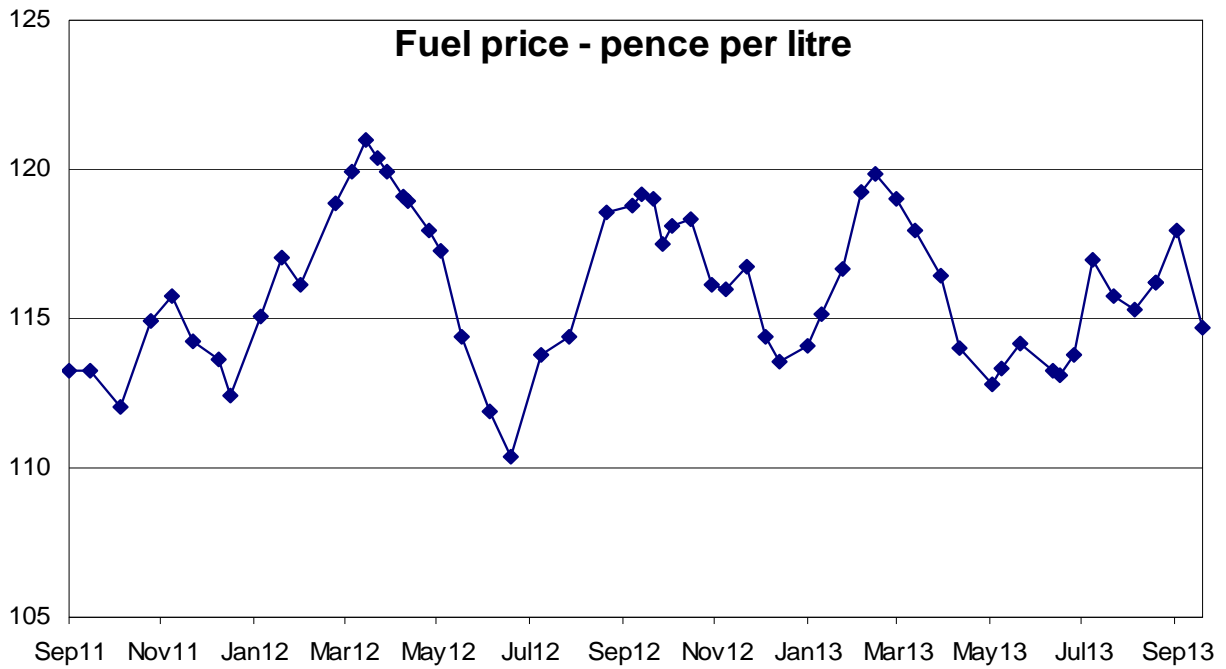
As an example, the replacement Council car has improved average fuel consumption of the official car from below 25 mpg to over 42 mpg. The introduction of electric precinct sweepers has reduced diesel use by 5,000 litres per vehicle per year, saving £30,000 of fuel per vehicle over a five year cycle.

