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

Meeting of Clackmannanshire Council

Thursday 11 August 2022 at 9.30 am

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

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Clackmannanshire Council

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

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

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

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3 August 2022

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 11 August 2022 at 9.30 AM

Nikki Bridle
Chief Executive

B U S I N E S S

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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 Services Officer.	--
3.	Confirm Minutes of Meeting of Clackmannanshire Council held on Thursday 23 June 2022 (Copy herewith)	07
4.	Target Operating Model and Organisational Redesign – report by Chief Executive (Copy herewith)	17
5.	Council's Decision-Making Framework: Boards and Briefing Framework – report by Chief Executive (Copy herewith)	47
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8.	Update on: Process for review of Standing Orders, and Programme of Council and Committee Meetings 2022-23 – report by Senior Manager, Legal and Governance (Copy herewith)	183
9.	Climate Change Strategy and Net Zero Targets – report by Strategic Director, Place (Copy herewith)	187

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10. Procurement of Residual Waste and Bulky Waste Treatment Services (ahead of the Biodegradable Municipal Waste to Landfill Ban) – report by Strategic Director, Place (Copy herewith) 259

11. Eligibility Criteria for Footwear and Clothing grants – report by Strategic Director (People) (Copy herewith) 269

EXEMPT INFORMATION

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

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

12. Clackmannan Regeneration: Main Street gap site project update - report by Strategic Director (Place) (Copy herewith) 273

Clackmannanshire Council – Councillors and Wards

Councillors		Wards		
Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONSERVATIVE
Councillor	Graham Lindsay	1	Clackmannanshire West	SNP
Councillor	Mark McLuckie	1	Clackmannanshire West	LABOUR
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Fiona Law	2	Clackmannanshire North	SNP
Councillor	Wendy Hamilton	3	Clackmannanshire Central	SNP
Councillor	Janine Rennie	3	Clackmannanshire Central	LABOUR
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN
Councillor	Scott Harrison	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LABOUR
Councillor	Denis Coyne	5	Clackmannanshire East	CONSERVATIVE

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THIS PAPER RELATES TO ITEM 3 ON THE AGENDA

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in via MS TEAMS, on THURSDAY 23 JUNE 2022 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Bryan Quinn
Councillor Janine Rennie

Religious Representative:
Mr George Marcinkiewicz, representing the Catholic Church (Item 7)

IN ATTENDANCE

Nikki Bridle, Chief Executive
Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Tony Cain, Senior Manager, Housing (Place)
Carla Macfarlane, Communications Officer (Partnership & Performance)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Julie Anne Miller, Headteacher, CSSS
Jane Burridge, Transformation Officer (Transformation)
Grant Baxter, Principal Planner (Place)
Catriona Scott, Senior Manager, Education – Secondary (People)
Julie Haslam, Transformation Officer (Transformation)
Heather Innes, Administrator, Programme Management Office (Transformation)
Alison Davidson, Team Leader, Economic Development (Place)
Emma Fyvie, Senior Manager, Development (Place)
Stuart Kennedy, Project Co-ordinator (Place)
Tracy Drummond, Transformation Officer (Transformation)
Fiona Grinly, Senior Manager (Transformation)
Neil Ramsay, Transformation Officer (Transformation)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership & Performance)

CC(22)11 APOLOGIES

Apologies were received from Councillor Craig Holden and Reverend Sang Y Cha (Religious Representative, Church of Scotland) (Item 7)

The Convener intimated that an item of urgent business had been submitted by the Council Leader, Councillor Ellen Forson in relation to bus services within Clackmannanshire. In terms of Standing Order 11.6, the Convener agreed to accept this item as Item 12 on the Agenda.

CC.(22)12 DECLARATIONS OF INTEREST

Councillor Janine Rennie declared a non-financial interest in item 9 on the Agenda (UK Shared Prosperity Fund). Councillor Rennie confirmed that as she works with employability organisations, she would not participate in this item of business and would withdraw from the meeting at that point in the proceedings.

CC(22)13 MINUTES OF MEETINGS – CLACKMANNANSHIRE COUNCIL

a. Minute of Meeting of Clackmannanshire Council 10 February 2022

The minutes of the meeting of the Clackmannanshire Council held on 10 February 2022 were submitted for approval.

The Clerk advised that there was a typographical error in the heading of the minute. Where is states the year as 2021, it should read 2022.

Decision

Subject to the above amendment, the minutes of the meeting of the Clackmannanshire Council held on 10 February 2022 were agreed as a correct record.

b. Minute of Special Meeting of Clackmannanshire Council 4 March 2022

The minutes of the special meeting of the Clackmannanshire Council held on 4 March 2022 were submitted for approval.

The Clerk advised that there was a typographical error in the heading of the minute. Where is states the year as 2021, it should read 2022.

Decision

Subject to the above amendment, the minutes of the meeting of the Clackmannanshire Council held on 4 March 2022 were agreed as a correct record.

c. Minute of Statutory Meeting of Clackmannanshire Council 25 May 2022

The minutes of the statutory meeting of the Clackmannanshire Council held on 25 May 2022 were submitted for approval.

The Clerk advised that there was a typographical error in the minute – reference CC(22)03. In the decision for that item, where is states “As there were no other nominations for Provost, the…” , it should read “As there were no other nominations for Convener, the…”

Decision

Subject to the above amendment, the minutes of the statutory meeting of the Clackmannanshire Council held on 25 May 2022 were agreed as a correct record.

CC(22)14 MINUTES OF MEETINGS – PREVIOUS COUNCIL

a. Minute of Meeting of the Place Committee 20 January 2022

The minutes of the meeting of the Place Committee held on 20 January 2022 were submitted for approval.

Decision

The minutes of the meeting of the Place Committee held on 20 January 2022 were agreed as a correct record.

b. Minute of Meeting of the People Committee 27 January 2022

The minutes of the meeting of the People Committee held on 27 January 2022 were submitted for approval.

Decision

The minutes of the meeting of the People Committee held on 27 January 2022 were agreed as a correct record.

c. Minute of Meeting of the Audit Committee 3 February 2022

The minutes of the meeting of the Audit Committee held on 3 February 2022 were submitted for approval.

Decision

The minutes of the meeting of the Audit Committee held on 3 February 2022 were agreed as a correct record.

d. Minute of Meeting of the Partnership and Performance Committee 10 March 2022

The minutes of the meeting of the Partnership and Performance Committee held on 10 March 2022 were submitted for approval.

Decision

The minutes of the meeting of the Partnership and Performance held on 10 March 2022 were agreed as a correct record.

e. Minute of Meeting of the Planning Committee 17 March 2022

The minutes of the meeting of the Planning Committee held on 17 March 2022 were submitted for approval.

Decision

The minutes of the meeting of the Planning held on 17 March 2022 were agreed as a correct record.

f. Minute of Meeting of the Clackmannanshire Licensing Board 19 April 2022

The minutes of the meeting of the Clackmannanshire Licensing Board held on 19 April 2022 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Licensing Board held on 19 April 2022 were agreed as a correct record.

g. Minute of Meeting of the Regulatory Committee 21 April 2022

The minutes of the meeting of the Regulatory Committee held on 21 April 2022 were submitted for approval.

Decision

The minutes of the meeting of the Regulatory Committee held on 21 April 2022 were agreed as a correct record.

CC(22)15 PROGRAMME OF COUNCIL AND COMMITTEE MEETINGS 2022-23

The report, submitted by the Senior Manager, Legal and Governance, sought Council's approval of the Draft Programme of Council and Committee Meetings from August 2022 to June 2023.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Graham Lindsay.

Decision

The Council

1. Agreed the indicative programme of Meetings set out in Appendix 1 to the report;

2. Noted that a final Programme of Meetings will be finalised and brought back to Council in August 2022 for approval; and

3. Noted that an extended Programme of Meetings to June 2025 will be developed and brought back to Council for approval in December 2022.

Action
Senior Manager, Legal and Governance

CC(22)16 2021/22 ANNUAL ACCOUNTS & EXTERNAL AUDIT PLANNING REPORT

The report, submitted by the Chief Finance Officer, provided Council with an update on the preparation and timetable for the submission of the draft and audited annual accounts for 2021/22. The paper also presented the External Audit Planning Report (Appendix A) which set out the planned audit activity by the Councils External Auditors – Audit Scotland, in respect of the audit of the 2021/22 draft annual accounts.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Kenneth Earle.

Decision

The Council:

1. Noted that the requirement at paragraph 6.4 in the Council's Financial Regulations provides for the Council's section 95 officer to present the draft accounts to the relevant Committee before 30 June and the requirement of paragraph 6.5 to present the audited financial statements to Committee by 30 September.

2. Note that this timescale will not be met this year due to the ongoing impact of the pandemic and that an updated timescale has been prepared and agreed with Audit Scotland (table 1).

3. Agreed to disapply paragraph 6.4 and 6.5 of Financial Regulations for this year's annual accounts process.

4. Commented on and noted the proposed external audit plan for the 2021/22 draft annual accounts.

Action
Chief Finance Officer

CC(22)17 CONSULTATION REPORT - PROPOSAL ON THE PERMANENT RELOCATION OF CLACKMANNANSHIRE PRIMARY AND SECONDARY SCHOOL SUPPORT SERVICES

The report, submitted by the Senior Manager (Secondary) (People), provided information on the outcome of the formal consultation on the permanent relocation of Clackmannanshire Primary and Secondary School Support Services. The report sought Council approval and authority for officers to progress the permanent relocation of Clackmannanshire Primary and Secondary School Support Services from 23 June 2022.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Wendy Hamilton.

Decision

The Council:

1. Decided to permanently relocate Clackmannanshire Primary and Secondary School Support Services to its current site in Tullibody from 23 June 2022.

2. Declared the Bedford Place property, Alloa, as surplus to requirements.

3. Approved that the property be actively marketed for sale.

Action
Senior Manager, Secondary

CC(22)18 UKRAINE DISPLACED PERSONS RESETTLEMENT SCHEME

The report, submitted by the Strategic Director (Place), provided Council with an update on the Ukraine Displaced Persons (UDP) scheme and the Councils role in supporting the scheme. Over the last three months work has been undertaken by UK and Scottish Government, Cosla and Councils to develop a humanitarian response to the war in Ukraine and specifically supporting Ukrainian displaced persons seeking to come to Scotland to escape the conflict. This paper set out how the Council proposed to support the arrivals of UDPs and provided details on the allocation of funding from UK Government and how it is proposed that it is utilised in Clackmannanshire to support the programme. The paper also sought to provide clarity on the alignment of the Ukraine scheme within the wider Afghanistan and Syrian Resettlement Scheme approved by Council in 2015 and amended in 2019 and 2021.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Fiona Law.

Decision

The Council:

1. Noted the latest position in relation to both the Homes for Ukraine Scheme and the Super Sponsor scheme set out in paragraphs 3.4 to 3.7 and noted the Councils responsibilities under the scheme set out at paragraph 3.10;

2. Noted the anticipated funding allocations to deliver the Ukraine Scheme set out in para 3.13;

3. Agreed the spend of £1,066,591 from the funding allocation to support the Ukrainian Displaced Persons scheme in Clackmannanshire. Detailed costs were provided at appendix A.

4. Noted that the operational and financial management and oversight of the programme sits with the Strategic Director for Place.

5. Noted that an update report will be brought back to Council in August 2022 which will set out progress and any significant developments arising from implementation.

Action
Strategic Director (Place)

As advised at the start of the meeting, Councillor Janine Rennie declared a non-financial interest in the undernoted item of business (UK Shared Prosperity Fund) and withdrew from the meeting for the duration of that item.

CC(22)19 UK SHARED PROSPERITY FUND

The report, submitted by the Strategic Director (Place), provided information on the UK Shared Prosperity fund allocation for Clackmannanshire, and to sought approval for an outline set of proposals on how this fund will be allocated over the period October 2022 until March 2025. UK Shared Prosperity Funding is a successor to some EU Structural Funds, specifically, the European Regional Development (ERDF) and European Social Fund (ESF), and is intended to ensure focus on local priorities, and continuation and development of existing ESF and ERDF funded services, building on and developing successes and best practice learned through the previous programmes. In Clackmannanshire specifically, current EU funded programmes include a successful ESF Employability Service delivered by the Council's Clackmannanshire Works team, and an ERDF funded business support programme delivered via the Business Gateway contract.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Jane McTaggart.

Decision

The Council:

1. Noted the financial award to Clackmannanshire Council from the UK Shared Prosperity Fund, and in particular the allocation of funding across each year;

2. Noted that the UK Shared Prosperity Fund is intended to provide continuity and development of existing ESF and ERDF funded services within Clackmannanshire;

3. Agreed that the activity within each investment priority area is delivered in general as outlined in Appendix A;

4. Agreed the funding for each investment priority is allocated in general as outlined in Appendix A; and

5. Noted the challenges in terms of uneven funding allocation across the 2.5 year period of the programme.

Action
Strategic Director (Place)

Councillor Janine Rennie re-joined the meeting prior to the next item of business.

CC(22)20 PUBLIC ART IN CLACKMANNANSHIRE

The report, submitted by the Strategic Director (Place), advised Council of proposals to use public art funds from planning permissions to support a public art initiative in Alloa, in the form of public murals and seek approval for the first mural and for proposed arrangements in respect of future murals and public art installations.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Fiona Law. Seconded by Councillor Donald Balsillie.

Decision

The Council:

1. Approved the use of £15,700 of public art funds from developer contributions to deliver Entry No. 4 as shown in Appendix 2, as a mural on the walls of 26/28 Drysdale Street (MacDonald Morson Dental Care), in association with the Living Alloa projects, and delegated arrangements to deliver this to officers of the Place Directorate in association with Alloa First, MacDonald Morson Dental Care and the artists themselves; and

2. Approved officers engagement with Alloa First, the local third sector, artists, businesses, local elected members and communities, to identify further opportunities for developer contribution funded murals in Alloa town centre.

Action
Strategic Director (Place)

CC(22)21 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 - POLLINATORS

A notice of motion in terms of Standing Order 16 was submitted by Councillor Brian Quinn.

Motion

"The Council acknowledges that Scotland's pollinators are under threat. There are declines in honey bee populations in Europe and America and, although data for other wild pollinators, such as bumblebees and solitary bees, is not as complete, there are indications that many pollinators, not simply bees, are in decline and that it may be a global problem. It is therefore important that we take action now before it is too late to halt or reverse population losses.

Council is requested to agree to expand the remit of the Climate Change Forum agreed on 19 August 2021 to investigate and produce recommendations to Council on the following:

The creation of a Pollinator Strategy and long term plan to deal with the decline pollinators; and

Review the Council's local biodiversity action plan to include aims/objectives and actions which will help protect and enhance pollinator habitats and species.

It is also proposed that the Climate Change Forum is renamed as the Climate Change and Biodiversity Forum to reflect this amended remit."

Moved by Councillor Brian Quinn. Seconded by Councillor Kenneth Earle.

Amendment

It is recommended that Council agree to:

Remove the last paragraph of the motion

The effect being that the name will remain Climate Change Forum

Moved by Councillor Fiona Law. Seconded by Councillor Ellen Forson.

Voting

In terms of Standing Order 14.7, Councillor Earle asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For the Amendment (9)
Councillor Phil Fairlie
Councillor Graham Lindsay
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Jane McTaggart
Councillor Ellen Forson
Councillor Scott Harrison

Against the Amendment (7)
Councillor Mark McLuckie
Councillor William Keogh
Councillor Janine Rennie
Councillor Kenneth Earle
Councillor Bryan Quinn
Councillor Denis Coyne
Councillor Kathleen Martin

Abstain from Voting (1)
Councillor Darren Lee

The amendment was carried by 9 votes to 7 with 1 abstention.

Decision

The Council unanimously agreed the motion (as amended).

Action
Strategic Director (Place)

CC(22)22 URGENT BUSINESS: BUS SERVICES IN CLACKMANNANSHIRE

A notice of motion in terms of Standing Order 11.6 was submitted by Councillor Ellen Forson. This motion had been accepted as urgent by the Convener.

Motion

"That Council is aware of the significant level of ongoing daily cancellations of local bus services operated by First Bus; is concerned about the impact this is having on the lives of local people who rely on these services to access employment, education, medical appointments and other vital daily services; understands that these cancellations are due to a number of issues, including staff shortages; acknowledges that it has been confirmed by First Bus that they are working to address these challenges; instructs officers to engage with First Bus to identify areas where the Council can offer practical support, where possible, with recruitment and communications; notes that the Leader of the Council is due to meet with First Bus to discuss the matter, and on behalf of the people of Clackmannanshire, agrees to write to the Traffic Commissioner for Scotland to highlight the situation."

Moved by Councillor Ellen Forson. Seconded by Councillor Scott Harrison.

Decision

The Council unanimously agreed the motion.

Action
Councillor Ellen Forson, Leader of the Council
Strategic Director (Place)

Ends: 12.35 pm

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 4

ON THE AGENDA

Report to: Meeting of Clackmannanshire Council

Date of Meeting: 11 August 2022

Subject: Target Operating Model and Organisational Redesign

Report by: Chief Executive

1.0 Purpose

1.1. The purpose of this report is to seek approval to develop a Communication and Engagement Strategy and establish a Target Operating Model (TOM) that will provide a consistent foundation and framework within which future organisational change and redesign can be developed and accelerated.

1.2. The proposed TOM prioritises getting the basics right for the users of our services by placing the needs of residents, communities and businesses at the heart of Council decision-making. It also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability.

1.3. These proposals aim to build on, consolidate and further refine the significant work taken forward by the Council since February 2020 when the Be the Future Transformation Plan was agreed as part of the Budget setting process for 2020/2021. It also reflects the valuable learning gained through the period of the pandemic. The TOM will guide the organisation through the next stage of its Transformation journey.

2.0 Recommendations

Council is asked to agree:

2.1. the proposals to develop a Consultation and Engagement Strategy as detailed in section 4 of this report

2.2. the proposed Target Operating Model as summarised in Exhibit 1 and detailed in Section 5

2.3. the revised Organisational Redesign principles which are consistent with those embedded within the TOM (paragraphs 6.9 and 6.10).

Council is asked to note:

2.4. the background and context set out in section 3 of this report

2.5. the Be the Future Plan set out at Appendix A

2.6. that future thematic reports will be submitted to Council as further work is completed and/or business cases developed (paragraph 5.5)

2.7. that the TOM does not aim to resolve the Council's immediate funding gap but will develop iteratively over the medium to long term to deliver sustainability (paragraph 5.13).

3.0 Background and context

3.1. In February 2020, Council agreed the Be the Future Transformation Plan (Appendix A) which consolidated the vision, outcomes and priorities set out in the Local Outcome Improvement Plan 2017-2027 (LOIP); and the Be the Future Corporate Plan (2018-2022). This work was underpinned by work that had been undertaken in 2019 to start the process of internal organisational redesign to ensure that the Council is able to take forward its ambitious transformation plans over the next ten years.

3.2. In March 2020, the Covid-19 pandemic fundamentally changed the way the Council had to operate to deliver services to some of the most vulnerable people and families within our communities.

3.3. Our communities, partners and Council staff demonstrated significant flexibility and creativity in managing these challenges, co-ordinating resources and skills to ensure people remained safe and were able to access vital public services. Whilst over two years later this position has continued to evolve, the Council must continue to operate in a very different way to that in place pre-pandemic.

3.4. At a very early stage Council reviewed and reaffirmed its commitment to the three strategic themes embedded within Be the Future:

- Sustainable Inclusive Growth
- Empowering Families and Communities
- Health and Well Being.

At the same time, it was accepted that against this very challenging context, it was vital that priority was placed on progressing key aspects of the Transformation Programme to ensure that the Council continues to work towards the dual aims of service and financial sustainability that underpin the Be the Future Plan.

3.5. Much has been achieved over the last two years and some of the highlights of these achievements have been captured in a range of digital assets (videos) previously shared with elected members.

3.6. The current (2022/23) financial year, the start of year 3 of the Be the Future Transformation, has already highlighted a range of contextual challenges that reinforce the case for change:

- significant financial and demand pressures arising from real terms and actual reductions in public sector funding over several years, now exacerbated by significant inflationary increases and issues of workforce and materials supply

- locally there are significant challenges to service and financial sustainability with projected budgets and services unlikely to be able to meet demand in the short, medium and longer term. This equates to a funding gap of circa £11.311m in 2023/24 and a cumulative funding gap of c £22m up to March 2026

- at national level, a challenging financial outlook for Local Government as outlined in the Resource Spending Review published in May 2022 and covering the period up to 2026/27 compels greater efficiency with scarcer resources

- significant demand pressures in relation to demands for services, improving outcomes and increasing customer and service user expectations of service quality and delivery. These themes were reflected as an acute challenge in setting the current year's (2022/23) Budget

- Workforce challenges, in relation to supply, reskilling and adapting roles to build operational resilience; agile and adaptable, data informed services, and operating models and partnerships

- increasing pace of technological advances, rendering traditional systems and staffing models increasingly obsolete and unable to meet the needs and expectations of customer and service users, including access expectations and requirements.

3.7. This brings the need for a TOM that can deliver sustainable change into even sharper focus. Portfolios are under significant pressure to accelerate the review of the services and service standards that are required in a more integrated way across the public sector, as well as considering how services can best be delivered and exploring the opportunities for generating additional income or leveraging other forms of funding and investment. In addition, there potentially remain significant opportunities to improve the efficiency of operational delivery as demonstrated by evaluations undertaken by Digital Office and iESE.

3.8. Whilst much work is already advancing in respect of a number of these issues, it is proposed that the establishment of a Target Operating Model will provide a consistent framework from which wider organisational change and redesign can be accelerated and individual activities better coordinated.

3.9. In order to facilitate Council's decision-making in respect of the TOM, this paper considers three key interdependent elements:

- **Destination:** ensuring that there is a shared understanding of, and commitment to, the desired outcomes and outputs of our Be the Future Plans across communities, partners, staff and other stakeholders

- **Target Operating Model**: establishing a flexible framework that provides a bridge from our current operating state to the desired model. The TOM aims to promote consistency without being prescriptive, recognising the varied range of service delivery considerations that exist over the 1000+ statutory services that the Council delivers. It also provides the foundations for the development of service level TOMs as organisational redesign progresses

- **Organisational Change and Redesign**: ensures that structure, processes and people are supported to implement the vision and strategy defined by the 'Destination' and is consistent with the TOM framework.

4.0 Destination: Change the Future: Be the Future

4.1. Appendix A sets out the Be the Future Plan, which aims to synthesise and integrate the LOIP and Corporate Plan priorities. Two years on since the production of the Plan, the case for change remains compelling and has gathered renewed focus as set out in paragraphs 3.5 and 3.6.

4.2. In developing the Be the Future Plan, significant effort was invested in seeking to integrate vision and priorities across these key strategic planning documents. This was a conscious aim of seeking to simplify and streamline the planning framework whilst ensuring strategic alignment of the key strategic planning elements: creating a Golden Thread that ensures that there is a consistent core and focus on priorities and outcomes, and which allows resources to be targeted effectively.

4.3. There is, therefore, an existing agreed set of strategic priorities and outcomes. However, a key design feature of our transformation work has been the commitment to be innovative in how we do things and not just what we do. There is a shared commitment to the principle that how we do things is just as important as what we do. To date this element has not been as well developed or implemented as was originally planned.

4.4. A significant impact of the Covid-19 pandemic is that work planned to raise awareness, take feedback and communicate ambitions in respect of these ambitions was significantly curtailed with only a small number of staff and stakeholder sessions taking place as resources were redeployed to support critical civil contingencies activities.

4.5. This engagement is critical to:

- raise awareness of what is planned
- empower communities, partners, staff and other stakeholders to co-design and co-create solutions for the future
- maximise participation levels across communities, partners, staff and other stakeholders
- inform capacity building and investment considerations
- support a potentially wider economy of service delivery models

- ensure that there is a shared understanding of, and commitment to, planned outcomes.

4.6. It is, therefore, proposed that a consultation and engagement strategy will be prepared and presented to Council. The approach will:

In the short term:

- continue to develop the Family Wellbeing Partnership to build services around communities
- raise awareness of agreed priorities and outcomes
- listen and respond to our communities, partners, staff and other stakeholders
- address participation barriers and identify opportunities
- reflect feedback received as Plans are refreshed
- learn from other areas such as Wigan and Aberdeen City Councils to inform future developments.

In the medium to longer term:

- embed a dynamic framework to support consultation, engagement and participation understand the organisational redesign requirements required to deliver this change
- create and embed participation opportunities and mechanisms as a regular feature of operations
- empower individuals, communities, partners, staff and other stakeholders to design and implement specific proposals
- consider the development of a Clackmannanshire Compact- a social contract between the Council and our communities.

5.0 Target Operating Model

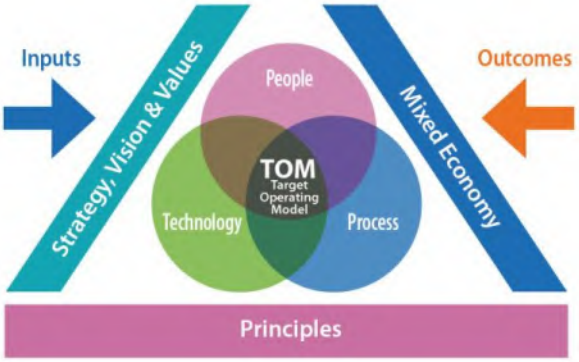
5.1. The new target operating model proposed for the Council places a significant emphasis on getting the basics right for the users of our services. It places the needs of residents, communities and businesses at the heart of Council decision-making.

5.2. The proposed TOM is a mixed economy model with the Council's decisions on what services to provide, how and by whom being driven by objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability.

5.3. The design of the TOM is purposely simple and aims to provide a sufficiently high level framework which is capable of being applied to all aspects of the Council's operations. By providing a consistent set of design and operating principles against which all redesign business cases can be developed and evaluated, it is anticipated that the resultant proposals should remain broadly aligned.

Exhibit 1 below summarises the key elements of the TOM.

Exhibit 1: Target Operating Model



5.4. There are three core elements that make up the TOM

- People
- Process
- Technology

Each element is summarised below. It is intended that more detailed thematic reports will be submitted to future Council meetings.

People

5.5. Underpinning the TOM will be significant cultural change. This is characterised by two dynamics:

Our People: how we do things; caring for and nurturing our people and supporting their growth and realising their potential

Our Leadership: creating , driving and sustaining a more strategic, financial and performance oriented culture.

These are not mutually exclusive factors but can and should be considered and deployed concurrently.

5.6. To facilitate this cultural change, the Council is working with Columba 1400 and the Hunter Foundation and Scottish Government in taking forward Values Based Leadership (VBL) as part of our work on the Family Well Being Partnership. A significant amount of work has already taken place with communities, staff and elected members. This work has taken the form of residential and community based work, with senior managers, front line staff, partners, young people and their families taking a relational based approach, services can be built around the whole family and/or community, working more closely with local partners to support and engage people.

5.7. The aim of this work is to reach sustainable and positive outcomes for more people, sometimes for less cost, supporting a wellbeing economy and demonstrating a more stream lined approach to outcomes based funding and reporting. The next phase will see ‘deeper dives’ to explore how we maximise the learning so far to support organisational and culture change across the Council, and promote Be the Future values in all that we do. This strategic

partnership forms a significant cornerstone of our People based transformation for the future.

5.8. In addition to the focus on VBL, it is proposed that cultural change will also focus on establishing a consistent strategic, financial and performance oriented culture, characterised by:

- strong and accountable financial leadership and commercial awareness
- the ability to specify priorities and make choices within a resource constrained context
- comprehensive financial and performance information underpinning decision making
- an understanding of how to redesign services around the needs of people and not around structures (Scottish Approach to Service Design)
- agility in responding to changing circumstances and managing financial risks.

5.9. Strong foundations already exist in many parts of the Council. However, this is not yet consistently demonstrated across all portfolios and services and continuous review and improvement will be required to ensure consistency and as new staff join the organisation.

5.10. A further critical strand of activity within the People classification is our Workforce Strategy. Significant progress has already been made in aligning the Workforce Strategy implementation plan with the Be the Future Transformation Plan and further evolution will be required to align with the TOM. A specific focus for development will be to re-evaluate the skills and capacity requirements of the organisation as we move from current to desired state under the TOM, with consequential considerations such as training, retraining and review of employment policies.

5.11. As a precursor to this, Trueman Change has been undertaking a Capacity analysis, with the report expected in the early Autumn. Additionally, the Chief Executive has been participating in development work with SOLACE and the Improvement Service looking at potential service delivery models for the future. This is also enhanced by the work we have initiated at Forth Valley level, looking at the potential for regional delivery models with a particular focus on resilience and financial sustainability. All of these inputs will potentially influence the skills and capacity evaluation and requirements for the future, over time.

Process

5.12. In order to deliver the proposed mixed economy TOM model**,** whereby a combination of service providers reflecting internal, partnership and external service delivery mechanisms is implemented, there are some key areas the TOM proposes are developed:

- creating the space for improvements, innovation and new ideas to come forward which can then be supported through an investment and commissioning approach

- the development of business cases which present a broad range of options for consideration and which are not constrained by the current scope of services, the traditionally delivery model or an individual's preference or previous experience

- the enhanced profile and role of commissioning expertise and capacity which provides a broad and corporate view of the range of services to be provided, how and by whom

- the importance and enhanced role and profile of governance and reporting in a mixed economy of service delivery models

- the importance of improved market intelligence and data analytics to support the delivery of robust and insightful business case development as well as supporting robust and effective political and managerial decision-making

- how we better engage with our residents, customers and service users and make better use of customer data and digital solutions and channels

- in order to sustainably bridge the forecast funding gap, the Council needs to fundamentally review the services it provides, and how these services are delivered, starting with statutory service provision.

5.13. These areas proposed for development are already indicating gaps in capacity when compared with the Council's current operating model. The TOM is not a quick fix that will resolve the Council's immediate funding gap. On this basis, it is important to understand that the developments proposed will not be implemented in the short term but will require to be properly reviewed and developed, and recommendations made to Council to undertake appropriate redesign on the basis of the business cases developed.

5.14. The TOM sets out a new operating approach for the Council which over the coming years the Council will use to address its funding gap and longer term sustainability. This in itself represents a risk, given the immediate financial pressures facing the Council and anticipated in the Local Government Settlement. As a consequence, it is proposed that the implementation of the TOM and any consequential redesign will necessarily be incremental rather than one–off, seeking to contribute to closing the financial gap year on year. This approach also seeks to address affordability issues and ensure sufficient time for consultation and engagement on all aspects of redesign as they are designed and developed, especially with staff, Trades Union representatives and service users as appropriate.

Technology

5.15. There is significant scope to improve the effectiveness and accessibility of Council services and transform the organisation by greater use of digital solutions and channels. This is evidenced by both the outcome of Digital Office's Digital Maturity Assessment and our engagement with Digital Office in

respect of the Social Work IT System replacement and with James Harvard in respect of the implementation of MS365.

5.16. A significant factor in profiling Technology within the TOM is that there will be significant decisions required that reflect the choices, level of ambition and investment required by the Council in implementing its Digital Strategy. This is apparent at the early stages of work in respect of the implementation of MS365.

5.17. The TOM proposes:

- a greater focus on digital transactions and customer engagement, including the use of low-code application development and social media

- a focus on assisting transition to digital self service

- a seamless end to end self-service with the majority of transactions capable of being achieved in a single visit

- improved efficiency and insight from developing data analytics capacity to inform redesign and improve outcomes.

5.18. The prioritisation of Technology within the TOM aims to deliver significant benefits for customers and service users as well as to improve the efficiency of internal processes. Anticipated benefits include making better use of customer intelligence to better understand and assess customer needs and improve customer experience. Additionally, efficiencies derived from improving automation of simple high volume transactions will free up scarce resource to focus on value adding activities such as resolving more complex customer enquiries and/or redeploying staff to deliver agreed Council priorities.

6.0 Organisational Redesign

6.1. In March 2018, Council agreed a new organisational redesign. The redesign effectively established a new managerial structure based on three new service delivery portfolios: People, Place and Partnership and Performance. Committee structures were also aligned with this managerial structure in August 2018. The redesign did not fundamentally consider the services the Council would deliver in the future, the performance standards or models of delivery as proposed in this report. This reflects the changed context since 2019 and the increased priority being assigned to the need for more fundamental changes in how public services are delivered.

6.2. The 2019 design proposed a reduction from 9 chief officers to 4 and a reduction in the tiers of management between Service Manager and Chief Officer. As a consequence, a new management role of Senior Manager was established with the planning assumption that there would be fewer managers in overall terms in addition to the reduction at chief officer level.

6.3. The new structure proposed 15 new Senior Managers compared with the 23 existing Service Manager roles. This restructure indicated a total saving of £765k, with £289k planned to be delivered in 2018/19. To date the following savings have been made:

Directorate	Planned Saving £'000	Saving Achieved £'000	Saving Over (under) Achieved £'000
Chief Executive	120	116	(4)
Partnership & Performance	223	218	(5)
Place	161	165	4
People	261	55	(206)
TOTAL	**765**	**554**	**(211)**

In the updates presented to Council on this, the most material being on 19 August 2021 in respect of the People Portfolio redesign, Council was informed that the residual balance of planned savings will be progressed through ongoing Organisational change and redesign. This reflects the current position.

6.4. In considering the implications of the TOM and as new models of delivery are designed, it is anticipated that it will be necessary to consider and review the operational structures required to manage and deliver services in the future. This will also by influenced by external factors such as the National Care Service Bill and Education Reform. Within the Council, work has already been progressed to better integrate service delivery, for instance within the People Portfolio. However, much more fundamental review on a corporate basis is required for the future. As indicated in paragraph 5.14, it is not anticipated that there will be a one-off wholesale review of structures but that this will be incremental.

Organisational redesign framework

6.5. On the 27 June 2019, Council agreed a framework within which Organisational Redesign would be progressed. Exhibit 2 below sets out the

broad phases of activity to move the Council from the as is position to achieving sustainable public service delivery in the medium to longer term.

6.6. Progress has previously been reported to Council against the redesign phases, though this was disrupted during the Covid-19 pandemic. This framework remains relevant and is complimentary to the proposed TOM. The Framework is also underpinned by an Organisational Change Protocol which was agreed with Trade Union Representatives, and by Council at its meeting on 22 April 2021. This protocol sets out the process that should be followed in respect of the design, development and recommendations proposed in respect of redesign.

Exhibit 2: Organisational redesign framework

6.7. The framework comprises four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not intended to be sequential but run concurrently. The rationale for this approach is that even as the arrangements for embedding a sustainable transformation culture and capacity are being developed and implemented, alongside this activity, it is necessary for the Council to meet its year on year financial challenges and set a balanced budget. Additionally, the council needs to be able to demonstrate that it is meeting key milestones and learning from its investment on the path to securing sustainability.

6.8. The four phases are as follows:

- **Creating the conditions**: This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems,

strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.

- **Developing the Team**: This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.

- **Releasing the potential**: This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.

- **Sustainability**: This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both delivery and financial terms.

6.9. The TOM and the Organisational Redesign Framework will be underpinned by consistent principles. The previously agreed organisational redesign principles are set out in Appendix A and summarised as follows:

- Customer focus
- Empowerment
- Locality/ Place focus
- Collaboration
- Continuous improvement and innovation
- Integration /co-ordination
- Innovation
- Technology-informed design
- Strategic Alignment

6.10. It is proposed that these principles remain relevant in the context of the proposed TOM. However, the following amendments are proposed:

- Technology-informed design is removed from the principles given the increased profile assigned in the proposed TOM.

- In line with agreed Council priorities in the Be the Future Plan and agreed Budget, three additional principles are added in respect of; resilience and sustainability; Well Being Economy (WBE) and Community Wealth Building (CWB); and Green Strategy.

7.0 Sustainability Implications – N/A

8.0 Resource Implications – there are no explicit resource implications contained within this paper. The activity will be implemented from within existing agreed resources and specific future resourcing impacts determined as part of business cases submitted to future Council meetings.

9.0 Exempt Reports

9.1. Is this report exempt? No

10.0 Declarations

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

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

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

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

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

APPENDIX A: Be the Future Transformation Plan

14.0 Background Papers

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

Yes ☐ (please list the documents below) No ☐

Author(s)

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Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

Be the
Future

Clackmannanshire Council

Clackmannanshire Council
Be the Future Programme

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Change the Future: Be the Future

We are entering a period of significant change for public service delivery over the next decade in Clackmannanshire.

Everyone who lives and works in our area rightly expects high quality, accessible, efficient and joined up public services. There is a clear policy imperative to deliver greater choice, flexibility and responsiveness in what, and how, services are delivered. This is aligned with a strong desire to maximise the value of service user, family and community participation in designing and delivering service delivery models of the future.

These increased expectations are augmented by our individual and collective experiences of technological advances in our homes and how we live our lives. It is important that public service models change to reflect these societal shifts and that public service transformation is aligned with these broader developments, making the most of technological advances wherever relevant.

This context for our transformation coincides with a period of significant challenge within our area. In Clackmannanshire, we are living longer with more complex needs: there are high levels of vulnerability and inequality in some of our towns and villages that require significant and often complex support; our economic performance requires improvement to facilitate the social and financial resilience and independence of our residents; we have a high proportion of our children living in poverty, and we are facing unprecedented challenges to protect our outstanding natural environment within the context of a worldwide climate emergency. At the same time, resources continue to reduce.

Our ambition is to deliver sustainable public services by improving the economic performance of the area and creating the conditions to ensure that our people, places and businesses enjoy the benefits of greater prosperity. We want to build on the strong identities of our town and villages and develop sustainable new models of delivering public services in our communities. This is not a quick fix and represents a significant and challenging programme of longer term transformation activity and investment that will need to be delivered in partnership.

A clear and consistent focus on sustainable inclusive growth, empowering families and communities and health and wellbeing is required to achieve our transformation ambitions.

Councillor Ellen Forson
Council Leader

Nikki Bridle
Chief Executive

By 2030, we aim to deliver:

Improved economic performance with more, better paid jobs and development opportunities for local people

Sustainable health and social care and improved quality of life for our residents

Improved choices and chances as a consequence of raising attainment and skills development opportunities

More services designed, developed and delivered in partnership, including with our communities

Greater integration with our partners

Greater resilience and independence within our communities to minimise the impacts of poverty and inequality

Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate challenge

We will do this by:

Creating the conditions: We will create the conditions for sustainable change by investing in our people and systems for the future. We will improve arrangements for engaging and involving our stakeholders and prioritise our relationships with local partners, national agencies and our communities.

Developing the Team: We will embed a positive and empowering culture which supports our shared vision for change. Our communities, partners and service users are at the heart of everything we do and our shared culture embodies this priority.

Releasing the potential: We will establish and support the development of effective and empowered teams which are confident in delivering innovative proposals for change.

Sustainability: Service and financial sustainability is the outcome of our shared innovation. Innovation will be targeted in line with LOIP outcomes and Corporate Plan priorities. To deliver innovation, experimentation and learning is embraced.

1 Be the Future Aims and Programme Themes

Our Be the Future Aims (Exhibit 1) are bold and ambitious.

Our Aims are supported by a Programme of activity which will require investment to ensure that the right capacity and conditions exist for new arrangements to flourish and be sustained over the long term.

We anticipate that significant transformation will be implemented and embedded by 2030. This timeframe is also aligned with the delivery of key aspects of the Stirling and Clackmannanshire City Region Deal, the development of Regional Economic approaches, the establishment of our Longer-term Financial Planning and our capital investment priorities, for instance in respect of the Learning Estate Strategy.

Progress will be tracked through the established framework of the Be the Future Board; regular Council and Alliance Be the Future update reports, and committees as appropriate.

Our Be the Future Aims have been developed from the ambitions set out in our Local Outcome Improvement Plan (LOIP) outcomes (Appendix 1) and our Corporate Plan priorities (Appendix 2). These have been consolidated into three key themes: **Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing.**

The Aims have been consolidated within three Be the Future Programme Themes which we believe reflect the areas which need to be prioritised to transform outcomes and deliver sustainable public services. The Aims and the three Programme Themes are summarised in Exhibit 1.

Further details on the individual areas of planned activity are summarised in Appendix 3. The projects detailed in the Plan reflect a blend of planned; scoped and/or implementation stages of development. This blend reflects the medium to long term timescale for the delivery of our Be the Future Aims and the delivery of sustainable public services. This approach also reflects the importance placed on early stakeholder engagement in the design and development of proposals.

It is intended that this is a dynamic programme of activity which will be regularly refined and updated to reflect our national and local context and our learning from trialling new models.

Exhibit 1 overleaf sets out the Be the Future Aims and three Programme Themes.

Aims and Programme Themes

Aims	**We will transform our organisation and approaches**
to: • empower people and places to improve their wellbeing, skills and prosperity; and • ensure that environmental, social and financial needs of our people and places are met and that future generations thrive.	
Sustainable Inclusive Growth	We will take steps to tackle poverty and inequality. We aim to maximise the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.
Empowering Families & Communities	We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual; family and community skills in support of social and financial independence.
Health & Wellbeing	We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. Delivering increased wellbeing also aims to promote equitable growth.

2 Be the Future: Transformation Principles

Our Be the Future Principles are summarised over four key themes:

1. **Customer-focus:** Our customers, service users, residents and communities and staff are at the heart of everything that we do and critical to our shared success
2. **Empowerment:** Greater stakeholder leadership, involvement and participation in the design and delivery of transformation and services
3. **Continuous improvement and innovation:** Public service partners have a duty to secure continuous improvement. This theme additionally sets out four key principles critical to the identification of new and innovative operating models
4. **Locality focus:** Options will, wherever practicable, be developed in the context of an assessment of place based strengths and needs.

These themes are largely self-explanatory. However, Theme 3 is more complex. This Theme highlights our duty to secure continuous improvement. Additionally, it highlights our ambition to do things differently and develop new approaches. To facilitate this, the core principles have been augmented to include:

Collaboration:

To meet the expectations of our residents and service users and deliver effective, integrated and efficient public services, it is necessary to look beyond Council service delivery responsibilities and consider the opportunities for creating new and better integrated models of public service delivery which focus on our customers. Our Alliance partners are keen to explore such opportunities and work is already being progressed to take this ambition forward, for instance the Safeguarding through rapid intervention pilot (STRIVE) which commenced in February 2020.

Additionally there are further opportunities to improve quality, expertise, resilience and cost effectiveness by reviewing the potential for new collaborative service delivery models for Council services. A number of examples of such reviews are set out within the revised Organisational Redesign Plan.

Integration:

This principle aims to ensure that the provision of services is streamlined and duplication and handovers within and between services are minimised. This applies within council services but is equally applicable between public service organisations.

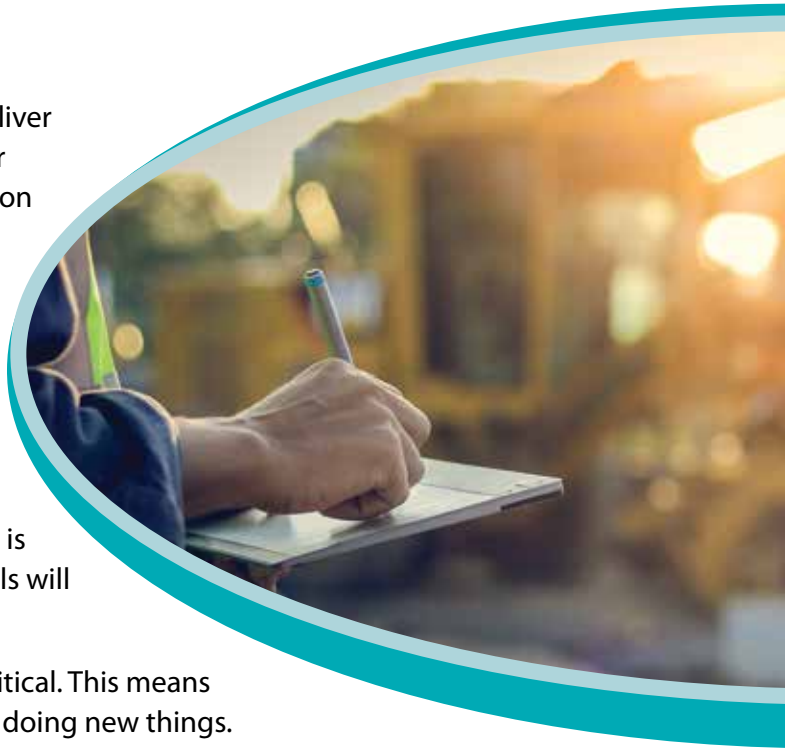
Service design and delivery is focussed on maximising the effectiveness of the customer experience with issues, as far as possible, being resolved at the first point of contact.

Technology-informed design:

In order to keep pace with expectations in respect of the use of new technologies in accessing and delivering council and public services, it is important that we consistently consider the applicability of existing, new and emerging technological advances throughout all of our transformation activity. The application of such advances can pave the way for innovative new approaches to be established.

Technology will also be used to improve efficiency, for instance to improve the accessibility of public services through the use of enhanced on-line facilities, and to process high volumes of transactional enquiries by automating such systems. These approaches free capacity to spend in supporting more complex needs and enquiries.

Innovation:



There is an implicit duty on public services to deliver continuous improvement in the operation of our business. In many instances this activity focuses on making incremental improvements to existing arrangements which will improve quality and/ or effectiveness and efficiency. Operational activity will continue to be reviewed to ensure that such benefits are identified and realised.

The ambition described within this Plan is significant and aims to establish a very different landscape of service delivery models. It is anticipated that a wider range of different models will co-exist in the future.

In order to deliver this ambition, innovation is critical. This means both doing existing things in different ways and doing new things.

Alignment and application of Be the Future Principles

Our Be the Future Principles are aligned with and underpinned by our Corporate Vision and Values (Appendix 2). As part of our work to develop our organisation to be able to deliver on this ambitious transformation agenda, Council has already approved an Organisational Redesign Framework and Plan (Appendix 4). A key feature of this work is the need to establish, sustain and develop our organisational culture to be able to support transformational change on a 'business as usual' basis. This culture will also need to support experimentation/ pilot approaches within our communities and by our stakeholders and staff.

Underlying all of this is the need to ensure that robust governance processes remain in place as approaches are developed, transition and/or are implemented.