2.3 Fuel Efficiency

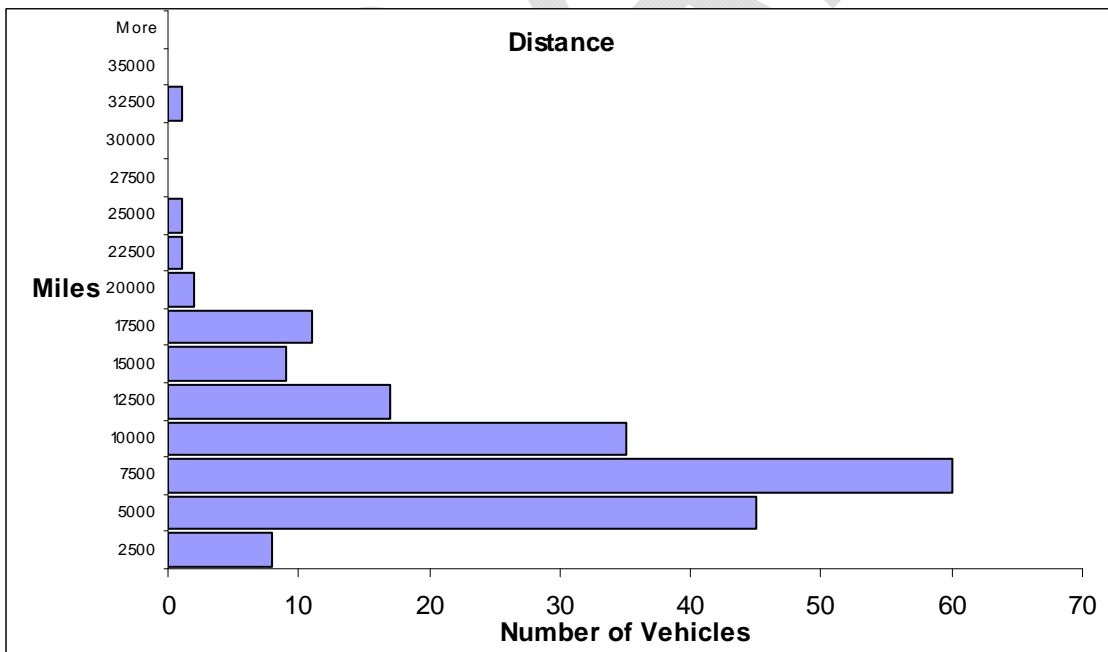
Almost all vehicles in the Fleet are diesel powered with the few exceptions of recently introduced electric vans and electric precinct sweepers. Purchasing fuel through national fuel contracts [OGC Buying Solutions] ensure best value in fuel stock and security of supply during shortage.

Each driver is issued with a numbered key fob to activate the semi-automatic fuel pumps at Kelliebank where fuel is stored and dispensed. Every fuel transaction is logged together with the vehicle odometer record and individual vehicle fuel consumption closely monitored for variance that could indicate a vehicle fault or an unusual fuel consumption pattern.

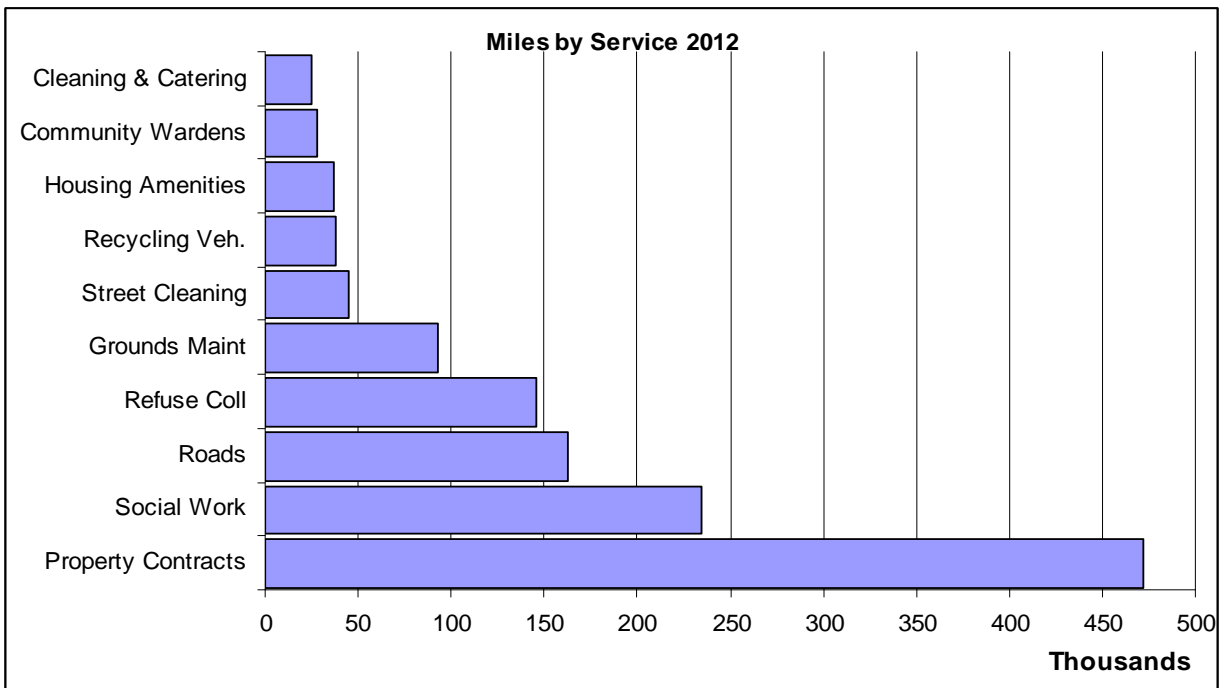
The volatility of fuel price at time of purchase is highlighted in the chart below.



Trip distances in Clackmannanshire are short, although some vehicles/services will, due to the nature of the service delivered, always cover large annual distances. Short journeys use more fuel per unit distance due to the engine being colder and not reaching optimum temperature and vehicle speeds being lower than peak cruising speeds for maximum fuel efficiency.



The distance travelled by the top 10 (by miles) services is shown below.



Clackmannanshire Council's diesel only fuel supply is based at Kelliebank Depot and consists of two storage tanks both containing Bio Ultra Low Sulphur Diesel.

Tank 1 - fuel capacity 25,000 litres

Tank 2 - fuel capacity 35,000 litres

The fuel tanks are restocked when the combined fuel tank levels reach approximately 40,000 litres to ensure there is a minimum 4 weeks of Service User demand available.

To reduce fuel consumption, new vehicles are engine limited to a maximum speed of 60mph for light vehicles.

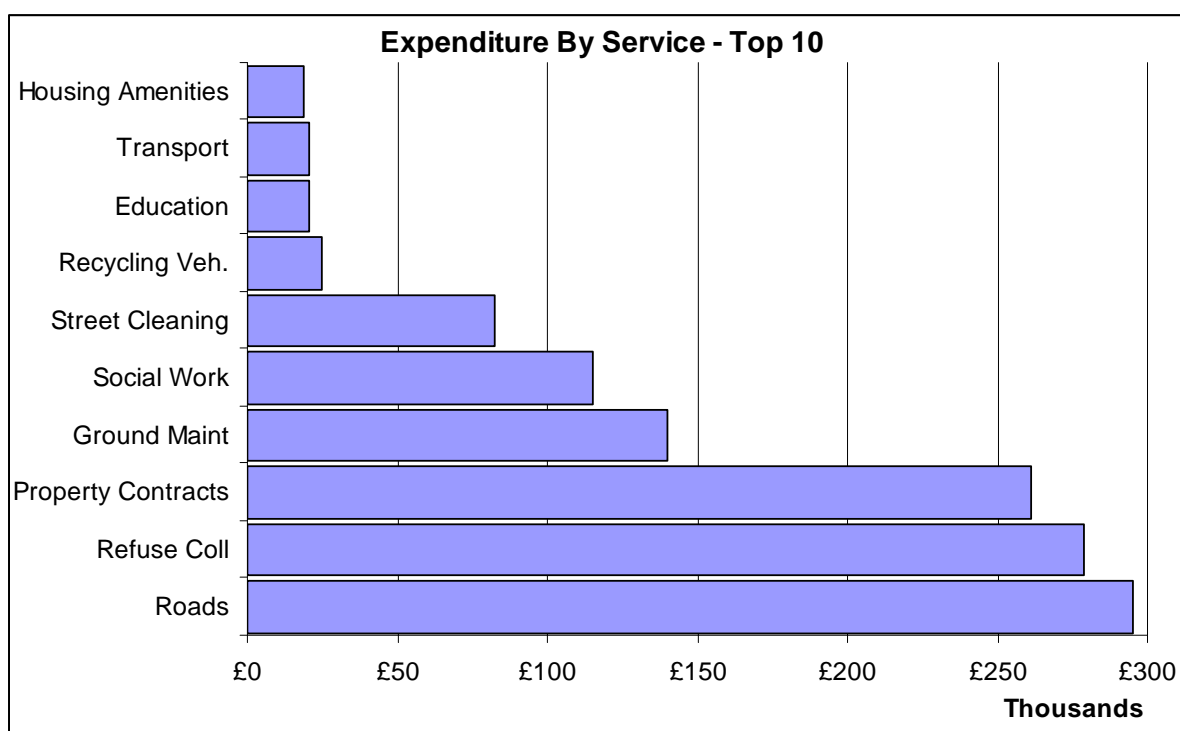
The re-programming of fuel injection systems [ECU] is to be trialled this year to explore the possibility of reducing carbon emissions and saving fuel and alternative fuels such as electric powered vehicles and LPG are considered where applications would be suitable.