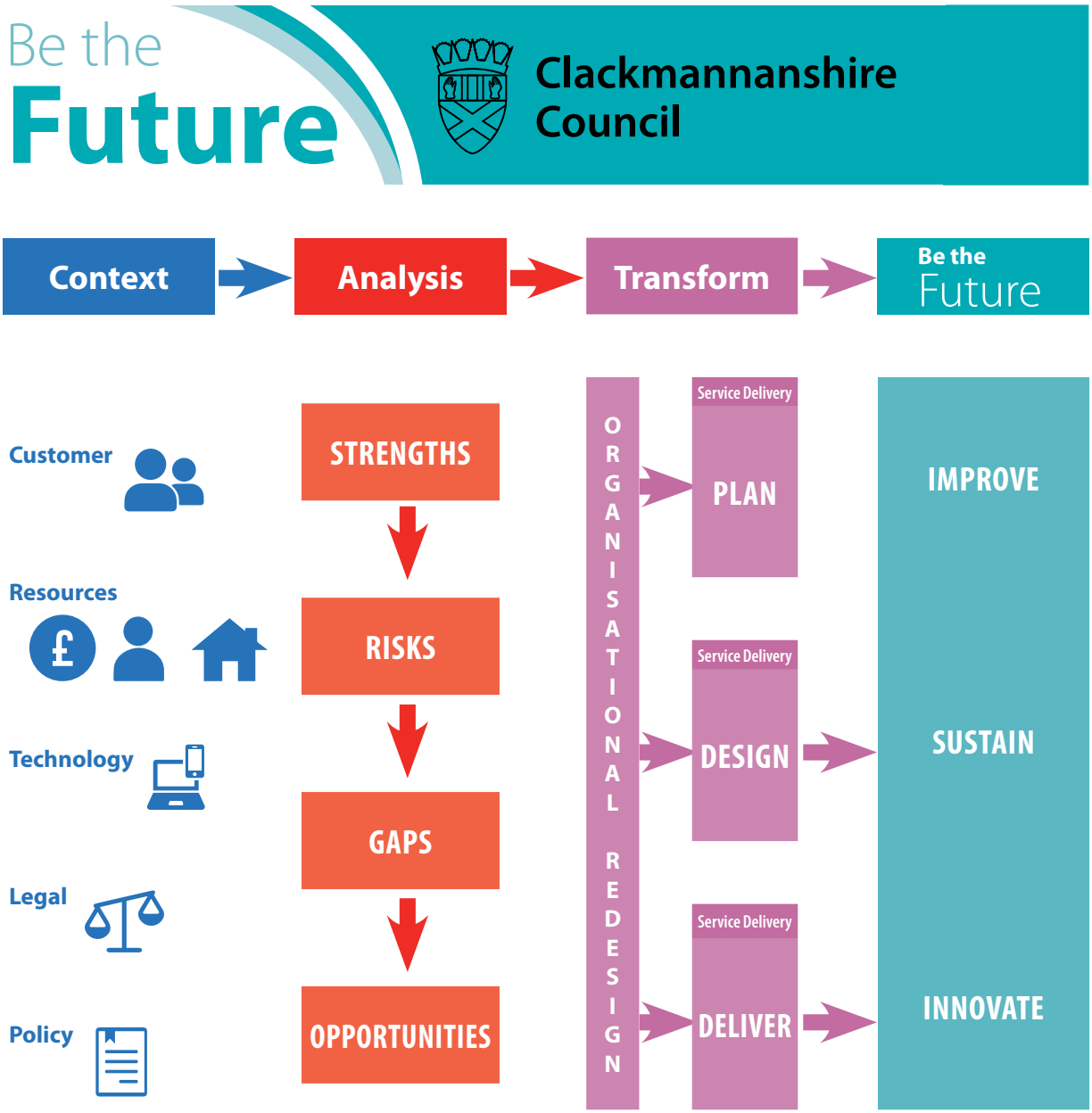
It is intended that these operating principles will be systematically evaluated and/or considered in the development of business cases and options for change, thereby consistently informing the development of future service delivery models.

3 Be the Future Framework and Toolkit

In order to deliver our aims, a clear framework needs to be in place for taking forward the identification and delivery of new models.

Exhibit 2 sets out the high level framework.

Clackmannanshire Council Be the Future Framework



The framework summarises activity across four key areas:

- **Context:** Our operating environment needs to be regularly scanned to ensure that the right transformation projects are identified within appropriate parameters for development. For instance proposals need to be developed within current legal, policy and cost parameters; reference the most relevant technological advances; take account of performance standards and requirements, and meet the principles described, in the context of the Be the Future Aims.

- **Analysis**: proposals will reflect an analysis of current strengths, risks, gaps in provision and/or capacity and set out the opportunities for improving efficiency and effectiveness and /or new ways of doing things. These considerations will be presented in the form of a business case, underpinned by full options appraisal, incorporating Equalities Impact Assessment (EQIA) and Fairer Scotland Duty (FSD) assessments.

- **Transformation:** The internal change agenda which ensures that the organisation is able to support the planned transformation activity is set out in the agreed Organisational Redesign Framework. This is already established and regularly reported to each Council meeting.

  The Transformation agenda is directly focussed on working with community leaders (elected members, service users, and communities) and our partners to co-design and deliver community-based and/or people centered delivery models. Initial phases of activity will focus on creating the right conditions and capacity for such arrangements to flourish. Progress will also be reported as part of regular Council and Alliance update reports.

- **Delivering the Be the Future Aims:** Achievement of the Aims will be demonstrated in the embedding of a mixed economy of service delivery models, underpinned by a focus on continuous improvement and learning. Our relationships, capacity and approaches will be embedded in the context of a mutually supportive shared culture that embraces change, experimentation, constructive challenge, learning and innovation. Customer focussed services will be sustainable.

Be the Future Toolkit

The Be the Future Framework is supported by a Project Management Office (PMO) and the development of a toolkit of transformation approaches.

To date, there has been a significant emphasis placed on developing the Project Management Framework and a robust business case template. These have been endorsed by the Programme Governance Board and are in use.

It is intended that the PMO works closely with individual project managers to produce the Business Case. This includes providing guidance and support in terms of consultation and engagement.

Appendix 1: LOIP Outcomes

In order to achieve our vision for Clackmannanshire we have developed four long term strategic outcomes which will drive the direction of our strategic partnership working in Clackmannanshire over the next 10 years:

Strategic Outcomes for Clackmannanshire

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

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

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

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

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

THE CORPORATE PLAN 2018-22, **Be the** FUTURE - OVERVIEW

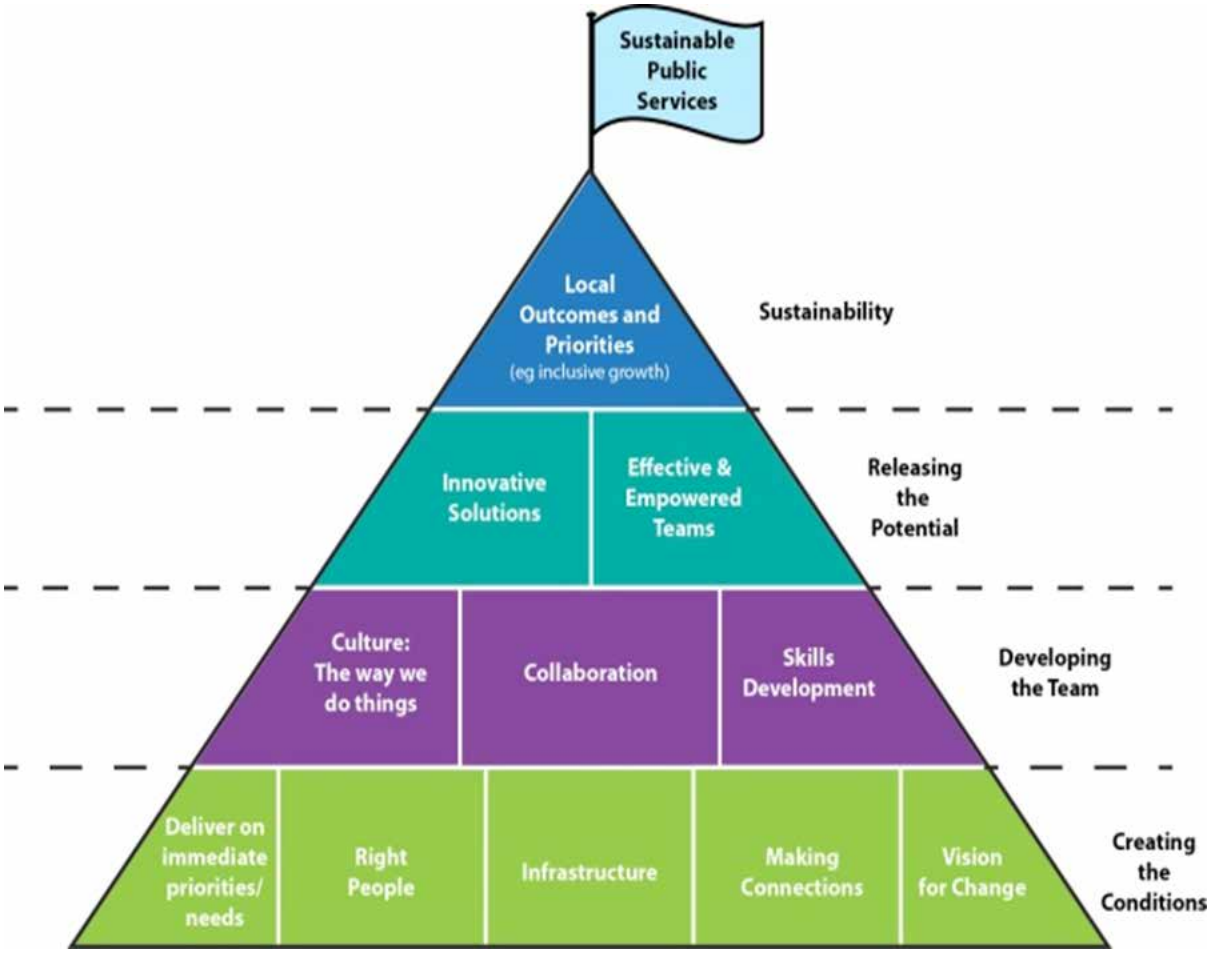
Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	• Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all. • Our communities will be resilient and empowered so that they can thrive and flourish. • Our families, children and young people will have the best possible start in life. • Women and girls will be confident and aspirational, and achieve their full potential.	
Our Priorities	**Inclusive Growth, Jobs & Employability**	**Reducing Child Poverty**
	Raising Attainment	**Sustainable Health & Social Care**
	Empower Families & Communities	**Organisational Transformation**
Our Values	**Be the** CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity.
	Be the TEAM	**R**espect each other and work collectively for the common good.
	Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
	Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Appendix 3: Be the Future Plan (by Programme themes)

1 Sustainable Inclusive Growth	2 Empowering Families and Communities	3 Health and Wellbeing
Skills Development	**Empowering families**	**Health**
CRD[1]: Regional Skills and Inclusion Programme	Safeguarding through rapid intervention and risk minimalisation	Transforming Adult Social Care
Skills Development: Strategic Framework	Empowering Individuals, Families and Communities: Strategic Framework	Tackling problematic alcohol and substance use
CRD[1]: Regional Digital Hubs	Collaborative Family Support Services	CRD[1] Active Travel
Transforming Secondary School Curriculum	CRD[1]: Alloa Lone Parents	Transforming mental health services
Economic performance	**Empowering communities**	**Wellbeing**
Revitalise Business Engagement (Inc. 3rd Sector)	Learning Estate: Connecting people, places and learning	Scottish Government Wellbeing Economy Pilot/ diagnostic
Strategic Transportation	Transforming Local Democracy and Governance	Sustainable Ageing
CRD[1]: Scotland's International Environment Centre (SIEC)	HRA Review of tenant advice and support	Community wellbeing: Centrestage review
Regional Economic Strategy	Community capacity building	Active Living and Wellbeing
Digital Enablement	Thriving Towns and Villages	Transforming approaches to Additional Support Needs
Environmental Sustainability	**Financial resilience**	
Energy and Climate Change	Income maximisation: Review of Revenues Service (incorporating Single Financial Assessment)	
CRD[1]: Energy Masterplan	Strategic Review of Procurement and Commissioning Services (incorporating HSCP strategic commissioning)	
Carbon Budgeting and Ethical Investment	Contract Administration	
CRD[1]: Culture, Heritage and Tourism	HRA Business Plan refresh and review of rental policy	

Our Be the Future Programme represents a dynamic schedule of activity. It will be revised and refreshed on a regular basis to reflect developments in our operating context; our learning from implementing and trialling new ways of working and learning from other areas and developments. *City Region Deal (CRD)

Appendix 4 Clackmannanshire Council Organisational Redesign Framework



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

- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.

- **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.

- **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
- **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 5

ON THE AGENDA

Report to: Meeting of Clackmannanshire Council

Date of Meeting: 11 August 2022

Subject: Council's Decision-Making Framework: Boards and Briefing Framework

Report by: Chief Executive

1.0 Purpose

1.1. The purpose of this report is to seek approval for a framework of Boards and Briefing arrangements to support the changes to the decision-making framework agreed by Council at its Statutory meeting on the 25 May 2022.

1.2. These proposals aim to enhance the streamlined decision- making framework agreed by Council by ensuring that updates on priority matters are regularly available to elected members in addition to those provided through Council and Committee reports.

1.3. Briefing themes and focus will evolve in the light of the review of the Strategic Planning Framework (Local Outcomes Improvement Plan) and Corporate Plan and subject to the approval and implementation of the Target Operating Model (TOM) which is proposed in a separate paper on this agenda.

2.0 Recommendations

Council is asked to agree:

2.1. The proposals for four thematic Boards and the proposed focus, associated remits and membership, as set out in paragraphs 4.1 to 4.3 and Appendix A

2.2. Subject to agreement of recommendation 2.1, nominations for elected member representatives for each of the four thematic Boards (paragraph 4.5 and Appendix A)

2.3. The proposed themes and frequency for Briefings on priority matters and developments (paragraphs 4.7 and 4.8)

2.4. The proposals to establish a wider range of formats, including a Teams Channel for updates and briefings (paragraph 4.8)

Council is asked to note:

2.5. That existing cross party fora detailed in paragraph 4.6 will be sustained.

3.0 Background

3.1. Following the recent Local Government Election held on 5 May 2022, Council agreed changes to its political decision-making framework following positive cross-party discussions.

3.2. The changes agreed aim to:

- maximise the participation of all elected members in decision making
- sustain maximum transparency over the Council's decision-making
- streamline the administration of Council business
- enhance the effective scrutiny of Council activity and decisions.

3.3. In the report submitted to Council on 25 May, Council was asked to note that the new arrangements are intended to be underpinned by an augmented/ more routine Programme of briefings/fora and that a report would be submitted to this August Council meeting, setting out more detailed proposals.

4.0 Considerations

4.1. It is proposed that Council agrees to establish a Framework of four Boards which enhance the profile of specific strategic priorities and supplement the information provided to the Audit and Scrutiny Committee to facilitate routine scrutiny of operational performance and delivery against Portfolio Business Plans. Further briefing on appropriate operational matters will be provided through existing Portfolio and Shadow Portfolio briefings.

4.2. Additionally, the establishment of the Board Framework aims to assist in sustaining Council's focus of resources and attention on priority activities and ensuring that elected members are sufficiently well briefed ahead of decision making required at full Council.

4.3. The proposed Boards are:

- **Be the Future Transformation Board** (incorporating Digital)
- **Climate Emergency Board**
- **Children and Young People's Board** (combining the former Towards Excellence and Equity Group with the Promise Group)
- **Adult Social Care Board** (incorporating National Care Service).

4.4. Proposed remits are set out at Appendix A for approval.

4.5. Appendix A also sets the proposed membership and frequency of Board meetings. Subject to agreement of recommendation 2.1, nominations are now sought from Council in line with the proposed membership balance for each of the four Boards.

4.6. The proposed Boards detailed at paragraph 4.1 are distinct from existing cross-party groups which are chaired/attended by the relevant Spokesperson or Officer Sponsor and include:

- Sport and Active Living Group chaired by Councillor Harrison
- Violence against Women Partnership attended by Councillor Forson
- Children and Young People's Mental Transformation Board chaired by Councillor Hamilton
- Tripartite Chaired alternately by Provost and Chair of Joint Trades Union Committee (JTUC).

4.7. In addition to the Board Framework detailed in paragraphs 4.1 to 4.3 and Appendix A, the proposed arrangements aim to establish a more routine, planned approach to briefings on key strategic themes which will also assist with the efficient management of the Council agenda by minimising any items purely for noting, unless a matter of significant public or community interest. The core briefing themes may also need to be supplemented in response to changes in priority and context.

The proposed core briefing themes are as follows:

- Well Being Hub
- Family Well Being Partnership (including Child Poverty)
- City Region Deal
- Financial Sustainability/Budget
- Suicide Prevention
- Economic Recovery
- Challenge funds and major funding opportunities/grants
- Learning Estate Strategy
- Asset Strategy
- Employability - Well Being Economy and Community Wealth Building
- Significant Transformation activity e.g implementation of MS365

4.8. It is proposed that these briefings will be delivered at approximately 6 to 8 weekly intervals, starting from the 26 September 2022. The briefings will be delivered using a wider range of formats than previously. It is proposed that a Teams Channel will be established to support this routine briefing activity. Briefings via the Teams channel will be either a written update or in video format. The Teams Channel will be supplemented by face to face briefing on specific priority matters. It is anticipated that a wider variety of formats will facilitate improved access and participation for elected members.

4.9. In addition to providing regular updates for elected members on key issues, briefing material will also be used to enhance internal and external communications wherever appropriate.

5.0 Sustainability Implications – N/A

6.0 Resource Implications - The proposals within this paper will be administered from within existing agreed resources.

7.0 Exempt Reports

7.1. Is this report exempt? No

10.0 Declarations

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

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

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

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

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

APPENDIX A: Thematic Board Remit and Membership

14.0 Background Papers

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

Yes ☐ (please list the documents below) No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

Thematic Boards: Remit and membership **Appendix A**

Board: Be the Future (Transformation) Board

Remit:

- Review of progress against the transformation business plan
- Review of progress against the Be the Future implementation plan
- Updates on financial benefits from investment of Transformation Fund. Alignment to budget strategy
- Updates on major programmes of activity including City Region Deal, digital transformation and other transformation components of the capital programme
- Fundraising and strategic alignment. What we are pursuing and what we are not. Impact on the capital programme.
- Emerging opportunities – discovery fund; partnerships; challenge funds.

Membership: Six elected members (3 SNP representatives, 2 Labour representatives and 1 Conservative representative)

Chair: Leader of the Council

Frequency: Quarterly

Board: Climate Emergency Board

Remit:

The role of the Climate Emergency Board is fourfold:

- To create, implement and own annual greenhouse gas emission reduction targets for Clackmannanshire Council's own operations with net zero being reached by 2040 at the latest;

- To support and facilitate greenhouse gas emission reduction targets for the Clackmannanshire area with net zero being reached by 2045 at the latest;

- To take action to improve Clackmannanshire's preparation for and resilience to the impacts of Climate Change;

- To produce and implement an updated Climate Change Strategy and Climate Emergency Action Plan with the latter containing actions under each of the following themes:

    - Energy, Heat and Buildings
    - Low-carbon Transport
    - Waste, Recycling and the Circular Economy
    - Biodiversity, Carbon Storage and Agriculture
    - Adaptation, Planning and Organisational Capacity
    - Economic Development and Sustainable Procurement

Membership: Six elected members (3 SNP representatives, 2 Labour representatives and 1 Conservative representative)

Chair: Spokesperson for Environment and Net Zero

Frequency: Approximately 6 weekly

Board: Children and Young People's Board

Remit

The Role of the Children and Young People's Board will be to:

- Review education progress (including SAC Governance and use of Pupil Equity Funding)
- Consider relevant developments in relation to School and Early Learning Leadership
- Monitor and scrutinise the Council's implementation of The Promise
- Consider progress against the Children's Services Plan
- Review progress of Early Learning and Childcare Plans and Implementation of 1140 Consider actions from any Inspection Reports
- Support and provide input on relevant consultations
- Provide input and review of the benefits for Clackmannanshire of the Forth Valley and West Lothian Regional Improvement Collaborative
- Ensure Clackmannanshire is making progress with the United Nations Convention on the Rights of the Child
- Review progress of Clackmannanshire's Strategy for Digital Learning
- Consider updates on the Additional Support for Learning Strategy
- Support awareness of key areas and developments in relation to the People Directorate.

Membership: Six elected members (3 SNP representatives, 2 Labour representatives and 1 Conservative representative)

Chair: Deputy Leader of the Council

Frequency: Bi-monthly

Board: Adult Social Care Board

Remit:

- The Board's primary function is to scrutinise the Council's compliance with Directions issued to it by the IJB.

- The Board also has a role in considering relevant operational matters arising from the Council's implementation of those Directions (for example, in its role as an employer or supplier of services).

- The Board will also support awareness raising of local NHS services provided to the population of Clackmannanshire, recognising that NHS Forth Valley is also subject to scrutiny with respect to IJB Directions and operational delivery of NHS services.

- Monitoring and scrutiny of preparedness of arrangements to design and implement the National Care Service as it relates to Clackmannanshire Councils responsibilities.

- Focus on staffing and employment issues as a result of NCS and aligned with work on Corporate Organisational Change and Redesign flowing from developments associated with the Target Operating Model's implementation.

Membership: Six elected members (3 SNP representatives, 2 Labour representatives and 1 Conservative representative)

Chair: Spokesperson for Health and Social Care

Frequency: The Panel will meet every four months (potentially more frequently re aspects of NCS Bill)

Clackmannanshire and Stirling HSCP – Integration Scheme (clacksandstirlinghscp.org)

THIS PAPER RELATES TO ITEM 6

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 11th August 2022

Subject: Wellbeing Hub Options Appraisal

Report by: Lorraine Sanda Strategic Director People

1.0 Purpose

1.1. The purpose of this report is to provide Council with both the strategic context and the professional and technical assessment of the two sites identified for the provision of a new Wellbeing Hub for Clackmannanshire. Council is invited to consider all of the information contained within the paper and to agree to progress one of the options to the next stage of development.

2.0 Recommendations

2.1. Council is asked to agree:

2.1.1. Which site and facilities mix option should be progressed to RIBA Stage 2-4 (Concept and Technical Design) taking into consideration the Options Appraisal inputs and outputs presented in this paper at 4.1 to 4.19 alongside **Appendices i to xix**, and Tables 1 and 2.

2.2. Council is asked to note:

2.2.1. The Case for Change in the background section at para 3.1;

2.2.2. Detailed capital costs for construction of the option agreed by Council will come back for budget approval and will be progressed in line with procurement and planning regulations;

2.2.3. Detailed revenue operating costs for the option agreed by Council will come back for budget approval;

2.2.4. Investment opportunities will continue to be pursued as the project progresses through the next RIBA stages;

2.2.5. The financial uncertainty mentioned at para 4.14-4.15;

2.2.6. The risks identified in para 4.14, Table 1 and **Appendix xiii**

2.2.7. There will be ongoing communication and engagement with partners, stakeholders and the public as the project develops through the RIBA stages.

3.0 Background

3.1. Case for change

3.1.1. Why are we developing a Wellbeing Hub?

- Relatively high numbers of people living in poverty, feeling isolated, dealing with health issues and having limited opportunities to work.
- Clear evidence that leisure facilities provide opportunities for people to connect with others, become and stay physically active and improve their physical and mental health and wellbeing.
- An ambition to transform Alloa as a place to live, work and visit.

3.1.2. How does it align with national/regional/local priorities?

- At the heart of Scotland's **National Performance Framework** is a focus on creating a more successful country where increased wellbeing and sustainable and inclusive growth helps everyone to flourish.
- This requires new thinking, especially in dealing with challenges such as reducing child poverty. The Scottish Government's **Best Start, Bright Futures Delivery Plan** (2022 -2026) calls for public services to wrap around families and provide the right support to the right people at the right time.
- There is also new thinking behind the idea of creating a Wellbeing Economy where economic, social and environmental dimensions are managed to enable people and places prosper.
- Public Health Scotland is looking specifically at how these social, economic and environmental determinants impact on healthy life expectancy and premature mortality. They have identified place, lifestyle, early years, mental wellbeing, harmful substances and inclusive economy as key priorities.
- The **Active Scotland Delivery Plan** (2018) focuses on the physical activity element of lifestyle and aims for more people to be more active more often. sportscotland, the National Agency for sport, sets out in its' corporate plan **Sport for Life** (2019), how sport helps to create an active and thriving Scotland.
- Meanwhile, Scotland's health services are seeking to reduce the pressure on hospitals by shifting non-acute health management and

treatment services into the community, while encouraging individuals to take a more active role in managing their own health.

- **The Place Principle** was adopted by the Scottish Government and COSLA in 2019 to promote a shared understanding of place and collaborative working around a place's services and assets to achieve better outcomes for people.

- **Stirling and Clackmannanshire City Region Deal** is structured to provide investment in Innovation, Digital, Culture, Heritage and Tourism, Active Travel and Connectivity over the next 10 to 15 years. Core to the City Region Deal is the generation of inclusive economic growth for the region.

- In terms of climate strategy, Scottish Government has published **Climate Ready Scotland** (2019 -2024) which highlights the changes needed to protect the natural environment and vulnerable people, alongside promoting community involvement and a sustainable economy.

3.1.3. How does it fit with the Council ambitions and priorities?

- The Wellbeing Hub development is central to the ambition of having "a network of high quality, accessible and affordable sport and leisure facilities in Clackmannanshire" by 2028. (**Sport and Active Living Framework (SALF)** published in 2018).

- The spending objectives for the Wellbeing Hub are aligned with the **Be the Future (2018-30)** strategic themes and the Clackmannanshire Wellbeing Economy priorities (**Appendix i**)

- These also align with the **Clackmannanshire Family Wellbeing Partnership** which aims to improve the wellbeing and capabilities of individuals and communities, creating opportunities which promote social justice and tackle poverty and inequality.

3.2. Wellbeing Hub development to date

3.2.1. At their meeting on 19th December 2019, Council approved the 2019-2040 Learning Estate Strategy which identifies the opportunity for an Alloa South Education Campus, including the option for a swimming pool.

3.2.2. The COVID pandemic from March 2020 led to closure of all leisure facilities across Scotland including the Alloa Leisure Bowl. Scotland was placed on an emergency footing, and the focus of the Council was on ensuring that there was support in place for communities and that the impacts of the coronavirus were managed.

3.2.3. At their meeting on 11th February 2021, Council agreed to permanently close the Alloa Leisure Bowl, end the operating agreement with Wasp Leisure Limited and explore options for leisure provision.

3.2.4. At a special meeting on 24th March 2021, Council approved a Capital Budget of £16.855m for the development of a Wellbeing Hub in Alloa. This was updated to £15.320m at a special meeting on 4th March 2022 and will be subject to further review in relation to the inflationary pressures detailed in 4.14 below.

3.2.5. At their meeting on 21st May 2021, Council noted the adoption of the Royal Institute of British Architects (RIBA) 7 stage process to manage the costs and time involved in the Wellbeing Hub build (**Appendix ii**)

3.2.6. At their meeting on 16th December 2021, Council agreed to consider two potential sites for the Wellbeing Hub (**Appendix iii**) as part of the Options Appraisal.

- A greenfield site at Alloa West which is referred to as the Pavilion Site for the purposes of the Options Appraisal (**Appendix iv**)

- The brownfield site in Alloa town centre which formerly housed the Leisure Bowl and is referred to as the Bowl Site for the purposes of the Options Appraisal (**Appendix v**)

3.2.7. At their meeting on 10th February 2022, Council noted that

- the Options Appraisal for the Wellbeing Hub was underway, part of which was an Independent Research Report identifying a list of potential facilities to be included in the Wellbeing Hub (**Appendix vi**)

- a Project Overview had been developed which highlights the role of the Wellbeing Hub as part of a wider network of facilities providing physical activity, wellbeing and sport programming.

3.3. Stakeholder perspective

3.3.1. Extensive consultation has been carried out since April/May 2021 to gather feedback about active living and use of leisure facilities from people living and working in Clackmannanshire, organisations operating in Clackmannanshire and special interest groups. **Appendix vii** provides a summary of who we spoke to and what they told us.

3.3.2. The online public survey identified the most popular spaces to be active as outdoors, swimming pool and gyms/studios. It also highlighted the main reasons for being active as physical/mental wellbeing, social/family connections and team/club participation.

3.3.3. The Live Action Days in Clackmannanshire communities confirmed the importance of mental health and the need for leisure facilities to be affordable and easy to travel to. They also emphasised the importance of building facilities with future generations in mind.

3.3.4. Discussions with special interest groups highlighted the need for facilities to be accessible, suitable for people of different ages and abilities and capable of hosting competitions and events.

3.3.5. Engagement with organisations providing physical activity, wellbeing and sport programmes in Clackmannanshire identified they want a Wellbeing Hub that can complement what they are already doing, can help expand their reach and improve their sustainability and can provide suitable facilities for community use.

3.3.6. Ongoing engagement with stakeholders including the public, will continue through the RIBA process.

3.4. Partner engagement

3.4.1. During the same period, there has been engagement with a wide range of partners to draw on their expertise and explore how the Wellbeing Hub could help them achieve their goals.

3.4.2. **Appendix viii** summarises that engagement and highlights the wide-ranging support provided by our strategic partner sportscotland, alongside key contributions from health, education and community partners.

3.4.3. Early discussions have taken place with private providers about potential investment in facilities for physical activity, wellbeing and sport.

3.5. Project governance and resources

3.5.1. The governance structure and expert resource inputs has built up over the life of the project to date and is illustrated in **Appendix ix.**

3.5.2. The Steering Group has been established since January 2021 and includes representatives from Health, Sport, People, Place, Finance and Project Management.

3.5.3. The Project reports into the Strategic Oversight Group for the Be the Future programme.

4.0 Consideration

4.1. Options Appraisal

4.2. The Options Appraisal has considered the facilities mix, space requirements, build standards, place standard, site features, build costs and running costs.

Clackmannanshire Council has worked with development partner Hub East Central to appoint a design team including Architects, Civil & Structural Engineers and Mechanical & Electrical Engineers.

4.3. The design team has produced an interim report to inform the Options Appraisal. They will carry out additional technical and design assessments and follow up discussions with the Planning Department to further inform the building design and costs.

4.4. Essential, Desirable and Optimal facilities mix options (**Appendix x)** have been distilled from the long list (**Appendix vi**) through discussions with Council officers, partner colleagues and the design team. The principle of the Wellbeing Hub is to provide the widest mix of programming possible to engage people from across the local authority and beyond. With this in mind, multi-purpose facilities feature across each option.

4.5. The design team has determined the space requirements and ideal configurations for each site and facility mix. **Appendix xi** illustrates the potential orientation and layout at the Pavilion site for each facility mix. **Appendix xii** illustrates the potential orientation and layout at the Bowl site for each facility mix.

4.6. On the greenfield **Pavilion** site, the Architects considered all opportunities and constraints including site access, positioning of the building within the site and the building orientation options. This identified the south of the Pavilion site, as a preferred position and layouts for the Essential, Desirable and Optimal mixes were developed in this position along with a new road, a new car park and a landscaped space to the south. The pool is the prominent feature in the Pavilion site at the corner of the new road. The lobby begins an open street layout which connects to the landscaped area and café to the south elevation.

4.7. On the brownfield **Bowl** site, the positioning of the building is more dictated by the size of the site, the topography and the adjacent railway line. The Architects have developed the concept of a street which connects to the neighbouring communities. Larger spaces are located to the north of the site with smaller programmatic elements to the south forming a pavilion. The desirable and optimal layouts aim to create a strong visual presence by stacking the larger volumes of the building to the northwest closer to the town centre whilst stepping down at the northeast of the site to prevent overshadowing/ loss of light on neighbouring residential buildings.

4.8. Meanwhile, the two sites have been assessed by construction and placemaking experts to identify the strengths, weaknesses, opportunities and threats from a construction, place and people perspective.

4.9. The Hub East Central SWOT (**Appendix xiii**) highlights the benefits of the **Pavilion** site in terms of the available space, minimal site constraints and the opportunity for co-locating other facilities which could attract investment and create cost efficiencies. The SWOT highlights the benefits of the **Bowl** site in

terms of its Town Centre location, existing infrastructure and community connection.

4.10. The Shaping Places for Wellbeing Assessment (**Appendix xiv**) highlights the benefits of the **Bow**l site using a place making approach to wellbeing, particularly in relation to the proximity and accessibility for those experiencing the greatest inequalities. It also notes that the **Pavilion** site benefits from connections to existing travel routes, particularly to the Hillfoots.

4.11. It should be noted that within the **Pavilion** site, there is potential for a joint development with a new Lochies Primary School which is also under consideration. The Options Appraisal for this new school is currently underway and combining both projects on the same site would afford benefits for joint construction, development and shared facilities, with possible economic benefits. From informal discussions with the Scottish Futures Trust, it is understood that a joint campus approach for Lochies is likely to attract higher scoring when the project is considered for funding through the Scottish Government Learning Estate Investment Programme. **Appendix xv** illustrates how both facilities could be achieved on the same site. In addition, the **Pavilion** site offers opportunity for further partner and/or private investment, given its size. This was not considered in detail in the options scoring at para 4.18 but is relevant to any decision.

4.12. In addition, depending on which option is agreed, further opportunities to align with the City Deal and in particular, consideration of a Digital Hub within either venue, would be fully explored.

4.13. Based on the potential building configurations and site assessments, capital costs have been estimated for each of the six options (**Appendix xvi**). These are summarised in Table 1 below.

4.14. In the last 12 months, a number of inflationary factors have had a major impact on the construction and operation of leisure facilities. Scotland Excel recently published a briefing on supply chain conditions which highlighted the impact on construction costs of exchange rates, materials availability, labour shortages, energy costs and increasing environmental standards. It is expected there will be continued financial uncertainty affecting the construction industry.

4.15. Further evidence from similar leisure facility projects in Scotland reinforces the impact of these inflationary factors with project costs currently being 25%-50% more than they were only 12 months ago.

4.16. A model has been created to project the income and operating costs for each of the 3 facility mixes for the first 6 years of operation (**Appendix xvii**). These are summarised in Table 1 below.

4.17. Based on the engineering and architectural assessments provided so far, several construction risks have been identified for each of the sites (**Appendix xiii**). These are summarised in **Table 1** below.

Table 1 provides an overview of the 6 Options by Capital Costs, Running Costs, Risks identified through the engineering and technical assessments

Table 1: Option Overview

SITE	Pavilion			Bowl		
OPTION	1	2	3	4	5	6
FACILITY MIX	Essential[1]	Desirable[2]	Optimal[3]	Essential[1]	Desirable[2]	Optimal[3]
CAPITAL COST[4,5,6,7,8,9,10]	£19.165m	£25.465m	£37.818m	£16.757m	£23.056m	£35.409m
RUNNING COST [11,12,13]	£282, 617	£252, 873	£113, 622	£282, 617	£252, 873	£113, 622
RISKS[14]	Master planning requirements Utilities not in place Infrastructure to be developed Contamination concerns Chance of flooding Timescale			Railway line Site access Constrained space Building height required Water discharge Timescale		
NOTES	1. See **Appendix x** for Essential facility mix 2. See **Appendix x** for Desirable facility mix 3. See **Appendix x** for Optimal facility mix 4. Excludes VAT 5. Excludes Council capital expenses 6. Assumes construction to current building standards 7. Site utility costs are currently estimated 8. Excludes master planning costs for the Pavilion site 9. Excludes off site works 10. Excludes site abnormals (available during RIBA stage 3) 11. Is the net running cost to the operator averaged over 6 years 12. See **Appendix xvii** for running cost details 13. Assumes same facility mixes at each site 14. See **Appendix xiii** for risk details					

4.18. The potential benefits of the six options have also been compared using a set of Critical Success Factors (**Appendix xviii**) developed by the Project Team and approved by the Steering Group and weighted by a small group of scorers. 8 people from the Steering Group, Project Team and Design Team scored the six options using a 0-4 scale, while referring to a pack of information about the likely benefits and issues for each option. The results were collated and reviewed in a Consensus Meeting to produce final scores as detailed in **Appendix xix**.

4.19. The total scores for each option are summarised in Table 2 below

Table 2: Critical Success Factors Consensus Scores

Pavilion Site			**Bowl Site**		
1	2	3	4	5	6
Essential	Desirable	Optimal	Essential	Desirable	Optimal
1.86	2.46	2.89	2.40	3.26	3.69

Please note that these scores should be considered alongside the financial and risk information presented in Table 1 above, as well as the wider strategic context and background set out in this paper.

5.0 Sustainability Implications

5.1. Clackmannanshire Council has committed to developing a comprehensive Climate Change Strategy within the next 12 months which will deliver a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045.

5.2. Initial sustainability implications such as land use, building standards and energy management have been considered as part of the Options Appraisal and will be further explored as part of the technical design work in the next RIBA stages.

6.0 Resource Implications

6.1. Financial Details

6.2. Capital cost estimates in Table 1 indicates a need for additional funding against the current £15.32m allocated in the Capital Budget for each of the 6 options being considered. Council will be asked to approve a future budget

based on the detailed design of the Option agreed and any associated Council expenses.

6.3. Staffing

6.4. As the operating model is developed, staffing implications will be considered in line with Council policies and procedures.

7.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒ No ☐

10.0 Appendices

Appendix i WBH alignment with strategic priorities

Appendix ii RIBA stages overview

Appendix iii Location of two sites

Appnedix iv Pavilion Site boundary (Alloa West)

Appendix v Bowl Site boundary (Alloa Town Centre)

Appendix vi Facilities long list

Appendix vii Stakeholder engagement summary

Appendix viii Partner engagement summary

Appendix ix Governance and resource structure

Appendix x Essential, Desirable, Optimal facilities mixes

Appendix xi Pavilion site option layouts

Appendix xii Bowl site option layouts

Appendix xiii HUB East SWOT Analysis

Appendix xiv Shaping Places for Wellbeing Assessment

Appendix xv Positioning of Lochies and Wellbeing Hub together

Appendix xvi Capital Costs for each option

Appendix xvii Running Costs for each option

Appendix xviii Critical Success Factors

Appendix xix Consensus Scoring Worksheet

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)

- A Scotland where everybody thrives: Public Health Scotland's Strategic Plan 2020 -2023
- Sport and Active Living Framework 2018-2028

- Sport for Life 2019
- Scottish Government Best Start, Bright Futures Delivery Plan 2022-2026
- Active Scotland Delivery Plan 2018
- Clackmannanshire Be the Future 2018
- EKOS Market Report January 2022
- Hub East Central Interim Options Appraisal Report July 2022
- Scotland EXCEL Briefing Cost Inflation June 2022

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director, People	2425

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	
Nikki Bridle	Chief Executive	

STRATEGIC AIM						
Improve the quality of life for every person in Clackmannanshire						
STRATEGIC THEMES						
Inclusive Growth		Empowering Families & Communities		Health & Wellbeing		
WELLBEING ECONOMY PRIORITIES						
Economy	Work	Young People	Poverty	Place	Health	Environment
WELLBEING HUB WILL HELP PEOPLE TO						
Be connected		Be active		Be well		
WELLBEING HUB PROJECT WILL DELIVER						
Place		Inclusion		Community Wealth		Sustainability
A high-quality facility which is linked to the wider leisure provision and active travel routes across Clacks and which is attractive to local people and visitors.		Flexible and accessible indoor and outdoor facilities which deliver an excellent customer experience and encourage a wide range of users to connect, be active and be well.		Appropriate use of land along with creating local skills, jobs and supply chains and sharing best operating practices across Clacks leisure facilities.		A green building which is practical and affordable to run and which plays an active role in sustaining a network of physical activity, wellbeing and sport providers.

RIBA Plan of Work 2020

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries:

Stages 0-4 will generally be undertaken one after the other.

Stages 4 and 5 will overlap in the **Project Programme** for most projects.

Stage 5 commences when the contractor takes possession of the site and finishes at **Practical Completion**.

Stage 6 starts with the handover of the building to the client immediately after **Practical Completion** and finishes at the end of the **Defects Liability Period**.

Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note:

Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a **Planning Application** is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required.
See *Overview* guidance.

Procurement:

The RIBA Plan of Work is procurement neutral – See *Overview* guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the **Procurement Strategy.**

ER Employer's Requirements

CP Contractor's Proposals

RIBA Architecture.com

	0 Strategic Definition	1 Preparation and Briefing	2 Concept Design	3 Spatial Coordination	4 Technical Design	5 Manufacturing and Construction	6 Handover	7 Use
	← Projects span from Stage 1 to Stage 6; the outcome of Stage 0 may be the decision to initiate a project and Stage 7 covers the ongoing use of the building. →							
Stage Outcome at the end of the stage	The best means of achieving the **Client Requirements** confirmed If the outcome determines that a building is the best means of achieving the **Client Requirements**, the client proceeds to Stage 1	**Project Brief** approved by the client and confirmed that it can be accommodated on the site	**Architectural Concept** approved by the client and aligned to the **Project Brief** The brief remains "live" during Stage 2 and is derogated in response to the **Architectural Concept**	Architectural and engineering information **Spatially Coordinated**	All design information required to manufacture and construct the project completed Stage 4 will overlap with Stage 5 on most projects	Manufacturing, construction and **Commissioning** completed There is no design work in Stage 5 other than responding to **Site Queries**	Building handed over, **Aftercare** initiated and **Building Contract** concluded	Building used, operated and maintained efficiently Stage 7 starts concurrently with Stage 6 and lasts for the life of the building
Core Tasks during the stage **Project Strategies** might include: – **Conservation** (if applicable) – **Cost** – **Fire Safety** – **Health and Safety** – **Inclusive Design** – **Planning** – **Plan for Use** – **Procurement** – **Sustainability** See *RIBA Plan of Work 2020 Overview* for detailed guidance on **Project Strategies**	Prepare **Client Requirements** Develop **Business Case** for feasible options including review of **Project Risks** and **Project Budget** Ratify option that best delivers **Client Requirements** Review **Feedback** from previous projects Undertake **Site Appraisals** No design team required for Stages 0 and 1. Client advisers may be appointed to the client team to provide strategic advice and design thinking before Stage 2 commences.	Prepare **Project Brief** including **Project Outcomes** and **Sustainability Outcomes**, **Quality Aspirations** and **Spatial Requirements** Undertake **Feasibility Studies** Agree **Project Budget** Source **Site Information** including **Site Surveys** Prepare **Project Programme** Prepare **Project Execution Plan**	Prepare **Architectural Concept** incorporating **Strategic Engineering** requirements and aligned to **Cost Plan**, **Project Strategies** and **Outline Specification** Agree **Project Brief Derogations** Undertake **Design Reviews** with client and **Project Stakeholders** Prepare stage **Design Programme**	Undertake **Design Studies**, **Engineering Analysis** and **Cost Exercises** to test **Architectural Concept** resulting in **Spatially Coordinated** design aligned to updated **Cost Plan**, **Project Strategies** and **Outline Specification** Initiate **Change Control Procedures** Prepare stage **Design Programme**	Develop architectural and engineering technical design Prepare and coordinate design team **Building Systems** information Prepare and integrate specialist subcontractor **Building Systems** information Prepare stage **Design Programme** Specialist subcontractor designs are prepared and reviewed during Stage 4	Finalise **Site Logistics** Manufacture **Building Systems** and construct building Monitor progress against **Construction Programme** Inspect **Construction Quality** Resolve **Site Queries** as required Undertake **Commissioning** of building Prepare **Building Manual** Building handover tasks bridge Stages 5 and 6 as set out in the **Plan for Use Strategy**	Hand over building in line with **Plan for Use Strategy** Undertake review of **Project Performance** Undertake seasonal **Commissioning** Rectify defects Complete initial **Aftercare** tasks including light touch **Post Occupancy Evaluation**	Implement **Facilities Management** and **Asset Management** Undertake **Post Occupancy Evaluation** of building performance in use Verify **Project Outcomes** including **Sustainability Outcomes** Adaptation of a building (at the end of its useful life) triggers a new Stage 0
Core Statutory Processes during the stage: Planning Building Regulations Health and Safety (CDM)	Strategic appraisal of **Planning** considerations	Source pre-application **Planning Advice** Initiate collation of health and safety **Pre-construction Information**	Obtain pre-application **Planning Advice** Agree route to **Building Regulations** compliance Option: submit outline **Planning Application**	Review design against **Building Regulations** Prepare and submit **Planning Application** See ***Planning Note*** for guidance on submitting a **Planning Application** earlier than at end of Stage 3	Submit **Building Regulations Application** Discharge pre-commencement **Planning Conditions** Prepare **Construction Phase Plan** Submit form F10 to HSE if applicable	Carry out **Construction Phase Plan** Comply with **Planning Conditions** related to construction	Comply with **Planning Conditions** as required	Comply with **Planning Conditions** as required
Procurement Route Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led	Appoint client team	Appoint design team	Appoint contractor (Management Contract / Construction Management) ER (Design & Build 2 Stage) ER (Contractor-led)	Pre-contract services agreement (Design & Build 2 Stage) Preferred bidder (Contractor-led)	Tender / Appoint contractor (Traditional) ER / CP / Appoint contractor (Design & Build 1 Stage) CP / Appoint contractor (Design & Build 2 Stage) CP / Appoint contractor (Contractor-led)			Appoint **Facilities Management** and **Asset Management** teams, and strategic advisers as needed
Information Exchanges at the end of the stage	**Client Requirements** **Business Case**	**Project Brief** **Feasibility Studies** **Site Information** **Project Budget** **Project Programme** **Procurement Strategy** **Responsibility Matrix** **Information Requirements**	**Project Brief Derogations** Signed off **Stage Report** **Project Strategies** **Outline Specification** **Cost Plan**	Signed off **Stage Report** **Project Strategies** Updated **Outline Specification** Updated **Cost Plan** **Planning Application**	**Manufacturing Information** **Construction Information** **Final Specifications** Residual **Project Strategies** **Building Regulations Application**	**Building Manual** including **Health and Safety File** and **Fire Safety Information** **Practical Completion** certificate including **Defects List** **Asset Information** If **Verified Construction Information** is required, verification tasks must be defined	**Feedback** on **Project Performance** **Final Certificate** **Feedback** from light touch **Post Occupancy Evaluation**	**Feedback** from **Post Occupancy Evaluation** Updated **Building Manual** including **Health and Safety File** and **Fire Safety Information** as necessary

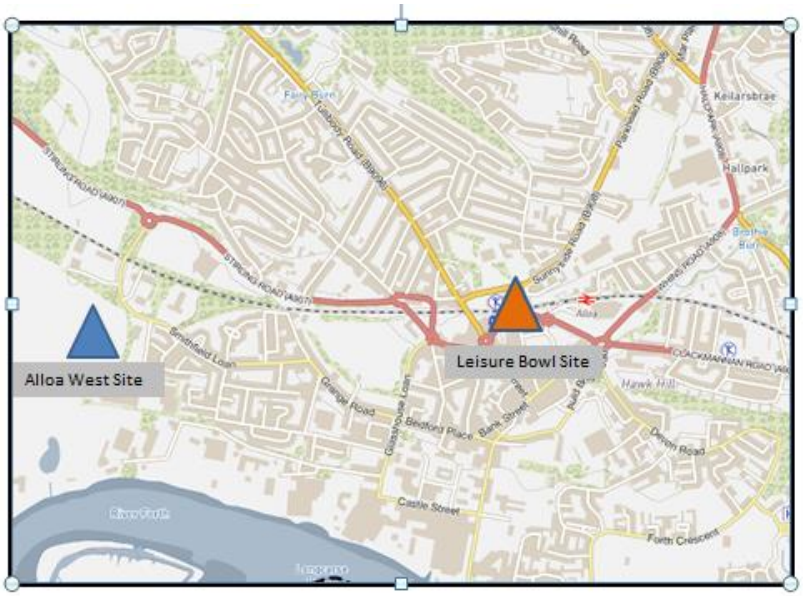
Core RIBA Plan of Work terms are defined in the *RIBA Plan of Work 2020 Overview* glossary and set in **Bold Type**.

Further guidance and detailed stage descriptions are included in the *RIBA Plan of Work 2020 Overview.*

© RIBA 2020

WELL-BEING HUB PLACE SITE OPTIONS

The options appraisal process for the new Clackmannanshire Wellbeing Hub is considering two alternative sites. One at the former Alloa Leisure Bowl in Alloa town centre and the other on greenfield land at Alloa West, off Smithfield Loan, approximately 1.5km west of Alloa town centre.