A replacement fleet tracking system will be expected to provide a fuel saving benefit through a reduction in indirect journeys and accurate vehicle location information.

2.4 Expenditure by Client Service

Consistent with distance travelled, the expenditure by client services follows closely the trend in distance covered. The high fuel consumption by refuse collection vehicles pushes Refuse Collection higher in the expenditure table than the miles travelled would naturally indicate due to high continuous engine load to lift and pack waste whilst the vehicle moves slowly.

Revenue costs by department year 2012/13 (excluding capital charges) is as follows:



2.5 Replacement Strategy

Vehicles/plant and parts are predominantly purchased through Scotland Excel framework contracts allowing combined purchasing power to provide discounts and savings. All purchasing outside this arrangement is in accordance with the Council's Financial Regulations and Contract Standing Orders.

In general terms replacement is based upon a 10 year capital replacement programme which is forecast and adapted according to the changing demands of client services; e.g. new recycling vehicles, centralised cook-freeze.

Replacement vehicles are scheduled on the following guidelines:

- light vehicles - 10 year/ 100,000 miles
- heavy vehicles Waste/Roads 7 years
- high mileage vehicles - identify major overhaul/refits (potential for up to 200,000 miles per vehicle).
- swap low mileage vehicles across departments as matter of course to balance high mileage vehicles
- retain suitable good quality end of term vehicles as a pool car option

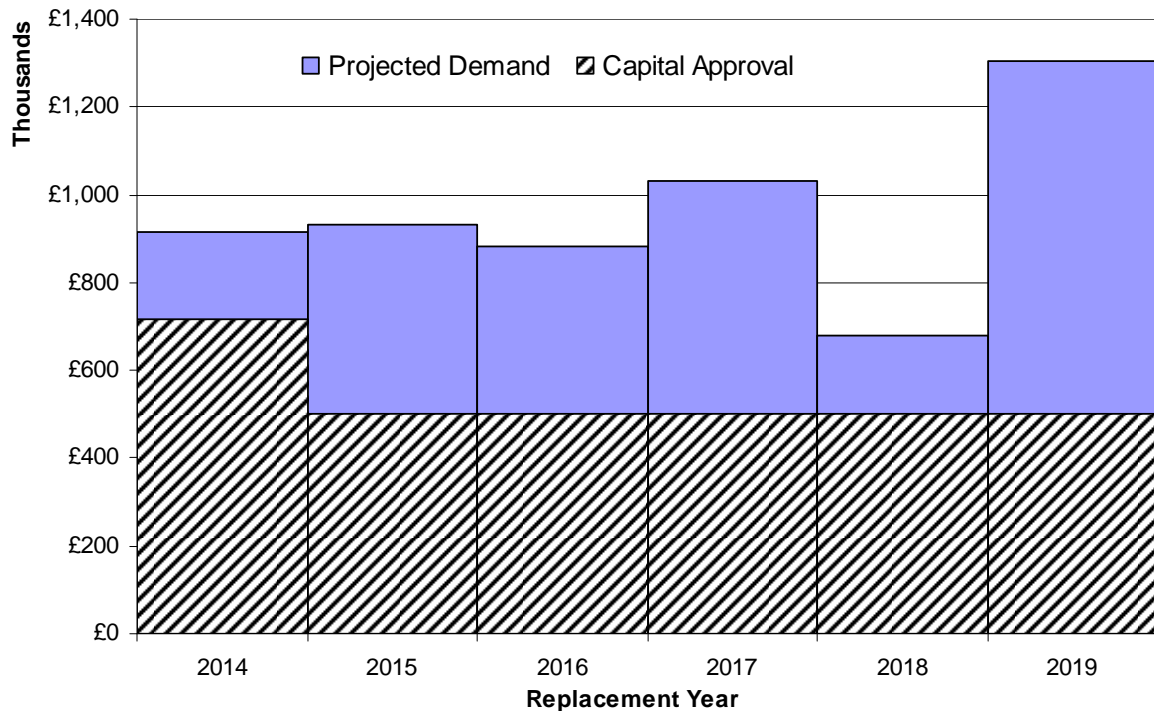
Flexibility within the replacement guideline permits new vehicles to be introduced earlier and existing vehicles to be retained where there is a convincing best value case. Continuous assessment of the replacement programme allows smoothing out of peaks and troughs in capital expenditure.

Whenever possible new vehicles are assessed and trialled to keep abreast of new technology and to specify the procurement the most up to date, reliable and cost efficient vehicles. This practice improves vehicle availability and reduces vehicle downtime.

Vehicle disposals are usually the result of scheduled replacement but can also be due to a vehicle becoming surplus to requirements through changes in the client service and the vehicle cannot be re-assigned to another service. Disposals are actioned through:

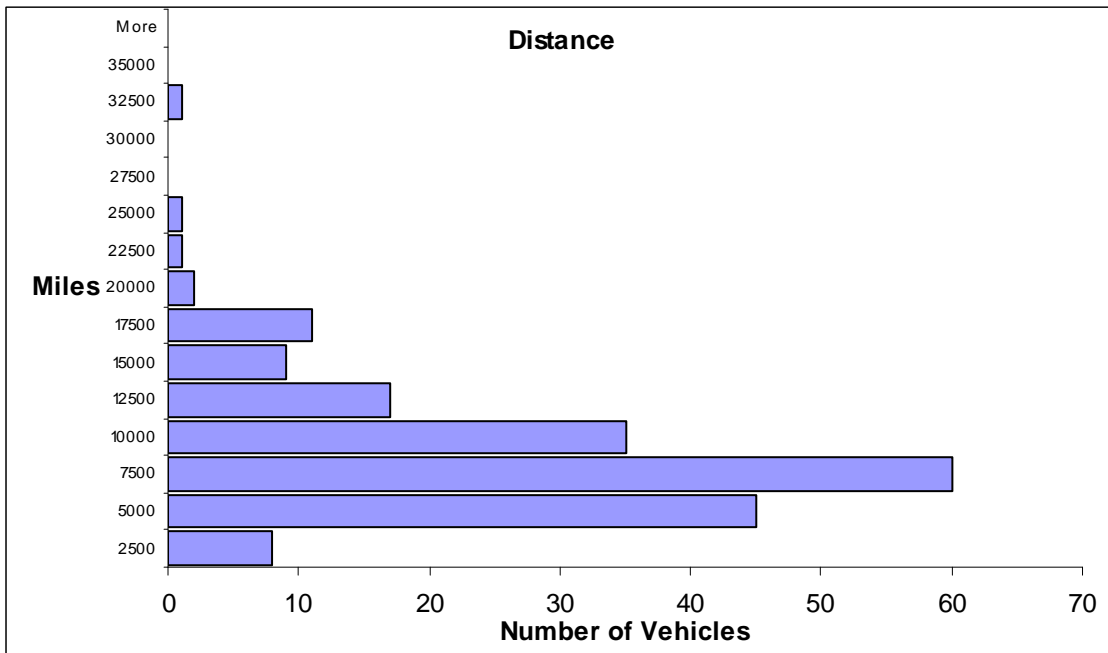
1. Redeployment to another client service
2. Swap out a high mileage/lower condition vehicle of similar type
3. Public auction.