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Paper size: A3 Reference: Proposed Wellbeing Hubs.qgz

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Proposed Wellbeing Hub site – Alloa West

Site boundary

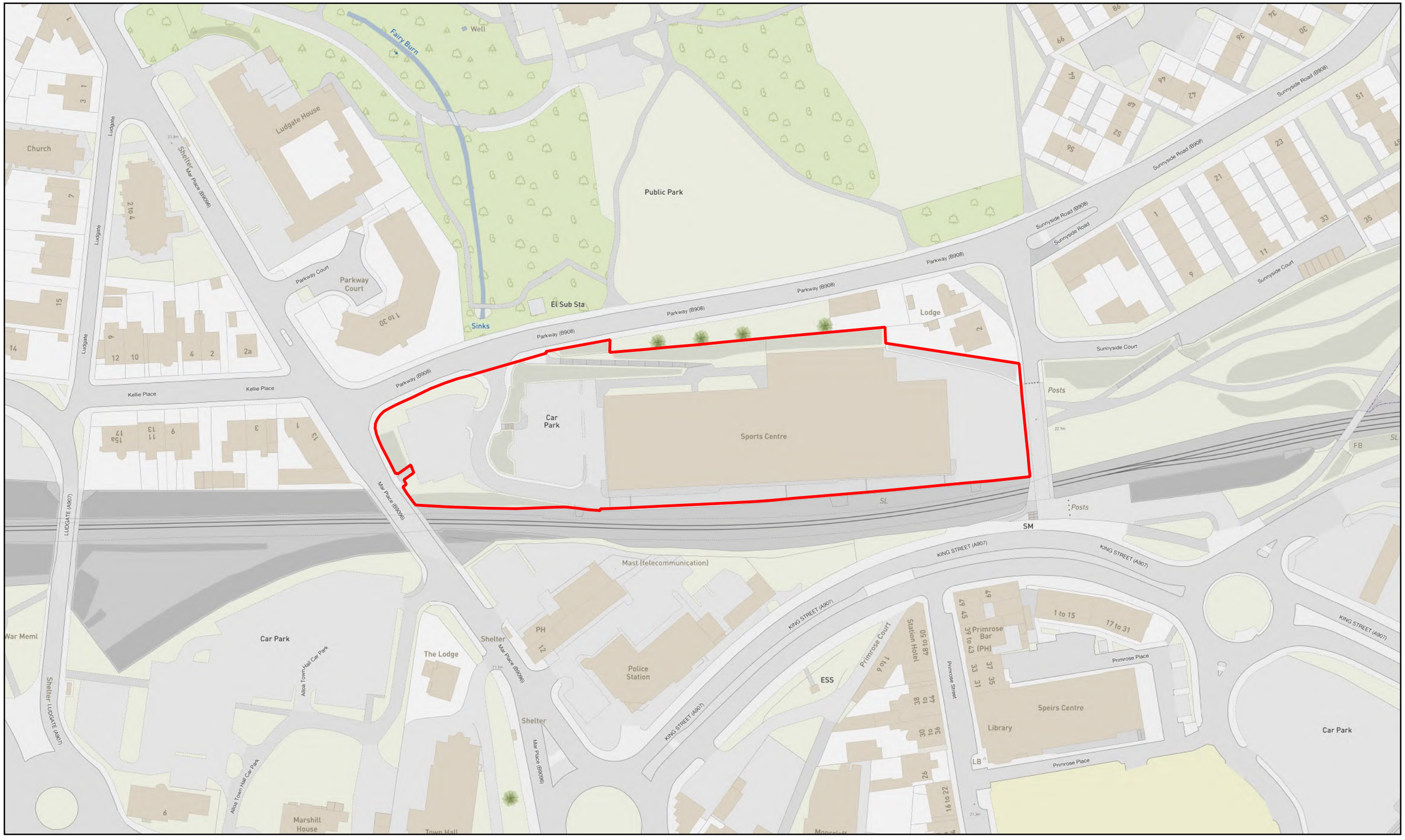
Property Reference: ALL003

Site Area: 4.99 ha

OS Grid Reference: NS8711892940

Clackmannanshire Council
www.clacks.gov.uk
Comhairle Siorrachd Chlach Mhanann
Development & Environment
Kilncraigs
Greenside Street
Alloa FK10 1EB

Tel: 01259 450 000
planning@clacks.gov.uk



0 10 20 30 40 50 metres

Scale: 1:1,250 Date: 02 June 2022

Paper size: A3 Reference: Proposed Wellbeing Hubs.qgz

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Site boundary

Proposed Wellbeing Hub site – Former Leisure Bowl

Property Reference: ALL114

Site Area: 1.16 ha

OS Grid Reference: NS8856393121

Clackmannanshire Council
www.clacks.gov.uk
Comhairle Siorrachd Chlach Mhanann
Development & Environment
Kilncraigs
Greenside Street
Alloa FK10 1EB
Tel: 01259 450 000
planning@clacks.gov.uk

Extract from EKOS "Exploring the Brief" Report (January 2022)

Long list of facilities for consideration in the Wellbeing Hub

The recommended facility mix for the Wellbeing Hub are:

Swimming Pool	Youth Space**
Teaching Pool	Education Space**
Sportshall	Community Space
Group Fitness/Wellness Spaces	Indoor Bowling**
Fitness Gym	Cycle Hub
Indoor Children's Play Area	Outdoor Spaces
Social Spaces	Adult Day Care**
Café and Training Kitchen	Health and Social Care Spaces**

** Requires more detailed examination as part of phase 2 works

Stakeholder Engagement	*Consultation Process*	*When*	*Outcome*	*Feedback areas*
Children & Young People **Adults over 18**	Sports Development 'Step Up' Survey via Citizen Space – two online surveys looking at activity patterns & a return to activity	September 2020	857 responses 604 responses *Summary report created*	Past and current PA / Sport trends Where participation takes place Reasons / impact
Clackmannanshire Cycling Development Group	Virtual discussion forums looking at Active Travel including Cycling Scotland, Scottish Cycling, CDT, local club and a range of Council Officers from sport & roads.	Quarterly Feb 21 to current	Feedback to place Active Travel at heart of hub – use 'Cycling By Design' as guidance. *Notes fed into Team Wellbeing Group*	Opportunities to develop both programmes & places to cycle
Focus Groups School pupils, over 50s/over60s groups, tenants associations, veterans groups, community sports clubs, local development trusts	Range of methods used including face-to-face discussions, zoom forums, telephone conversations & email communications	April / May 2021	28 Focus groups / 1336 individuals involved *Summary report created*	Current & future physical activity & sport needs What they would like to see in the hub (facilities & activities)
Clackmannanshire wide online Leisure & Wellbeing survey	Circulated through all forums, groups and online mediums. Citizen space survey.	April to June 2021	1204 surveys completed *Summary report created*	Past leisure & sport trends Thoughts on current facilities Needs and opportunities for future facilities & activities
Clackmannanshire Bowling Community	Forum including Bowls Scotland, Scottish Indoor Bowls Association & members of local outdoor/indoor bowling clubs	April to December 2021	4 meetings *Notes fed into Team Wellbeing Group*	Distressed at loss of indoor bowling venue, need for over 60s activities in new hub
Alloa Amateur Swimming Club	Forum including Scottish Swimming and committee members from the swimming club	May to December 2021	4 meetings *Notes fed into Team Wellbeing Group*	Huge negative impact on no pool in Clacks. Given feedback on design & requirements for new & interim hub pools
Disability Sport Community FVDS / SDS committees / local ASN sports clubs	Facilitated discussion with their client groups based around focus group questions	June 2021	Group & individual family feedback received *Summary report created*	Quality and accessibility of current and new facility New opportunities available through new hub
Live Action Days All local communities	12 communities visited to conduct face-to-face surveys	July 2021	833 participants *Summary report created*	What does Wellbeing mean to them What facilities / programmes are needed

Stakeholder Engagement	*Consultation Process*	*When*	*Outcome*	*Feedback areas*
Partner Strategic Workshops	Sportscotland facilitated x2 workshops with SMT, Councillors, national & local partners including NHS, CTSi, Stirling University & Forth Valley College	August 2021	*Summary report created*	High level messaging Quality / sustainable facility Accessible hub Improved services Partnership working
Arts Forum	Online discussion facilitated by local Councillors with members of the local arts community	November 2021	1 meeting	Place to showcase art Raise profile and range of opportunity
Swimming Survey	Online survey disseminated through schools & online platforms to gather views on future swimming requirements	December 2021	Responses from 1158 children aged nursery to S6 *Summary report created*	Demand for a pool 98% want a LTS programme
Active Communities Group Local / national partners Development Trusts / Tenant Organisations / Disability Sport & Groups / Community Organisations & Sports Clubs / Veterans Group	Strategic working group looking at specific outcomes from the SALF document. Membership includes national and local partners.	December 2021	25 attendees 23 organisations represented *Summary report created*	Accessibility and inclusivity Affordability Location and public transport Inactive & Referrals Social Isolation and Fuel poverty Existing connections Family activity Profiling and connects with Development Trusts / existing community groups Key demographics

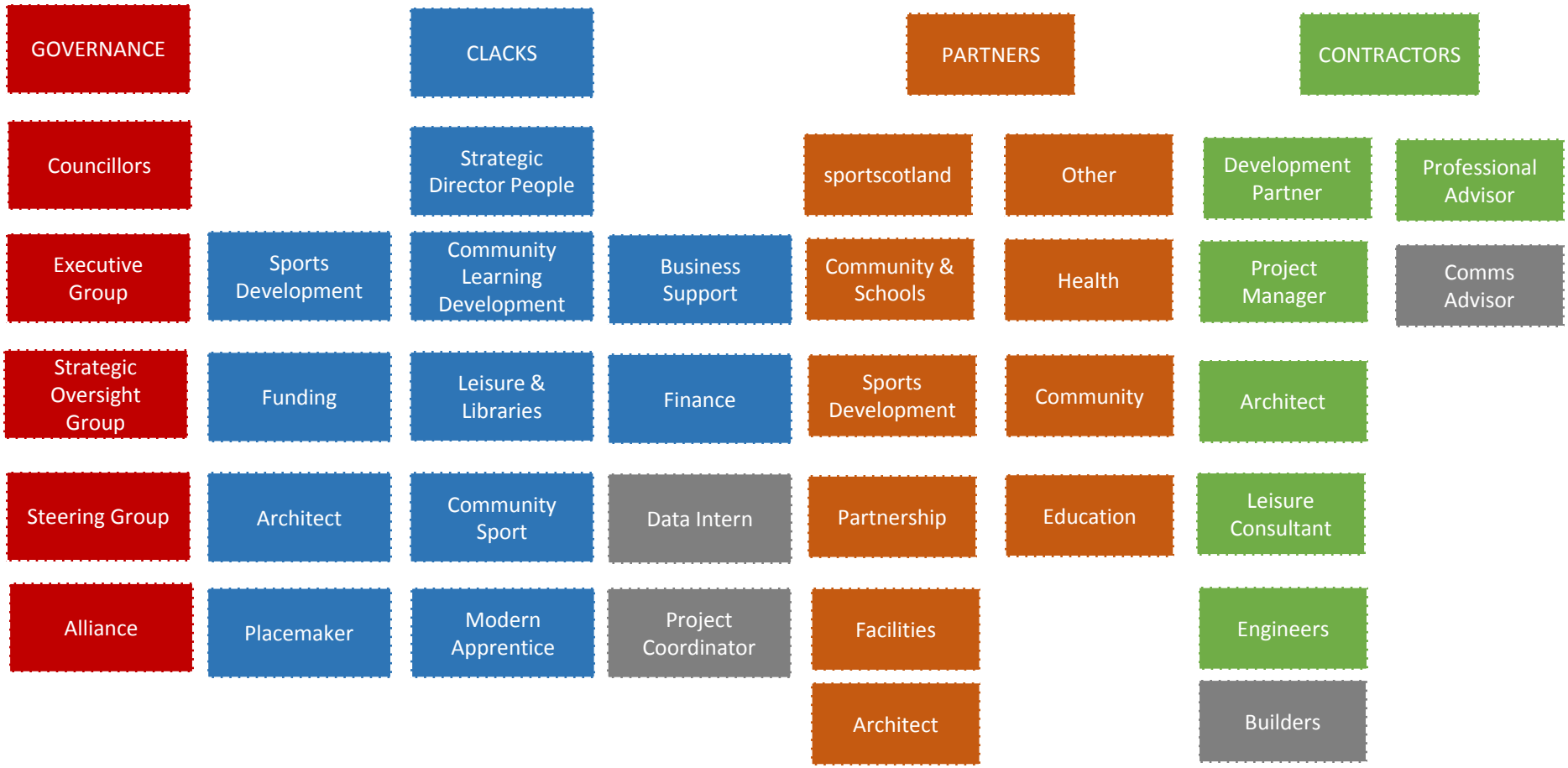
Wellbeing Hub Partner Engagement (July 2022)

Partners	Involvement to date
sportscotland	Established strategic partner Expert in leisure facility development Extensive input on project structure, aims and outcomes Member of both Steering Group and Working Group Facilitated strategic partner workshops Lead on Team Wellbeing Co-lead on Network development Engaged National Sports Bodies Expert facility design and build input
Sports Providers - Football - Tennis - Judo - Rugby	Football club all weather pitch proposal explored Covered tennis facility development explored Judo club community opportunities explored Rugby club community facilities development plan explored
Health	Member of Steering Group Expert in health facility development Expert in health improvement Participated in strategic partner workshops Input on project structure, aims and outcomes Extensive insights on health and wellbeing of Clacks population Member of Team Wellbeing Participated in design workshops Surveyed clinicians about facility needs
CTSI	Participated in strategic partner workshops Expert in community needs and activities Involved in Network tool development Introduced to Clacks Good Food programme
Stirling University	Participated in strategic partner workshops Contacts with University Sports Science faculty and sports centre Introduced to Scotland's International Environment Centre Introduced to the University Dementia Services Introduced to Neatebox
Forth Valley College	Participated in strategic partner workshops Contacts with leisure and beauty faculty leads Interest in skills development and employability
Dollar Academy	Participate in Active Communities Group Discussing opportunities for a FIDA project on WBH Developing new sports facilities Keen to be involved in Network development
Business Support	Discussed economic development links with BSP meeting

Appendix viii WBH Partner Engagement Summary

Partners	Involvement to date
Partnership	
Local Employability Partnership	Discussed health and employability links Interest in using Hub for meeting clients in community
Improvement Scotland	Carried out a Shaping Places for Wellbeing Rapid Scoping Assessment for the proposed WBH sites

Wellbeing Hub Governance and Resources

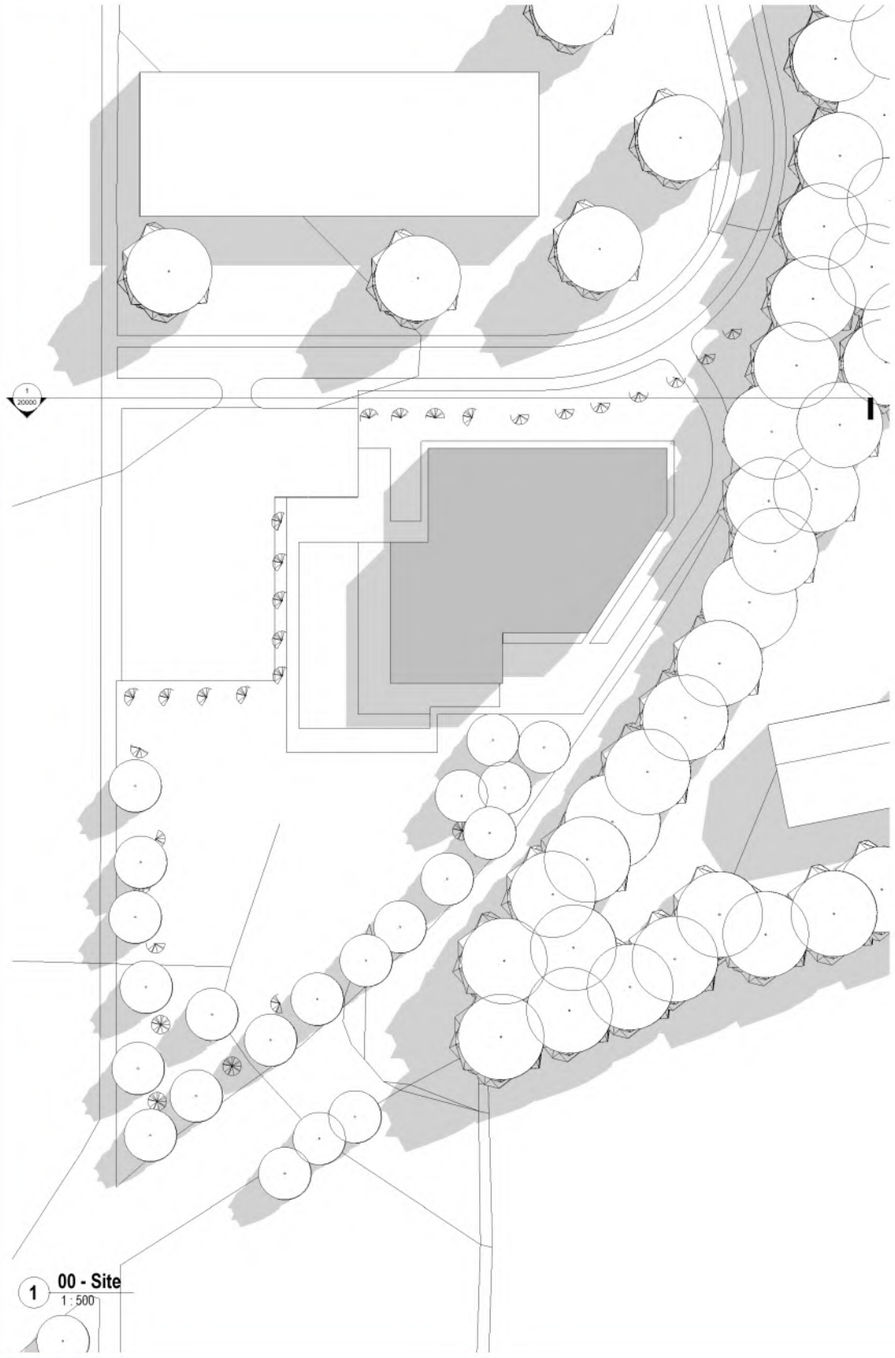


Room name	Essential Option Area (sq.m)	Desirable Option Area (sq.m)	Optimal Option Area (sq.m)
WET ACCOMMODATION			
Main Pool Area	627	627	627
Pool hall store Main pool	65	65	65
Teaching Pool	N/A	209	209
Pool hall store Teaching pool	N/A	21	21
Wet first aid room	12	12	12
Wet village change including WC's	245	257	257
Changing places room	12	12	12
Pool hall spectator seating	40	75	75
Sub Total	**1001**	**1278**	**1278**
DRY ACCOMMODATION			
Sports Hall	N/A	N/A	656
Sports Hall storage	N/A	N/A	82
Multi purpose Community room / Studio 1	150	225	200
MP / Studio 1 Storage	30	45	40
Multi purpose Community room / Studio 2	N/A	100	100
MP / Studio 2 Storage	N/A	40	40
Multipurpose / Group Cycling / studio 3	N/A	100	100
Multipurpose / Group Cycling / studio 3 Storage	N/A	13	13
Fitness Suite	N/A	N/A	600
Fitness Suite storage	N/A	N/A	15
Female dry Changing and WC	N/A	63	130
Male dry Changing and WC	N/A	63	130
Acc Changing and WC	N/A	30	40
Changing places	N/A	12	12
First Aid Room	N/A	N/A	0
Children's Play area	N/A	75	75
Click and Climb	N/A	N/A	150
Sub Total	**180**	**766**	**2383**
ANCILLARY AREAS			
Reception	20	20	20
Foyer / Lobby	100	100	100
Café	N/A	120	120
Kitchen Including dry store	N/A	50	50
Kitchen bin store / bin store	20	20	20
Kiosk Storage	N/A	10	10
Offices	78	78	78
Office Store	10	10	10
Consultation room1	N/A	N/A	15
Consultation room2	N/A	N/A	15
Quite / Withdrawal space	N/A	20	20
Staff Room	40	50	50
Meeting room	N/A	25	25
Meeting room storage	N/A	10	10
Female WC	20	30	30
Male WC	20	30	30
Acc WC	10	10	10
Nappy change	20	20	20
Cleaners store Central	10	10	10
Cleaners stores	5	10	15
Sub Total	**353**	**623**	**658**
OTHER			
All Plant	422	548	735
Pool undercroft around pool	298	298	298
Circulation and Balance	352	579	910
Social space	N/A	200	324
Sub Total	**1072**	**1625**	**2267**
Building Total (GIFA)	**2606**	**4292**	**6586**
EXTERNAL AREAS			
Outdoor play area for young children	200	200	200
Garden spaces (Green gym)	200	200	200
Outdoor activity area	200	200	200
Social space external	200	200	200
Walking trail to the east of the arches	0	0	400
Total	**800**	**800**	**1200**

APPENDIX
ARCHITECTURAL DRAWINGS
PAVILION SITE

KENNEDY
FITZGERALD
ARCHITECTS LLP

ALLOA LEISURE CENTRE
Pavilion Site - Essential Site Plan



1 00 - Site
1 : 500

2 00 - Context site plan
1 : 2000

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev. No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Pavillion Essential

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478 Castlereagh Road
Belfast BT5 6BQ
[T] 028 9066 1632
[E] info@kennedyfitzgerald.com
[W] www.kennedyfitzgerald.com

PROJECT NO.	PROJECT TITLE
4128	Alloa Wellbing Centre

DRAWING TITLE: Site plan

DATE	CLIENT
?	Client

DRAWN BY	CHECKED BY	SCALE	SIZE
Author	Checker	As indicated	A1

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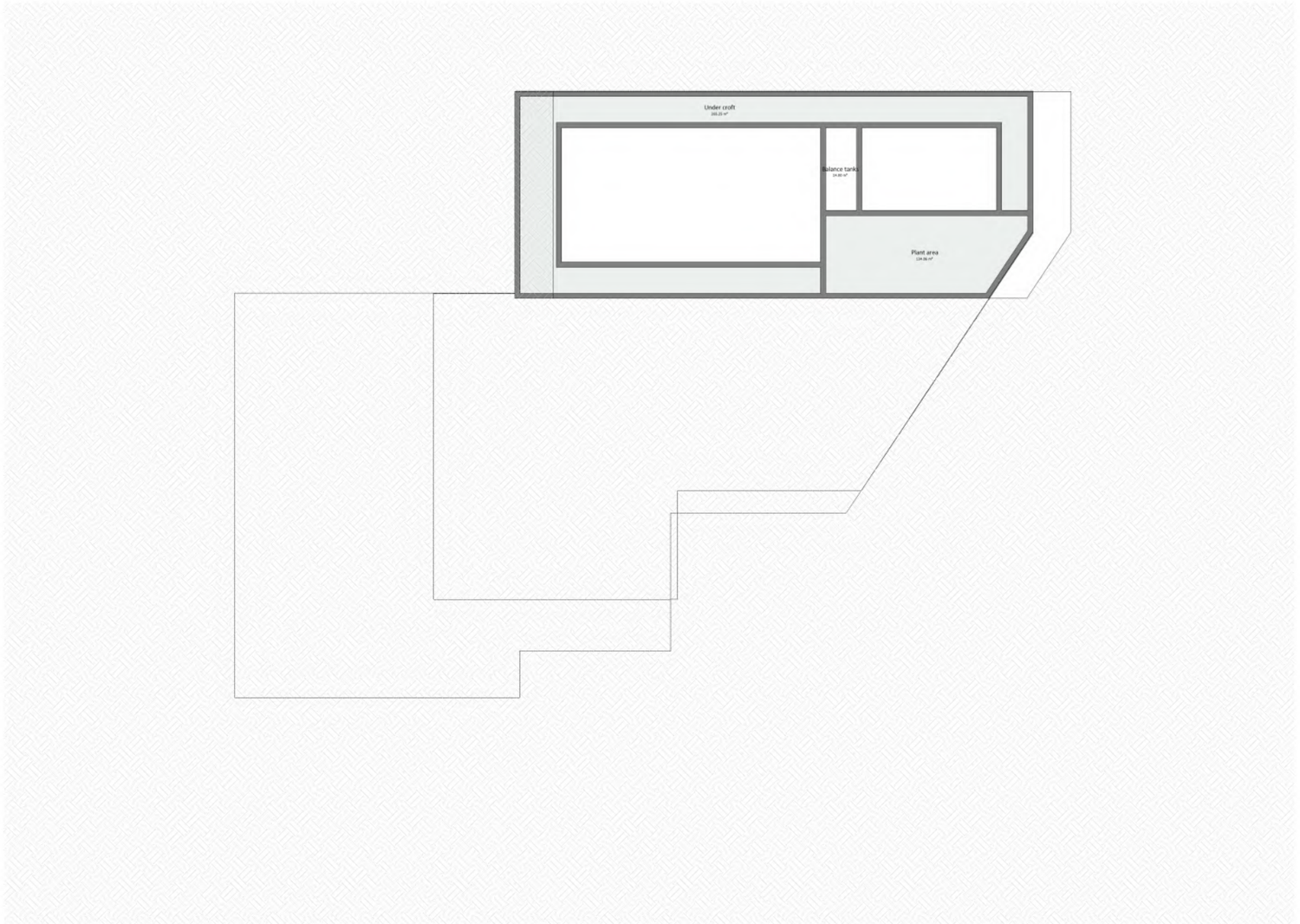
DRAWING NUMBER: 4128- KFA- ZZ- ZZ- DR- A- 00005
REV NO: ?



1 -01 - Level -1
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev No. Description Rev. Date Drawn Checked

ISSUED FOR: Feasibility Pavillion Essential

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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Basement plan
DATE:
CLIENT: Client
DRAWN BY: GM CHECKED BY: MF SCALES: 1 : 200 SIZE: A1

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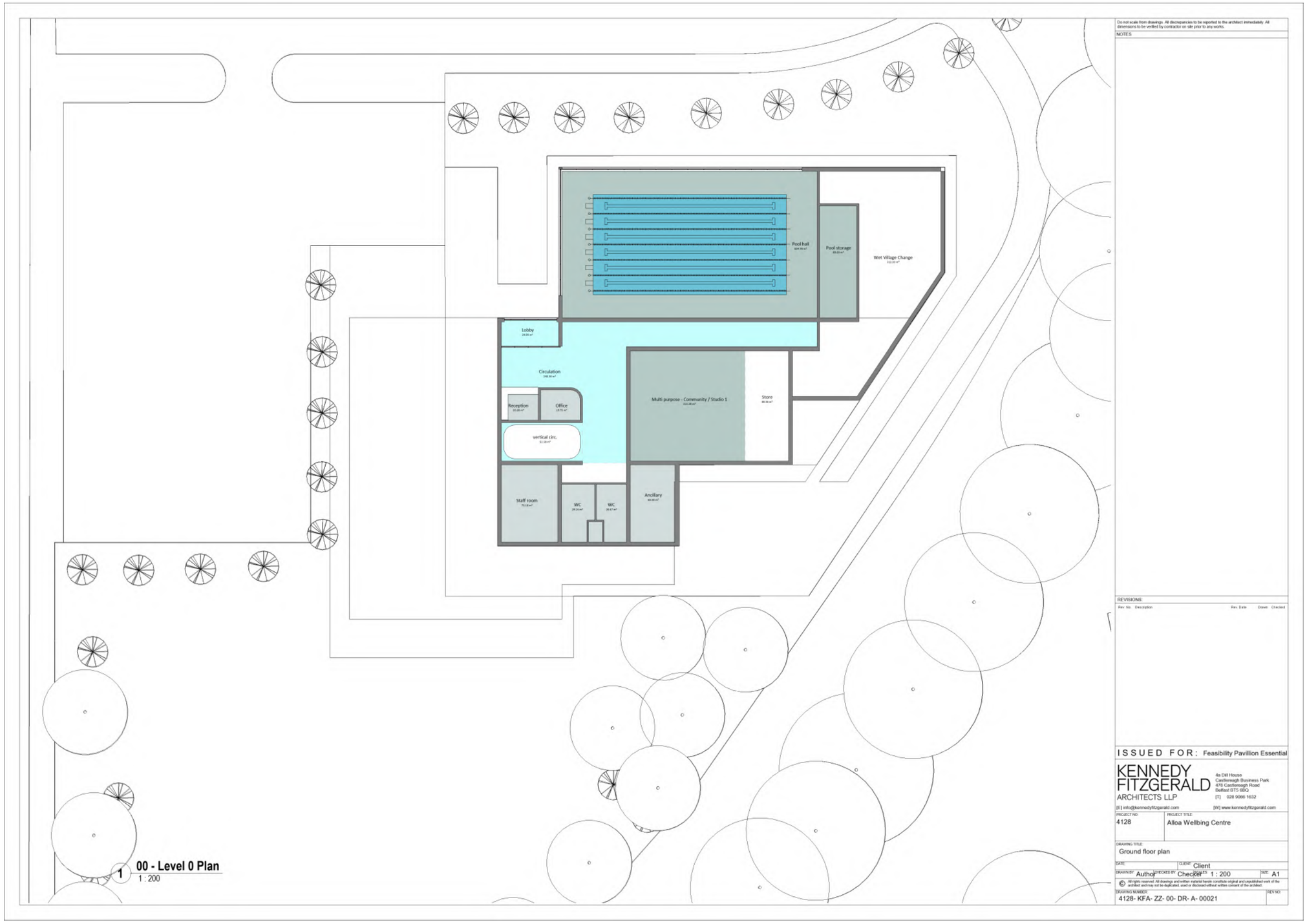
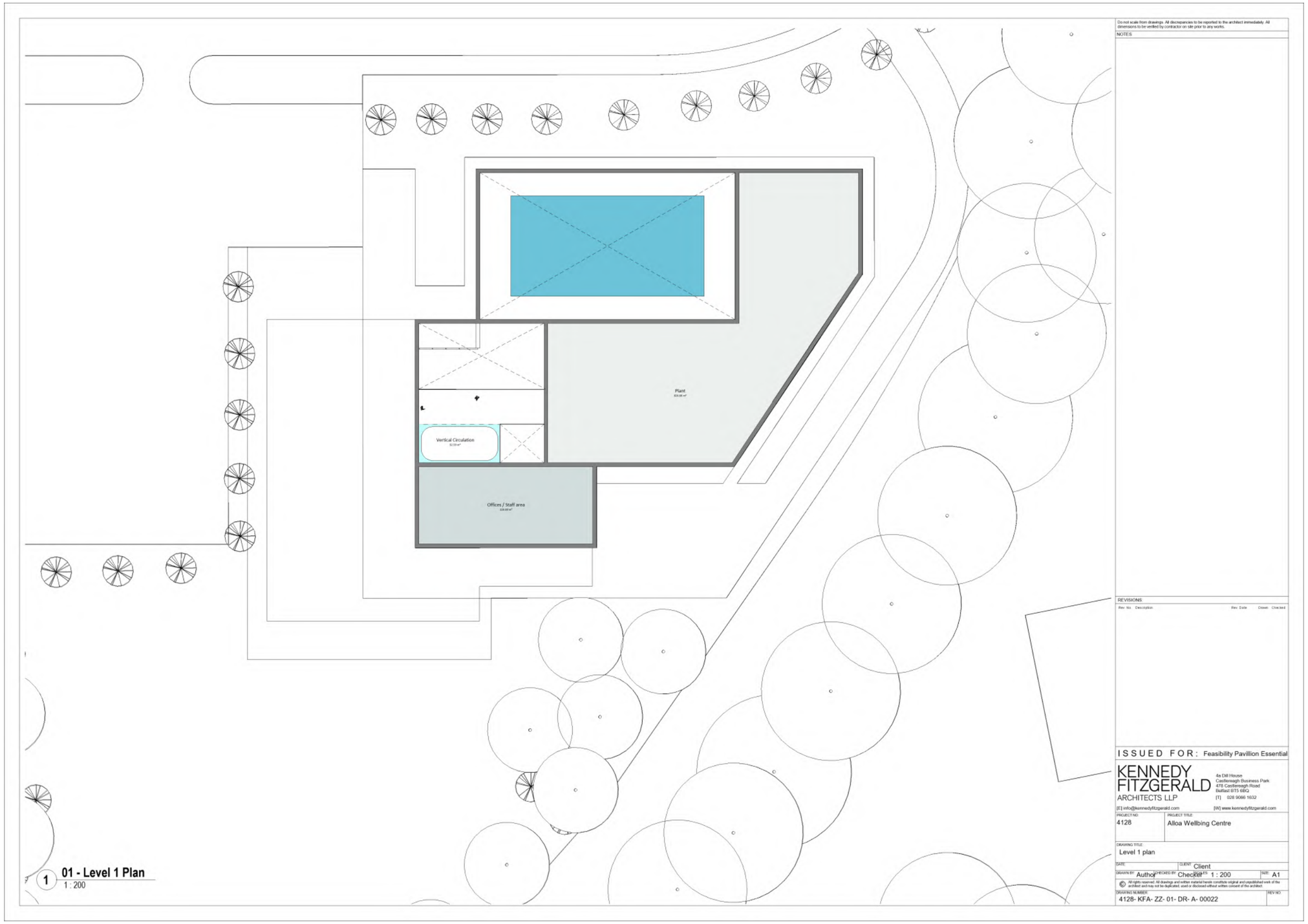
DRAWING NUMBER: 4128- KFA- ZZ- B1- DR- A- 00020
REV NO:

ALLOA LEISURE CENTRE
Pavilion Site - Essential Ground Floor




Plant
Vertical Circulation
Offices / Staff area
1
01 - Level 1 Plan
1 : 200
Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.
NOTES
REVISIONS
Rev No Description Rev Date Drawn Checked
ISSUED FOR: Feasibility Pavillion Essential
KENNEDY FITZGERALD
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[E] info@kennedyfitzgerald.com
[W] www.kennedyfitzgerald.com
PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Level 1 plan
DATE:
CLIENT: Client
DRAWN BY: Author
CHECKED BY: Checker
SCALES: 1 : 200
SIZE: A1
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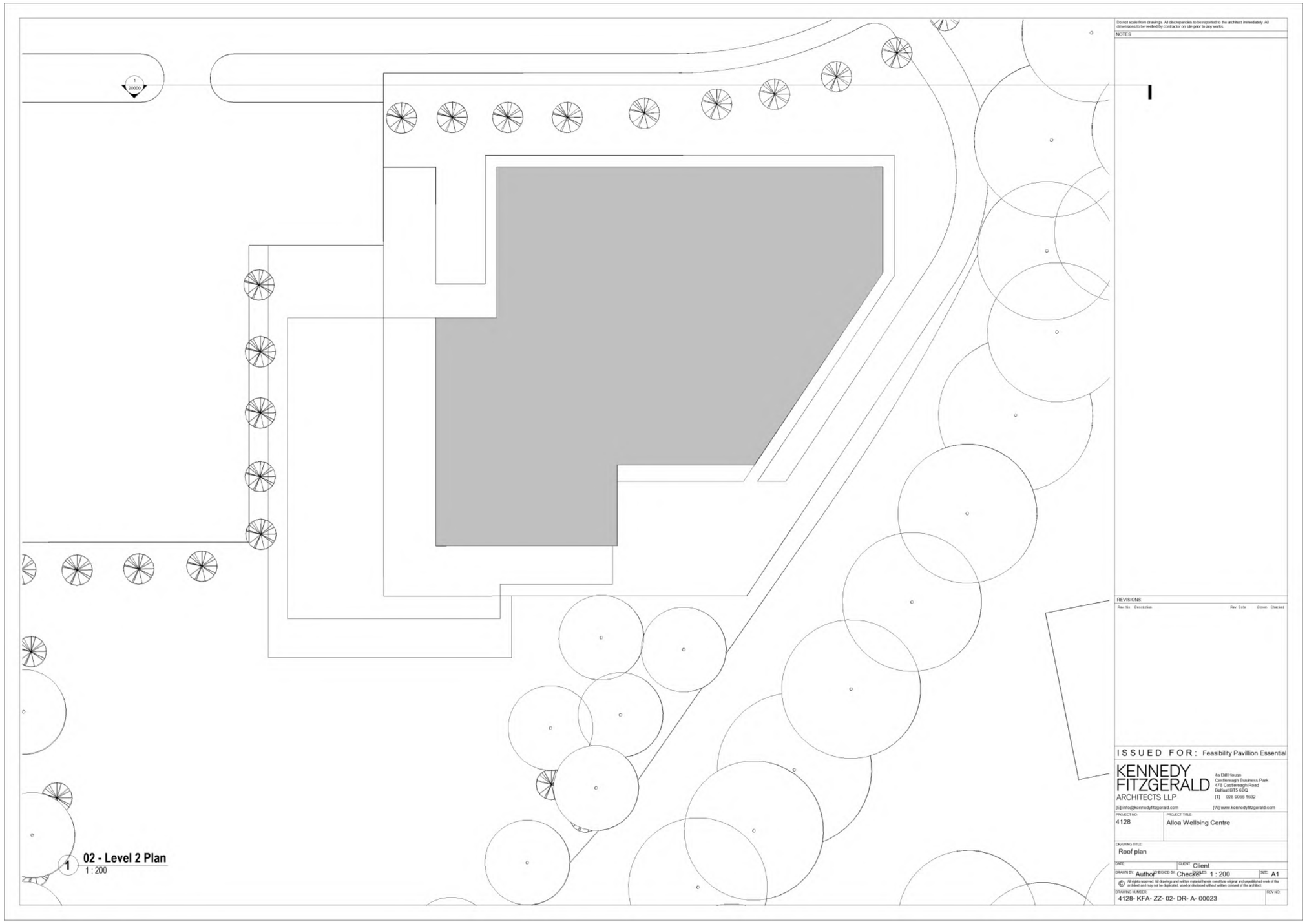
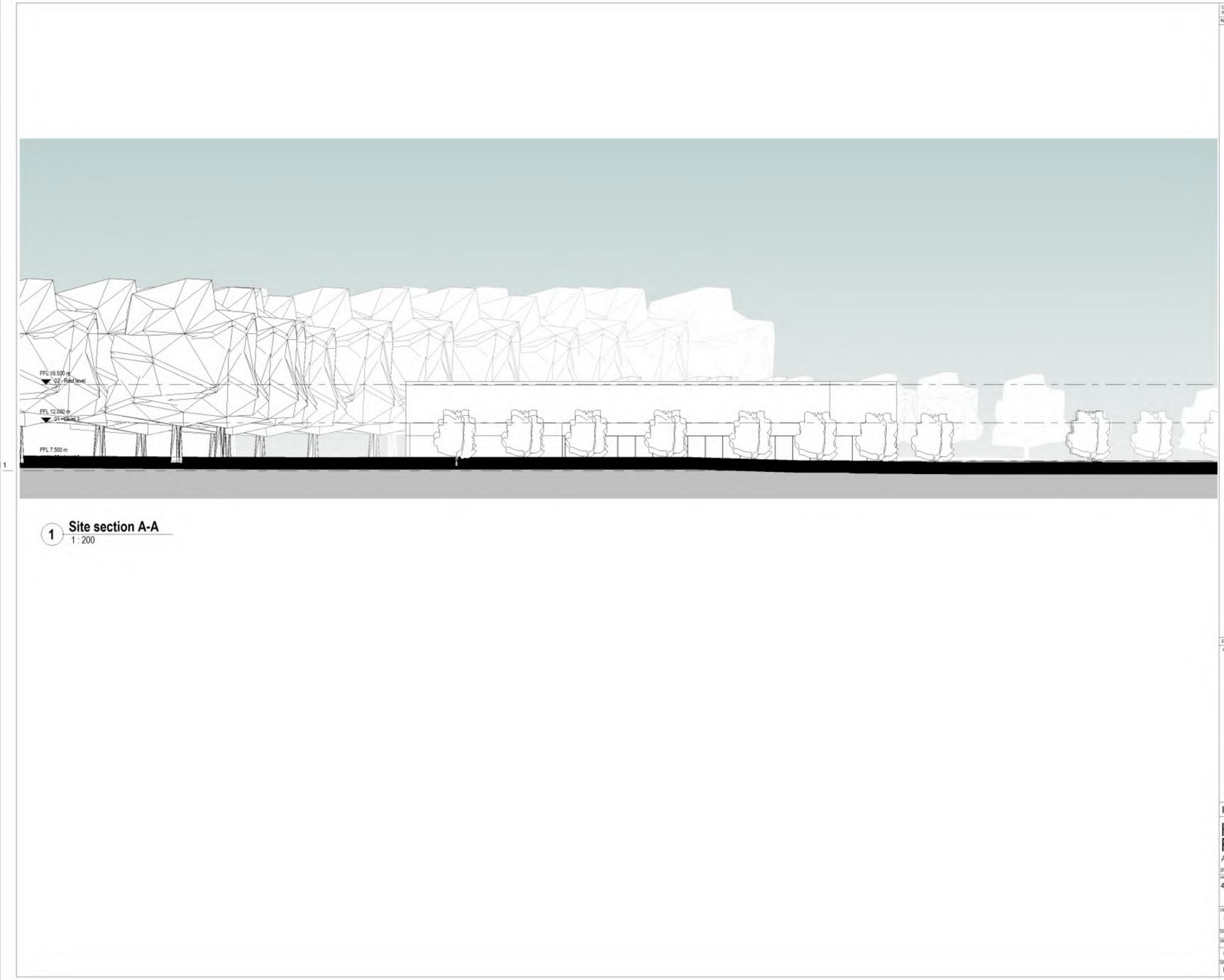
DRAWING NUMBER: 4128- KFA- ZZ- 01- DR- A- 00022
REV NO:

Pavilion Site - Essential Roof Plan



Pavilion Site - Essential Site Section



1 **Site section A-A**
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS:

Rev. No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Pavillion Essential

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PROJECT NO:	PROJECT TITLE:
4128	Alloa Wellbing Centre

DRAWING TITLE: Site section A-A

DATE:	CLIENT: Client	
DRAWN BY: Author	CHECKED BY: Checker	SCALE: 1 : 200 SIZE: A1

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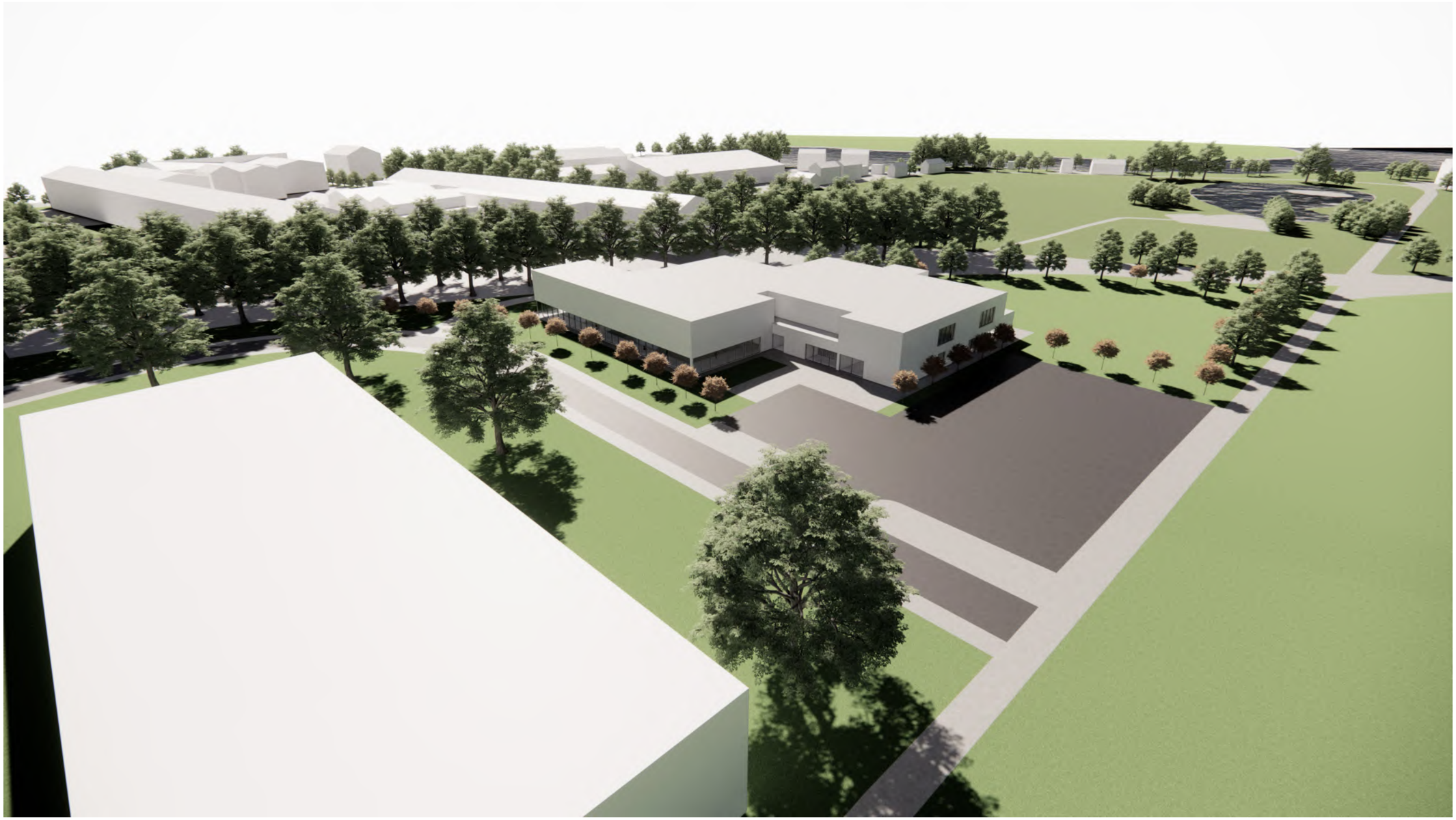
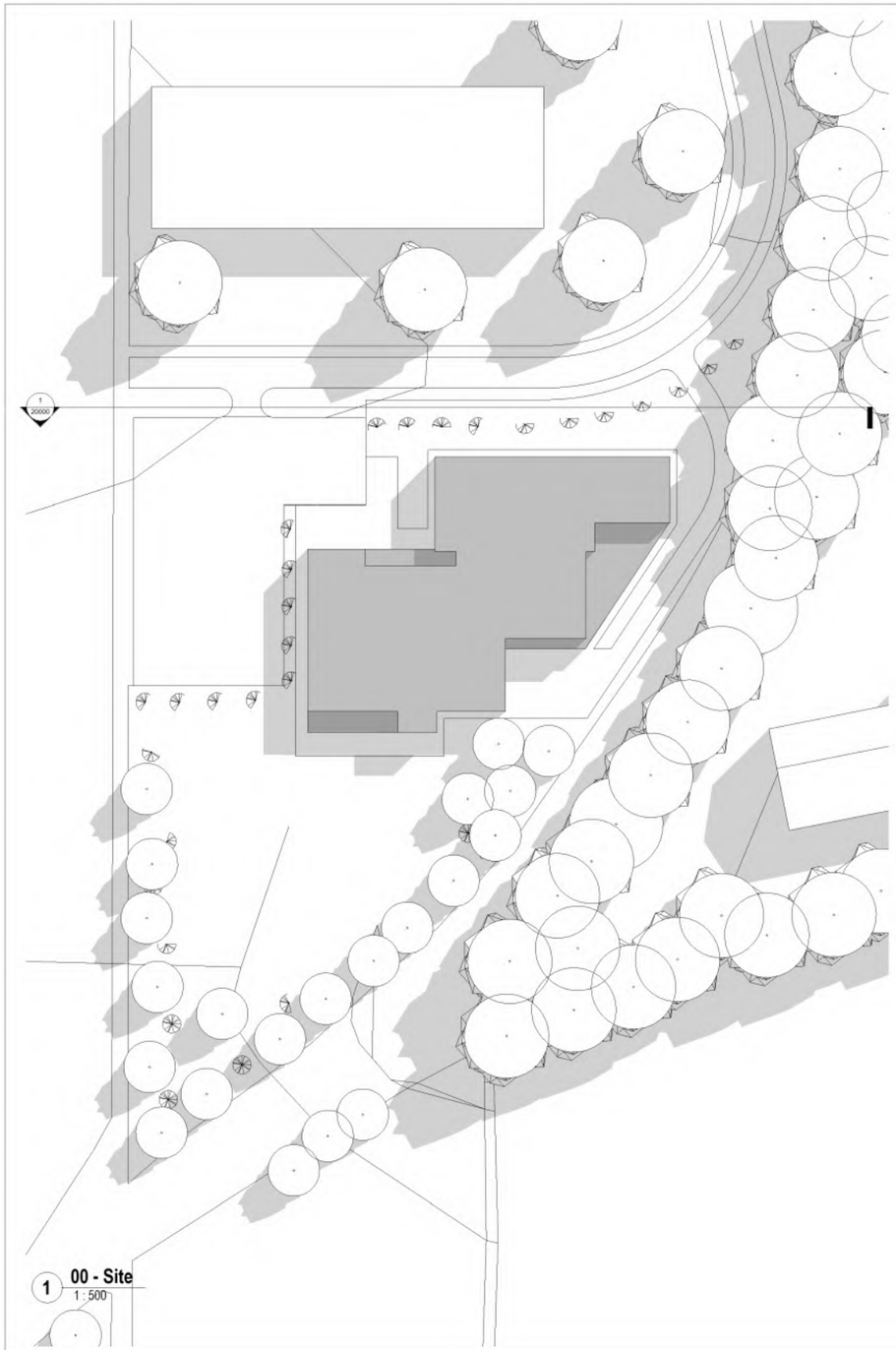
DRAWING NUMBER: KFA- ZZ- ZZ- DR- A- 20000 REV NO:

ALLOA LEISURE CENTRE

Pavilion Site - Desirable





1 00 - Site
1 : 500

2 00 - Context site plan
1 : 2000

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev. No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Pavillion Desirable

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PROJECT NO.	PROJECT TITLE
4128	Alloa Wellbing Centre

DRAWING TITLE: Site plan

DATE:	CLIENT: Client	
DRAWN BY: Author	CHECKED BY: Checker	SCALE: As indicated @ A1

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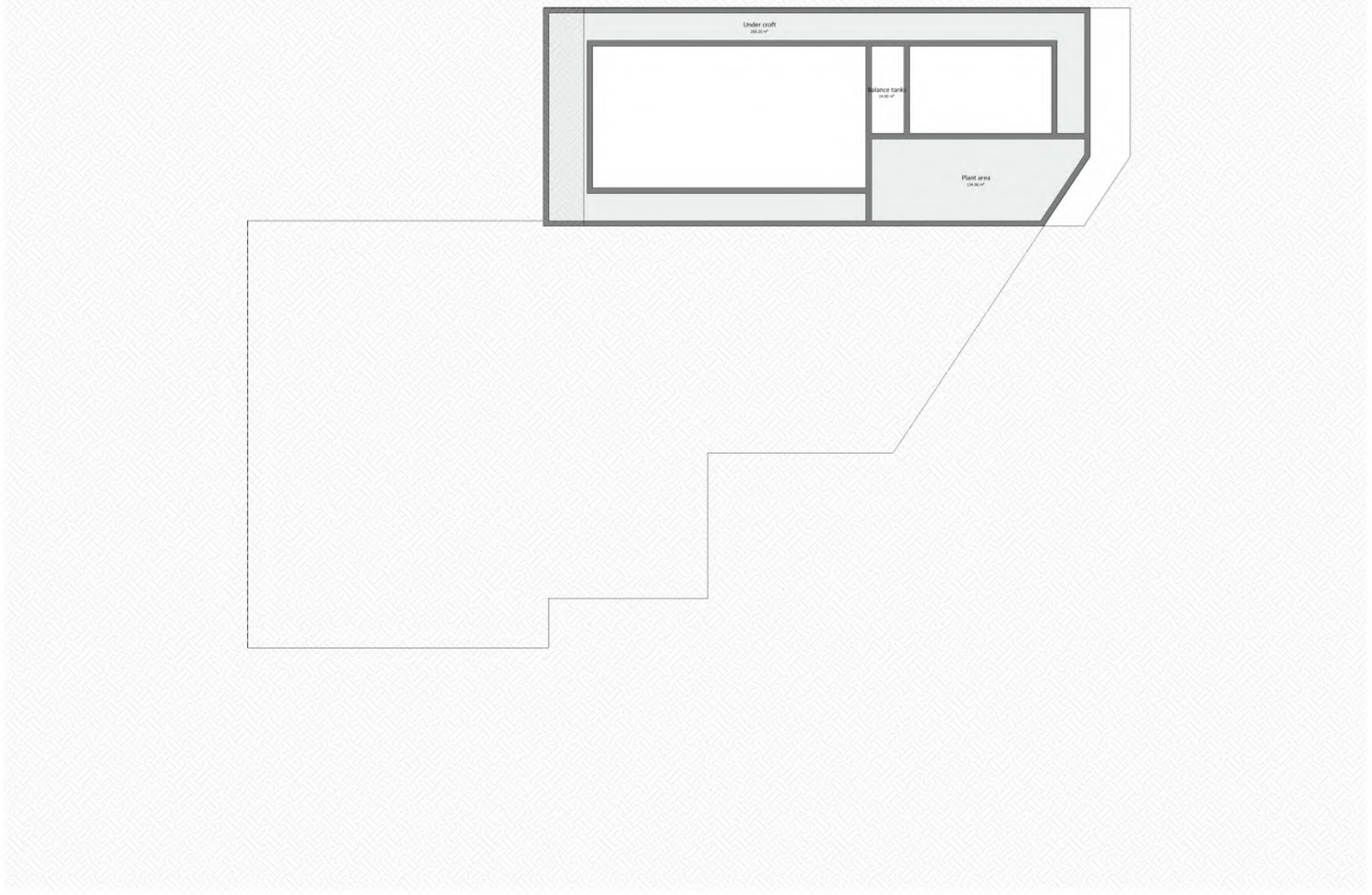
DRAWING NUMBER: 4128- KFA- ZZ- ZZ- DR- A- 00005 REV NO:



1 -01 - Level -1
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS:

Rev. No. Description Rev. Date Drawn Checked

ISSUED FOR: Feasibility Pavillion Desirable

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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre

DRAWING TITLE: Basement plan

DATE: ? CLIENT: Client
DRAWN BY: GM CHECKED BY: MF SCALES: 1 : 200 SIZE: A1

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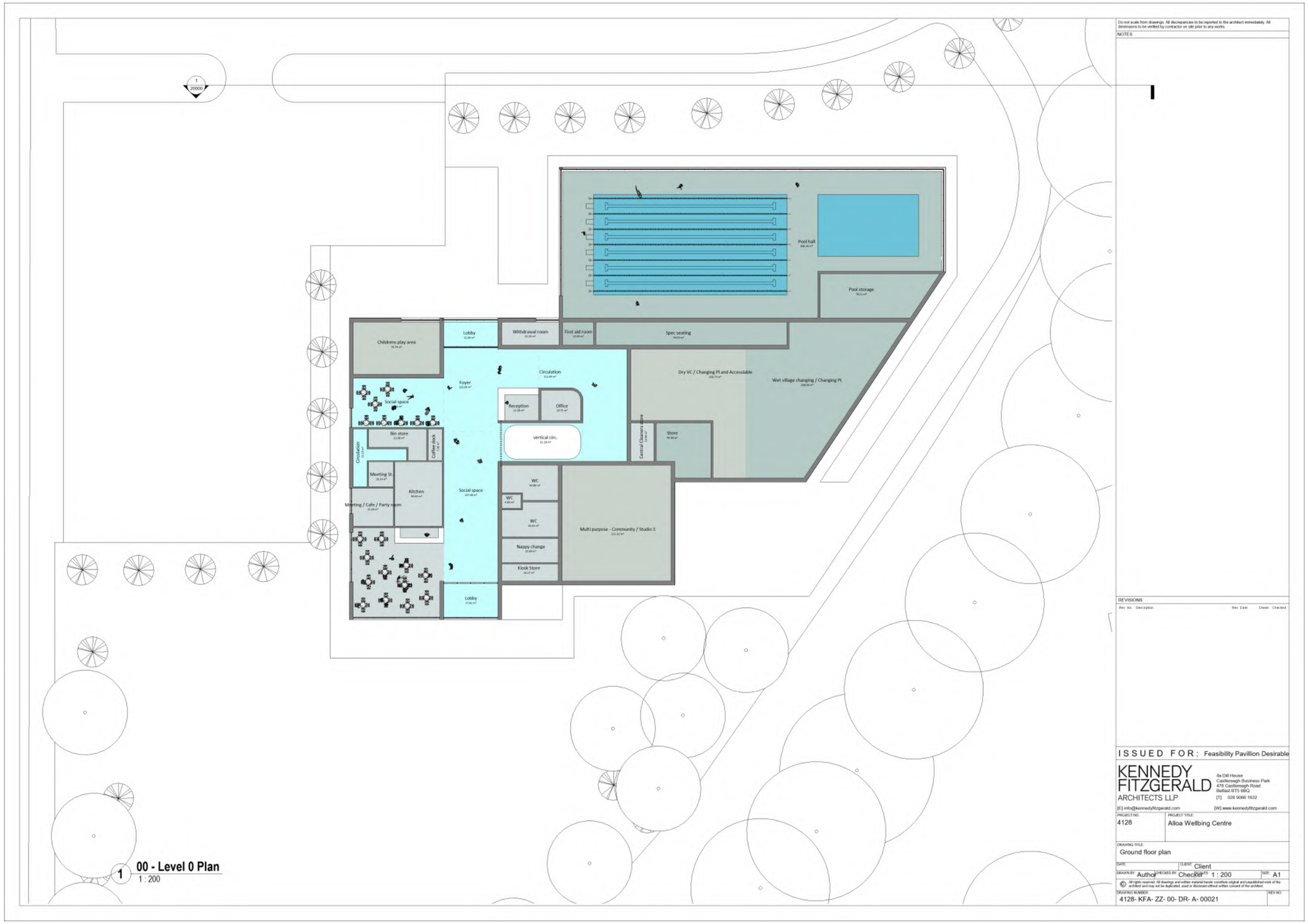
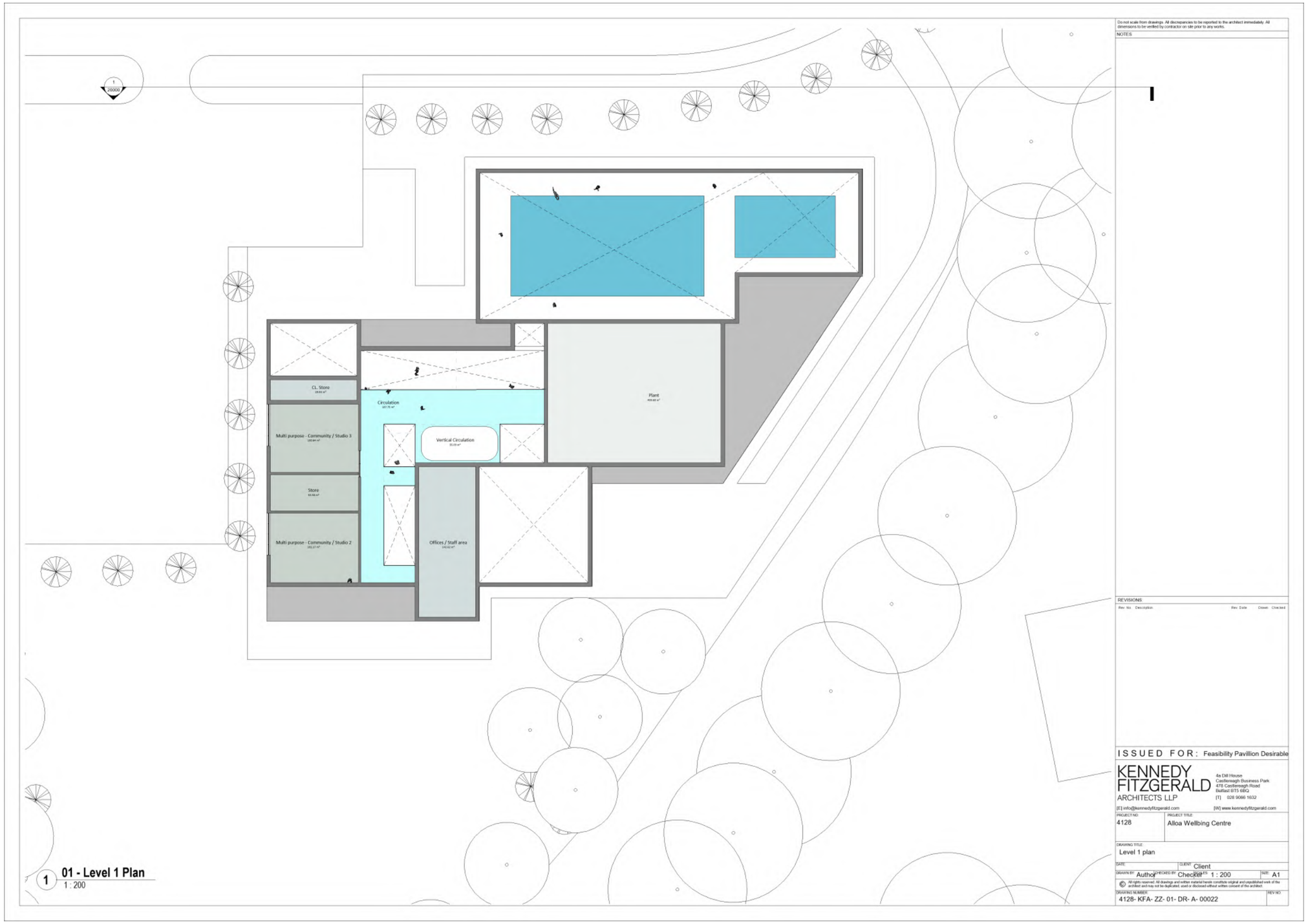
DRAWING NUMBER: 4128- KFA- ZZ- B1- DR- A- 00020 REV NO: ?

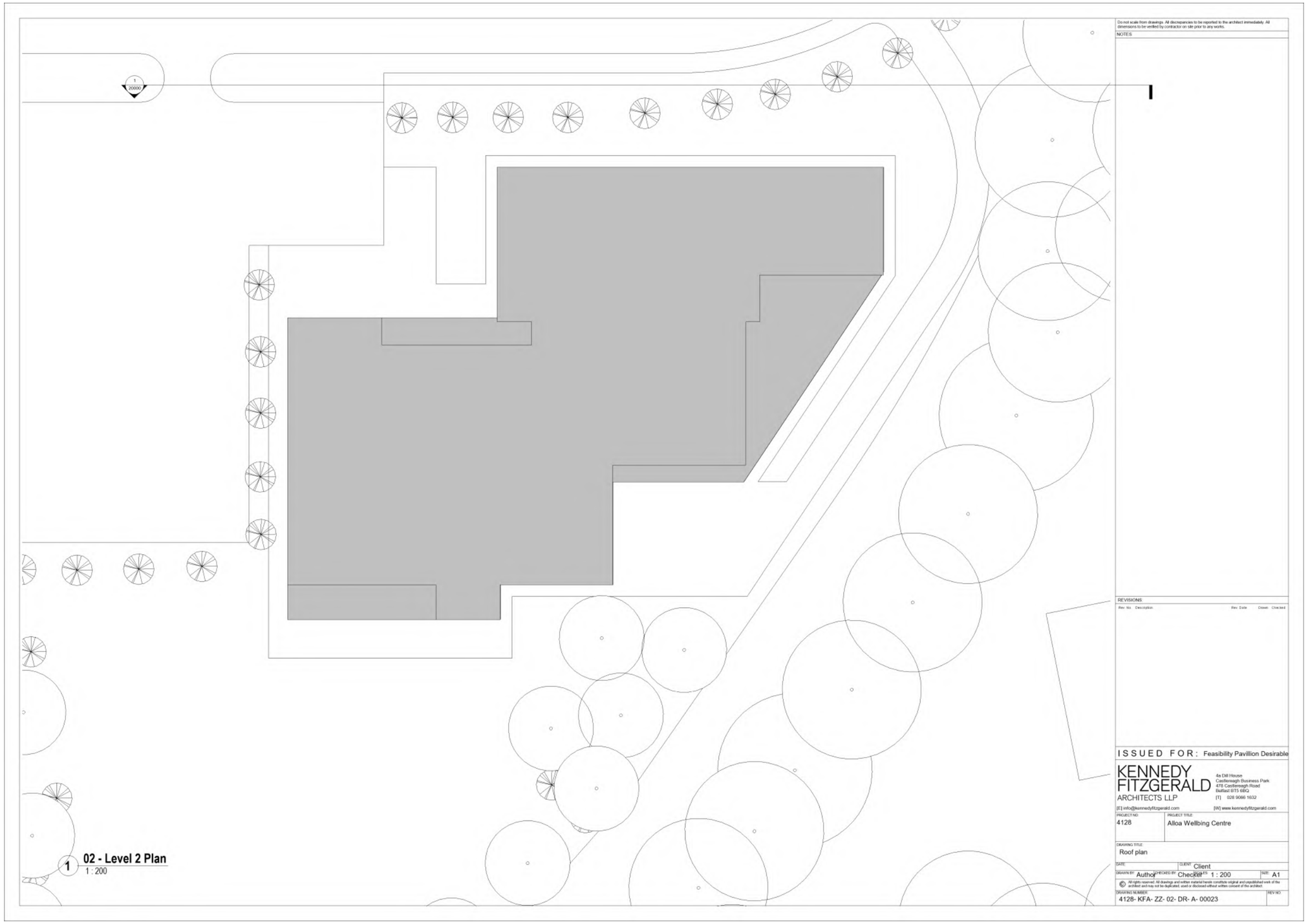
ALLOA LEISURE CENTRE
Pavilion Site - Desirable Ground Floor



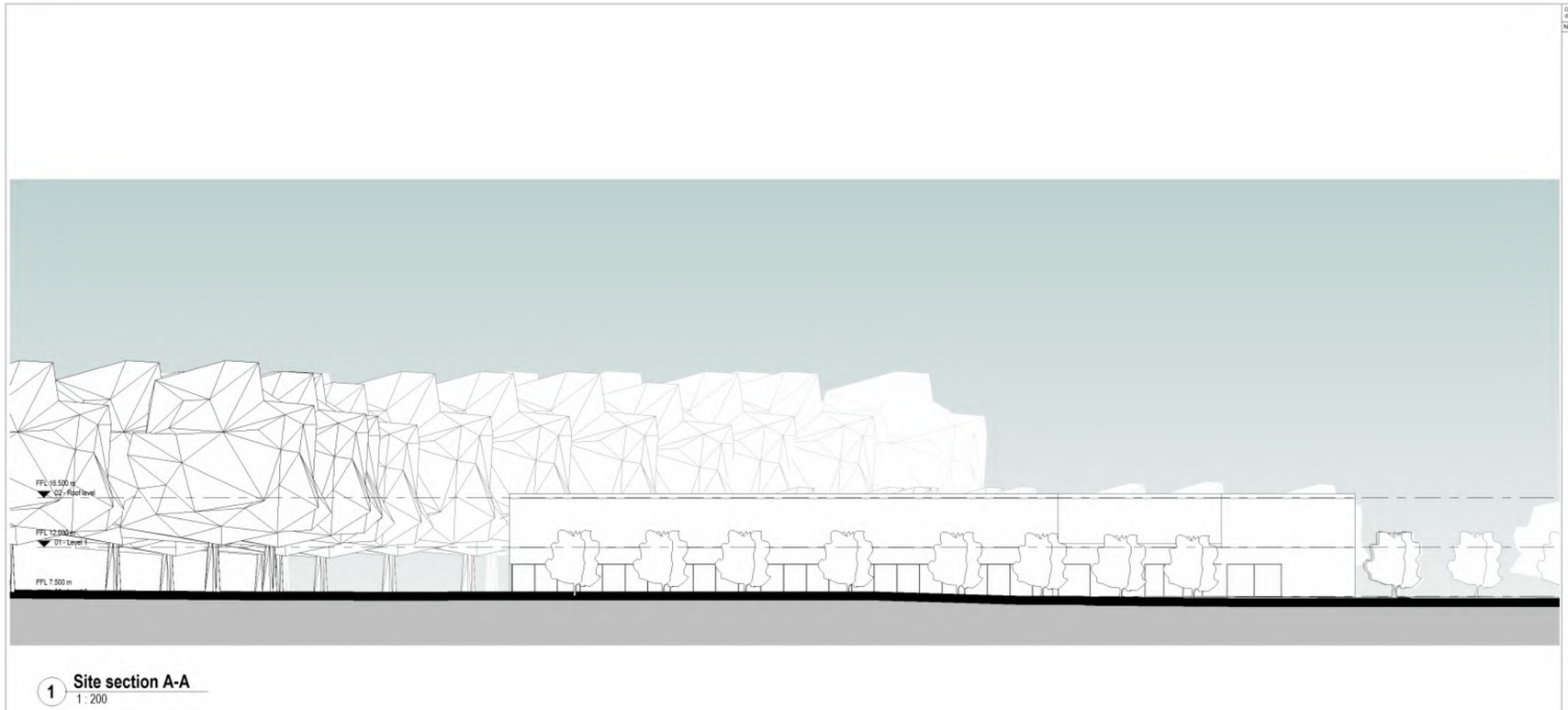
ALLOA LEISURE CENTRE
Pavilion Site - Desirable 1st Floor



Pavilion Site - Desirable Roof Plan



Pavilion Site - Desirable Site Section



1 **Site section A-A**
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS:

Rev. No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Pavillion Desirable

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PROJECT NO:	PROJECT TITLE:
4128	Alloa Wellbing Centre

DRAWING TITLE: Site section A-A

DATE:	CLIENT: Client	
DRAWN BY: Author	CHECKED BY: Checker	SCALE: 1 : 200 SIZE: A1

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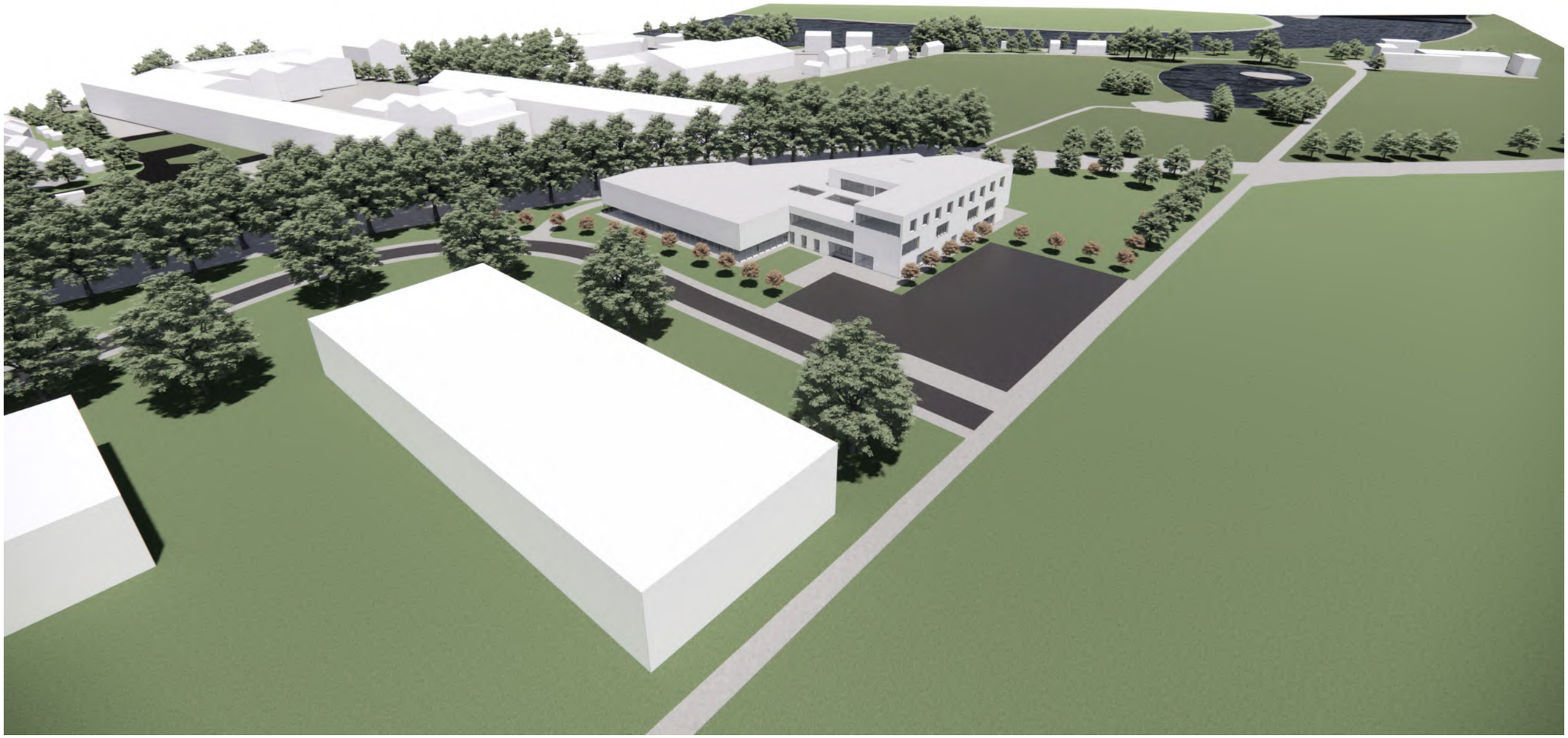
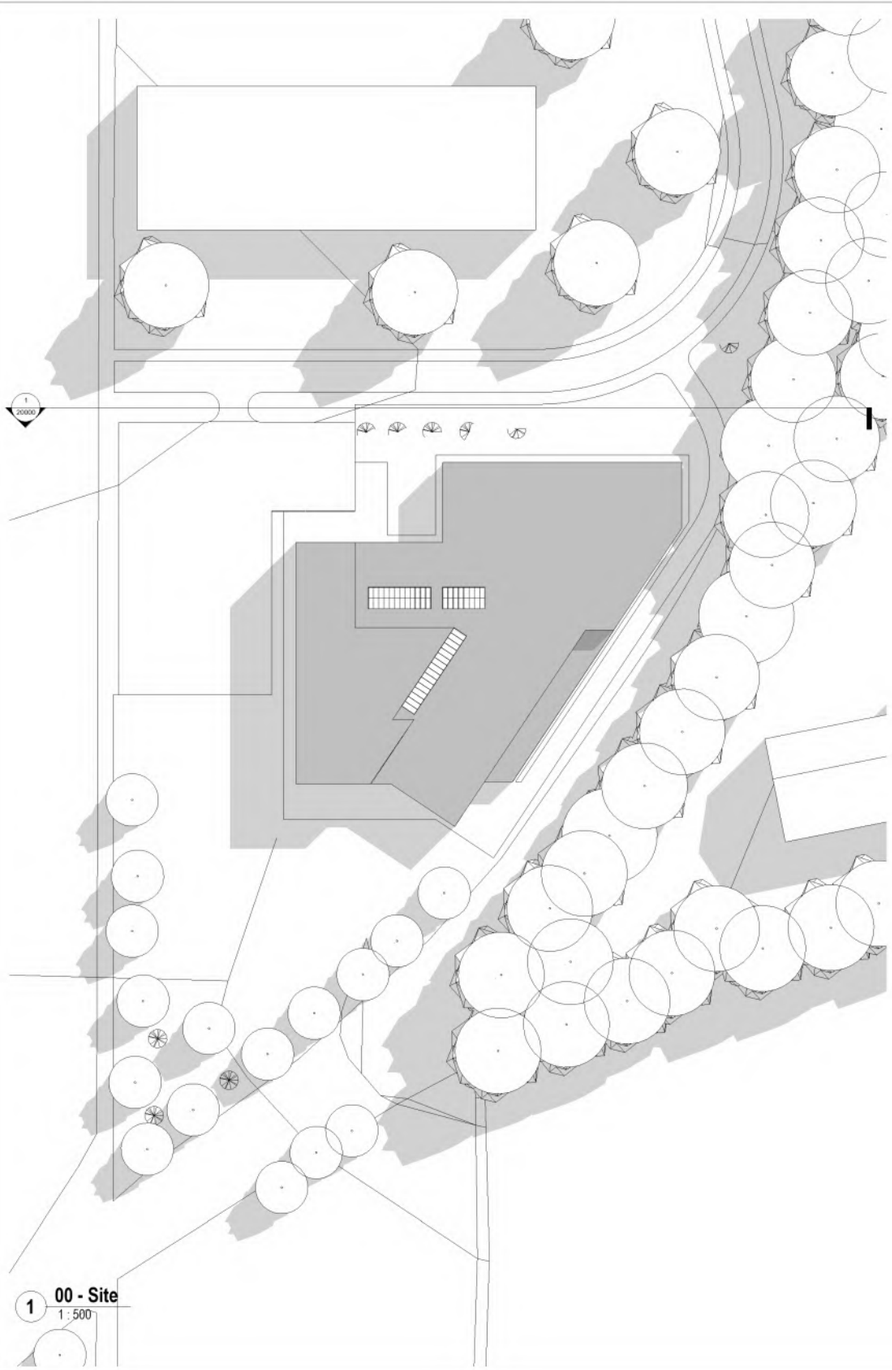
DRAWING NUMBER: KFA- ZZ- ZZ- DR- A- 20000 REV NO:

ALLOA LEISURE CENTRE

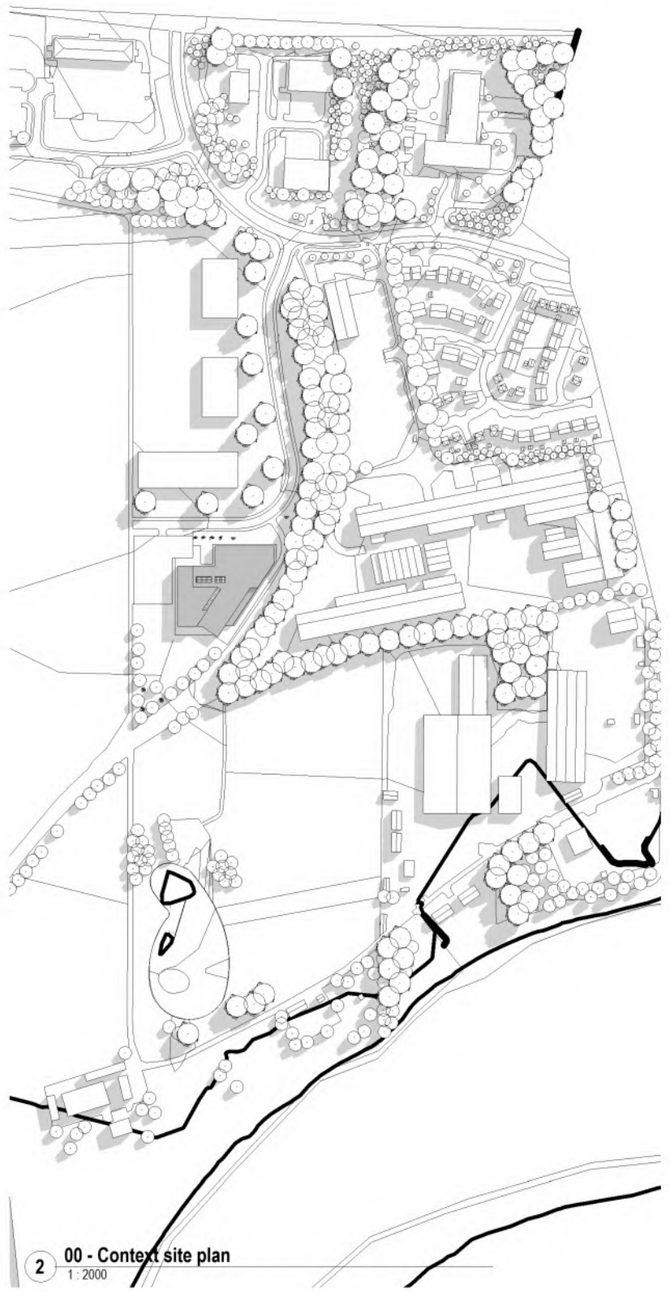
Pavilion Site - Optimal



Pavilion Site - Optimal Site Plan



1 00 - Site
1 : 500



2 00 - Context site plan
1 : 2000

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

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Rev No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Pavillion Optimal

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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Site plan
DATE:
CLIENT: Client
DRAWN BY: Author CHECKED BY: Checker SCALES: As indicated SIZE: A1

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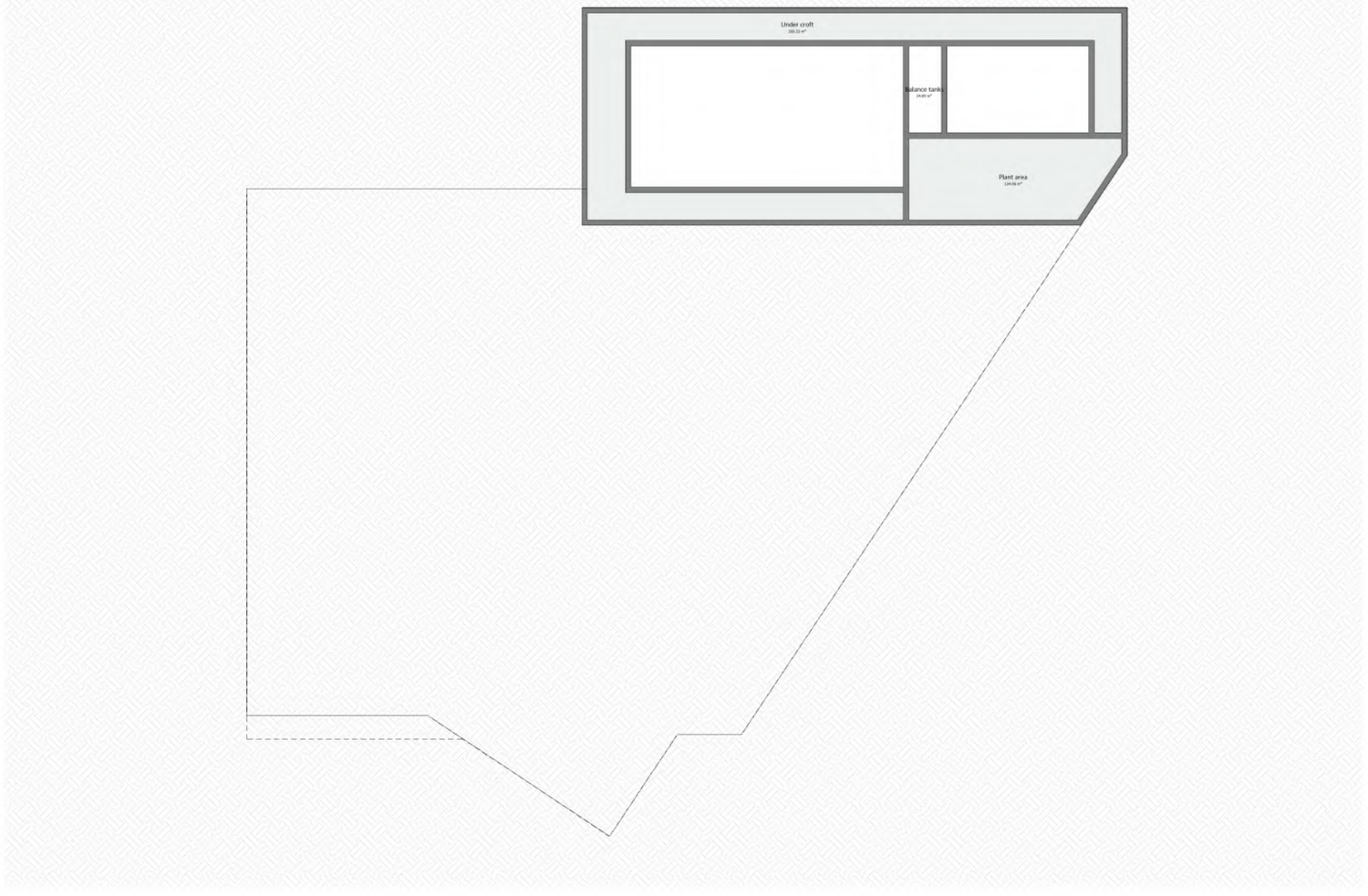
REV NO:



1 -01 - Level -1
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev. No.	Description	Rev. Date	Drawn	Checked

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PROJECT NO.	PROJECT TITLE:
4128	Alloa Wellbing Centre

DRAWING TITLE: Basement plan

DATE:	CLIENT:
?	Client

DRAWN BY:	CHECKED BY:	SCALES:	SIZE:
GM	MF	1 : 200	A1

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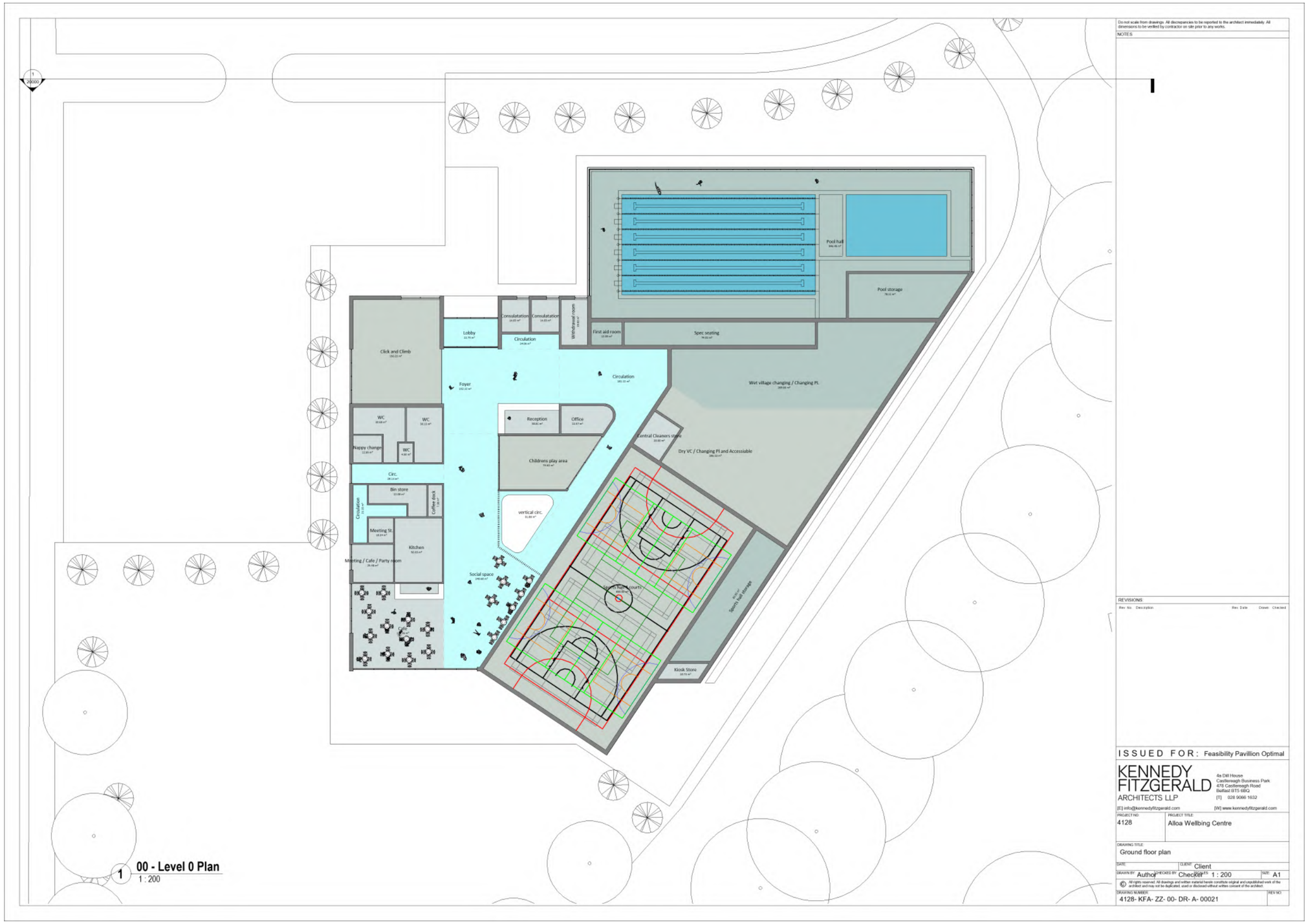
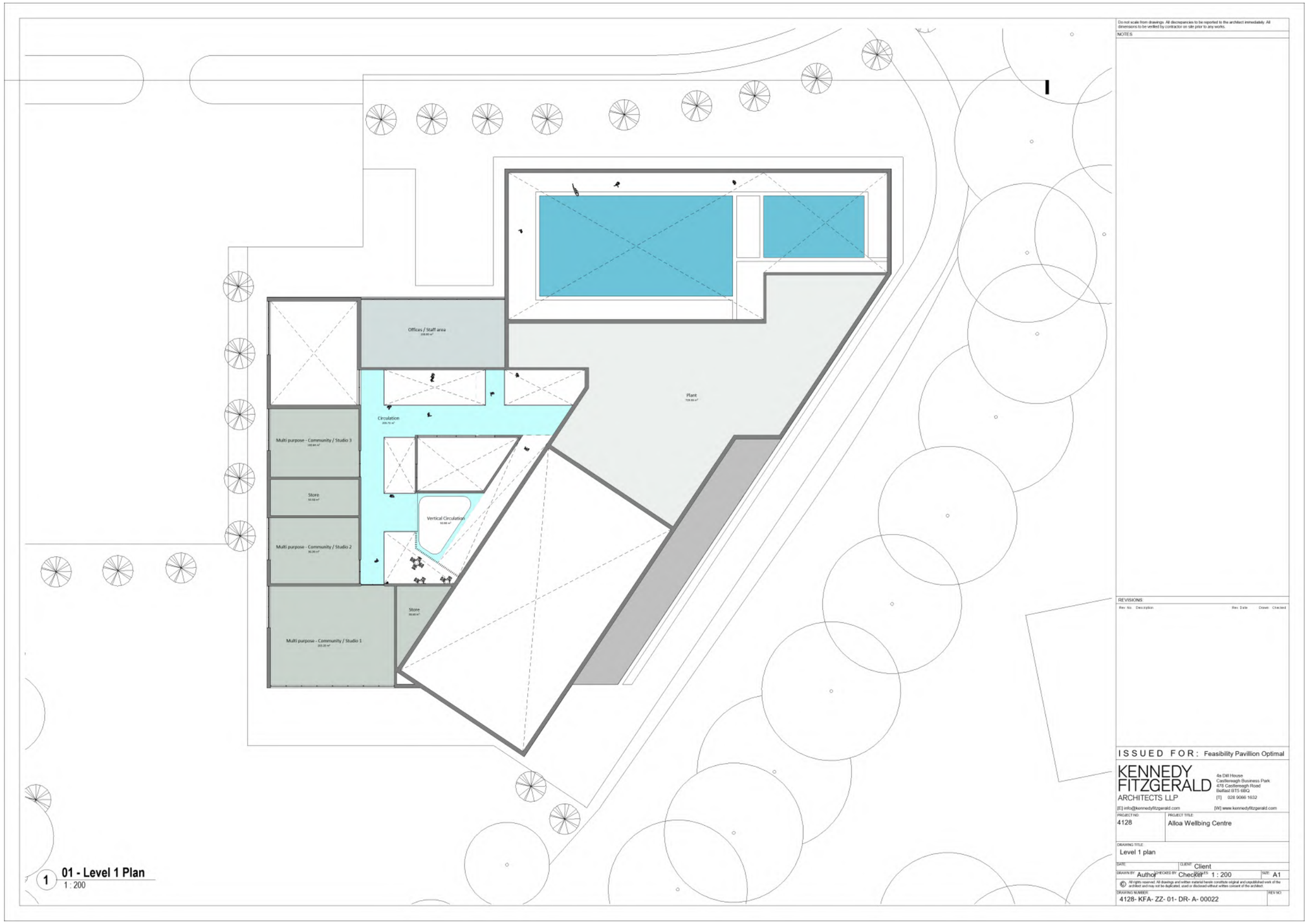
DRAWING NUMBER: 4128- KFA- ZZ- B1- DR- A- 00020

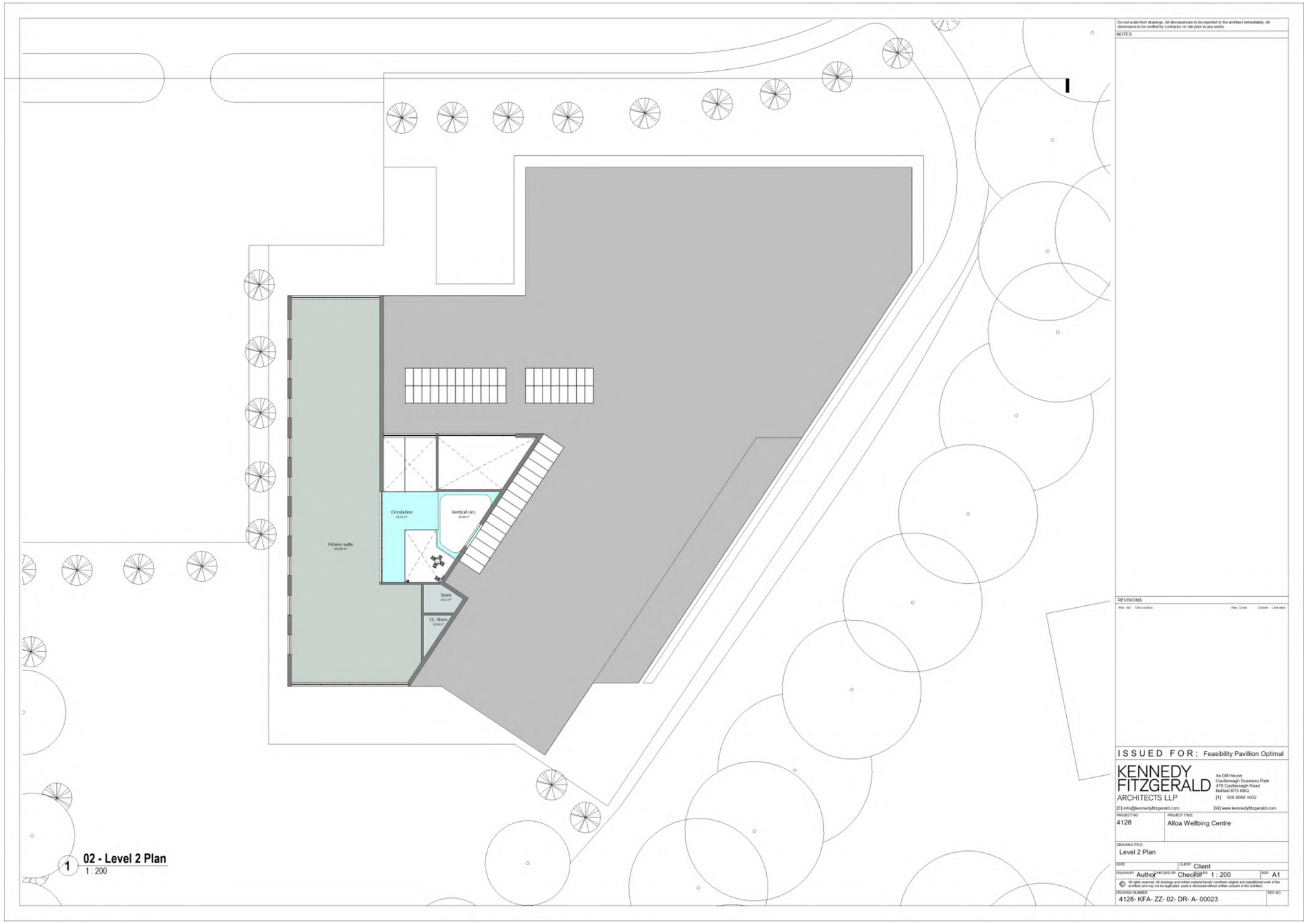
REV NO: ?