2.6 Capital Replacement Value (Current Prices)



3 Further Work

Analysis of the vehicle utilisation shows the majority of vehicles do less than 10,000 miles per annum (70% approx.) and approximately one third do less than 5,000 miles per annum.



A focused cross-departmental review of vehicles requires to be undertaken to minimise the purchase of new or additional vehicles when they could be shared if working practices by services could be altered whilst still maintaining service delivery. It should be noted that there were a significant number of vehicles that were not replaced in 2010/11 and some in 2012/13 by services identifying that replacements were not required. The work to challenge the need for vehicles/replacements will be taken forward by a Travel and Transport Delivery Group.

3.1 Future Years

Extending the replacement period for vehicles based upon on a flexible approach underpinned by a 10 year baseline will initially save significantly but the whole fleet/vehicle asset costs require to be projected over a longer period.

Predicting service user demand over a longer period is highly speculative as the details of future service delivery models for many services is uncertain beyond 7 to 10 years.

The demand on Fleet services will be impacted by further shared service delivery, extended operating hours/weekdays, weather patterns, fuel price escalation and technology led self-service delivery by the community.

3.2 Fleet Profile 2015

On a like for like replacement programme between 2014 - 2019 an average of close to £1m capital is required per annum to cyclically replace the current fleet at the present level of service demand and vehicle mix. The capital requirement for replacement currently exceeds the approved capital programme and is expanded upon in Section 4 below.

The Fleet vehicle mix is unlikely to radically change in the short term unless services are redesigned, shared in their delivery or modified in ways such as citizen self-service. However roads will continue to require maintenance, bins will need to be emptied and properties maintained.

Opportunities to reduce Fleet may be feature in future years and exploration of joint working and sharing assets with other Councils can be explored.

Any short term wins will come from greater user accountability and budget holder challenge on utilisation and need for Fleet assets. Providing users will accurate and timely reporting of asset use will play an important role in the scrutiny and control of the Fleet asset.

4 Risks

The most significant risks in this strategy are as follows.

- The approved capital budget for Fleet replacement, £3.2m between 2014/15 to 20019/20 is currently below the projected user demand for vehicles at £5.7m, based on straight replacement cost. To mitigate some of this shortfall it will be necessary to challenge service users on the necessity for vehicles, re-visit the replacement programme with a view to further extending the useful service life of vehicles, making more cross-service vehicle moves and only giving new vehicles to the service areas with greatest need. Alternative procurement routes such as lease or hire are to be explored further where specific cases would have a cost benefit.
- Maintenance costs are likely to increase due to having an extended replacement period e.g. wear and tear and major repairs. However extending the life of low mileage older vehicles may reduce the high replacement cost for new vehicles purchased through the capital programme. This is a balance to be continuously monitored to make the Fleet replacement programme as efficient as possible yet maintain high user availability of the user's vehicles.
- Fuel, oil, tyres and vehicle components are constantly subject to market prices which affect future budget forecasts for Fleet running costs. Most notable are volatile fuel prices linked to oil price and consequently this impacts upon tyre prices due to their high oil content.
- Security of fuel supply represents a business continuity risk. Having a few electric vehicles in the fleet goes a small way to mitigating the risk from liquid fuel delivery shortage.

4.1 Future Maintenance Expenditure

Maintenance costs will increase as a result of extending the life of the vehicles but this is considered to be marginal in comparison to the straight capital replacement model operating without vehicle by vehicle continuous assessment.

Modern cars/light vehicles are considered to be able to run to 100,000 miles without major breakdown or excessive maintenance costs but badly performing

vehicles will be replaced if costs escalate. The relatively small number of breakdowns will likely increase but this is not considered to be a significant risk.