ALLOA LEISURE CENTRE
Pavilion Site - Optimal Ground Floor



ALLOA LEISURE CENTRE
Pavilion Site - Optimal 1st Floor




Fitness suite
Circulation
Vertical circ.
Store
CL. Store
1
02 - Level 2 Plan
1 : 200
Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.
NOTES
REVISIONS
Rev. No. Description Rev. Date Drawn Checked
ISSUED FOR: Feasibility Pavillion Optimal
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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Level 2 Plan
DATE:
CLIENT: Client
DRAWN BY: Author
CHECKED BY: Checker
SCALES: 1 : 200
SIZE: A1
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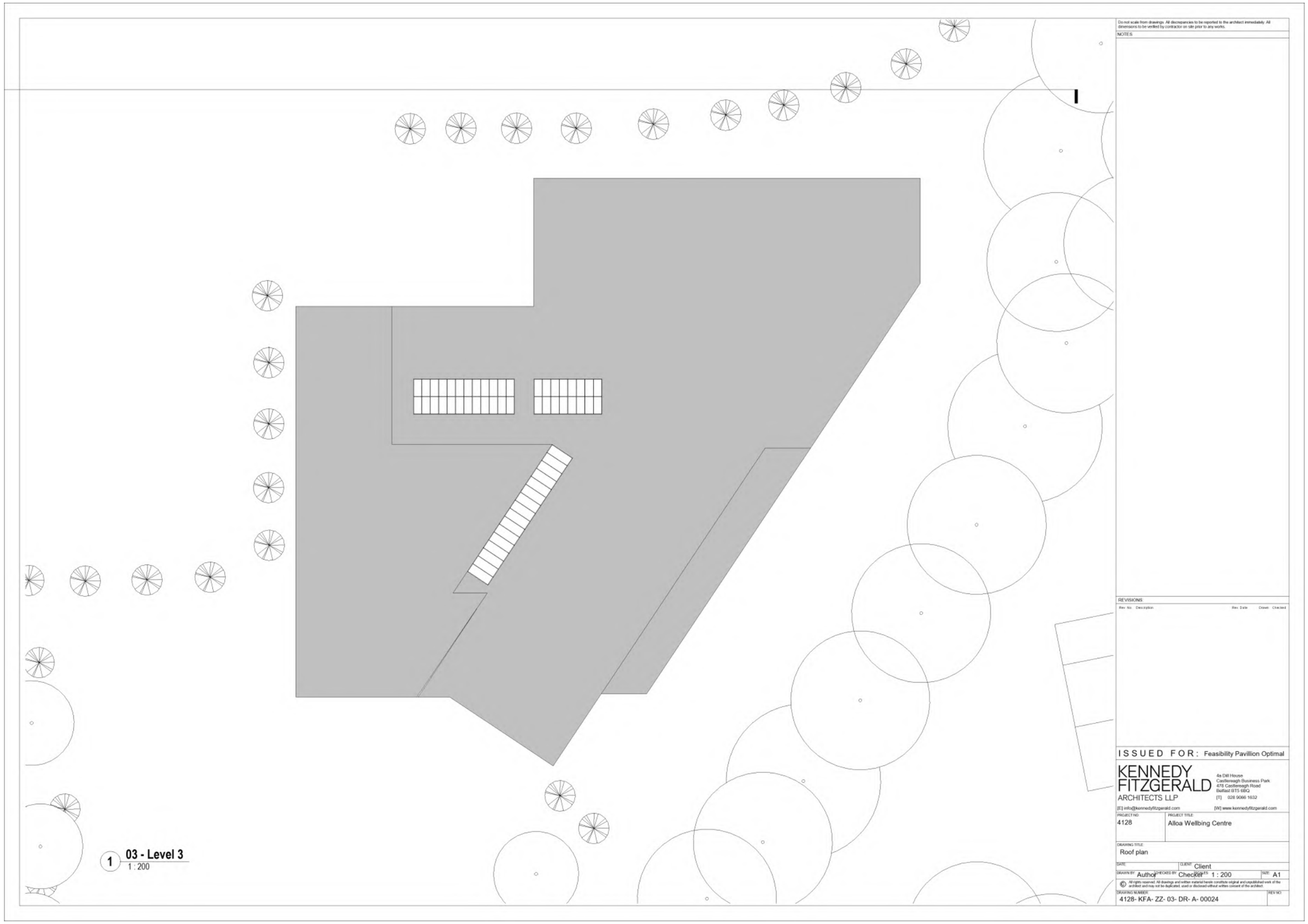
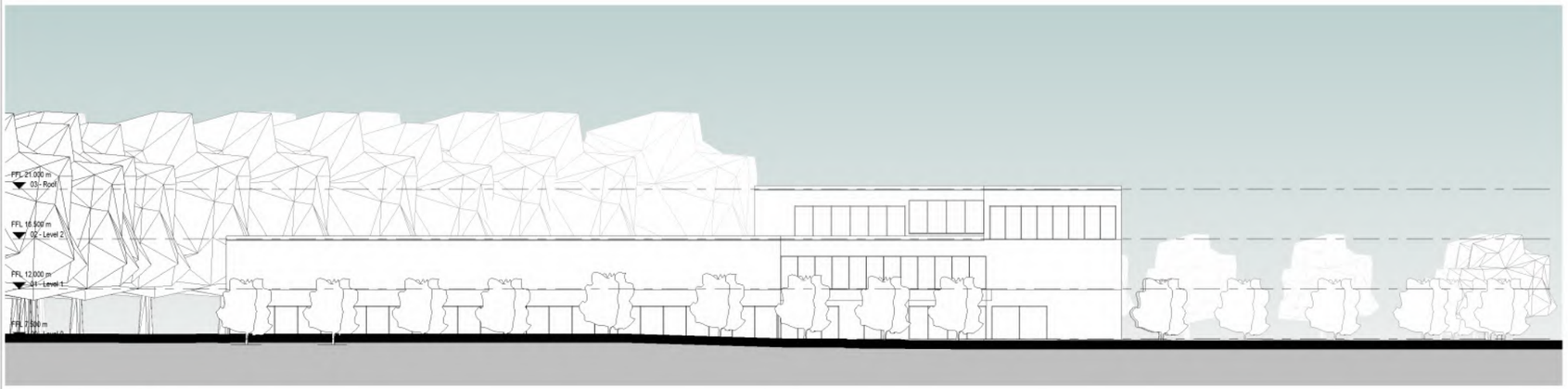
DRAWING NUMBER: 4128- KFA- ZZ- 02- DR- A- 00023
REV NO:

Pavilion Site - Optimal Roof Plan



Pavilion Site - Optimal Site Section



1 **Site section A-A**
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Pavillion Optimal

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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Site section A-A
DATE:
CLIENT: Client
DRAWN BY: Author CHECKED BY: Checker SCALES: 1 : 200 SIZE: A1

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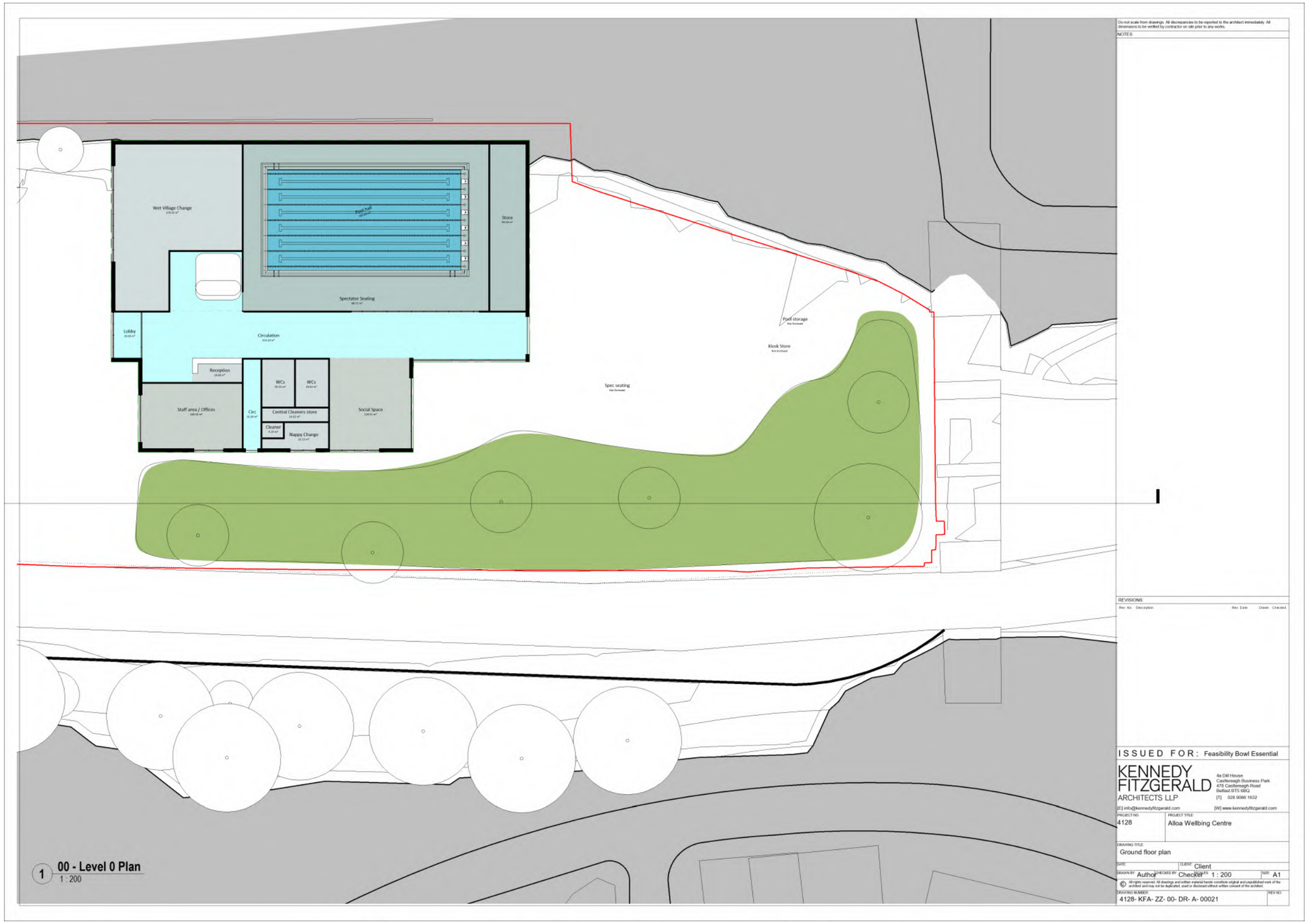
DRAWING NUMBER: KFA- ZZ- ZZ- DR- A- 20000
REV NO:

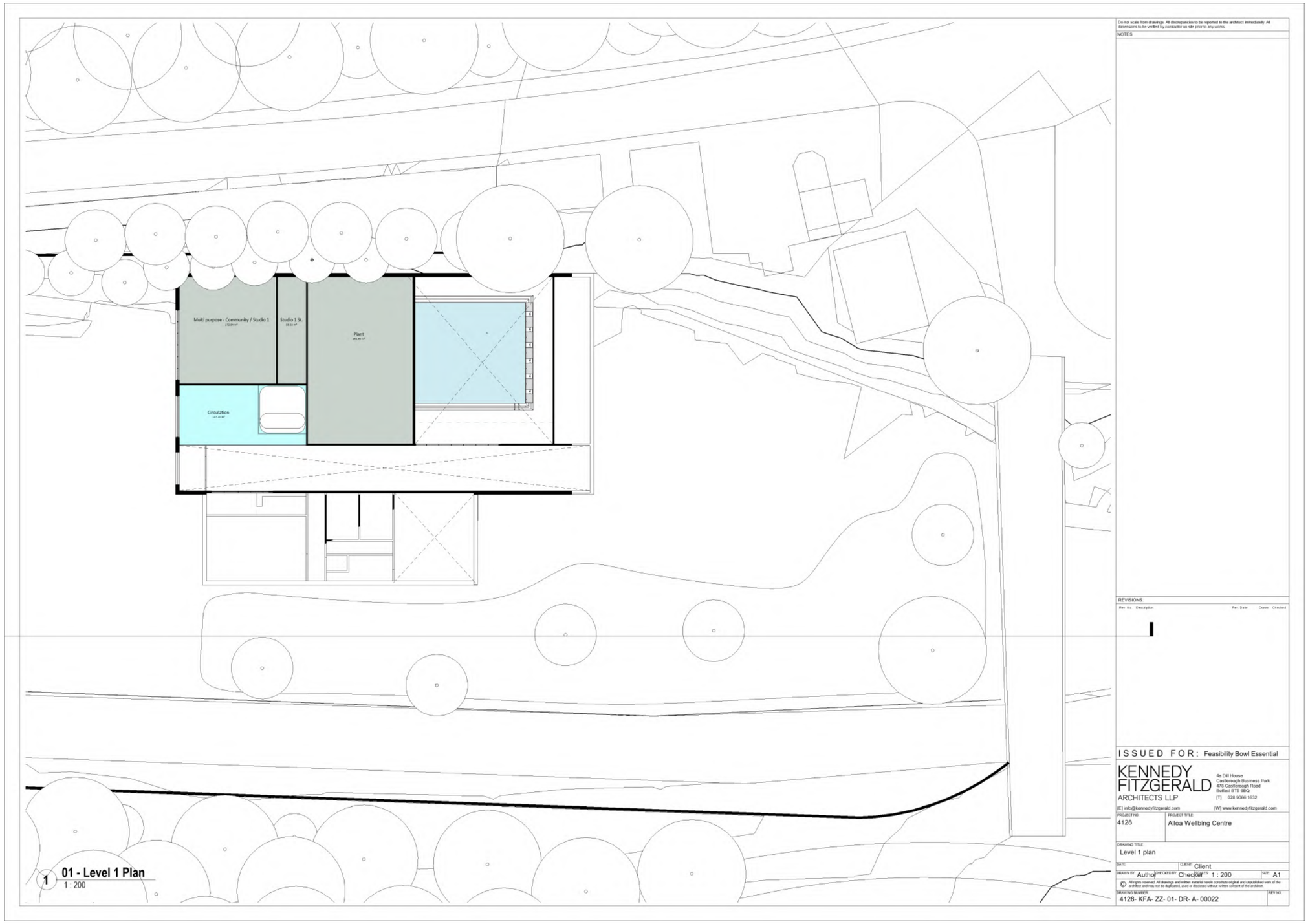
ALLOA LEISURE CENTRE

APPENDIX
ARCHITECTURAL DRAWINGS
BOWL SITE

KENNEDY FITZGERALD
ARCHITECTS LLP

ALLOA LEISURE CENTRE
Bowl Site - Essential Ground Floor




Multi purpose - Community / Studio 1
Studio 1 St.
Plant
Circulation
1 01 - Level 1 Plan
1 : 200
Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.
NOTES
REVISIONS
Rev. No. Description Rev. Date Drawn Checked
ISSUED FOR: Feasibility Bowl Essential
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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Level 1 plan
DATE:
CLIENT: Client
DRAWN BY: Author
CHECKED BY: Checker
SCALE: 1 : 200
SIZE: A1
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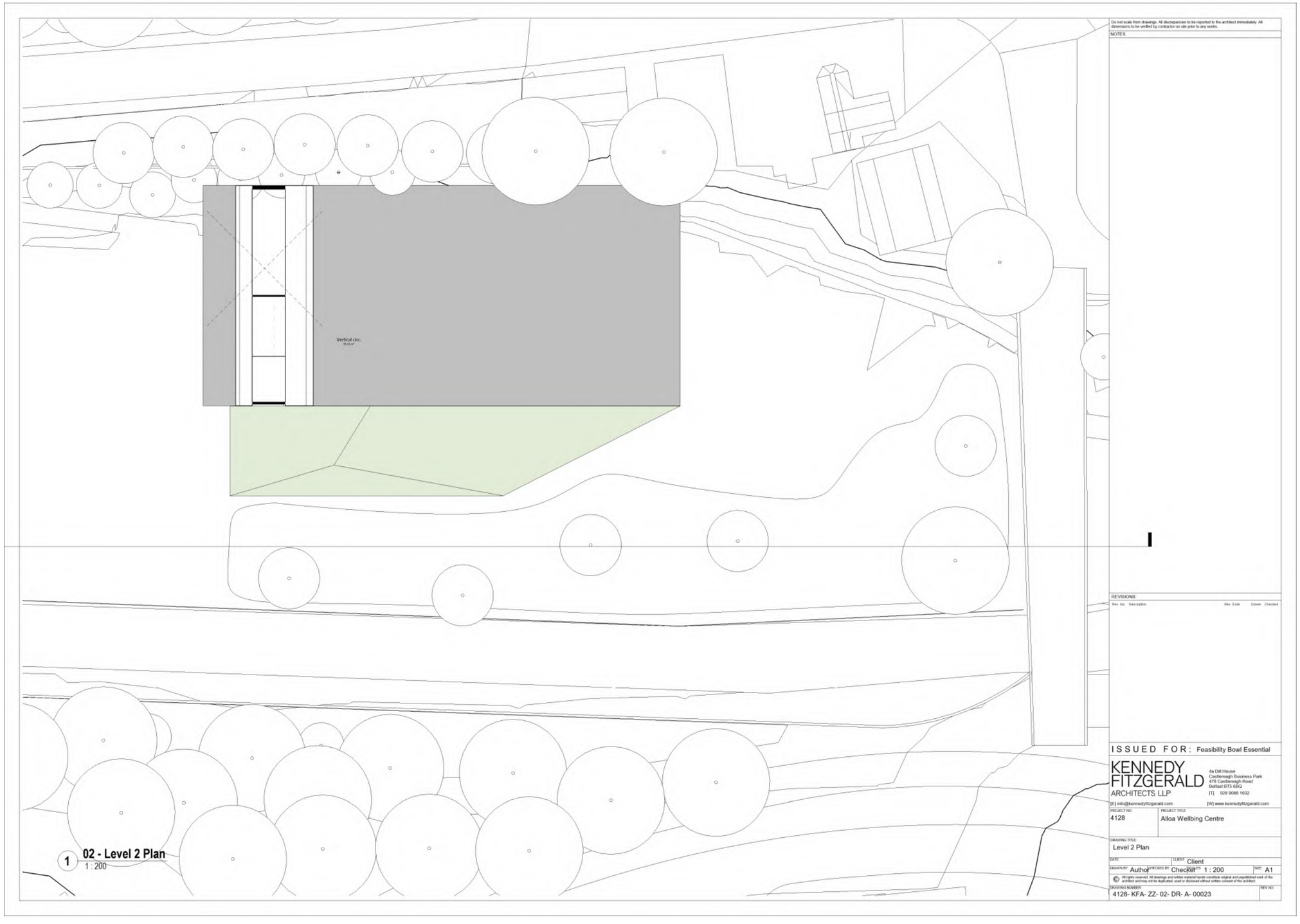
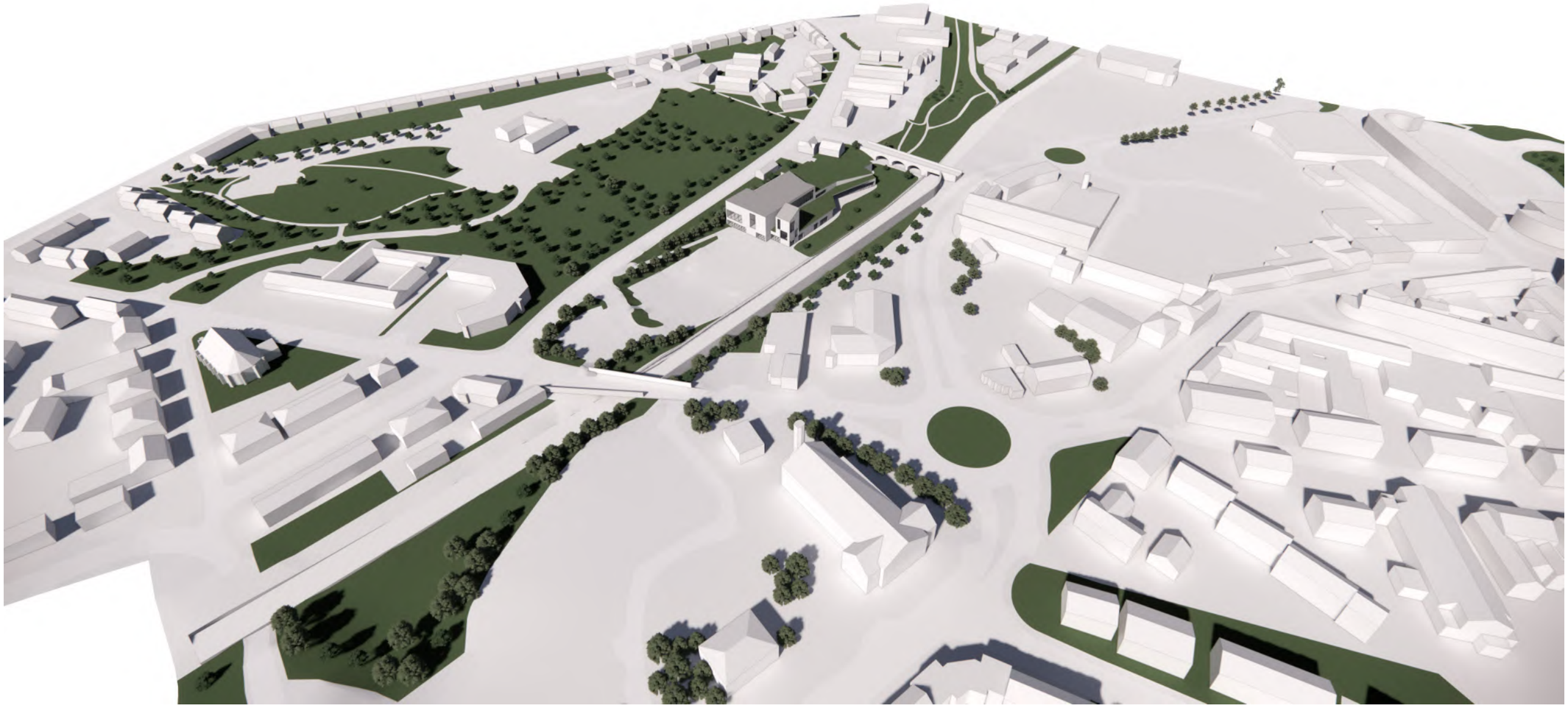
DRAWING NUMBER: 4128- KFA- ZZ- 01- DR- A- 00022
REV NO:

Bowl Site - Essential Roof Plan

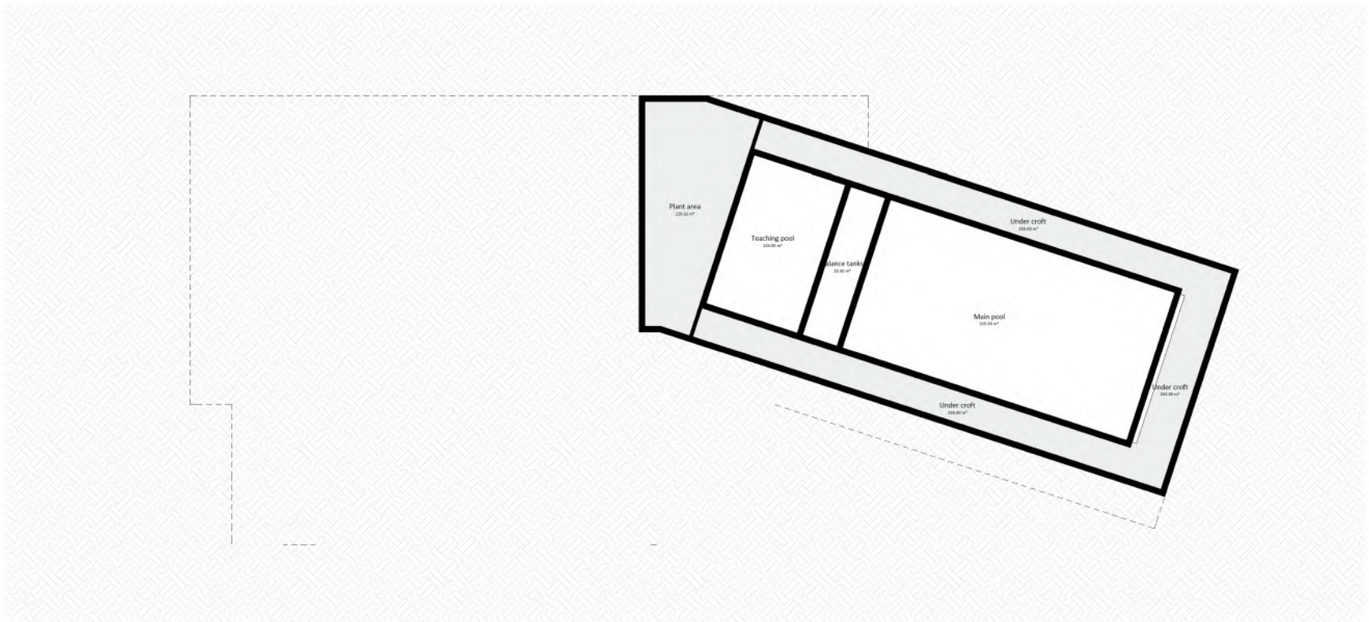


ALLOA LEISURE CENTRE

Bowl Site - Desirable



ALLOA LEISURE CENTRE
Bowl Site - Desirable Site Plan



1 -01 - Level -1
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

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Rev. No.	Description	Rev. Date	Drawn	Checked

ISSUED FOR: Feasibility Bowl Desirable

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PROJECT NO.	PROJECT TITLE:
4128	Alloa Wellbing Centre

DRAWING TITLE: Basement plan

DATE:	CLIENT: Client	
DRAWN BY: Author	CHECKED BY: Checker	SCALES: 1 : 200 SIZE: A1

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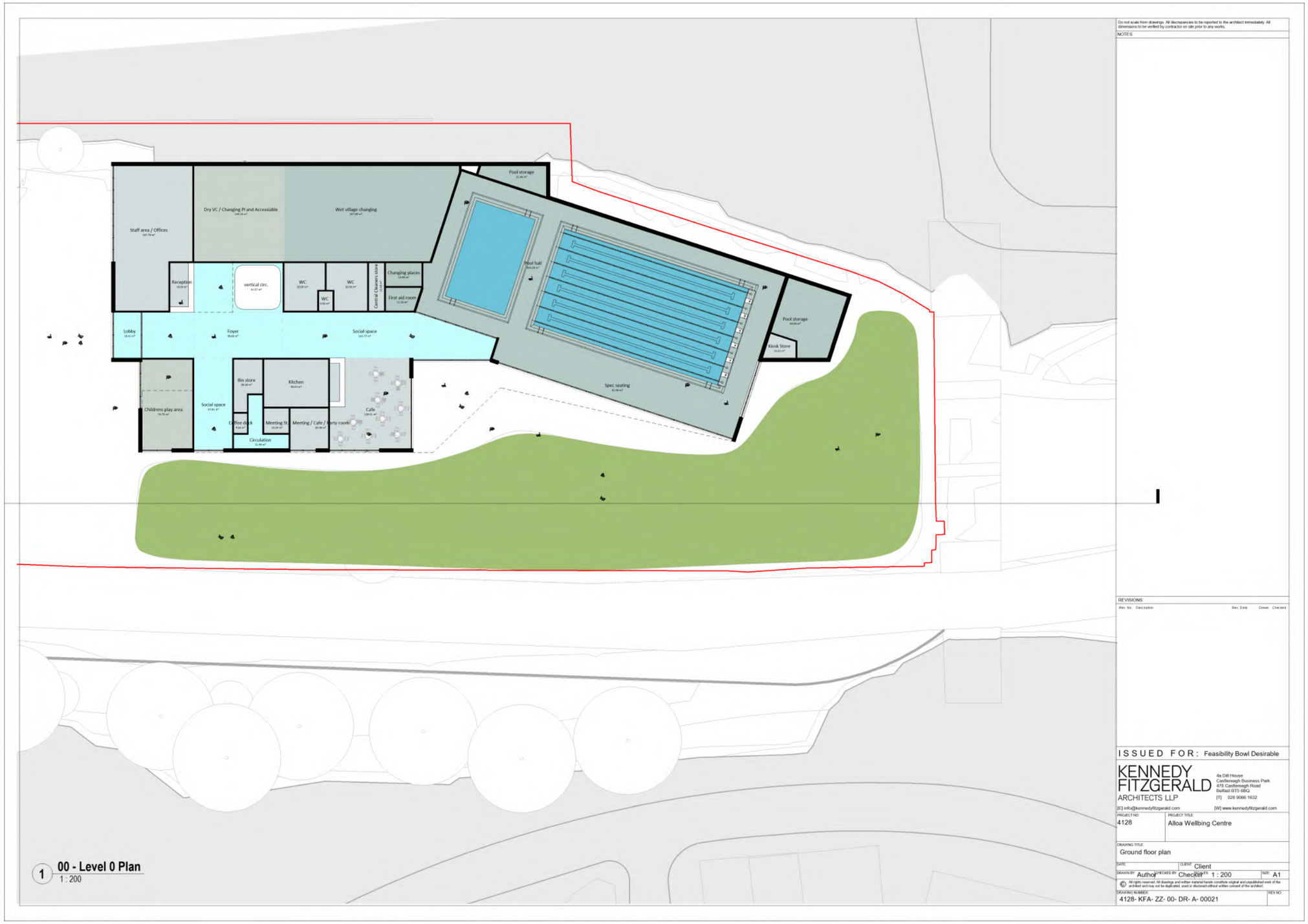
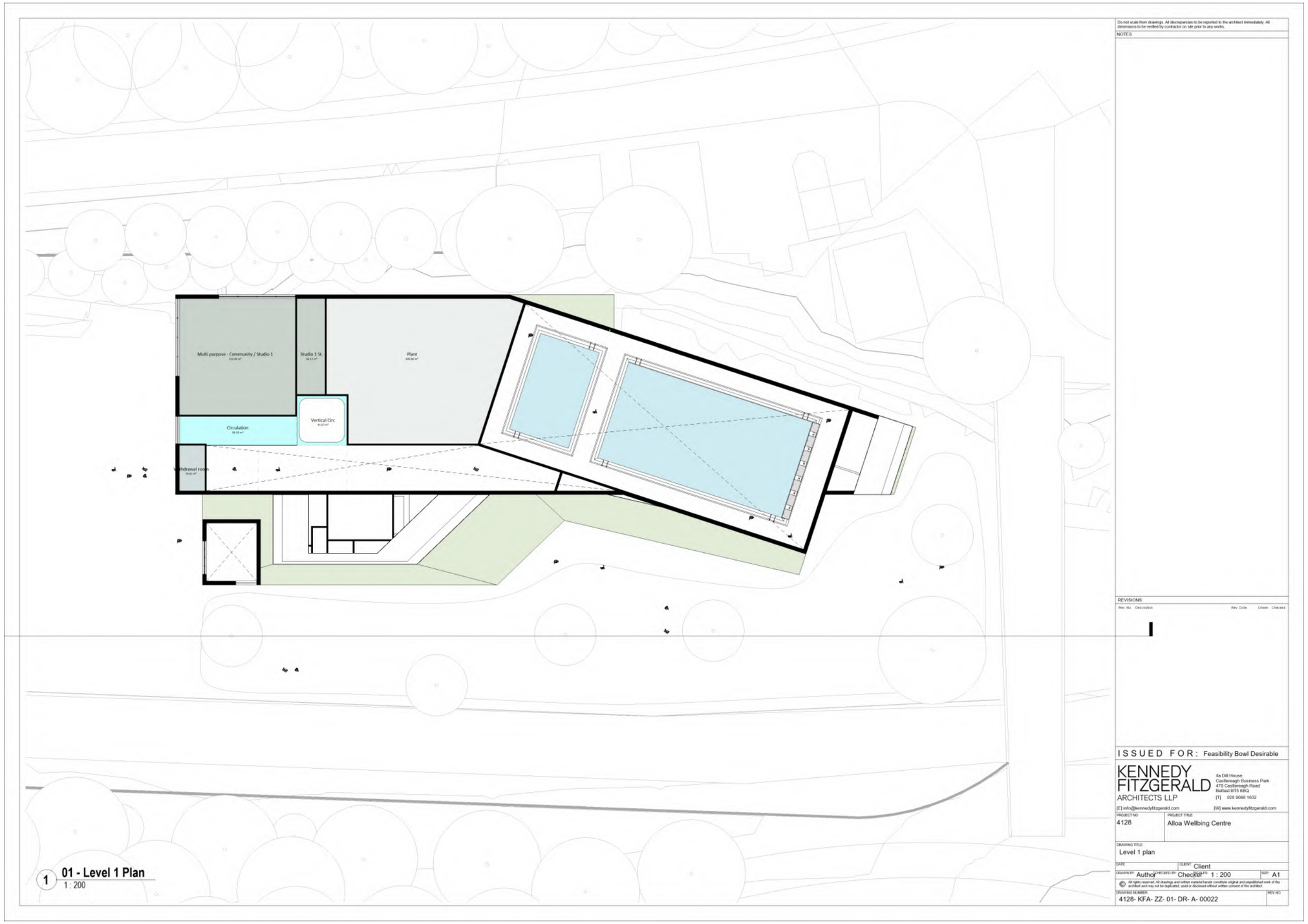
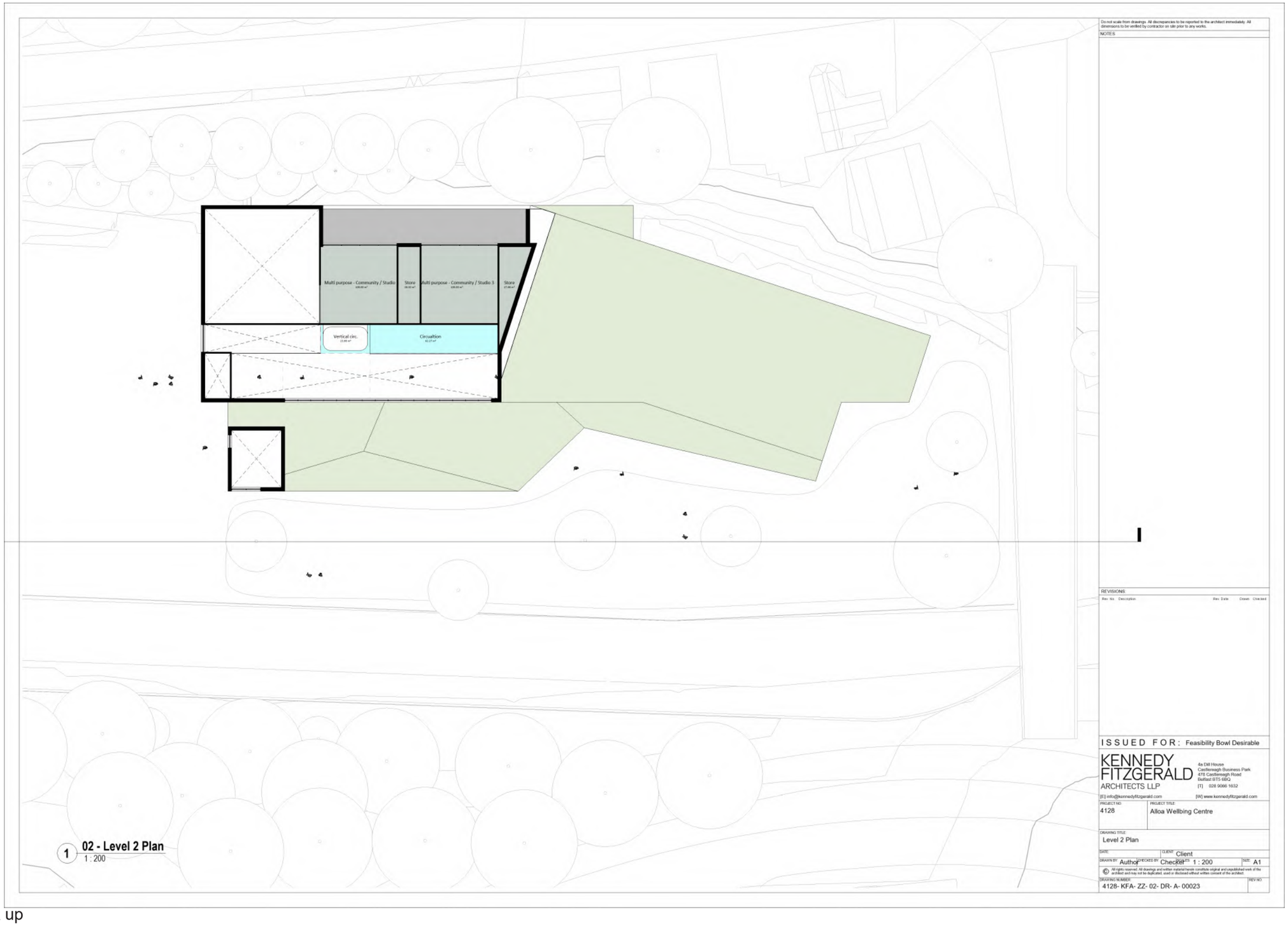
DRAWING NUMBER: 4128- KFA- ZZ- B1- DR- A- 00020 REV NO.

ALLOA LEISURE CENTRE
Bowl Site - Desirable Ground Floor





Option 1 Mark up



Option 1 Mark up

1 **Site section A-A**
1 : 500

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

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Rev No	Description	Rev Date	Drawn	Checked

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PROJECT NO	PROJECT TITLE
4128	Alloa Wellbing Centre

DRAWING TITLE: Section section A-A

DATE	CLIENT: Client	
DRAWN BY: Author	CHECKED BY: Checker	SCALES: 1 : 500 SIZE: A1

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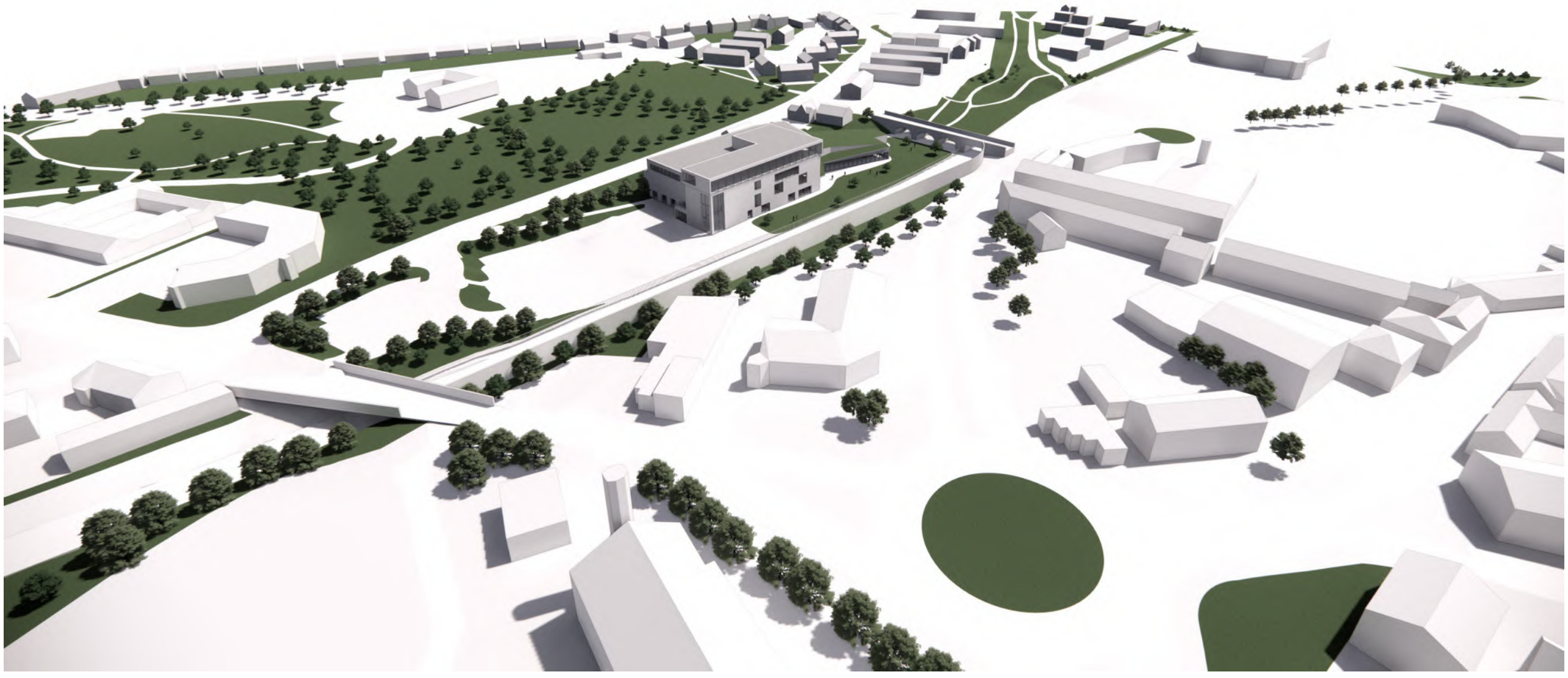
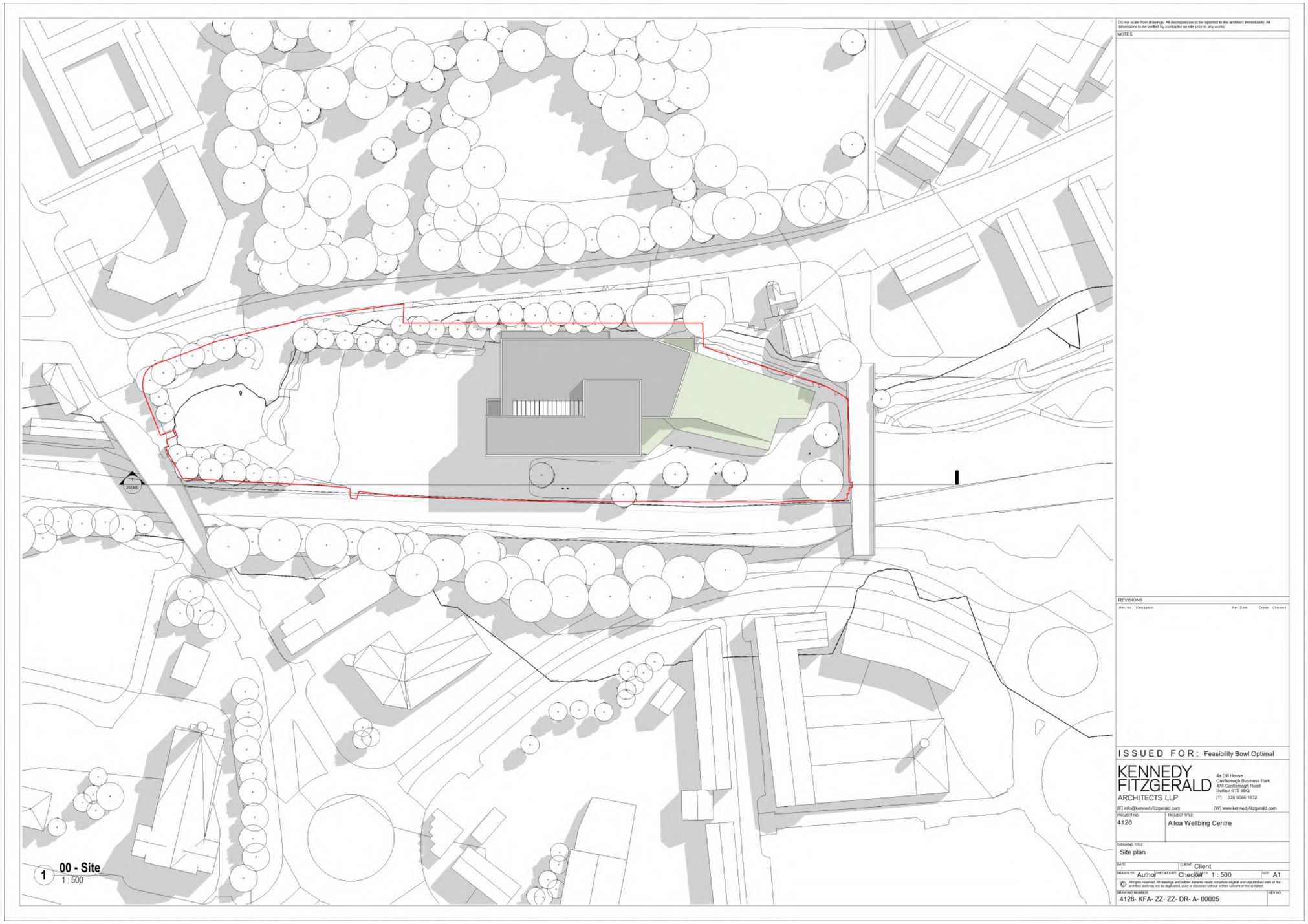
DRAWING NUMBER: KFA- ZZ- ZZ- DR- A- 20000 REV NO:

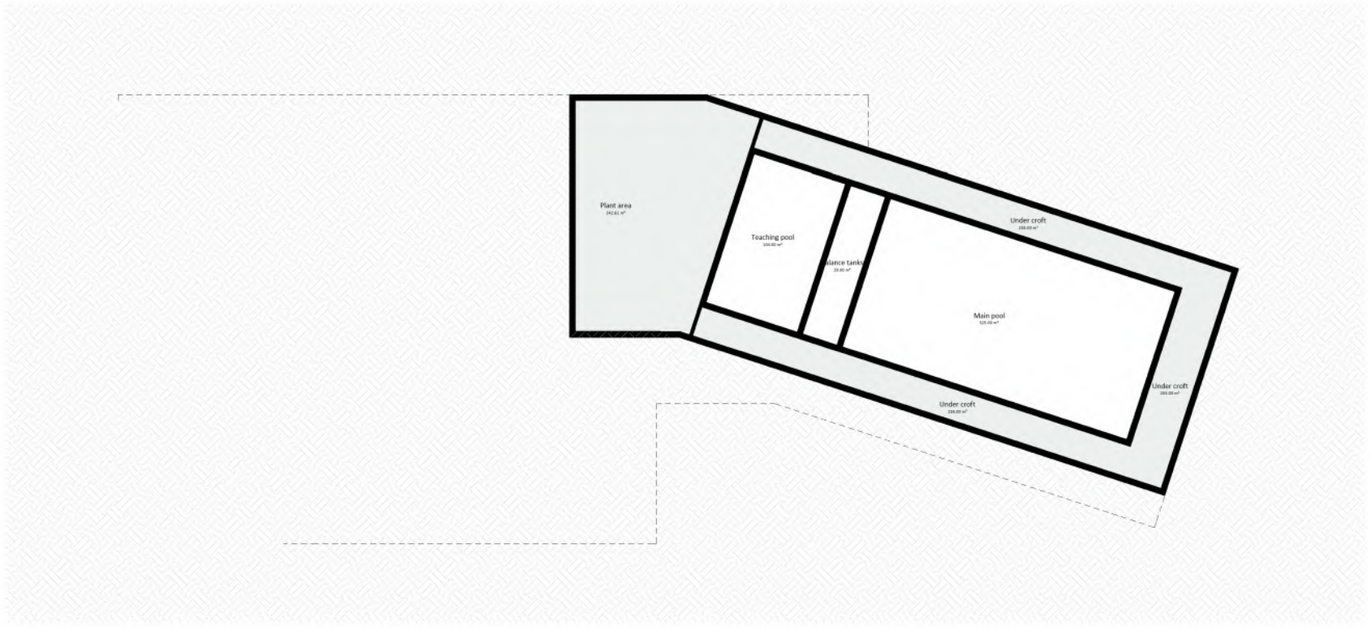
ALLOA LEISURE CENTRE

Bowl Site - Optimal



ALLOA LEISURE CENTRE
Bowl Site - Optimal Site Plan





1 -01 - Level -1
1 : 200

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev No.	Description	Rev. Date	Drawn	Checked

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PROJECT NO: 4128
PROJECT TITLE: Alloa Wellbing Centre
DRAWING TITLE: Basement plan
DATE:
CLIENT: Client
DRAWN BY: Author
CHECKED BY: Checker
STATUS:
SCALES: 1 : 200
SIZE: A1

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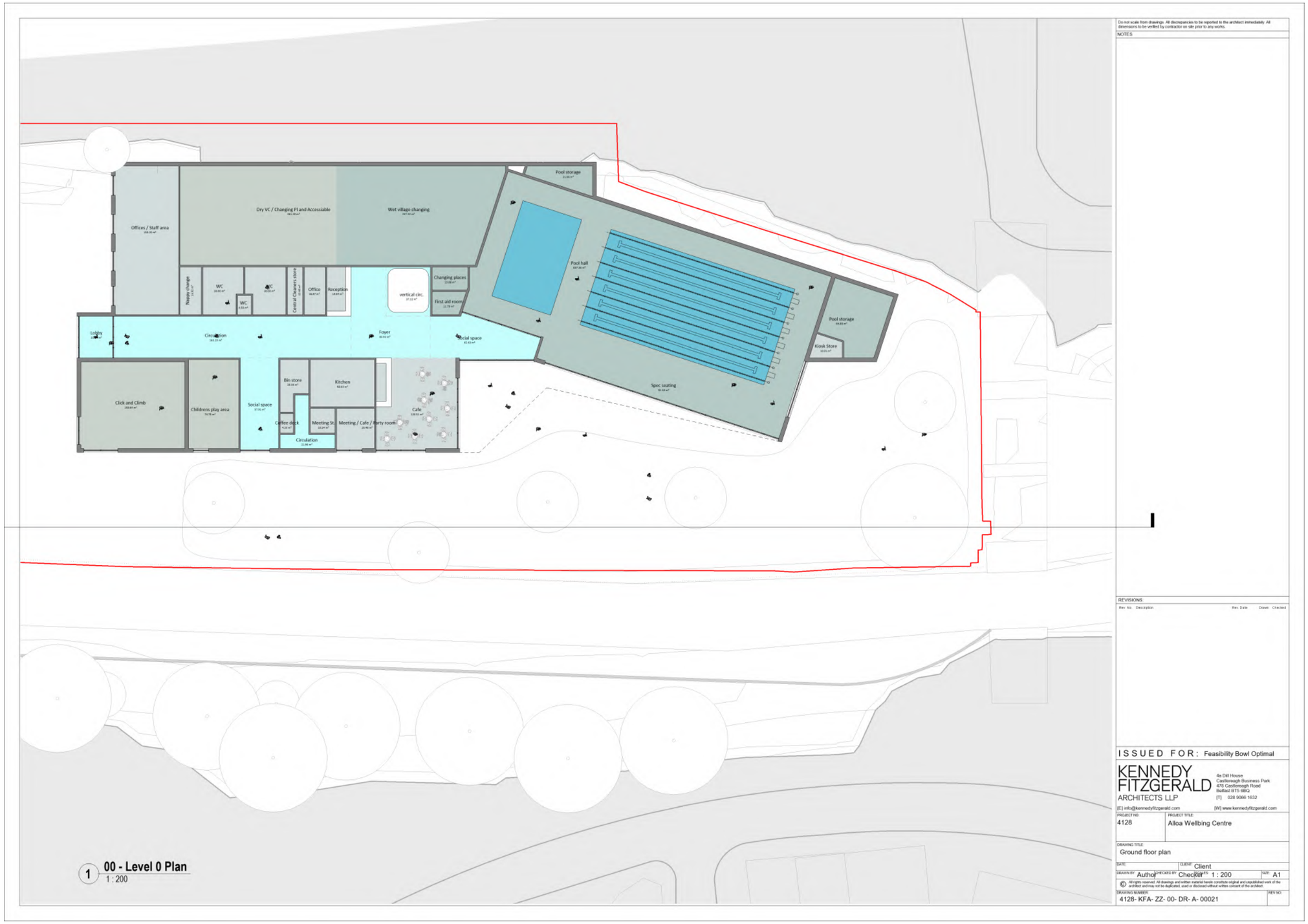
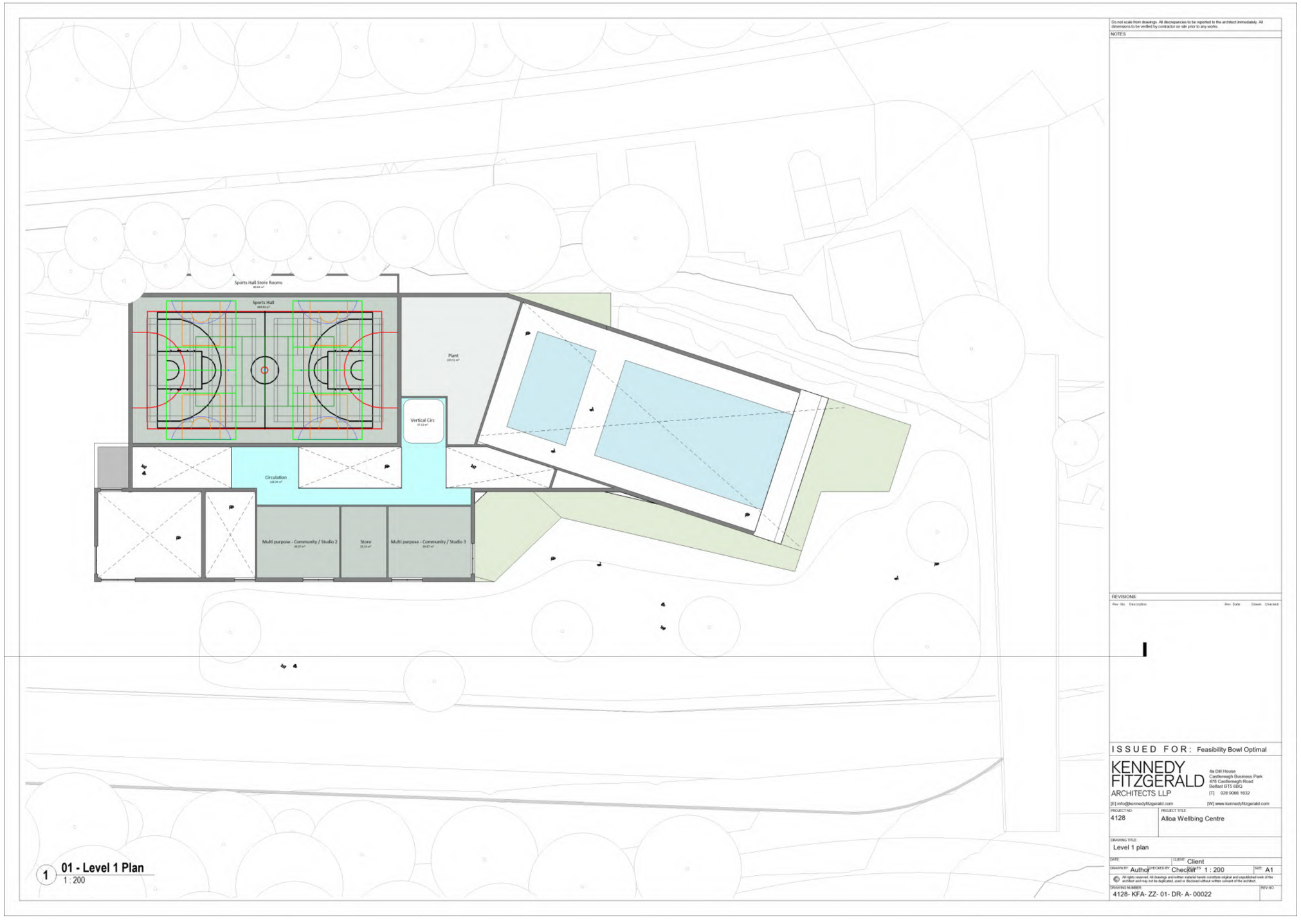
DRAWING NUMBER: 4128- KFA- ZZ- B1- DR- A- 00020
REV NO:

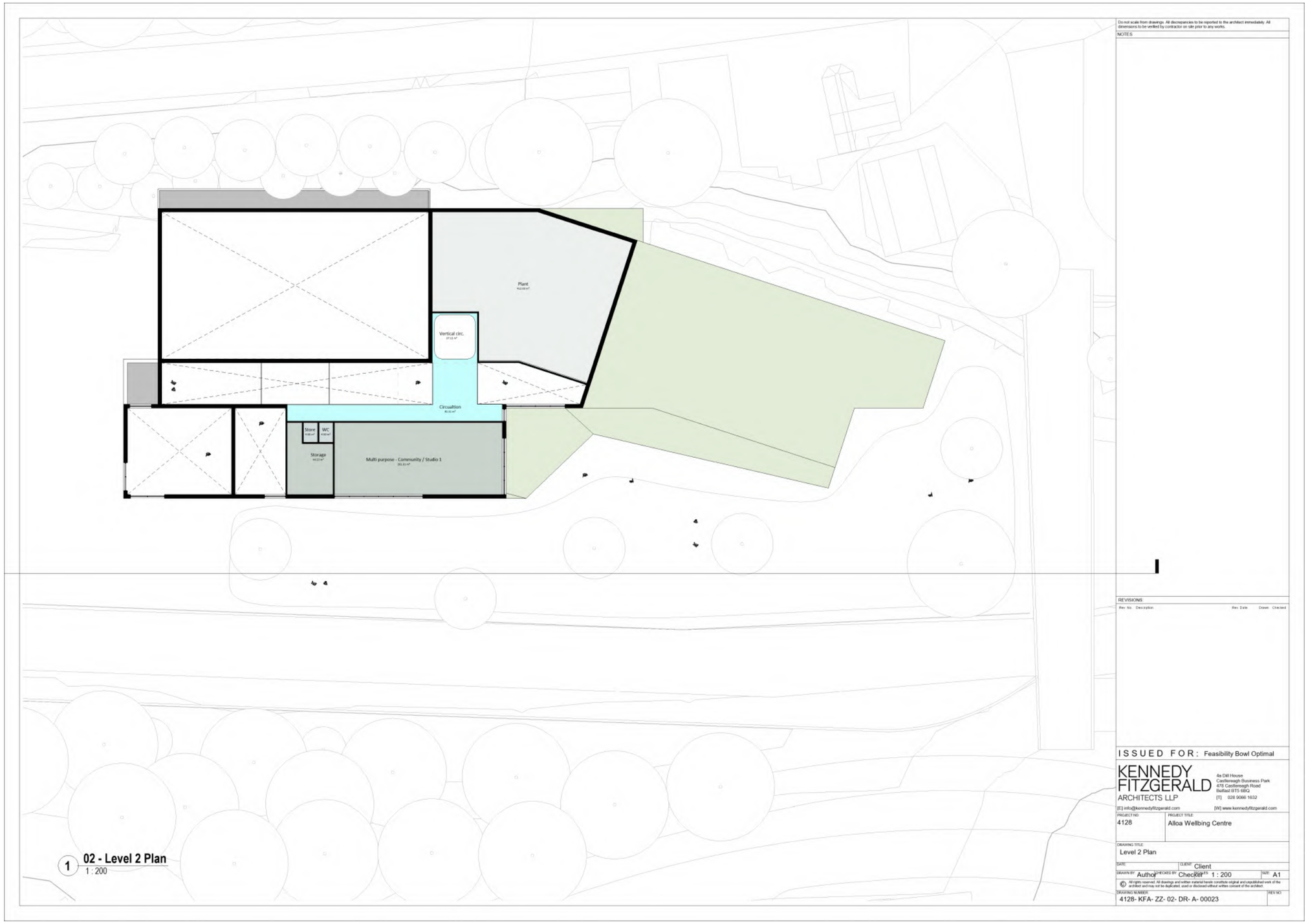
ALLOA LEISURE CENTRE

Bowl Site - Optimal Ground Floor



ALLOA LEISURE CENTRE
Bowl Site - Optimal 1st Floor




Plant
Vertical circ.
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Storage
Multi purpose - Community / Studio 1
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02 - Level 2 Plan
1 : 200
Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.
NOTES
REVISIONS
Rev. No. Description Rev. Date Drawn Checked
ISSUED FOR: Feasibility Bowl Optimal
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PROJECT NO.
4128
PROJECT TITLE
Alloa Wellbing Centre
DRAWING TITLE
Level 2 Plan
DATE:
CLIENT:
Client
DRAWN BY:
Author
CHECKED BY:
Checker
SCALE:
1 : 200
DATE:
A1
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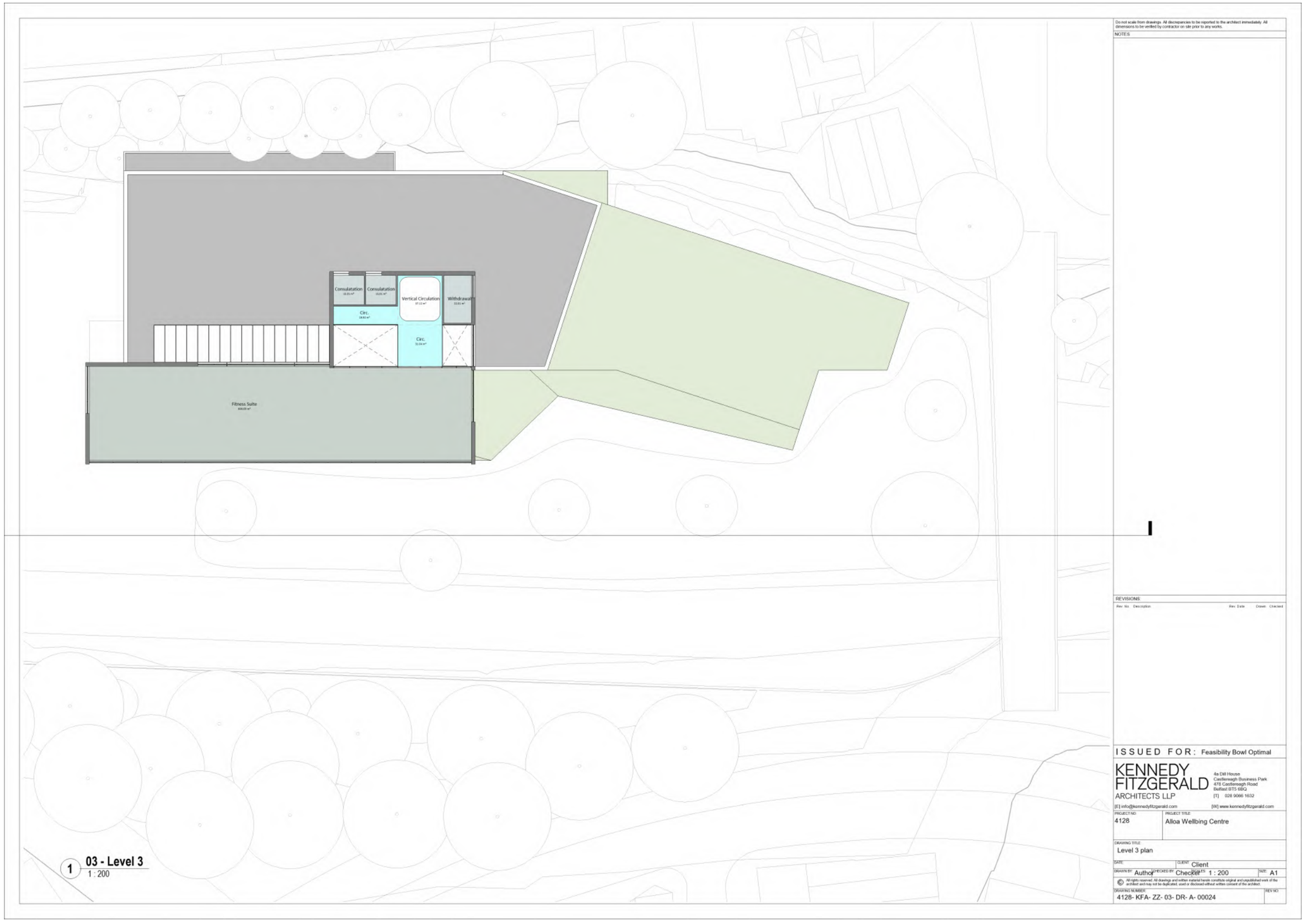
DRAWING NUMBER:
4128- KFA- ZZ- 02- DR- A- 00023
REV NO

ALLOA LEISURE CENTRE
Bowl Site - Optimal 3rd Floor



1 **Site Section A-A**
1 : 500

Do not scale from drawings. All discrepancies to be reported to the architect immediately. All dimensions to be verified by contractor on site prior to any works.

NOTES

REVISIONS

Rev No	Description	Rev Date	Drawn	Checked

ISSUED FOR: Feasibility Bowl Optimal

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PROJECT NO	PROJECT TITLE
4128	Alloa Wellbing Centre

DRAWING TITLE: Site section A-A

DATE	CLIENT	
DRAWN BY: Author	CHECKED BY: Checker	SCALES: 1 : 500 SIZE: A1

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DRAWING NUMBER: KFA- ZZ- ZZ- DR- A- 20000 REV NO:

Extract from Hub East Central Interim Options Appraisal Report

July 2022

6.0 SWOT Analysis

The SWOT analysis has mainly taken into consideration the sites and technical details that have been identified so far. The Design Team have not been given sight of the Critical Success Factors in relation to the project and so it is not possible to make a SWOT assessment of the different facilities mix in relation to the requirements of the Council.

6.1 Alloa Bowl – All Options

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
BOWL – ESSENTIAL	Existing site with infrastructure that could be reused (access road, services etc). Town Centre location with good links to local transport links and other service providers (Health Centre, GP's etc) Smaller footprint of the 'Essential' building would provide good town centre green space on the rest of the site. Connection to the community	The site is constrained, both in topography and proximity to the railway line. This will impact the location of the building on the site. The smaller building would create less visual presence. As the site is somewhat concealed, careful design would be required to create the street presence necessary Existing pedestrian routes would require enhancement. External space is limited, potentially resulting on plant being placed on the roof which removes the opportunity to maximise this space for PV's.	Regeneration of the area 'Green' links to other services Current site would quickly be redeveloped and not lie empty Creation of a presence on the main road, which the previous Alloa Bowl building did not have.	Network Rail would have to be consulted which could impact programme and costs. There may be a requirement for the Council to enter into agreement with Network Rail which allows Network Rail to charge the project for any consultancy assistance that maybe required from Network Rail. This agreement has had to be entered into for the Alloa Bowl Demolition project. Depending on the proximity of the building to the live railway line and the external works to the site, Network Rail would be entitled to review all method statements and construction plans associated with the work. New utilities connections will be required. Specifically, permission will be required to discharge the surface water into the local watercourse. Cognisance of development of the site to the east should be taken into account. Access in and around the site will need to be considered and may require upgrade or alteration to existing road network DIA may be required by Scottish Water May be required to create a new entrance off the main road, requiring additional offsite works

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
BOWL – DESIRABLE	Existing site with infrastructure that could be reused (access road, services etc). Town Centre location with good links to local transport links and other service providers (Health Centre, GP's etc) Connection to the community	The site is constrained, both in topography and proximity to the railway line. This will impact the location of the building on the site. The larger footprint of the building leaves less external recreational space. The recreational space faces the railway line which is less than ideal and would take careful planning Existing pedestrian routes would require enhancement External space is limited, potentially resulting on plant being placed on the roof which removes the opportunity to maximise this space for PV's.	Regeneration of the area 'Green' links to other services Current site would quickly be redeveloped and not lie empty Building could be designed to be stacked closer to the town centre to create a 'civic presence' and ensure the east side of the building is not overbearing on neighbours Creation of a presence on the main road, which the previous Alloa Bowl building did not have.	Network Rail would have to be consulted which could impact programme and costs. There may be a requirement for the Council to enter into agreement with Network Rail which allows Network Rail to charge the project for any consultancy assistance that maybe required from Network Rail. This agreement has had to be entered into for the Alloa Bowl Demolition project. Depending on the proximity of the building to the live railway line and the external works to the site, Network Rail would be entitled to review all method statements and construction plans associated with the work. New utilities connections will be required. Specifically, permission will be required to discharge the surface water into the local watercourse Cognisance of development of the site to the east should be taken into account. Access in and around the site will need to be considered and may require upgrade or alteration to existing road network Car parking may be limited relative to the size of the building DIA may be required by Scottish Water May be required to create a new entrance off the main road, requiring additional offsite works

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
BOWL - OPTIMAL	Existing site with infrastructure that could be reused (access road, services etc). Town Centre location with good links to local transport links and other service providers (Health Centre, GP's etc) Connection to the community	The site is constrained, both in topography and proximity to the railway line. This will impact the location of the building on the site. The building would have to go to 4 storeys in some parts to accommodate all the facilities on the site. Useable external space is becoming tighter and would be limited compared to the other 2 options The recreational space faces the railway line which is less than ideal and would take careful planning Existing pedestrian routes would require enhancement External space is limited, potentially resulting on plant being placed on the roof which removes the opportunity to maximise this space for PV's.	Regeneration of the area 'Green' links to other services Current site would quickly be redeveloped and not lie empty This would be a large building near to the centre of town. Opportunities to create a 'statement building' for Alloa and Clackmannanshire. Building could be designed to be stacked closer to the town centre to create a 'civic presence' and ensure the east side of the building is not overbearing on neighbours Creation of a presence on the main road, which the previous Alloa Bowl building did not have.	Planning may have a view on the height of the building due to its town centre location Cognisance of development of the site to the east should be taken into account. Access in and around the site will need to be considered and may require upgrade or alteration to existing road network Network Rail would have to be consulted which could impact programme and costs. There may be a requirement for the Council to enter into agreement with Network Rail which allows Network Rail to charge the project for any consultancy assistance that maybe required from Network Rail. This agreement has had to be entered into for the Alloa Bowl Demolition project. Depending on the proximity of the building to the live railway line and the external works to the site, Network Rail would be entitled to review all method statements and construction plans associated with the work. New utilities connections will be required. Specifically, permission will be required to discharge the surface water into the local watercourse Car parking may be limited relative to the size of the building DIA may be required by Scottish Water May be required to create a new entrance off the main road, requiring additional offsite works

6.2 Pavilion – All Options

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
PAVILION – ESSENTIAL	Greenfield site with few constraints in terms of building location. Large external spaces Car parking would not be restricted	The site is not designated for Leisure use under the LDP. High voltage cables running across the most Optimal part of the site Site is seen as remote. Further from the town centre and local transport hubs, does not encourage none car use.	The site would require master planning, opportunity to create a 'campus' with other services, for example the new Lochies school which is currently being considered by the Council. Potential economies of scale if the site infrastructure for a number of developments could be constructed at once, rather than 'piecemeal' for individual developments. Consideration could be given to the development of an energy centre for the site, if more than one development was to be considered. Secures development to the west of Alloa. The development could be 'future proofed' to allow further development of facilities at a later stage. Greater scope to accommodate plant externally. Provides easier access for maintenance and leaves roof space for PV's.	Radon contamination has been identified as a possible risk in the bottom corner of the site. This would requirement management through design and construction. Likely require changes to the wider road network which would require additional investment. EIA may be required Northern half of the site may be more Optimal to Planning. Consideration would need to be given to ensure the rest of the site does not become 'land locked' by the development. Planning consent may be delayed, if the Wellbeing Hub project was to be submitted as part of a wider development of the site.

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
PAVILION – DESIRABLE	Greenfield site with few constraints in terms of building location. Size of the site means the building can go 'out' rather than 'up', keeping more of the accommodation on the ground floor. Large external spaces Car parking would not be restricted	The site is not designated for Leisure use under the LDP. High voltage cables running across the most Optimal part of the site Site is seen as remote. Further from the town centre and local transport hubs, does not encourage none car use.	The site would require master planning, opportunity to create a 'campus' with other services, for example the new Lochies school which is currently being considered by the Council. Potential economies of scale if the site infrastructure for a number of developments could be constructed at once, rather than 'piecemeal' for individual developments. Consideration could be given to the development of an energy centre for the site, if more than one development was to be considered. Secures development to the west of Alloa. The development could be 'future proofed' to allow further development of facilities at a later stage. Greater scope to accommodate plant externally. Provides easier access for maintenance and leaves roof space for PV's.	Radon contamination has been identified as a possible risk in the bottom corner of the site. This would requirement management through design and construction. Likely require changes to the wider road network which would require additional investment. EIA may be required Northern half of the site may be more Optimal to Planning. Consideration would need to be given to ensure the rest of the site does not become 'land locked' by the development. Planning consent may be delayed, if the Wellbeing Hub project was to be submitted as part of a wider development of the site.

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
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Place and Wellbeing Assessment of the Clackmannanshire Council Wellbeing Hub Location Analysis

About the report

This is a report of a small workshop held in July 2022 to consider the impacts of the two site locations for the Clackmannanshire Council Wellbeing Hub on the wellbeing of the people of Alloa and the wider Clackmannanshire Council area. We know that the places we create impact on those who live, work and relax in them and can have a positive or negative influence on their health and well-being. The process applied during the workshop takes a place-based approach considering the unintended consequences of each proposal on creating a place that has a positive impact.

Each site proposal has different characteristics, and the proposals were considered for their impact on delivering a place that enables a positive impact on peoples health and wellbeing. These are known as the Place and Wellbeing Outcomes. We also included a focus on three groups of people that have been highlighted as being in need of particular consideration when looking to enhance wellbeing. These are people living in poverty, young men and then young girls and women. There was also a geographic focus on Alloa South and East in particular as these areas are in the 20% most deprived according to the SIMD and face the worst inequalities in Clackmannanshire. Focus was given to Alloa itself but also the wider context of Clackmannanshire was also considered.

Participants were asked to use their knowledge and expertise to consider how the proposals were likely to impact on creating a place that enabled wellbeing and with a focus on the identified population groups.

This paper begins with a Report Summary of which proposal contributes most to delivering a place that enables health and wellbeing according to its contribution to delivering the Place and Wellbeing Outcomes and to improving health and wellbeing for the groups identified above. It then includes a short summary of the two proposed sites, how the choice of site links to the Shaping Places for Wellbeing Programme and lists those participating in the small workshop. The remainder of the report outlines the discussions that took place, alongside some recommendations to enhance each proposals contribution to health and wellbeing. To assist our understanding, we also include relevant information from the *EKOS Clackmannanshire Council: Wellbeing Hub – Phase 1 Location Analysis report* evidence, the *Clackmannan Alliance Local Outcome Improvement Plan 2017-2027* and Public Health research papers that shaped the Place and Wellbeing Outcomes.

Report Summary

Overall, the Alloa Leisure Bowl option contributes more to delivering the aspects of a place that enable the wellbeing of those who live, work and relax in Alloa and the wider Clackmannanshire Council area. The reasons for this include:

1. Proximity to population impacted most by inequality in health and wellbeing . It is located immediately adjacent to the most deprived areas in Alloa and indeed in all of Clackmannanshire. This increases the potential for those experiencing inequalities in health and wellbeing to readily access health enhancing opportunities. The reduced reliance on car journeys also reduces the cost for those individuals to access the facilities.
2. Walking, wheeling and cycling connections.- Its town centre location means it is better connected with existing routes for walking and wheeling. This will enable five times as many users to actively access this health enhancing facility and mean more users improve their physical and mental health as they travel to the Hub. Just over 13,000 people are within a 20 minute walk as opposed to just under 2,500 for the out of town location. Walking and wheeling is also evidenced to improve social connections. The resulting increased use of walking and wheeling routes around the town centre will improve perceptions of safety especially beyond the 9-5 of standard town centre activity.
3. Public transport connections. It's town centre location is better served by public transport. It is therefore the least reliant on a car-based journey. This will make the Hub more accessible to the third of households with no access to a car (which rises to half of all households in areas of deprivation). For Clackmannanshire's young people this also means less reliability on a parent with a car so better suited for independent travel. The resulting increased use of bus services to access the Hub will support services and help contribute to better quality provision. Overall, the location will help reduce short journeys by car helping to meet the Council targets on net zero emissions.
4. Services, facilities and amenities. The location is better connected to existing Alloa Town Centre businesses, services and amenities including council buildings. This enables joined up trips that can improve patronage for the Wellbeing Hub and businesses. This can also increase opportunity for more social connections across all ages and resulting improvements in mental wellbeing.
5. Links with existing green space and recreation opportunities. The site is adjacent to several spaces with opportunities to improve access to play and recreation. Greenfield park is adjacent so there is already existing greenspace for the hub to use. The strip of land to immediate north has potential for further linked outdoor recreation facilities.
6. Work and economy. The site has better connections to walking, wheeling, cycling and public transport along with its reduced reliance on car journeys for access improve the opportunity for more to access good quality work within the facility. This is particularly true for those without access to a car: one third of households (half in deprived areas) where the cost of a car has been shown to exacerbate

poverty. Young women are less likely to cycle if lanes are not safe and segregated from traffic so accessing the Smithfield location could further disadvantage their opportunity to access to good quality work.

Summary of Welling Hub Site Options, links with Shaping Places for Wellbeing Programme Context and Participants

Summary background of the Well- being Hub:

In April - May 2021 the Clackmannanshire Alliance asked local people about their thoughts about leisure and wellbeing services and support. An online survey was created as part of the Sport and Active Living Framework Vision and Ambition for Clackmannanshire. 'Swimming for Fitness and Leisure' emerged as the number one priority need as identified by the diverse Clackmannanshire community.

Clackmannanshire Council allocated £16.8 million to the creation of a Wellbeing Complex for the people of Clackmannanshire to be based in Alloa. From April 2021 there has been collaborative work with Council officers, sportscotland, governing bodies, equalities groups, NHS teams and other stakeholders covering the progress of the development work. A steering group was established and there has been extensive engagement so far and there is an aim for the project to continue be community-led and develop a state of the art leisure and wellbeing facility that is inclusive for all people in Clackmannanshire.

Sport and Active Living Framework

Climate change and carbon emissions (taken from *Well-being Hub Critical Success Factors – Place Comments Report)*

A town centre location for the Wellbeing- Hub is most likely to have a positive impact on health and well-being; It will be least reliant on car-based journeys, most accessible by active travel, and thereby promoting health and well-being in how it can be accessed. The Alloa West site will generate short car journeys, which are amongst the biggest generators of greenhouse gases and air pollution.

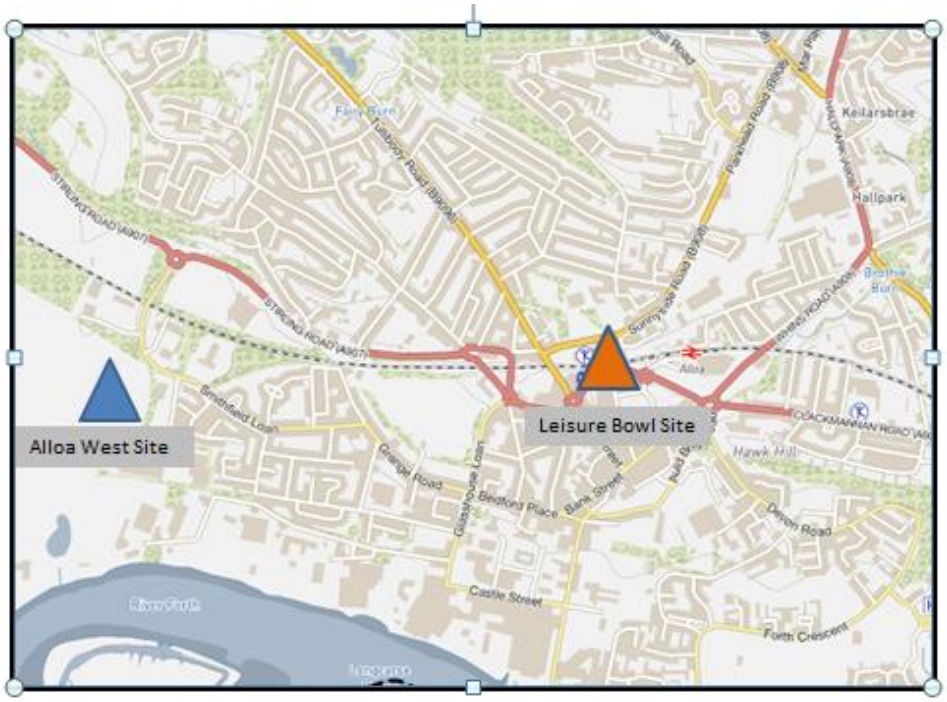
The Scottish Government and COSLA have adopted the "**Place Principle**" asking that we all consider how people, location and resources combine to create a sense of identity and purpose, and this is at the heart of addressing the needs of communities, with a more joined-up, collaborative approach to services, land and buildings, enabling better outcomes for everyone. Alongside this is the SG **"Town Centre First**" principle, which acknowledges and supports town centres as the places best suited to for uses which attract significant numbers of people, including retail and commercial leisure, offices, community and cultural facilities.

The town centre site is previously developed, and will not involve the development of greenfield land, as Alloa West would. This is also, locationally, the most sustainable location in Clackmannanshire, being at the heart of the largest town, adjacent to the rail station and the main bus interchange and where the two main active travel routes converge. Alloa West is on one active travel route but is otherwise less accessible by non-car modes of transport and is likely to generate single occupant car journeys.

Being brownfield and in a central location, accessible by multiple sustainable modes of transport, the town centre site can provide significantly greater opportunity for carbon reduction/ decarbonisation, to support climate resilience than the Alloa West, edge of town site.

Summary of locations

The options appraisal process for the new Clackmannanshire Well-being Hub is considering two alternative sites. One at the former Alloa Leisure Bowl in Alloa town centre and the other on greenfield land at Alloa West, off Smithfield Loan, approximately 1.5km west of Alloa town centre.



Links to Shaping Places for Wellbeing Programme

In line with the Place Principle the Shaping Places for Wellbeing Programme ambition is to improve Scotland's wellbeing by reducing the significant inequality in the health of its people. The Programme objective focussed on the evidenced impact that the places where we live, work and relax have on our health and wellbeing. This impact can be positive or negative and this Programme aims to ensure these unintended consequences are fully considered when we make decisions about a place. The choice of location for the Wellbeing Hub is an opportunity to consider each options impact on the health and wellbeing of the people of Clackmannanshire and ensure any unintended consequences are brought into the decisions making process.

All of the evidenced features that a place needs to exhibit for it to have a positive impact on health and well-being are set out in the Place and Wellbeing Outcomes. Our objective is to support delivery of these outcomes. A process used for doing so is a Place and Wellbeing Assessment. This paper is the output of one of these assessments.

A Place and Wellbeing Assessment involves a workshop pulling together expertise and perspectives from attendees to consider a plan, policy or decisions impact on delivering a place that enables wellbeing. It asks attendees to consider each of the Place and Wellbeing Outcomes with a lens on who is experiencing the most significant impact from inequality in that place.

The Place and Wellbeing Assessment process used to produce this paper was a particularly small group of expertise to introduce this process and initiate awareness raising of the role of considering place when making a decision about the location of the Wellbeing Hub. A

broader range of expertise and perspectives would provide a richer level on insight into impact.

Participants:

- Alison Mackie - Active Schools Manager / Future Leisure Provision Coordinator Sports Development , Clackmannanshire Council
- Ann Dougan - Freelance professional advisor for Lorraine Sanda
- Grant Baxter - Principal Placemaking Officer Clackmannanshire Council
- Irene Beautyman - Place & Wellbeing Partnership Lead, Improvement Service & Public Health Scotland
- Janette Fraser - Head of Planning NHS Forth Valley
- Susan Rintoul - Place and Wellbeing Project Officer - Planning for Place Programme and Shaping Places for Wellbeing Programme
- Theresa Glasgow- Shaping Places for Wellbeing Project Lead - Alloa

Outline of Discussion and Recommendations by Place and Wellbeing Outcome

Movement

Moving around

Everyone can:

- *easily move around using good-quality, accessible, well-maintained and safe segregated wheeling, walking and cycling routes and access secure bike parking.*
- *wheel, walk and cycle through routes that connect homes, destinations and public transport, are segregated from, and prioritised above, motorised traffic and are part of a local green network.*

EKOS Evidence:

Option 1 Alloa Leisure Bowl:

- The site is 5 minute walk from the Alloa Railway Station
- The site is 7 minute walk from the Alloa Bus Station
- Catchment population in walking distance (within a 20 minute walk) shows there is just over 13,000 people. 43% are from SIMD Quintile 1
- Catchment population in cycling distance (within a 20 minute cycle) shows there is just over 43,000 people. 31% are from SIMD quintile 1

Option 2 Smithfield Loan:

- Catchment population in walking distance (within a 20 minute walk) shows there is a just over 2,476 people. 3.2% are from SIMD Quintile 1
- Catchment population in cycling distance (within a 20 minute cycle) shows there is almost 36,000 people. 34% are from SIMD Quintile 1

Public Health Evidence

- Active travel has the potential to improve health by increasing physical activity, weight loss and reducing obesity.[1]
- Active travel has been associated with reduced risk for all cause mortality and improvements in mental health.[2]

[1] Rissel C, Curac N, Greenaway M, et al. Physical Activity Associated with Public Transport Use - A Review and Modelling of Potential Benefits. International Journal of Environmental Research and Public Health 2012 9: 2454-2478

[2] **https://www.gov.uk/government/publications/active-travel-a-briefing-for-local-authorities**

- Active travel can increase social interactions. [3]
- Active travel has the potential to provide benefits to local economies.[4]

Summary of discussion

The group agreed that Option 1: Alloa Leisure Bowl is well-connected and accessible by National cycling routes and the local network and there is a local internal network of paths and streets. Out of the two it is the more accessible location for the ability to walk, wheel and cycle.

It is accessible by multiple sustainable modes of transport and can provide significantly greater opportunity for carbon reduction/ decarbonisation, to support climate resilience than the Alloa West, edge of town site.

Option 2: Smithfield Loan is 1 and a half km out of the town centre and mostly on roads. The group highlighted that children do use this route to cycle and the cycle networks are also mostly lit. Residents from the hillfoot towns can get to this site easier. However, there is a potential barrier of being further to walk from the town centre. It is also remote from other parts of Clackmannanshire other than Menstrie which is better connected. This site has more reliance on the use of cars to access and thus likely to have more of an emphasis on generating motorised traffic.

For both sites it was noted that the journeys certain demographics take to the site will need to be considered. For example, young women are less likely to use active travel if the roads are not segregated. The site will need to consider how they will get there, other than by car, and what that journey will be like at different times of day and where there are opportunities to meet friends before and after.

The cost of accessing the site for those on lower income will need to be considered. The group noted there are initiatives through the active schools programme to show the pupils how to access certain areas where there are opportunities to be physically active. Option 2 Smithfield Loan will have an added expense for those living in the most deprived areas unless they walk. By locating the hub at Option 1 Alloa Leisure Bowl, it is located nearer the most deprived areas where those living there will be less likely to own a car.

Recommendations

Option 1 Alloa Leisure Bowl

- Provide improvements to the road crossing to the site to ensure they are accessible and safer.

[3] Boniface S, Scantlebury, R, Watkins SJ, et al. Health implications of transport: Evidence of effects of transport on social interactions. Journal of Transport & Health, 2015. **2**(3): p. 441-446**.**

[4] **www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf**

- Make cycle lanes segregated.

Options 2 Smithfield Loan

- Create more attractive and safe space by segregating the road and introducing traffic calming measures.
- Introduce sufficient seating and have clear signposting to make it easy to navigate to the site.

Public Transport

Everyone has access to a sustainable, affordable, accessible, available, appropriate, and safe public transport service.

EKOS evidence

Option 1 Alloa Leisure Bowl

- Catchment population within a 20 minute by public transport link, there is a population of just over 8,000. 47% are from SIMD Quintile 1.

Option 2 Springfield Loan

- Catchment population within a 20 minute by public transport link, there is a population of just around 1,500. None of these are from SIMD Quintile 1.

Public Health Evidence

- Public transport has the potential to encourage active travel.[5]
- Links between public transport and reduced obesity, physical activity and mental health.[6]
- Public transport has the potential to improve access to services and facilities and connect communities.[7]

Summary of discussions

Overall, bus services in Alloa have been reduced which has led to a lack of confidence and inclination to adopt that as a method of transport. The cost of transport has been mitigated for young people and older people with the introduction of subsidised bus passes however affordability is an issue for other age groups.

Option 1 Alloa Leisure Bowl is well serviced by buses as most of the bus services come into Alloa town centre and the bus station is adjacent to the site. By locating the hub at the

[5] **www.inherit.eu/wp-content/uploads/2017/06/INHERIT-Report-A4-Low-res_s.pdf**

[6] Patterson R, Webb E, Hone T, et al. Associations of Public Transportation Use With Cardiometabolic Health: A Systematic Review and Meta-Analysis. American Journal of Epidemiology 2019 188(4):785-795

[7] **https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847884/Transport__health_and_wellbeing.pdf**

Leisure Bowl there is a potential to increase demand for the bus service, which could lead to reductions in cost and improve accessibility. People will be more inclined to get a bus to the centre of town and then a short walk to the site. By encouraging people to take public transport to the centre of town it could increase footfall into other services and shops in the area.

Option 2 Smithfield Loan is not well serviced by public transport, there is one bus service serving Alloa West at present. Smithfield Loan, the road that passes the site has bus stops on it. There would be a need to create new public transport services to the site which is traditionally challenging. For those getting the bus into town there would be a longer walk to the site, which could make people more reliant on car use. It is challenging to get providers to come to a new site if they aren't heavily subsidised. There are ambitions to improve the active travel offer so that people won't rely on public transport.

Recommendations

Option 1

- Subsides already existing for our younger and older populations perhaps need to consider what can be done for the other age groups.

Option 2

- Could consider subsidised public transport routes to Smithfield but it is acknowledged that setting these up tends to be expensive and to be unsustainable when the subsidy is withdrawn.

Traffic and parking

Everyone can benefit from:

- *reducing traffic and traffic speeds in the community.*
- *traffic management and design, where traffic and car parking do not dominate or prevent other uses of space and car parking is prioritised for those who don't have other options.*

Public Health Evidence

- Motorised transport has the potential to reduce levels of physical activity and social interactions.[8]

Summary of discussions

The group noted that the hub will need to be fully accessible and inclusive. There are people with a wide range of disabilities and support needs that will use the hub and they will need to be driven to the site. However, this only affects the population groups who have access to a car, with on average one third of households do not have access to a car. Aswell as the half of household with no access to a car in SIMD areas such as Alloa South and East.

[8] Mueller N, Rojas-Rueda D, Cole-Hunter T, et al. Health impact assessment of active transportation: A systematic review. Preventative Medicine 2015;76:103–114.

Option 1 Alloa Leisure Park is the least reliant on car-based journey. Less reliability on a parent with a car so better suited for independent travel by young people. When the site was in use in the past it created congested roads when school buses were dropping kids off, but there is an opportunity to make the site accessible. The town centre is currently very easy to drive through and there is a risk that people will choose that option.

Option 2 Smithfield Loan is situated in a quiet road network. There is potential that the hub will draw traffic to the area and encourage car use as it is easy to access by car. Most of these will be short car journeys, which are amongst the biggest generators of greenhouse gases and air pollution. The hub has potential to encourage more development and therefore more traffic into the area. It is less accessible by public transport so will encourage cars. Smithfield is currently business land zoning in the current Local Development Plan. This may change or at least be reduced in size as part of the Local Development Plan review. However, the Well-being Hub currently would only take up a portion of the business land designation. The site is identified in the Local Development Plan as suitable for Classes 4 – Business/ 5- Industry/ 6- Storage & Distribution, which could include uses generating heavy goods vehicles in and around the Wellbeing Hub and on the roads servicing it. This is likely to be another barrier to active travel journey to/from the site.

Recommendations

Option 1 Alloa Leisure Bowl

- Make as accessible as possible without a car. More pedestrianisation around the site and to link it to other parts of the town centre.
- Improve the connectivity to other facilities in the nearby area, make these routes easy to walk, cycle and wheel through.
- Change priority in streets to enable people to walk there more safely.

Option 2

- Potential to change the zoning of the site in the Local Development Plan.

Space

Streets and spaces

Everyone can access:

- *buildings, streets and public spaces that create an attractive place to use, enjoy and interact with others.*
- *streets and spaces that are well-connected, well-designed and maintained, providing multiple functions and amenities to meet the varying needs of different population groups.*

EKOS evidence

Option 1: Alloa Leisure Bowl

- Site is adjacent to Greenfield Park and West End Park which are two of Alloa's main public green spaces.

Public Health Evidence

- Vacant and derelict land can negatively impact on health.[9]
- If neighbourhoods are attractive this can improve mental wellbeing.[10]
- Inadequate or poor spaces can lead to reduced social interactions.[11]

Summary of discussions

The Alloa Leisure Bowl site is well-connected, walkable but the overall public space could be improved. The group noted the strip of land at under the railway bridge archways could be available to the hub and help link it into the surrounding area. The increase in people using a town centre location improves connections. The existing vacant Leisure Bowl building sits vacant having a detrimental impact on the area and described as a "box in a hole". The creation of a better designed building with street level access would improve the creation of an attractive and useable place.

The Smithfield Loan site is only connected to one active travel route. There aren't many services nearby apart from the faith school. The group noted that there is a rural path from site to where levelling up bridge proposal is, but it is not very well connected. There isn't any public realm at the site, therefore providing an opportunity to create this, however it may then impact parking. Smithfield has good views but limited opportunity to link into other functions and amenities as adjacent land is mostly agricultural.

Recommendations

Option 1 Alloa Leisure Bowl:

- The street and spaces need to prioritise the pedestrian.
- Enhance the space to create a more attractive place for the community to use, enjoy and interact with others.
- The site could link to the strip of land under the bridge archways.
- Site is low and needs an exciting new design and link to Greenfield Park. Need help to visualise how that could be done and need to address the road in-between.

Option 2 Smithfield Loan:

- Opportunity to create a public realm that prioritises the pedestrian. Need to think about people's journey to the 'front door'

Natural space

Everyone can:

- *access good-quality natural spaces that support biodiversity and are well-connected, well-designed, safe, and maintained, providing multiple functions and amenities to meet the varying needs of different population groups.*
- *be protected from environmental hazards including air/water/soil pollution or the risk of flooding.*

[9] https://www.landcommission.gov.scot/our-work/housing-development/vacant-and-derelict-land-taskforce
[10] https://www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf
[11] https://www.gov.uk/government/publications/local-action-on-health-inequalities-reducing-social-isolation

- *access community food growing opportunities and prime quality agricultural land is protected.*

Summary of discussion
Connecting the hub to natural spaces could create more opportunities for activities. Greenfield Park is situated opposite Option 1 Alloa Leisure Bowl. There is potential to incorporate the park into the plans. The building could be on multiple levels with natural spaces surrounding. Therefore, bringing the wellbeing hub to the area could help reinvigorate the existing natural space.