Older vehicles will not be replaced by lower emission vehicles as quickly as previously anticipated resulting in a slower expectation of vehicle emissions, however a review of vehicles/travel may mean that less miles are driven. Reducing total distance travelled is a desirable target however there will be an optimum distance required to maintain services to the community.

The Council's image could be negatively affected by driving older vehicles but in the current climate this perception may also be positive and indicate the Council's responsible approach to controlling costs.

Workshop capacity will be examined to explore the possibility of extending the use of the workshop asset by bringing in external work from partner agencies, neighbouring councils and third party income.

5 Future Service Delivery

The current Fleet service primarily operates 5 weekdays per week plus a standby service for out of hours breakdowns. This is principally due to the pattern of use by user services. It is recognised that as user needs will change in future, moving to 6 or 7 day front-line service delivery is increasingly likely, so the demands upon Fleet Services will change and work patterns will have to adapt to match user needs.

Service users approach to their service delivery models will impact on Fleet and in turn Council expenditure in two important ways;

1 greater utilisation of Fleet capital assets - 6 or 7 day asset use

For example a Refuse Collection Vehicle costs £130,000 and is retained 7 years. Working 5 days weekdays per week the vehicle is unused for 2 years of its asset life.

2 Opportunities to reduce total Fleet by using fewer vehicles operating longer hours.

Longer operating hours and 6 or 7 day working allows vehicles to be double-shifted as a second shift, or a 4 on 4 off type of work pattern can be used in services that could meet customer needs with this work pattern.

Fleet will require to be responsive to future change and offer advice to users to assist their future service delivery. This should focus on providing services through a Fleet service;-

- that is as small as possible
- that is as multi-use as possible
- fuel efficient; and,
- with the lowest all-in running costs

6 Vision for the future

Fleet services will seek to achieve the optimum number of vehicles to allow services to operate in the way they determine is the correct service delivery model for their customers.

Fleet services will advise and challenge services towards achieving:

- fewer vehicles
- higher utilisation
- more efficiency
- lowest cost in use

Looking forward key actions should be to:

- reduce the gross number of vehicles by 3% per annum over the next 5 years
- reduce the gross mileage travelled by 3% per annum over the next 5 years
- increase the average utilisation of vehicles by 10% (mileage per vehicle over 10 years)
- decrease the carbon emissions from the fleet by 15% over a 5 year period reflecting the above but also more efficient driving and vehicle technology

Fleet services cannot implement all these actions in isolation and will work with and challenge users regularly about their service use of Fleet assets and fuel consumption.

Actions to reduce the gross number of vehicles and the gross mileage are subject to service delivery constraints and the introduction of new or extended duties upon the Council. For example, compulsory additional recycling services for food waste collection require additional vehicles and additional miles travelled.

A 'grey fleet' review is ongoing looking at the balance between paying mileage allowance to staff rather than using Council 'pool' vehicles.

It may be possible to set benchmarks for some services by using combined or proxy measures of Fleet use, such as number of customer contacts per litre or per mile where a simplistic measure of gross vehicle numbers is not a true reflection of the level of service being provided.

Looking forward, making greater use of our Fleet asset in areas such as community use of Fleet vehicles during day or evening times when the asset is unused may prove beneficial in contributing to the Councils overall service offering, community engagement and potential for income.

7 Reviewing the Plan

The FAMP has a horizon of 5 years of reasonable certainty after which that certainty is less predictable. Continuous review of the detailed elements of fuel

and maintenance is an operational function that will report performance into Covalent allowing downstream scrutiny.

The 5 year capital projection of demand will be reviewed in light of evolving service demand the projected shortfall in capital approval versus replacement value and the developing financial position. Capital approval will be set annually by Council.

The FAMP will be developed in further in detailed actions and be reported to Council if this direction of travel is approved and the capital programme will reflect these changes.

7.1 FM Services Review Arrangements

FM Services will also prepare an annual report on progress with the FAMP towards achievement of the plan objectives.

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