The group noted that Option 2 Smithfield Loan felt more connected to nature as it is surrounded by open farmland. However, this is not accessible to the public.

Recommendations

Option 1 Alloa Leisure Bowl
- Ensure connections to Greenfield Park.

Play and recreation

Everyone can access a range of high quality, safe, well-maintained, accessible places with opportunities for play and recreation to meet the varying needs of different population groups and the community itself.

Public Health Evidence and Information

- "Parks, play equipment and public spaces for older children and teenagers are currently designed for the default male. Provision is almost entirely in terms of skate parks, BMX tracks, football pitches and MUGAs, which are used almost entirely by boys. This absence has important implications for how active girls are, for their health in later life, and for how they see themselves as belonging in public spaces. But providing for girls is more than an ideal, it's a legal requirement under the Equality Act 2010. The current state of affairs does not comply with the law"[12]
- Play and recreation is beneficial for the health of both adults and children through the encouragement of physical activity and social interactions.[13]

Summary of discussions
Option 1 Alloa Leisure Bowl provides the opportunity to enhance what is already in the surrounding area and the greenspace on the northern strip of land along the cycle route for outdoor play and recreation. Also, an opportunity to link Alloa Wellbeing Hub and more play in Greenfield Park.

- [12] Make Space for Girls Annual Report: https://makespaceforgirls.co.uk/wp-content/uploads/2022/03/Make-Space-for-Girls-trustee-report-10-Feb-22.pdf

[13] https://www.gov.uk/government/publications/local-action-on-health-inequalities-reducing-social-isolation; http://www.playscotland.org/wp-content/uploads/Power-of-Play-an-evidence-base.pdf

Whereas Option 2 Smithfield Loan the group noted that there is no existing infrastructure therefore new links will need to be created to link into further opportunities for play and recreation. This will be a challenge due to site being surrounded by agricultural land. There could be links to Redfield Primary but would need to be created from scratch.

Recommendations

Option 1

- Enhance the existing Greenfield Park facilities
- Consider need for specific engagement with girls on their needs in line Make Space for Girls work

Option 2

- Assess whether better access could be made to the school play facilities
- Consider need for specific engagement with girls in line with Make Space for Girls work.

Resources

Services and support

Everyone can access:

- *health enhancing, accessible, affordable and well-maintained services, facilities and amenities. These are informed by community engagement, responsive to the needs and priorities of all local people.*
- *a range of spaces and opportunities for communities to meet indoors and outdoors.*
- *information and resources necessary for an included life in a range of digital and non-digital formats.*

Public Health Evidence

- The *Clackmannanshire Alliance Local Outcome Improvement Plan 2017-2027* states that in Clackmannanshire around 27% of all children are living in poverty which is around 2,400 of our children – a figure well in excess of the national rate in Scotland. Their levels of accessibility to the Wellbeing Hub especially during the darker mornings and evenings of winter is an important consideration. In particular their ability to access swimming club sessions which tend to access pools in early mornings.
- People need local facilities and services to live and enjoy healthy independent lives.[14]
- Accessibility to services can be exacerbated by poor transport links and safety of wider environment.[15]

EKOS evidence

Option 1 Alloa Leisure Bowl

[14] https://www.tandfonline.com/doi/abs/10.1080/10511482.2014.900102; https://www.instituteofhealthequity.org/resources-reports/spatial-planning-and-health-nice

[15] https://www.transport.gov.scot/our-approach/national-transport-strategy/

- Within a 20 minute walk there are 6 nurseries and early learning centres, 4 primary schools, one high school, Clackmannan community healthcare centre, a library, a family centre, Alloa Town Hall and Sauchie Hall, a community centre, a day care centre, a community access point, a resource centre, a secondary school support unit.
- There are a significant number of sports clubs within this catchment area all of whom could benefit from services and activities available at the new wellbeing hub.

Option 2 Springfield

- Within a 20 minute walk there are 4 nurseries and early learning centres and 1 primary school.
- There are very few sports clubs within this catchment area who would benefit from services and activities available at the new wellbeing hub without having to travel more than a 20 minutes' walk.

Summary of discussions

The group noted that the indoor and outdoor facilities the hub will offer will not be dictated by either site. Only the layout will differ. Each site therefore offers the same opportunities. It was noted that Option 2 Smithfield Loan would be on a lower-level layout and the cost of that might be less to construct than a multilevel layout needed at Option 1 Alloa Leisure Bowl. The cost of the site may allow more facilities, this is however an unknown at the moment.

Work and economy

Everyone benefits equally from a local economy that provides:

- *essential goods & services produced or procured locally*
- *good quality paid and unpaid work*
- *access to assets such as wealth & capital and the resources that enable people to participate in the economy such as good health and education*
- *a balanced value ascribed across sectors such as female dominated sectors and the non-monetary economy*
- *the resources that enable people to participate in the economy such as good health and education.*

Public Health Evidence

- Some people find it necessary to purchase a car even when they cannot afford it, which can lead to further debt.[16]

Summary of discussion

Due to the out of centre location Option 2 Smithfield Loan will be more challenging for those working there to access. Possibly requiring the additional expense of access to car to

16 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/953951/Transport_and_inequality_report_document.pdf

enable early and late shift work and given the low level of public transport links, this would make the Smithfield site more challenging to access good quality work for those living in poverty. Whereas the Option 1 Alloa Leisure Bowl would allow easier access to good quality work for those living in poverty.

Option 1 Leisure Bowl is more accessible by those in most deprived communities in both Clackmannanshire and Alloa – Alloa South and East. The town centre site will therefore have a more significant impact on improving access to exercise and all facilities for those living in poverty/ people of low income. Enabling their ability to access the resources that enable people to participate in the economy such as good health.

Housing and community

Everyone has access to:

- *a home that is affordable, energy efficient, high quality and provides access to private outdoor space.*
- *a variety of housing types, sizes and tenancies to meet the needs of the community. And of a sufficient density to sustain existing or future local facilities, services and amenities.*
- *a home that is designed and built to meet need and demand, is adaptable to changing needs and includes accessible/wheelchair standard housing.*
- *new homes that are located and designed to provide high levels of climate resilience and use sustainable materials and construction methods.*
- *homes that are designed to promote community cohesion.*

Summary of discussions

The group agree that the Wellbeing Hub will not impact this outcome.

Civic

Identity and belonging

Everyone can benefit from a place that has a positive identity, culture and history, where people feel like they belong and are able to participate and interact positively with others.

Public Health Evidence

- Social interaction is positively associated with health.[17]
- Social isolation and fewer social interactions can be exacerbated by a poor physical environment[18]

Summary of discussion

The group agree that the hub will offer people a place to meet and interact with others. It is important that people can see inside the building and that it feels connected to the outside. This will allow people to see the spaces they can use. It is also important that the community feel ownership over it.

[17] https://www.gov.uk/government/publications/local-action-on-health-inequalities-reducing-social-isolation
[18] https://vhscotland.org.uk/the-zubairi-report/

The group felt that the people of Clackmannanshire might feel a stronger cultural identity with Option 1 Alloa Leisure Bowl as that is where the swimming pool existed before. It is part of their childhood memories. However, it might lead to questions on why it was closed in the first place. Alloa South and East is Clacks' largest area of multiple deprivation as evidenced by the SIMD indicators. The area includes and adjoins the Alloa town centre. Locating the WBH in the town centre will not only make the hub easily accessible to our most deprived communities, it will provide a sense of ownership of the facility to these communities, whereas an out of town/edge of town facility is both less accessible and perhaps will be viewed as a facility "not for us, but for them".

The swimming club just want a pool and would identify with it at both locations.

Feeling safe

Everyone feels safe and secure in their own home and their local community taking account of the experience of different population groups.

Public Health Evidence

- A fear of crime can impact negatively on physical and mental health.[19]

Summary of discussions

The group noted that during a ***recent town centre consultation*** people felt the town centre did not feel particularly safe at night, e.g. Primrose St. There is a need to generate more town centre footfall beyond the 9-5 to enhance feeling of being safer. Option 1 Alloa Leisure Bowl could however provide an opportunity to generate more footfall to and from the Wellbeing Hub and is an opportunity to address this. By investing in an area, it can create that feeling of safety. The adjacent vacant properties will need to be addressed. The alternative is the site remains vacant and adding to the vacant buildings in the town centre that increase the feeling of not being safe.

Similar issues were raised for Option 2 Smithfield Loan. The remote location means there is not the same potential for other activities happening in the area at all times of day to create that feeling of safety.

For both sites the journeys that certain demographics, such as young girls, make to the sites will have to be considered.

Recommendations

Option 1

- Look at vacant properties in the area around the Leisure Bowl

[19] https://www.youngfoundation.org/our-work/publications/design-for-social-sustainability/

Stewardship

Care and Maintenace

Everyone has access to:

- *buildings, spaces and routes that are well cared for in a way that is responsive to the needs and priorities of local communities.*
- *good facilities for recycling and well organised refuse storage and collection.*

Summary of discussions

The group noted that the intention of both sites is the same and they did not draw out any specific differences between the two. Same approach as services and support.

Influence and sense of control

Everyone is empowered to be involved a place in which:

- *Local outcomes are improved by effective collaborations between communities, community organisations and public bodies.*
- *Decision making processes are designed to involve communities as equal partners.*
- *Community organisations co-produce local solutions to issues.*
- *Communities have increased influence over decisions.*
- *Democratic processes are developed to be accessible to all citizens.*

Public Health Evidence

- Sense of control can be beneficial for mental health and quality of life.[20]

Summary of discussions

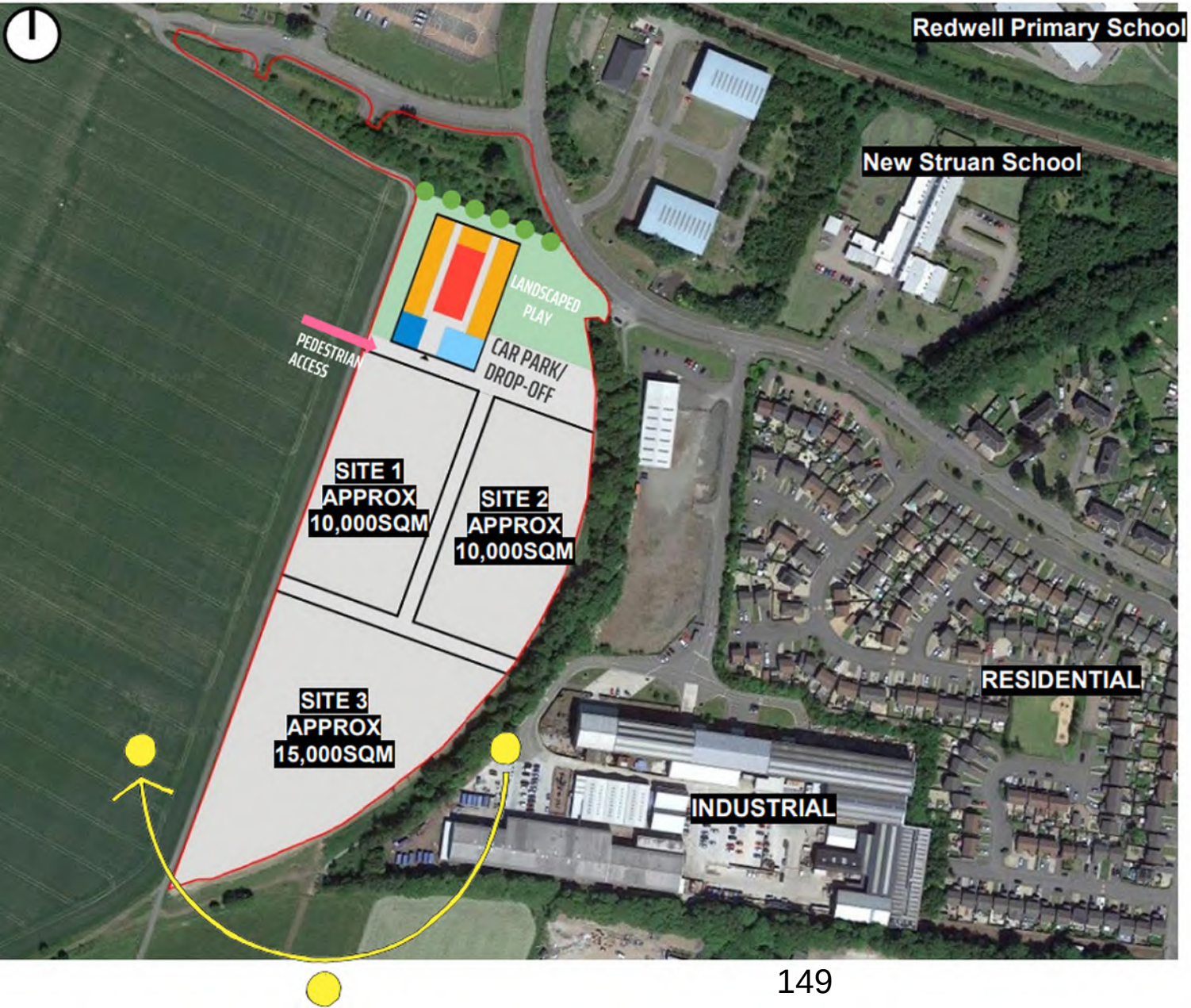
The group agreed that a similar approach would be taken for both sites and need to look beyond Alloa. The Wellbeing Hub is for the whole of Clackmannanshire community and discussions are being had on what is next for engaging with them. There is a general perception in the community that the new facility will go where the existing one is. Many are unaware that an out-of-town location is being considered. Moving forward with the town centre site would enhance the perspective that the community have increased influence and involvement in the decision-making process.

Recommendations
Option 2

- This choice requires ongoing community engagement to be very clear that an out-of-town location is being considered.

[20] https://vhscotland.org.uk/the-zubairi-report/

SITE 4: FOOTPRINT TEST



KEY

- OUTLINE OF NEW BUILD
- INTERNAL SOCIAL/WELLBEING
- INTERNAL FACILITIES
- LEARNING & SUPPORT FACILITIES
- LEARNING & TEACHING CORE
- CIRCULATION
- EXTERNAL SPACE
- PUBLIC REALM/ DROP-OFF / CAR PARK

- SITE LIES DIRECTLY ON NATIONAL CYCLE ROUTE
- GOOD PEDESTRIAN CONNECTIVITY
- GOOD VEHICLE ACCESS FROM SMITHFIELD LOAN
- SITE FORMS THE BEGINNING OF WELLBEING CAMPUS

Extract from Hub East Central Interim Options Appraisal Report

July 2022

Wellbeing Hub Capital Costs

ALLOA WELNESS CENTRE - AREA & COST MATRIX

BUILDING FUNCTIONAL AREAS Pavilion - Essential Schedule 160520 Functional Areas		Functional Area m2 (Inc Dep Circ)	Total Functional Cost
WET SIDE ACCOMMODATION			
25m Pool 6 lane (Exc Moveable Floor)		650.00	3,080,152
Associated Moveable floor			600,000
Spectating Area (20 Seats)		40.00	154,476
Teaching Pool (Exc Moveable Floor)		106.50	-
Associated Moveable floor			-
Spa Area - Low Range		200.00	-
Changing Village		200.00	877,636
Pool Store		90.00	173,738
Pool First Aid Room		15.00	60,549
DRY SIDE ACCOMMODATION			
Fitness Gym		500.00	-
Fitness Gym Store		14.00	-
Studio 1		250.00	-
Studio Stores		37.00	-
Physio / PT Assessment		15.00	-
SHARED ACCOMMODATION			
Entrance Foyer, Offices, Cash, Retail		150.00	789,904
Conference/Multi-Purpose Room		150.00	579,284
Café 1		150.00	-
General Storage Spaces 1 & 2		100.00	-
Furniture Store		25.00	-
First Aid Room		15.00	-
INFRASTRUCTURE AND SUPPORT			
Kitchen - Central		50.00	-
Central Office Space		60.00	-
Staff Welfare		50.00	175,517
General WCs		120.00	547,675
Changing Places WC		20.00	115,846
Nappy Change		20.00	80,733
Cleaners Store Central		10.00	19,304
Cleaners Store 1		5.00	9,652
Cleaners Store 2		5.00	-
Pool Plant		450.00	1,184,622
Mechanical / HVAC Plant		300.00	737,327
Electrical Plant		150.00	368,663
Sprinkler Pumphouse		50.00	122,888
Sprinkler Water Storage		150.00	-
Bin Store		20.00	38,609
General FF&E - Additional			242,798
Sub Totals		4,167.50	
Circulation Space	Assessed		2,185,185
POTENTIAL TOTALS - BUILDING FUNCTIONAL AREAS			**12,144,559**

EXTERNAL WORKS	Qty/Area	
Hard Landscaping	5,000	732,375
Soft Landscaping	5,000	292,950
Drainage	3,237	284,484
External Services	1	732,375
Minor Building Works	1	73,238
Utilities works - 300m away	1	1,085,000
Access road	1	162,750
Additional gas measures	1	108,500
Relocate electrical overhead mains	1	108,500
Additional drainage measures	1	868,000
Site Masterplanning	1	27,125
Offsite Works	-	Excluded
POTENTIAL TOTAL - PROJECT COST	**2Q22 @ 359**	**16,619,855**
PROJECTED TOTAL - PROJECT COST	**1Q24 @ 384**	**19,165,238**

Costs are inclusive of all fees, prelims and overheads & profit.
A general allowance has been made for FF&E based on a m2 rate.
They are exclusive of VAT and any other direct Council costs

ALLOA WELNESS CENTRE - AREA & COST MATRIX

BUILDING FUNCTIONAL AREAS Pavilion - Desirable Schedule 200622 Functional Areas		Functional Area m2 (Inc Dep Circ)	Total Functional Cost
WET SIDE ACCOMMODATION			
25m Pool 6 lane (Exc Moveable Floor)		627.00	2,971,162
Spectating Area (50 Seats)		75.00	289,642
Teaching Pool (Exc Moveable Floor)		209.00	990,387
Associated Moveable floor			200,000
Changing Village (Wet)		269.00	1,180,421
Pool Store		86.00	166,017
Pool First Aid Room		12.00	48,440
DRY SIDE ACCOMMODATION			
Group Cycling		100.00	394,874
Group Cycling Storage		13.00	25,096
Multi Purpose/Studio Rooms 1 & 2		325.00	1,283,340
Dry Change		168.00	766,745
SHARED ACCOMMODATION			
Entrance Foyer, Offices, Cash, Retail		120.00	631,923
Indoor Play Area		75.00	269,126
Café 1		120.00	547,675
General Storage Spaces		105.00	202,695
INFRASTRUCTURE AND SUPPORT			
Kitchen - Central		50.00	315,930
Central Office Space		78.00	301,228
Meeting Room		25.00	96,547
Quiet / Withdrawl Space		20.00	77,238
Staff Welfare		50.00	175,517
General WCs		70.00	319,477
Changing Places WC		20.00	115,846
Nappy Change		20.00	80,733
Cleaners Store Central		10.00	19,304
Cleaners Store 1		10.00	19,304
Pool Plant		450.00	1,184,622
Mechanical / HVAC Plant		300.00	737,327
Electrical Plant		150.00	368,663
Sprinkler Pumphouse		50.00	122,888
Bin Store		20.00	38,609
General FF&E - Additional			353,667
Sub Totals		4,958.00	
Circulation Space	Assessed		3,182,999
POTENTIAL TOTALS - BUILDING FUNCTIONAL AREAS			**17,477,440**

EXTERNAL WORKS	Qty/Area	
Hard Landscaping	5,000	732,375
Soft Landscaping	5,000	292,950
Drainage	4,716	414,466
External Services	1	732,375
Minor Building Works	1	73,238
Utilities works - 300m away	1	1,085,000
Access road	1	162,750
Additional gas measures	1	108,500
Relocate electrical overhead mains	1	108,500
Additional drainage measures	1	868,000
Site Masterplanning	1	27,125
Offsite Works	-	Excluded
POTENTIAL TOTAL - PROJECT COST	**2Q22 @ 359**	**22,082,718**
PROJECTED TOTAL - PROJECT COST	**1Q24 @ 384**	**25,464,756**

Costs are inclusive of all fees, prelims and overheads & profit.
A general allowance has been made for FF&E based on a m2 rate.
They are exclusive of VAT and any other direct Council costs

ALLOA WELNESS CENTRE - AREA & COST MATRIX

BUILDING FUNCTIONAL AREAS Pavilion- Optimal Schedule 140622 Functional Areas		Functional Area m2 (Inc Dep Circ)	Total Functional Cost
WET SIDE ACCOMMODATION			
25m Pool 6 lane (Exc Moveable Floor)		627.00	2,971,162
Spectating Area (100 Seats)		150.00	579,284
Teaching Pool (Exc Moveable Floor)		209.00	990,387
Associated Moveable floor			200,000
Changing Village (Wet)		269.00	1,180,421
Pool Store		59.00	113,895
Pool First Aid Room		12.00	48,440
DRY SIDE ACCOMMODATION			
Sports Hall		690.00	3,390,986
Sports Hall Storage		86.00	166,017
Fitness Gym		600.00	2,948,684
Group Cycling		100.00	394,874
Group Cycling Storage		13.00	25,096
Multi Purpose Rooms 1 & 2		300.00	1,184,622
Dry Change		440.00	2,008,142
SHARED ACCOMMODATION			
Entrance Foyer, Offices, Cash, Retail		120.00	631,923
Click & Climb		150.00	608,459
Indoor Play Area		150.00	538,252
Education Space		102.00	393,913
Education Storage		10.00	19,304
Education WC		6.00	27,384
Café 1		120.00	547,675
General Storage Spaces		88.00	169,877
Cycle Hub		100.00	386,189
INFRASTRUCTURE AND SUPPORT			
Kitchen - Central		50.00	315,930
Central Office Space		48.00	185,371
Meeting Room		25.00	96,547
Staff Welfare		50.00	175,517
General WCs		70.00	319,477
Changing Places WC		20.00	115,846
Nappy Change		20.00	80,733
Cleaners Store Central		10.00	19,304
Cleaners Store 1		5.00	9,652
Pool Plant		450.00	1,184,622
Mechanical / HVAC Plant		300.00	737,327
Electrical Plant		150.00	368,663
Sprinkler Pumphouse		50.00	122,888
Sprinkler Water Storage		150.00	-
Bin Store		20.00	38,609
General FF&E - Additional			534,406
Sub Totals		6,443.00	
Circulation Space	Assessed		4,148,151
POTENTIAL TOTALS - BUILDING FUNCTIONAL AREAS			27,978,027

EXTERNAL WORKS	Qty/Area	
Hard Landscaping	5,000	732,375
Soft Landscaping	5,000	292,950
Drainage	7,125	626,181
External Services	1	732,375
Minor Building Works	1	73,238
Utilities works - 300m away	1	1,085,000
Access road	1	162,750
Additional gas measures	1	108,500
Relocate electrical overhead mains	1	108,500
Additional drainage measures	1	868,000
Site Masterplanning	1	27,125
Offsite Works	-	Excluded
POTENTIAL TOTAL - PROJECT COST	**2Q22 @ 359**	**32,795,020**
PROJECTED TOTAL - PROJECT COST	**1Q24 @ 384**	**37,817,681**

Costs are inclusive of all fees, prelims and overheads & profit.
A general allowance has been made for FF&E based on a m2 rate.
They are exclusive of VAT and any other direct Council costs

RED SKYE consulting

ALLOA WELNESS CENTRE - AREA & COST MATRIX

BUILDING FUNCTIONAL AREAS BOWL - Essential Schedule 160520 Functional Areas		Functional Area m2 (Inc Dep Circ)	Total Functional Cost
WET SIDE ACCOMMODATION			
25m Pool 6 lane (Exc Moveable Floor)		650.00	3,080,152
Associated Moveable floor			600,000
Spectating Area (20 Seats)		40.00	154,476
Teaching Pool (Exc Moveable Floor)		106.50	-
Associated Moveable floor			-
Spa Area - Low Range		200.00	-
Changing Village		200.00	877,636
Pool Store		90.00	173,738
Pool First Aid Room		15.00	60,549
DRY SIDE ACCOMMODATION			
Fitness Gym		500.00	-
Fitness Gym Store		14.00	-
Studio 1		250.00	-
Studio Stores		37.00	-
Physio / PT Assessment		15.00	-
SHARED ACCOMMODATION			
Entrance Foyer, Offices, Cash, Retail		150.00	789,904
Conference/Multi-Purpose Room		150.00	579,284
Café 1		150.00	-
General Storage Spaces 1 & 2		100.00	-
Furniture Store		25.00	-
First Aid Room		15.00	-
INFRASTRUCTURE AND SUPPORT			
Kitchen - Central		50.00	-
Central Office Space		60.00	-
Staff Welfare		50.00	175,517
General WCs		120.00	547,675
Changing Places WC		20.00	115,846
Nappy Change		20.00	80,733
Cleaners Store Central		10.00	19,304
Cleaners Store 1		5.00	9,652
Cleaners Store 2		5.00	-
Pool Plant		450.00	1,184,622
Mechanical / HVAC Plant		300.00	737,327
Electrical Plant		150.00	368,663
Sprinkler Pumphouse		50.00	122,888
Sprinkler Water Storage		150.00	-
Bin Store		20.00	38,609
General FF&E - Additional			242,798
Sub Totals		4,167.50	
Circulation Space	Assessed		2,185,185
POTENTIAL TOTALS - BUILDING FUNCTIONAL AREAS			**12,146,559**

EXTERNAL WORKS	Qty/Area	
Hard Landscaping	5,000	732,375
Soft Landscaping	5,000	292,950
Drainage	3,237	284,484
External Services	1	732,375
Minor Building Works	1	73,238
Restrictions Due To Railway Line	1	108,500
Abnormal Drainage Connection	1	108,500
Foul Drainage Issue	1	54,250
Offsite Works	-	Excluded
POTENTIAL TOTAL - PROJECT COST	**2Q22 @ 359**	**14,531,230**
PROJECTED TOTAL - PROJECT COST	**1Q24 @ 384**	**16,756,734**

Costs are inclusive of all fees, prelims and overheads & profit.
A general allowance has been made for FF&E based on a m2 rate.
They are exclusive of VAT and any other direct Council costs

ALLOA WELNESS CENTRE - AREA & COST MATRIX

BUILDING FUNCTIONAL AREAS Bowl - Desirable Schedule 200622 Functional Areas		Functional Area m2 (Inc Dep Circ)	Total Functional Cost
WET SIDE ACCOMMODATION			
25m Pool 6 lane (Exc Moveable Floor)		627.00	2,971,162
Spectating Area (50 Seats)		75.00	289,642
Teaching Pool (Exc Moveable Floor)		209.00	990,387
Associated Moveable floor			200,000
Changing Village (Wet)		269.00	1,180,421
Pool Store		86.00	166,017
Pool First Aid Room		12.00	48,440
DRY SIDE ACCOMMODATION			
Group Cycling		100.00	394,874
Group Cycling Storage		13.00	25,096
Multi Purpose/Studio Rooms 1 & 2		325.00	1,283,340
Dry Change		168.00	766,745
SHARED ACCOMMODATION			
Entrance Foyer, Offices, Cash, Retail		120.00	631,923
Indoor Play Area		75.00	269,126
Café 1		120.00	547,675
General Storage Spaces		105.00	202,695
INFRASTRUCTURE AND SUPPORT			
Kitchen - Central		50.00	315,930
Central Office Space		78.00	301,228
Meeting Room		25.00	96,547
Quiet / Withdrawl Space		20.00	77,238
Staff Welfare		50.00	175,517
General WCs		70.00	319,477
Changing Places WC		20.00	115,846
Nappy Change		20.00	80,733
Cleaners Store Central		10.00	19,304
Cleaners Store 1		10.00	19,304
Pool Plant		450.00	1,184,622
Mechanical / HVAC Plant		300.00	737,327
Electrical Plant		150.00	368,663
Sprinkler Pumphouse		50.00	122,888
Bin Store		20.00	38,609
General FF&E - Additional			353,667
Sub Totals		4,958.00	
Circulation Space	Assessed		3,182,999
POTENTIAL TOTALS - BUILDING FUNCTIONAL AREAS			**17,477,440**

EXTERNAL WORKS	Qty/Area	
Hard Landscaping	5,000	732,375
Soft Landscaping	5,000	292,950
Drainage	4,716	414,466
External Services	1	732,375
Minor Building Works	1	73,238
Restrictions Due To Railway Line	1	108,500
Abnormal Drainage Connection	1	108,500
Foul Drainage Issue	1	54,250
Offsite Works	-	Excluded
POTENTIAL TOTAL - PROJECT COST	**2Q22 @ 359**	**19,994,093**
PROJECTED TOTAL - PROJECT COST	**1Q24 @ 384**	**23,056,252**

Costs are inclusive of all fees, prelims and overheads & profit.
A general allowance has been made for FF&E based on a m2 rate.

RED SKYE consulting

ALLOA WELNESS CENTRE - AREA & COST MATRIX

BUILDING FUNCTIONAL AREAS **BOWL - Essential** **Schedule 160520** **Functional Areas**		**Functional Area m2 (Inc Dep Circ)**	**Total Functional Cost**
WET SIDE ACCOMMODATION			
25m Pool 6 lane (Exc Moveable Floor)		650.00	3,080,152
Associated Moveable floor			600,000
Spectating Area (20 Seats)		40.00	154,476
Teaching Pool (Exc Moveable Floor)		106.50	-
Associated Moveable floor			-
Spa Area - Low Range		200.00	-
Changing Village		200.00	877,636
Pool Store		90.00	173,738
Pool First Aid Room		15.00	60,549
DRY SIDE ACCOMMODATION			
Fitness Gym		500.00	-
Fitness Gym Store		14.00	-
Studio 1		250.00	-
Studio Stores		37.00	-
Physio / PT Assessment		15.00	-
SHARED ACCOMMODATION			
Entrance Foyer, Offices, Cash, Retail		150.00	789,904
Conference/Multi-Purpose Room		150.00	579,284
Café 1		150.00	-
General Storage Spaces 1 & 2		100.00	-
Furniture Store		25.00	-
First Aid Room		15.00	-
INFRASTRUCTURE AND SUPPORT			
Kitchen - Central		50.00	-
Central Office Space		60.00	-
Staff Welfare		50.00	175,517
General WCs		120.00	547,675
Changing Places WC		20.00	115,846
Nappy Change		20.00	80,733
Cleaners Store Central		10.00	19,304
Cleaners Store 1		5.00	9,652
Cleaners Store 2		5.00	-
Pool Plant		450.00	1,184,622
Mechanical / HVAC Plant		300.00	737,327
Electrical Plant		150.00	368,663
Sprinkler Pumphouse		50.00	122,888
Sprinkler Water Storage		150.00	-
Bin Store		20.00	38,609
General FF&E - Additional			242,798
Sub Totals		4,167.50	
Circulation Space	Assessed		2,185,185
POTENTIAL TOTALS - BUILDING FUNCTIONAL AREAS			**12,144,559**

EXTERNAL WORKS	**Qty/Area**	
Hard Landscaping	5,000	732,375
Soft Landscaping	5,000	292,950
Drainage	3,237	284,484
External Services	1	732,375
Minor Building Works	1	73,238
Restrictions Due To Railway Line	1	108,500
Abnormal Drainage Connection	1	108,500
Foul Drainage Issue	1	54,250
Offsite Works	-	Excluded
POTENTIAL TOTAL - PROJECT COST	**2Q22 @ 359**	**14,531,230**
PROJECTED TOTAL - PROJECT COST	**1Q24 @ 384**	**16,756,734**

Costs are inclusive of all fees, prelims and overheads & profit.
A general allowance has been made for FF&E based on a m2 rate.
They are exclusive of VAT and any other direct Council costs

Extract from Hub East Central Interim Options Appraisal Report

July 2022

Wellbeing Hub Running Costs

8.0 Operational and Revenue Costs

The following report has been provided by EKOS and provides a summary of the estimated operating costs and levels of usage associated with each of the options being considered by the Council.

8.1 Essential Option

The Essential Option would have a limited mix of facilities which would include:

- Main Pool
- Multi-Purpose Studio

Figure 1-1 below shows a summary of the levels of income and expenditure forecast for the Essential Option. It shows that the facility would not generate sufficient income to cover the costs of operating the pool. This means that the facility would require significant and ongoing financial support from the Council in excess of £260k per annum. The financial forecasts reflect the current high levels of inflation on supplies and services and the significant rise in fuel and energy costs.

Figure 1-01 Year Income and Expenditure Forecast – Essential Option

Income and Expenditure Breakdown

Account Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
⊞ Operating Income	£413,026	£465,996	£477,646	£489,587.5	£501,827	£514,373
⊞ Cost of Sales	-£6,348	-£6,539	-£6,735	-£6,937.1	-£7,145	-£7,360
⊞ Supplies & Services	-£13,265	-£13,795	-£14,347	-£14,921.0	-£15,518	-£16,139
⊞ Property Costs	-£142,402	-£149,522	-£156,998	-£164,848.4	-£173,091	-£181,745
⊞ Staff Costs	-£548,579	-£559,551	-£570,742	-£582,156.4	-£593,800	-£605,676
Total	**-£297,568**	**-£263,411**	**-£271,176**	**-£279,275.4**	**-£287,726**	**-£296,546**

Figure 1-2 below shows the level of contribution that each facility area makes to the overall performance of the facility. The multi-purpose room is likely to be able to generate levels of income in excess of the costs of providing the facility however, in the case of the main pool, the levels of income generated from each area would be less than the costs of operating the areas. The fixed costs are those costs that would be incurred in terms of staffing, supplies and services and property costs no matter what the mix of facilities within the venue.

Figure 1-2 Net Expenditure by Building Segment – Essential Option

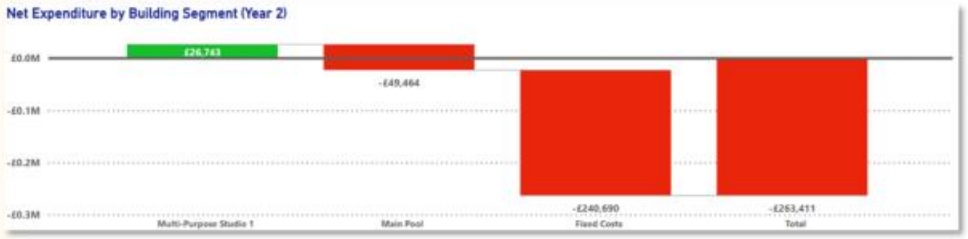


Figure 1-3 shows that the annual usage estimated for the Essential option would be circa £123k pa. This compares to almost 400k visits pa to the previous facility at the Alloa Leisure Bowl.

Figure 1-03 Annual Visitor Numbers – Essential Option

8.2 *Desirable Option*

The Desirable Option would have the following mix of facilities:

- Main Pool
- Teaching Pool
- Multi-Purpose Studio 1
- Multi-Purpose Studio 2
- Multi-Purpose Studio 3
- Cafe
- Children's Play Area

Figure 2-1 below shows a summary of the levels of income and expenditure forecast for the Desirable Option. It shows that the facility would not generate sufficient income to cover the costs of operating the pool. This means that the facility would require significant and ongoing financial support from the Council in excess of £230k per annum. The financial forecasts reflect the current high levels of inflation on supplies and services and the significant rise in fuel and energy costs.

Figure 2-1 Year Income and Expenditure Forecast – Desirable Option

Income and Expenditure Breakdown

Account Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
⊞ Operating Income	£921,994	£1,022,580	£1,048,144	£1,074,347.9	£1,101,207	£1,128,737
⊞ Cost of Sales	-£72,759	-£74,941	-£77,190	-£79,505.3	-£81,890	-£84,347
⊞ Staff Costs	-£918,644	-£937,017	-£955,757	-£974,872.4	-£994,370	-£1,014,257
⊞ Supplies & Services	-£18,319	-£19,052	-£19,814	-£20,606.5	-£21,431	-£22,288
⊞ Property Costs	-£209,821	-£220,312	-£231,328	-£242,894.2	-£255,039	-£267,791
Total	**-£297,549**	**-£228,743**	**-£235,944**	**-£243,530.6**	**-£251,523**	**-£259,947**

Figure 2-2 below shows the level of contribution that each facility area makes to the overall performance of the facility. The 3 multi-purpose rooms, children's play area and cafe are likely to be able to generate levels of income in excess of the costs of providing the facilities however, in the case of the main pool and teaching pools the levels of income generated from each area would be less than the costs of operating the areas. The fixed costs are those costs that would be incurred in terms

of staffing, supplies and services and property costs no matter what the mix of facilities within the venue.

Figure 2-2 Net Expenditure by Building Segment – Desirable Option

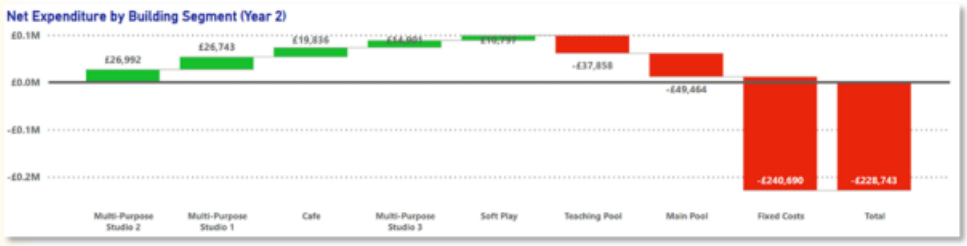


Figure 2-3 shows that the annual usage estimated for the Desirable option would be circa 214k pa. This compares to almost 400k visits pa to the previous facility at the Alloa Leisure Bowl.

Figure 2-3 Annual Visitor Numbers – Desirable Option

8.3 Optimal Option

The Optimal Option would have the following mix of facilities:

- Main Pool
- Teaching Pool
- Multi-Purpose Studio 1
- Multi-Purpose Studio 2
- Heath and Social Care Consultation Rooms
- Meeting Room/Education Space
- Multi-Purpose Studio 3
- Cafe
- Children's Play Area
- 4 Court Sports Hall
- Clip and Climb Area

Figure 3-1 below shows a summary of the levels of income and expenditure forecast for the Optimal Option. It shows that the facility would not generate sufficient income to cover the costs of operating the pool. This means that the facility would require significant and ongoing financial support from the Council in excess of £87k per annum. The financial forecasts reflect the current high levels of inflation on supplies and services and the significant rise in fuel and energy costs.

Figure 3-1 Year Income and Expenditure Forecast – Optimal Option

Income and Expenditure Breakdown

Account Group	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
⊞ Operating Income	£1,352,094	£1,515,124	£1,553,002	£1,591,826.9	£1,631,623	£1,672,413
⊞ Cost of Sales	-£74,875	-£77,121	-£79,435	-£81,818.1	-£84,273	-£86,801
⊞ Staff Costs	-£1,225,566	-£1,250,078	-£1,275,079	-£1,300,580.7	-£1,326,592	-£1,353,124
⊞ Supplies & Services	-£25,864	-£26,899	-£27,975	-£29,093.8	-£30,258	-£31,468
⊞ Property Costs	-£236,832	-£248,674	-£261,108	-£274,163.1	-£287,871	-£302,265
Total	**-£211,044**	**-£87,648**	**-£90,595**	**-£93,828.9**	**-£97,371**	**-£101,245**

Figure 3-2 below shows the level of contribution that each facility area makes to the overall performance of the facility. The 3 multi-purpose rooms, fitness suite, clip and climb area, sports hall, children's play area, health, social care, education spaces and cafe are likely to be able to generate levels of income in excess of the costs of providing the facilities however, in the case of the main pool and teaching pools the levels of income generated from each area would be less than the costs of operating the areas. The fixed costs are those costs that would be incurred in terms of staffing, supplies and services and property costs no matter what the mix of facilities within the venue.

Figure 3-2 Net Expenditure by Building Segment – Optimal Option

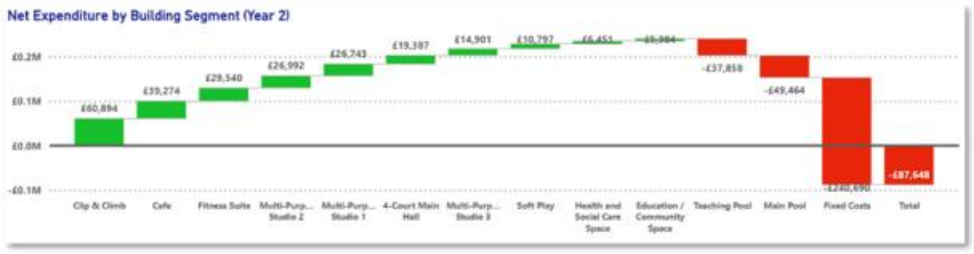
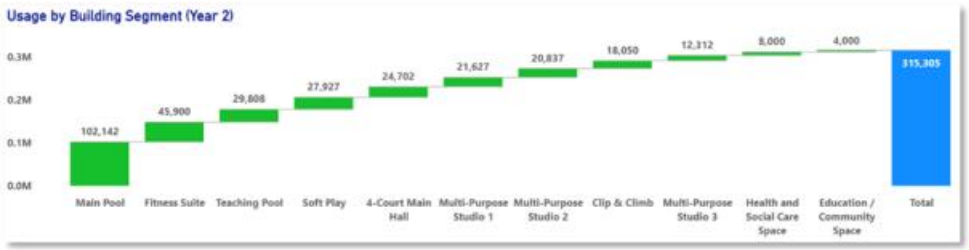


Figure 3-3 shows that the annual usage estimated for the Optimal option would be circa 315k pa. This compares to almost 400k visits pa to the previous facility at the Alloa Leisure Bowl.

Figure 3-3 Annual Visitor Numbers – Optimal Option



8.4 Staffing Information

The following tables show the staffing structures, hours and hourly rates for each of the options. The Waterfall charts show how staff costs are attributed across all the different facility areas.

Essential

Table 4-1 Essential Option Staff Structure

Job Title	Hours per week	Hourly Rate
Facilities Manager	35.00	£20.67
Group Fitness Instructors	32.69	£20.00
Duty Manager	33.50	£13.07
Maintenance Technician	35.00	£12.94
Admin Assistant	15.00	£10.71
Senior Leisure Attendant	108.00	£10.70
Swim Teacher	53.00	£10.65
Fitness Instructor	12.00	£10.65
Leisure Assistant	257.00	£9.81
Receptionist	78.00	£9.66
Cleaner	58.00	£9.23
Total	**717.19**	

Figure 4-01 Staff Costs Per Activity Area – Essential Option

Desirable Option

Table 40-2 Desirable Option Staff Structure

Job Title	Hours per week	Hourly Rate
Facilities Manager	35.00	£20.67
Group Fitness Instructors	58.46	£20.00
Duty Manager	33.50	£13.07
Maintenance Technician	35.00	£12.94
Admin Assistant	25.00	£10.71
Senior Leisure Attendant	108.00	£10.70
Swim Teacher	105.00	£10.65
Fitness Instructor	45.00	£10.65
Leisure Assistant	366.00	£9.81
Catering Supervisor	6.00	£9.66
Receptionist	122.50	£9.66
Cleaner	63.00	£9.23
Soft Play Assistant	124.00	£9.02
Catering Assistant	102.50	£9.00
Total	**1,228.96**	

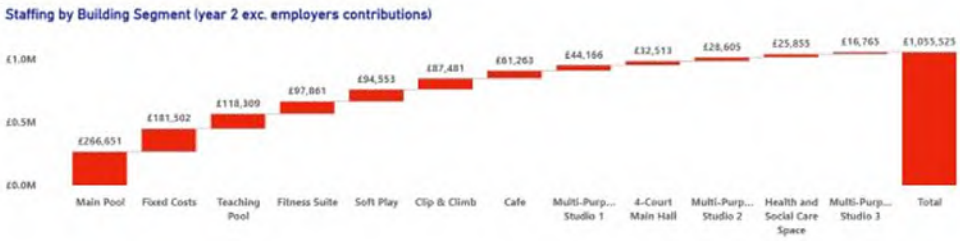
Figure 40-2 Staff Costs Per Activity Area – Desirable Option

Optimal Option

Table 40-3 Optimal Option Staff Structure

Job Title	Hours per week	Hourly Rate
Facilities Manager	35.00	£20.67
Group Fitness Instructors	58.46	£20.00
Physical Activity Referal Officer	35.00	£13.35
Duty Manager	33.50	£13.07
Maintenance Technician	35.00	£12.94
Admin Assistant	35.00	£10.71
Senior Leisure Attendant	108.00	£10.70
Swim Teacher	105.00	£10.65
Clip & Climb Assistant	131.46	£10.65
Fitness Instructor	166.00	£10.65
Leisure Assistant	402.00	£9.81
Catering Supervisor	6.00	£9.66
Receptionist	137.50	£9.66
Cleaner	71.00	£9.23
Soft Play Assistant	124.00	£9.02
Catering Assistant	102.50	£9.00
Total	**1,585.42**	

Figure 40-3 Staff Costs Per Activity Area – Optimal Option



8.5 Opening Hours

The staff costs, income, expenditure and usage are based on the following opening hours.

Day	Start	End
Monday	06:30am	22:00pm
Tuesday	06:30am	22:00pm
Wednesday	06:30am	22:00pm
Thursday	06:30am	22:00pm
Friday	06:30am	21:00pm
Saturday	08:30am	18:00pm
Sunday	08:30am	20:00pm

20220726 - Clacks WBH - Critical Success Factors

	Critical Success Factors (CSFs)	Description	Green Book CSF Alignment
1.	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Inclusion** and **Provision**	How well the option: • provides inclusive facilities which support people in being able to connect, be active and be well. • Key considerations include: I. There are plenty of indoor and outdoor spaces where people can connect II. The facilities allow for a wide range of uses for physical activity, wellbeing and sport III. People can access individual and group activities IV. Community based providers can use the Hub to meet clients or deliver services V. People feel welcome to the Hub VI. People can afford to use the facilities VII. People face no barriers in using the facilities	*Strategic fit and meets business needs; and, Potential Value for Money*
2.	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Place** and **Accessibility**	How well the option: • helps to create a sustainable place where people want to live, work and visit. • can be accessed by the greatest number of users and employees. • Key considerations include: I. Increasing visitor numbers into Clacks II. Other leisure and wellbeing providers being attracted to locate in Clacks III. Alloa Town Centre is a vibrant destination for local people and visitors IV. People are increasingly proud of living in Alloa V. People can reach the Hub primarily using active travel and public transport VI. People feel safe travelling to the Hub VII. Interdependency with other developments in the area.	*Strategic fit and meets business needs*
3.	Ability to meet the	How well the option	*Strategic fit and meets*

	Wellbeing Economy priorities and project outcomes associated with **Environment** and **Sustainability**.	• can meet the operational sustainability and environmental targets. • Key considerations include: I. Can achieve operational energy targets II. Can achieve Net Zero Carbon targets III. Provides opportunities for Low and Zero Carbon technologies.	*business needs*
4.	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Community Wealth.**	How well the option: • supports community wealth building. • Key considerations include: I. Makes appropriate use of available land (brownfield preferred). II. Creates skills and work opportunities for the most deprived communities. III. Creates supply opportunities for local organisations. IV. Complements the wider physical activity, wellbeing and sport provision.	*Strategic fit and meets business needs*
5.	Potential **achievability**	How well the option • matches the organisations level of available skills required for successful delivery • reflects an appropriate and manageable level of construction risk; and, • matches the ability of potential suppliers to deliver the required operational services • Key consideration include: I. The Strengths, Weaknesses, Opportunities and Risks (SWOT) analysis for each option.	*Potential achievability and Supplier capacity and capability.*

Assessor: Consensus Scoring recorded 1.30pm 25 July 2022

Table 1 Weighted Scores Summary

Critical Success Factors (CSF)		Weighting	Option 1 Alloa West (Pavilion) Site Essential		Option 2 Alloa West (Pavilion) Site Desirable		Option 3 Alloa West (Pavilion) Site Optimal		Option 4 Alloa Bowl Site Essential		Option 5 Alloa Bowl Site Desirable		Option 6 Alloa Bowl Site Optimal	
CSF No.	CSF Description	(%)	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Inclusion** and **Provision**	29.0%	2	0.58	3	0.87	4	1.16	2	0.58	3	0.87	4	1.16
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Place** and **Accessibility**	26.0%	2	0.52	2	0.52	2	0.52	3	0.78	4	1.04	4	1.04
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Environment** and **Sustainability.**	17.0%	2	0.34	3	0.51	3	0.51	2	0.34	3	0.51	3	0.51
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with **Community Wealth.**	14.0%	1	0.14	2	0.28	3	0.42	2	0.28	3	0.42	4	0.56
5	Potential **achievability**	14.0%	2	0.28	2	0.28	2	0.28	3	0.42	3	0.42	3	0.42
Total		**100%**		**1.86**		**2.46**		**2.89**		**2.40**		**3.26**		**3.69**
Rank				**6**		**4**		**3**		**5**		**2**		**1**

Scores	Description
0	Does not satisfy the Critical Success Factor
1	Low
2	Moderate
3	Good
4	High

Consensus Scorers:

Name	Organisation
Mark Cow	Sport Scotland
Ann Doug	Clackmannanshire Council
Ryan McB	Kennedy Fitzgerald
Mark Finla	Kennedy Fitzgerald
Pete Leon	Clackmannanshire Council
Janette Fr	NHS Forth Valley
Donna Tie	Clackmannanshire Council
Alison Ma	Clackmannanshire Council

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 7

ON THE AGENDA

Report to: Clackmannanshire Council

Date of Meeting: 11 August 2022

Subject: Budget Strategy Update

Report by: Chief Finance Officer

1.0 Purpose

1.1 This paper provides an update on the Councils Budget Strategy and Financial Outlook for 2022/23.

1.2 This paper also sets out proposed changes to the approved Housing Revenue Account (HRA) Capital programme for 2022/23.

2.0 Recommendations

2.1 Council is asked to note:

2.1.1 the financial impact of the Covid19 pandemic on council spend and the assumption that spend is absorbed into business as usual;

2.1.2 the potential significant financial impact of the current cost of living crisis and inflationary increases on council spend;

2.1.3 the potential financial impact of a pay rise above assumed 2% within the 2022/23 budget;

2.1.4 the distribution COVID Support funds

2.1.5 the key messages from the Scottish Government Resource Spending Review, and

2.1.6 the approach to setting the 2023/24 budget to ensure a balanced position and the 2023/24 indicative budget gap.

2.2 Council is asked to approve:

2.2.1 the revised profiling of the 2022/23 HRA Capital Budget in light of updated estimated project delivery due to the current economic climate.

3.0 Financial Overview 2022/23

General Fund Revenue - COVID Spend v Business As Usual

3.1 The Covid19 pandemic continued to have a significant impact on the Councils financial position for 2021/22. Most funds received in 2020/21 and 2021/22 have been offset against spend in those years and only specific earmarked funds remain to be used in 2022/23. Three of these are set out in paragraph 3.6 below.

3.2 We are now seeing the effects of the pandemic being embedded into business as usual and whilst this does not remove the additional pressures on services, it does make it much harder to distinguish between COVID and non COVID related pressures. On that basis financial outturn reports for 2022/23 will not separately identify COVID and non COVID spend as they have over the last two years unless a specific new event or pressure arises.

In Year Pressures

3.3 With the rising Cost of living, the Council along with individuals are seeing rising costs across many areas of spend since the 2022/23 budget was approved in March 2022. Inflationary increases are being felt on various contracts including utilities costs in Council buildings and direct fuel costs on Council vehicles as well as increases that are now being passed on through contractors. There are also indications of potential further increases to come.

3.4 In addition to this the Pay award for teaching and non teaching staff has not yet been agreed for 2022/23. The 2022/23 approved budget included an assumption equating to a 2% increase on the Council pay bill based on the Public Sector pay Proposal. Any amount agreed above 2% would result in an additional cost pressure to the Council if unfunded.

3.5 Work is being undertaken on the first outturn of the year as at June which will include forecasts on these pressures and the overall forecasted over or underspend for the year. As part of the budget, uncommitted reserves were utilised in full and reserves brought below their previous minimum level of 3%. There is therefore little scope to offset any additional in year pressures and these will need to be managed within existing approved budget. If Council spend is forecast over budget for the year, a management action plan to bring spend back in line with budget may be required and spending restraint may be considered. This position will be monitored through the year and updates reported through Committee and Council as appropriate.

Distribution of COVID Support Funds

3.6 As noted in paragraph 3.1, the Council received various COVID support funds during 2021/22. Each of which had specific guidance on their administration with the aim of supporting both individuals and businesses. These funds included:

- £271k - Financial Insecurity/Winter Wellbeing fund;
- £33k - Family Wellbeing fund, and

- £771k – Local Authority COVID Economic Recovery Fund (LACER fund) - the agreed proposals for the distribution of this fund are set out in Appendix A.

Further information about each of these funds will be announced in due course.

4.0 Indicative Budget Gap 2023/24

4.1 The indicative budget gap for 2023/24 and future years is set out in the table below. This is based on the assumptions previously set out in the 2022/23 Budget paper approved by Council in March 2022 and remains unchanged. There is an unprecedented level of uncertainty over a number of elements that have the potential to positively or negatively impact the Council's financial performance and budget strategy. As a result of this uncertainty these assumptions will be monitored through the year and updated when further information is known.

4.2 The table below shows the Current indicative budget gap for 2023/24 is £11.311m with a cumulative indicative gap of £32.955m looking forward across a 5 year time frame to 2027/28.

Table 1: General Services Budget 2023/24-2027/28 Indicative funding gap

	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000
Net expenditure	147,449	152,768	158,134	163,548	169,010
Net Funding	136,138	136,060	136,013	135,998	136,015
Cumulative indicative Funding Gap	11,311	16,708	22,121	27,550	32,995
Annual indicative Funding Gap	11,311	5,397	5,413	5,429	5,445

4.3 The main assumptions included within the indicative budget gap are:

Table 2: – Budget Gap Assumptions

Variables	2023/24	2024/25	2025/26	2026/27	2027/28
Pay Award	2%	2%	2%	2%	2%
Grant Funding	0%	-1%	-1%	-1%	-1%

Council Tax	3%	3%	3%	3%	3%
Demand Pressures	£3m	£3m	£3m	£3m	£3m

Pay Award

4.4 The current budget gap reflects inflation equivalent to approximately 2% based on the Scottish Public Sector Pay proposal for 2022/23. Additionally, 2% inflation is assumed for all salary levels each year thereafter. It should be noted, however, that the 2022/23 pay award has not yet been agreed and current requests by unions exceed this level which could have an impact on 2023/24 assumptions and future years.

Council Tax

4.5 The current gap reflects a 3% increase in the level of Council Tax for 2023/24 and 3% increase thereafter in future years. Each 1% change is equivalent to c£200k.

Grant Funding

4.6 The current gap is based on a flat cash settlement for general fund grant with a 1% reduction built in for future years. Each 1% change is equivalent to c£800k.

Demand Pressures

4.7 The current gap includes an amount for inflationary increases of £3m in all years. Due to increased inflation through 2021/22, this figure was only expected to offset Contract Inflation with General Inflation needing to be met through additional savings. Based on current continued rising inflation through the first half of 2022/23 it will be an area of significant financial challenge to meet all contract pressures within this figure.

Scottish Government Resource Spending Review

4.8 The Scottish Government published its Resource Spending Review on 31 May 2022. The spending review sets out the high-level parameters for resource spend within future Scottish Budgets up to 2026-27 and provides a long-term plan focused on delivering outcomes. The review outlines how more than £180 billion will be invested to deliver priorities for Scotland and how it will focus public finances.

4.9 Initial indications from the resource spending review are that Health and Social Care and Social Security Spending are being prioritised with increases to budgets resulting in flat cash and real term reductions for other areas. Local Government is included in these other areas therefore leading to suggest that Local Authorities budgets could see real time reductions in their revenue budgets over the 5 year term.

4.10 The resource spending review, as noted, is a high level plan for spending across Scotland. Individual Local Authority allocations for the coming year will be presented in the draft settlement due in December 2022 and these will be factored into the assumptions within the indicative budget gap.

4.11 There is much uncertainty around funding for future years and fluctuations in the main assumptions as set out in Table 2 can have a significant impact on the budget gap. Current in year inflation, pay award and the recent spending review announcement may significantly impact the grant funding, pay award and demand pressure assumptions. Further modelling scenarios and updates on planning assumptions will be prepared for future strategy updates to Council.

5.0 2023/24 Budget Strategy

5.1 As set out in the Chief Executive's report to this Council meeting (Agenda item 4), the extremely challenging context of service and financial sustainability with projected budgets and services unlikely to be able to meet demand in the medium to longer term, equates to a cumulative funding gap of £22.121m up to March 2026, with an expected gap of £11.311m for 2023/24 alone. The ongoing challenge of increasing demand for services post COVID, anticipated spending increases, energy, pay, and other inflationary costs, means that the Council needs to prioritise reducing its expenditure further on an ongoing basis. This has led to the Chief Executive introducing an enhanced Corporate budget process for 2023/24, in consultation with the Section 95 Officer, where the approach aims to ensure that the requirement for the Council to maintain a balanced budget position is met.

5.2 As part of this Corporate Budget Process, a new Budget Challenge Board is being introduced with effect of August 2022. This will be led by the Strategic Director, People and supported by the Chief Finance Officer. The Board will be incorporated within the existing financial budget approach and process, supplemented by additional informal meetings with Trade Union Colleagues, the Chair of the Budget Challenge Board and the Chief Executive. The current formal Trade Union/ Management engagement on the budget and transformation will continue as agreed and in line with existing arrangements.

5.3 The Board will provide robust challenge across all Directorates, taking a zero based budgeting approach, with forensic and detailed analysis of expenses and possible revenue sources. Comprehensive analysis and challenge will take place at each portfolio level against the Council's agreed strategic priorities, taking into account affordability and longer term sustainability, with each Directorate being challenged to justify and/or adjust every essential expense. Any possible savings or income arising from transformation will be considered as part of this challenge process as well as any consideration of adjustment in service delivery and standards, risk management and ensuring that funding is available to address the needs of the most vulnerable.

5.4 It is intended that this approach will contribute to addressing the existing budget deficit and address financial sustainability in the longer term with further decisions resulting from organisational redesign and digital transformation. This approach will support the proposed new Target Operating Model (TOM) for the Council as set out in the Chief Executive's TOM report (also on the agenda for this Council meeting). The Budget Challenge Board will begin to address and support all areas of the TOM: People, Process and Technology.

5.5 Updates on the work of the Budget Challenge Board will be provided to Elected Members, Trade Unions and Officers at various points in the year. As in previous years, these Budget Strategy Reports to Council will also provide regular updates on the budget process.

6.0 HRA Capital Budget

6.1 The HRA Capital Budget was approved as part of the Housing Revenue Account Budget 2022/23 and Capital Programme 2022/23 by Council at its meeting on 10th February 2022. This report asks Council to approve a number of changes to the approved Capital programme for the reasons outlined below.

6.2 The process of recovering from the impacts of the pandemic has been slower than would have been hoped and some specific issues have arisen that need to be addressed directly. In particular we have a significant backlog of bathroom adaptations to Council owned homes that should be reduced as a matter of some urgency. There have also been delays in the procurement process for the major element replacement programmes.

6.3 Work to progress the complete renewal of the Gypsy/traveller site at Westhaugh has continued and is progressing. This project is funded through both Scottish Government Grant funding and the HRA budget. The Scottish Government have asked that spend against grant funding is committed early in the construction phase and as such, the HRA element of the budget has been reprofiled later in the project phasing.

6.4 Council approved a budgeted spend for 2022/23 of £15.903m. The changes set out in the table below amount to a net reduction of £3.195m in capital spend for 2022/23, reducing spend to £12,708m. £1.695m of this relates to the Westhaugh project and has been added to the programme for 2023/24, increasing the total budget figure for that year to £13,547.

6.5 As the overall impact of these changes on the programme are a net reduction in spend, the amount of new borrowing in year will also reduce.

6.6 Table 3 – Capital Budget Amendments

Project	**2022-23 Approved Budget £'000**	**Amendment £'000**	**Revised Budget 2022/23 £'000**	**2023/24 Revised Budget £'000**
Roof & Render Upgrading 2019-23	**2,500**	**(1,500)**	**1,000**	**3,000**
Delays in concluding the procurement of this work mean that it will not be possible to achieve the current spending target in year. Once a contract is in place it is anticipated that the annual spending target of £2,500 for 2023/24 and beyond will be met until the whole programme of works is completed.				

Kitchen Replacement 2017-20	**1,250**	**(250)**	**1,000**	**1,250**
Delays in concluding the procurement of this work mean that it will not be possible to achieve the current spending target. Once a contract is in place it is anticipated that the annual spending target of £1,250 for 2023/24 and beyond will be met until the whole programme of works is completed.				
Aids & Adaptations 2017-20	**250**	**250**	**500**	**250**
As at June 2022 around 110 bathroom adaptations are outstanding, this backlog has built up over the period of the pandemic and represents a significant risk to the Council and to the tenants waiting for accessible facilities. The additional funding is expected to be sufficient to eliminate the backlog during the current financial year. A review of the adaptions process is also underway to ensure that we adopt best practice and to support a better understanding of demand in the future. It is possible that additional resources may be required annually in future. The review and the HRA business plan review will confirm this ahead of the rent and budget process for next year.				
Westhaugh Travelling Site Alva	**1,695**	**(1,695)**	**0**	**1,695**
Work to progress the complete renewal of the site at Westhaugh has continued with a strong focus on engaging with the residents and developing a modern and high quality living environment. The project team still expect to have progressed to a site start this year. As noted at para 6.3, the funding has been reprofiled to prioritise spend against the grant funding provided by the Scottish Government with HRA funding being reprofiled to be spent later in the project. The project costs and spend profile overall have not changed but the council's own resources will not be called on until 2023/24.				

7.0 Sustainability Implications

7.1 There are no direct environmental sustainability implications arising from this report.

8.0 Resource Implications

8.1 *Financial Details*

8.2 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 ☑

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

8.4 *Staffing*

8.5 There are no direct staffing implications arising from this report.

9.0 Exempt Reports

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

10.0 Declarations

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

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

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

(2) Council Policies (Please detail)

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

Appendix A – Distribution of the Local Authority COVID Economic Recovery (LACER) Fund

14.0 Background Papers

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

- General Services Revenue and Capital Budget 2022/23
- Housing Revenue Account Budget 2022/23 and Capital Programme 2022/23

Author(s)

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

Approved by

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

Appendix A – Distribution of the Local Authority COVID Economic Recovery (LACER) Fund

Background

The Council was awarded £771k as part of a share of £80million from the Scottish Government LACER fund.

The guiding policy intent of this funding is to support local economic recovery and cost of living impacts on low-income households. The Council had discretion to choose how to use these funds within the boundaries set by joint guiding principles to support flexible usage.

The bulk of this funding will be targeted at low-income households facing the impact of the cost of living crisis as set out below:

- £539k to provide a **£100** cost of living payment to up to 5,390 Council Tax Reduction (CTR) claimants (including exempt categories as @ 1st July (the eligibility date)) – This aligns with the 894 families, eligible for free school meals. The award will be issued to align with the communications around challenge poverty week (3rd to 9th October). This timing also aligns, with the expected increase in the Energy Price Cap.

- £62k (uprated by £13k from the financial insecurity fund, to give a total fund of **£75k**). This is an initial seed fund for a further LENS event, which will focus on community aspirations around the fund criteria to come forward and seek funds for community support initiatives. This is a seed fund to attract further interest and sponsorship. This event will be launched at challenge poverty week.

- £170k Business support to compliment local economic recovery activity (see below)

Local Economic Business Support Proposal

Organisation Delivering	Activity	Amount
Clackmannanshire Council Economic Development)	Grant funding to businesses that have ambition to grow and are projecting growth in turnover and/or employee numbers. Grants will be used for several activities (to be agreed with the Clacks Business Support Partners) but will include: • Projects supporting a net zero agenda and energy efficiencies • Projects to increase digital capabilities of businesses	Average grant of £5k to support around 24 businesses = £120,000

	• Projects which will support premises adaptation/expansion • New Product Development/Innovation • Business Planning and financial advice • Marketing/website support We would propose a similar scheme to our current Discretionary Fund Phase 3, where businesses make application based on an appropriate growth project, have funding approved, carry out the project and grant is paid on proof of completion (and satisfactory feedback). We would also propose that businesses in receipt of this new grant funding are asked to commit to a small community benefit (e.g. Offering a work placement or work experience or taking part in the Career Ready or MCR Pathway mentoring programme) and are also asked to give support to our proposed Clackmannanshire Good Employment Charter.	
Clackmannanshire Council (Economic Development)	Funding to support businesses with growth strategy workshops (continuation of our successful strategy support programme). Businesses will work with a strategy consultant to produce a growth action plan (including international growth).	Consultancy cost of approximately £1,500 per business. Support to 20 businesses = £30,000
Alloa First	Funding to support marketing and events for the Alloa First Town Centre BID (covering advertising costs, promotion of the Alloa First online shop and an events programme for 2022/23).	£10,000
Clacks First	Similar funding for marketing and website development for the Clacks First BID to showcase the BID business parks and Clackmannanshire as a place to locate your business.	£10,000
TOTAL FUNDING		**£170,000**

Considerations/Management of Fund

The above funds have been allocated in accordance with the grant conditions and guidance received from the Scottish Government. The overall management of funds will be monitored by the Family Wellbeing Partnership Programme Manager and any adjustments to funds, will be done in conjunction with the Section 95 officer. The impact and outcomes of the funding to local business will be monitored and reported to members at an appropriate committee.

THIS PAPER RELATES TO ITEM 8

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 11 August 2022

Subject: Update on:

Process for review of Standing Orders; and

Programme of Council and Committee Meetings 2022-23

Report by: Senior Manager of Legal & Governance

1.0 Purpose

1.1. The purpose of this report is for the Council to consider the process for reviewing the Council's Standing Orders and the impact on finalising the draft Programme of Council and Committee Meetings from August 2022 to June 2023.

2.0 Recommendations

That Council:

2.1. Agrees the process for the review of Standing Orders contained in paragraphs 3.3 and 3.4;

2.2. Agrees that Standing Orders, including revisions proposed by the working group, will be submitted to Council for approval on 6 October 2022;

2.3. Notes that as part of the review, the timings and notice requirements for Council and Committee meetings will be considered. This may impact on timelines for Committees and Council and it is anticipated that a final Programme of Council and Committee Meetings for period August 2022 to June 2023 will also be brought back to Council for approval on 6 October 2022.

3.0 Considerations

3.1. As a result of the Council's new governance agreed by Council on 25 May 2022 consequential changes to the Council's Standing Orders were required.

3.2. It had been intended that these consequential changes would be brought back to Council in August 2022, however as a result of the changes it was agreed through cross party discussions that a working group would be set up with a purpose to review the Council's Standing Orders.

3.3. Membership: It is intended that the working group will be made up of one representative from each political party working alongside Council officers.

3.4. The working group will follow the undernoted governance timetable:

GOVERNANCE TIMETABLE **WORKING GROUP: Standing Orders**		
Meeting	**Remit**	**Date**
Working Group M1	Initial meeting to agree key requirements for the review	Week beginning 8 August 2022
Working Group M2	Consideration of first draft of revised Standing Orders and provision of feedback to Senior Manager, Legal and Governance	Week beginning 22 August 2022
Working Group M3	Review and approval final version for submission to SLG	Week beginning 29 August 2022
Senior Leadership Group	Review for Inclusion on Council Agenda	14 September 2022
SLG / Administration Group	Council Agenda Discussions	19 September 2022
Clackmannanshire Council	Considered for Approval	6 October 2022

3.5. The working group will work with officers to agree final instructions to allow the Senior Manager of Legal & Governance to prepare a draft of the Standing Orders taking into account the agreed changes amongst any other changes that are required.

3.6. The Senior Manager of Legal & Governance will liaise with the working group to bring a final version of Standing Orders for final approval at the October Council meeting together with the final programme of meetings of Council and Committee.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.
Yes ☑ No ☐

10.0 Appendices

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

None

11.0 Background Papers

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

Author(s)

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Approved by

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Stuart Crickmar	Strategic Director, Partnership and Performance	[redacted]

THIS PAPER RELATES TO ITEM 9

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 11 August 2022

Subject: **Climate Change Strategy and Net Zero Targets**

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

1.0 Purpose

1.1. On Thursday 19th August 2021, Clackmannanshire Council unanimously passed a motion declaring a climate emergency, recognised that climate change is one of the most serious challenges facing communities in Clackmannanshire and agreed to develop a comprehensive Climate Change Strategy that will deliver a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045.

1.2. This report sets out key recommendations for climate change mitigation and adaptation and a comprehensive review of Clackmannanshire Council's Climate Change Strategy.

2.0 Recommendations

2.1. It is recommended that Council agrees to :

2.1.1 Set a target for the Council's own operations to reach net zero greenhouse gas emissions by 2040 at the latest and set interim targets leading up to 2040.

2.1.2 Set a target for the Clackmannanshire area to reach net zero greenhouse gas emissions by 2045 at the latest.

2.1.3 Establish an internal Climate Emergency Board and approve the terms of reference that is set out in Appendix B.

2.1.4 Establish community-focused Climate Change Forums, in line with the Council's Decision making framework, and approve the terms of reference that is set out in Appendix C while noting that the terms of reference will be approved and potentially amended by the Forums.

2.1.5 Agree the approach and timescales to further develop the Interim Climate Change Strategy in Section 3.20 to Section 3.22 including the creation of the Climate Emergency Action Plan.

2.16 Note the Interim Climate Change Strategy set out in Appendix E.

3.0 Considerations

Statutory Considerations

3.1. The UK and Scottish Governments have both set legally-binding targets to reach net zero greenhouse gas emissions by 2050, under the 2019 amendment of the 2008 Climate Change Act, and 2045, under the Scottish Government's Climate Change (Emissions Reduction Targets) (Scotland) Act 2019, respectively.

3.2. The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 requires that from November 2022 Public Bodies' Climate Change Duties (PBCCD) reports, including Clackmannanshire Council's, include:

- a target date for achieving zero direct emissions of greenhouse gases;
- targets for reducing indirect emissions of greenhouse gases;
- how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets;
- how the body will publish its progress on delivering reduction targets; and
- where applicable, what contribution the body has made to deliver Scotland's Climate Change Adaptation Programme.

3.3. Key expectations within the legislation also include;

- *Governance*: institutional boards and senior executive teams must ensure that climate change systemically informs strategic investment planning and decision-making processes and is embedded into the management of risks and opportunities across the organisation.
- *Finance*: climate change must be integrated into financial planning and reporting.
- *Reporting*: public bodies must consistently, accurately and transparently report all Scope 1 & 2 emissions and all relevant and significant Scope 3 emissions.
- *Accountability*: it is recommended that climate change targets should be a board level KPI and if targets are missed, a corrective action plan is required.

3.4 Additional climate change targets that apply to public bodies include the following:

- Zero direct emissions by 2045 at the latest, including interim targets to monitor progress.
- Zero direct emissions from all estate buildings by 2038.
- Net zero targets for indirect emissions that clearly state what is included. If an institution chooses to exclude a source of indirect emissions from its target it must clearly explain the reasoning.

- All new fleet cars and light vehicles must have zero emissions by 2025 and larger new vehicles by 2030.
- No biodegradable municipal waste to landfill by December 31 2025.
- Air travel should be minimised and mainland UK air travel should be eliminated. Where air travel is unavoidable it is recommended that the passenger class is the most efficient in terms of emissions (e.g. economy class as default).[1]

Recent Clackmannanshire Council Climate Action

3.5 On Thursday 19th August 2021, Clackmannanshire Council unanimously passed a motion declaring a climate emergency, recognised that climate change is one of the most serious challenges facing communities in Clackmannanshire and agreed to develop a comprehensive Climate Change Strategy that will deliver a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045.

3.6 The Council's General Services Revenue and Capital Budget 2022/23 set out an increased focus on green investment to support the Council's journey to net zero and noted that the updated Climate Change Strategy will include a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions. Specifics on the alignment of the Council's Capital Programme and green investment can be found in Appendix A.

3.7 Carbon literacy training is scheduled for councillors and senior managers at the Council to outline the science underpinning climate change and its relevance to the well-being of residents and businesses in Clackmannanshire.

3.8 Additional on-going climate change mitigation and adaptation initiatives include the development of a Regional Energy Masterplan, a review of property assets and shared assets, initiatives to make schools, homes and buildings more energy efficient, the electrification of the council fleet and numerous other emission reduction projects.

3.9 The Climate Change Strategy will contributes to delivering and supporting the aspects of a place that enable the wellbeing of those who live, work and relax in Alloa and the wider Clackmannanshire Council area.

Clackmannanshire Council's Current Carbon Footprint

3.10 Areas that contribute most to Clackmannanshire Council's carbon footprint include energy consumption from buildings and operations, waste (both operational and domestic household waste), use of council & staff vehicles and the procurement of goods and services. Conversely, afforestation and land management present means of increasing the carbon storage potential of nature, entrenching climate resilience and reducing net emissions.

[1] See Briefing Paper: New PBCCD Reporting Guidance for 2022 December 2021 for further information https://www.sustainabilityexchange.ac.uk/files/briefing_paper_-_public_sector_leadership_on_the_global_climate_emergency_2021.pdf

3.11 Clackmannanshire Council has completed annual reports for the PBCCD from the financial year of 2013/14 to 2020/21. The next iteration will cover the financial year of 2021/22 and is due to be submitted on 30 November 2022.

3.12 While the overall emissions do not yet include some significant areas of the Council's carbon footprint such as waste, they have shown a year-on-year reduction in greenhouse gas emissions with the a decrease from 9,767 tonnes of Carbon Dioxide equivalent (tCO_2e) in the baseline year of 2013/14 to 5,045 tCO_2e in 2020/21 or a reduction of 48.34%[2].

Recommended Mechanisms for Internal Climate Action

3.13 A Climate Emergency Board with elected officials from each political party and senior officers from across key Council service areas will be required to establish and implement the net zero targets in recommendations A and B in Section 2 of this report. A draft Terms of Reference for the Climate Emergency Board can be found in Appendix B.

3.14 Publication of a Climate Emergency Action Plan by the Climate Emergency Board will ensure that cost-saving and resource efficiency initiatives are exploited while also rendering the Council investment-ready to secure additional funding to deliver against climate targets and create high-value green jobs.

Recommended Mechanisms for External Climate Action

3.15 Given the on-going cost of living crisis, with significant increases in the cost of energy and petrol affecting residents and businesses in Clackmannanshire, harnessing the poverty-alleviation potential of decarbonisation is increasingly pertinent, or as the Committee on Climate Change notes, net zero policies are amongst the most effective to deal with the soaring cost of living.[3]

3.16 Businesses' and residents' individual emissions are not counted as part of the PBCCD reporting figures as they do not constitute part of Clackmannanshire Council's own operations, however, the Council has significant scope to facilitate emissions reductions in these areas while delivering a wide-range of benefits including:

- Strengthening energy networks to improve energy security and reduce costs for residents and businesses.
- Delivering low-carbon retrofits to alleviate fuel poverty and reduce costs to help tackle the rising cost of living.
- Reducing waste and achieving cost savings by moving towards a circular economy.
- Supporting businesses in reducing their costs while decarbonising.
- Improving air quality, delivering negative emissions and providing resilience to climate-related disturbances through tree planting, pollinator and biodiversity-focussed initiatives.

[2] See Appendix D for further details
[3] See https://www.theccc.org.uk/publication/2022-progress-report-to-parliament/#key-messages

- Improving infrastructure for walking, cycling, remote working and public transport.
- Promoting and supporting community food growing.

3.17 A thematic approach to the development of an updated Climate Change Strategy has been identified to maximise the financial, economic and social benefits of a transition to net zero. It includes the following themes:

- Energy, Heat and Buildings
- Low-carbon Transport
- Waste, Recycling and the Circular Economy
- Biodiversity, Carbon Storage and Agriculture
- Adaptation, Planning and Organisational Capacity
- Economic Development and Sustainable Procurement

3.18 In addition to internal management, the establishment of Climate Forums will provide a space for dialogue between businesses, young people, residents of Clackmannanshire and the Council so meaningful ideas and feedback can be provided to shape the Council's climate change mitigation and adaptation targets. The initial meeting will take place in August/September 2022.

3.19 The Climate Change Forums will also catalyse collaboration on green initiatives between the Council and other partners such as Scotland's International Environment Centre (SIEC) - particularly their Young Pathfinders programme -, Business Gateway, the Improvement Service, Inner Forth Futures, CTSI and other partners.

Next Steps

3.20 The immediate steps to delivering on the recommendations in this report will be for the Climate Emergency Board to:

- identify a new baseline for Clackmannanshire Council's own emissions;
- create interim targets leading up to net zero by 2040;
- and create actions under the themes set out in Section 3.17 to enable the development of a Climate Emergency Action Plan within 6 months.

3.21 Input from the Climate Change Forums will be central to shaping the pathway to net zero, identifying and creating actions under each theme in the Climate Emergency Action Plan and providing feedback for the finalisation of the Interim Climate Change Strategy. The Strategy and/or the Climate Emergency Action Plan will then be used as a basis for wider consultation in early 2023.

3.22 Progress on emission reductions will be measured in the PBCCD report while a communications plan will be integrated into the Climate Emergency Action Plan to embed understanding, responsibility and accountability for climate change targets throughout all council services.

4.0 Conclusions

4.1. This report sets out the mechanisms required to comply with climate change legislation and achieve the recommendations in Section 2 of this report by developing a thematically-based Climate Change Strategy that incorporates an updated benchmark of Clackmannanshire's direct emissions, sets out pathways to achieving net zero in direct and indirect emissions in addition to identifying adaptation opportunities. Progress will be measured through the annual Public Bodies' Climate Change Duties report and the delivery of actions within a Climate Emergency Action Plan while initial consultation will be undertaken during the Strategy's development through the Climate Forums.

5.0 Sustainability Implications

5.1. The action taken aligns with the Councils aims to meet its sustainability, climate change and biodiversity duties.

6.0 Resource Implications

6.1. Climate change actions are currently managed within existing resources. Future initiatives will be dependent on available funding and resources which will be reviewed over time and where necessary will go through governance processes.

6.2. Financial Details

6.3. The Council's General Services Revenue and Capital Budget 2022/23 set out an increased focus on green investment to support the Council's journey to Net Zero and noted that the updated Climate Change Strategy will include a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions.

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

Yes ☐

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

6.6. Staffing

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

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

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

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

9.0 Equalities Impact

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

Yes ☐ No ☐

10.0 Legality

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

11.0 Appendices

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

Appendix A – Green investment through Clackmannanshire Council's Capital Programme

Appendix B – Terms of Reference, Climate Emergency Board

Appendix C – Terms of Reference, Climate Change Forums

Appendix D - GHG Emissions Data: Where Clackmannanshire Council is Now

Appendix E – Interim Climate Change Strategy

12.0 Background Papers

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

Yes ☐ (please list the documents below) No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Robert Seale	Climate Change & Energy Officer	Extension : 2697

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	[redacted]

Appendix A

Green investment through Clackmannanshire Council's Capital Programme
https://www.clacks.gov.uk/document/meeting/127/1138/7304.pdf

	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	Total 2027-32	Total 2032-37	Total 2037-42	20 year Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Innovation Hub	200	1,164							1,364
Delivery City Deal (RPMO)	100	100							200
Renewable Energy Projects	30								30
Active Travel Route Railway Station	0	560							560
Flood Protection	57	235	86	86	86	430	430	430	1,840
Tillicoultry Flood Protection	0	150	250	300	2,500	2,800			6,000
Building energy management system	32	8							40
Cycle Routes	222	100	100	55					477
Active Travel Route	0	2,000							2,000
Street Lighting Replacement	258	258	258	258	259	1,297	1,303	1,305	5,196
Vehicle Replacement	563	800	1,000	1,000	1,000	5,000	5,000	5,000	19,363
TOTAL	1,462	5,375	1,694	1,699	3,845	9,527	6,733	6,735	37,070

Appendix B

Terms of Reference **Climate Emergency Board**

1. Role/Purpose

The role of the Climate Emergency Board is fourfold:

- to create, implement and own annual greenhouse gas emission reduction targets for Clackmannanshire Council's own operations with net zero being reached by 2040 at the latest;
- to support and facilitate greenhouse gas emission reduction targets for the Clackmannanshire area with net zero being reached by 2045 at the latest;
- to take action to improve Clackmannanshire's preparation for and resilience to the impacts of Climate Change;
- To produce and implement an updated Climate Change Strategy and Climate Emergency Action Plan with the latter containing actions under each of the following themes:
    - Energy, Heat and Buildings
    - Low-carbon Transport
    - Waste, Recycling and the Circular Economy
    - Biodiversity, Carbon Storage and Agriculture
    - Adaptation, Planning and Organisational Capacity
    - Economic Development and Sustainable Procurement

Initially, the Climate Emergency Board will establish a more comprehensive baseline of emissions from the Council's own operations, such as the inclusion of waste and net negative emissions from land-management, before identifying emission reduction actions to populate the six themes of the Climate Emergency Action Plan.

Specific opportunities and challenges for achieving net zero across different service areas will be identified and used to create interim emission reduction targets. Following the creation of the trajectories for net zero targets, feedback will be received on them, the Draft Climate Emergency Action Plan and the Interim Climate Change Strategy from the Climate Forums.

The finalised net zero pathways will be incorporated into and shape the first draft of the Council's updated Climate Change Strategy.

The draft strategy will then go out for broad consultation including with schools and youth groups.

The Climate Emergency Board will be accountable for the operational delivery of the Climate Emergency Action Plan, the updated Climate Change Strategy and emissions reduction targets. The Climate Emergency Plan will set out actions under each of the six themes in this strategy and create means of providing tangible action points and evidence of the impact of the Climate Change Forums' input.

This will entail having elected officials from each of the political parties at Clackmannanshire Council represented on the Board in addition to senior managers who will be accountable for specific targets in their corresponding service area.

The PBCCD report will provide means of quantifying and publishing the Council's emissions following the establishment of an updated baseline and emission reduction pathways to net zero.

The Climate Emergency Board will therefore be able measure progress by each service area and will ensure that climate change targets and objectives are being met.

Additional actions will be iteratively developed, agreed to, then allocated to their relevant service areas, with the Climate Emergency Board assessing the feasibility of delivering such action(s); the agreement of timelines for their delivery, and the operational details of achieving the action(s). This will be a continually evolving process with actions and progress being recorded in the Climate Emergency Action Plan.

2. Term

This Terms of Reference is effective from August 2022 and is anticipated to continue until net zero targets have been achieved.

It is recommended that the Climate Emergency Board holds sufficient meetings in order to establish the Council's baseline emissions, create a thematically-based Climate Emergency Action Plan and create an updated Climate Change Strategy by early 2023 with support from the Energy and Sustainability Team.

Following the publication of the Climate Change Strategy, the Climate Emergency Board will meet on a quarterly basis and will receive input from external bodies, particularly the Climate Change Forums, who will provide support, advice and feedback on delivering climate change targets and emerging opportunities for the Climate Emergency Action Plan.

Meeting agenda minutes will be provided by the Energy and Sustainability Team. This includes:

- preparing agendas and supporting papers
- preparing meeting notes and information.

Subgroups and advisory groups that could support the operational achievement of emissions reduction targets include:

- Clackmannanshire Climate Change Forums
- Clackmannanshire Council Energy Management Group
- Clacks Good Food Partnership

3. Membership

The Network Group/Advisory Group will comprise of:

- Councillor Fiona Law, Spokesperson for Environment and Net Zero (chair)
- Councillors from other political parties at Clackmannanshire Council
- Strategic Director of Place
- Senior Manager (Development)
- Senior Manager (Environment)
- Senior Manager (Housing)

- Senior Manager (Property)
- Senior Manager (Education)
- Senior Manager (Care and Protection)
- Energy and Sustainability Team Leader
- Procurement Manager
- I.T. Manager
- H.R. Manager
- Climate Change and Energy Officer
- Other Officers / External Partners as required

Appendix C

Terms of Reference **Climate Change Forums**

1. Role/Purpose

The purpose of Clackmannanshire's Climate Change Forums is to provide a space for dialogue between young people, residents, businesses and the Council in each of the five wards in Clackmannanshire in order to contribute to local environmental targets.

With the upcoming creation of the Council's Climate Emergency Action Plan, the revision of the Council's Climate Change Strategy and subsequent consultation on the Strategy, it is crucial that the public have the chance to contribute to Clackmannanshire's journey to becoming a carbon-neutral area.

The Forums' approach to engagement will be shaped by the five categories of participation in the Public Participation Spectrum: Inform; Consult; Involve; Collaborate and Empower[1] while also drawing upon the Guiding Principles from the Scottish Government's Public Engagement Strategy for Climate Change (see the table below).

Guiding Principles of Net Zero Engagement

- Our approach will be **inclusive** and accessible to all
- Our approach will **put people first** and place people at the heart of all that we do
- We will listen to and engage with experts to ensure an **evidence-based** approach
- Climate justice and a **just** transition will be embedded within our approach
- We will continue to encourage a **participative** society with two-way dialogue on climate change
- We will take a **positive** approach that outlines a vision for climate action that promotes the many benefits
- We will be **open and transparent** to make sure people can see and understand our actions[2]

Key strategic objectives of the Forums include the following:

- To hold regular public meetings around Clackmannanshire to engage young people, businesses and residents and promote local climate and biodiversity action.
- To open a two-way dialogue with local communities and organisations where people can voice their ideas and issues and the council can disseminate information and updates.
- To gather input and feedback that will shape the Climate Change Strategy and Climate Emergency Action Plan.
- To increase carbon literacy across Clackmannanshire.
- To have a robust communications plan that runs alongside the Forums to promote and further engagement.

[1] IAP2 (2018) Spectrum of Public Participation
https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf
[2] Scottish Government (2021) *Climate change - Net Zero Nation: public engagement strategy*
https://www.gov.scot/publications/net-zero-nation-public-engagement-strategy-climate-change/documents/

- To develop a local network of Community Climate Champions and Business Climate Champions that will work with the forums to promote climate engagement and awareness.
- To investigate and produce recommendations on the creation of a Pollinator Strategy and long term plan to deal with the decline in pollinators.

2. Aims

The pre-commencement aims of the Forums are:

- Establish the Forums and engage partners who are interested in learning more about / contributing to emissions reduction targets in Clackmannanshire.
- Promote the Forums to a wide audience and consider how the Council can respond to input from partners and facilitate decarbonisation in Clackmannanshire.
- Schedule dates and venues for the first meetings.

The short-term aims of the Forums (0-6 months) will be:

- Host the first round of forums to gather input for Clackmannanshire Council's Climate Emergency Action Plan and Climate Change Strategy.
- Highlight benefits to business of going green including cost savings, access to funding and increased marketing and networking opportunities.
- Recruit individuals and organisations to be Climate Champions.
- Agree means of ensuring that the Forums are having an impact such as a published list of recommendations or an integrated action plan with actions for attendees.
- Monitor attendance and feedback and respond to input.

The medium / long-term aims of the Forums (6+ months) will be:

- Continue hosting regular forums to facilitate dialogue on climate change between young people, residents, businesses and Clackmannanshire Council with input and feedback from the forums continuously disseminated into the Climate Emergency Board.
- Provide updates on the Council's progress on the delivery of actions from the Climate Emergency Action Plan and Climate Change Strategy.
- Gather feedback and ideas from young people, residents and businesses to develop new actions for the Climate Emergency Action Plan.
- Create new events based upon requests and input from participants such as green networking and support that is available to businesses.
- Recruit external speakers based upon requests from young people, businesses and residents.
- Continually grow the Forums and engage with a wide range of people.
- Report progress on the recommendations / integrated action plan and the actions for the attendees.

3. Term

Forums will be held regularly with other supporting events organised where there is demand from attendees and capacity to deliver them.

- Ward 1 Clackmannanshire West (Cambus, Tullibody & Menstrie)
- Ward 2 Clackmannanshire North (Alva and Tillicoultry)
- Ward 3 Clackmannanshire Central (The Whins, Hutton Park & Gaberston area of Alloa, Sauchie, Fishcross and Devon Village)
- Ward 4 Clackmannanshire South (Alloa, excluding The Whins, Comely Bank to the rear of Morrisons and Hutton Park and Gaberston areas)
- Ward 5 Clackmannanshire East (Clackmannan, Comely Bank to the rear of Morrisons, Dollar & Muckhart)

A typical forum meeting could include engaging discussions, workshops, or presentations; updates from local community action groups; updates from the Council; a space for residents to voice thoughts, ideas and concerns.

Whether these forums are in person or digital will be determined by Covid-19 requirements, however, the preference is for them to be held in-person.

The dates and venues of the forum meetings will be provided a month in advance, however, if regular locations can be secured these forums could be diarised at the preceding forum.

Further methods of communication can be explored at a later date, especially with the Community Climate Champions who will require further information and details to keep them engaged and abreast of regular updates.

The forums will form an integral part of the Council's Climate Strategy and biodiversity plans and will be used to gather data on action within local communities to update and provide recommendations to the Climate Emergency Board.

A regular network will also allow the Council to regularly provide updates to the community, answer questions regarding progress and respond to feedback from young people, businesses and residents.

4. Roles of Members

- Co-Chair: Cllr Fiona Law
- Co-Chair: Young person from youth forum / young pathfinder
- Guidance on Climate Change: Energy and Sustainability Team
- Guidance on Biodiversity: Energy and Sustainability Team

Appendix D - GHG Emissions Data: Where Clackmannanshire Council is Now

In line with the World Resources Institute Greenhouse Gas Protocol, the following areas should be included in Clackmannanshire Council's Carbon footprint:

1. Emissions from Council owned transport;

2. Emissions from grey fleet transport (staff car mileage);

3. Emissions from heat, power and water from Council operations (e.g. energy consumption);

4. Emissions from household waste; and

5. Emissions from Council waste."

Clackmannanshire Council public sector reporting duty currently gathers data on the first three areas but not for areas 4 and 5. Initial steps have been taken to begin 4 and 5's incorporation into the Council's overall emissions count.

Below are Clackmannanshire's emissions from areas 1-3 and their corresponding financial year:

2013/14 9,767 tCO_2e

2014/15 9,703 tCO_2e

2015/16 9,493 tCO_2e

2016/17 8,844 tCO_2e

2017/18 7,538 tCO_2e

2018/19 6,285 tCO_2e

2019/20 5,986 tCO_2e

2020/21 5,045 tCO_2e

Further information can be found in Clackmannanshire's Public Bodies Climate Change Duty Reports https://sustainablescotlandnetwork.org/reports/clackmannanshire-council

Clackmannanshire Council

Interim Climate Change Strategy

Structure

1. **Foreword**
2. **Executive Summary**
3. **Why Does Climate Change Matter?**
4. **Climate Change Legislation**
    a. International
    b. United Kingdom
    c. Scotland
    d. Clackmannanshire Council
5. **The Role of Clackmannanshire Council**
    a. Internal Emissions
    b. Spending Alignment
    c. External Emissions
6. **Net Zero Delivery Framework**
    a. Climate Emergency Board
    b. Climate Change Forum
    c. Climate Emergency Action Plan
7. **Strategic Themes and Actions**
    a. Energy, Heat and Buildings
    b. Low-carbon Transport
    c. Waste, Recycling and the Circular Economy
    d. Biodiversity, Carbon Storage and Agriculture
    e. Adaptation, Planning and Organisational Capacity
    f. Economic Development and Sustainable Procurement
8. **Conclusion**

1. Foreword

The impacts of climate change are becoming increasingly clear with Scotland's ten hottest years having all occurred since 1997 despite record keeping beginning in Victorian times. The urgency to act has been given even greater impetus by the fact that Scotland's highest ever temperature of 35.1°C registered in July 2022.

As a Council with a large estuary and numerous rivers running through it, climate change is likely to become an increasingly significant issue for Clackmannanshire in the near future with increased flash floods, heatwaves and stronger storms all becoming more likely.

These disconcerting trends have galvanised us into being even more ambitious in our actions to help to address climate change and led to us bringing the Council's net zero target forward to 2040 at the latest from 2045.

Setting ambitious net zero targets and the framework to achieving them in this Interim Strategy will allow us to harness the social, financial and economic benefits that the transition to net zero offers such as improved air quality, reduced costs for residents and businesses through greater energy efficiency and waste reduction by moving towards a circular economic model.

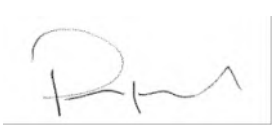
With the recent volatility in fossils fuel prices and the cost of living crisis putting increasing financial pressures on residents and businesses alike, we as a Council are determined to create a Climate Change Strategy that will be shaped by meaningful engagement with young people, businesses and residents in order to empower communities, respond to challenges that they face and deliver a just transition to net zero.

While this Interim Strategy sets out means of building on the Council's significant achievements in reducing our contributions to climate change and improving our resilience to the effects of the climate emergency, we recognise that continuing the transition from a fossil fuel based economy to a carbon neutral and resilient future will require new ways of working, societal shifts as well as a technological transition.

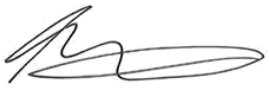
There is huge potential for the Council to lead by example in these challenges and facilitate emission reductions across Clackmannanshire by aligning all of our major decisions, budgets and approaches to planning decisions with a shift to net zero while working with partners to support businesses and communities in reducing their emissions.

With the seminal sixth assessment report by the Intergovernmental Panel on Climate Change estimating that 3.3 to 3.6 billion people live in environments that are highly vulnerable to the effects of climate change, it is increasingly clear that action to address the climate emergency constitutes a defining humanitarian and economic imperative.

We owe it to future generations to rise to the occasion.



Pete Leonard
Strategic Director (Place)



Councillor Fiona Law
Spokesperson for
Environment and Net Zero

2. Executive Summary

This Strategy sets out a framework for achieving net zero greenhouse gas emissions by 2040 at the latest for the Council's own operations and by 2045 at the latest for the Clackmannanshire area.

It includes means of aligning all strategic decisions, budgets and approaches to planning decisions with a shift to net zero greenhouse gas emissions in addition identifying emission reduction opportunities to initiate the development of a thematically based Climate Emergency Action Plan.

The six themes are as follows:

1) Energy, Heat and Buildings
2) Low-carbon Transport
3) Waste, Recycling and the Circular Economy
4) Biodiversity, Carbon Storage and Agriculture
5) Adaptation, Planning and Organisational Capacity
6) Economic Development and Sustainable Procurement

The Interim Strategy sets out means of gathering input through a series of Climate Change Forums in the five wards in Clackmannanshire in order ensure that the Strategy and associated Climate Emergency Action Plan are shaped by young people, residents and businesses.

Since it is expected that this Interim Strategy will evolve based upon input from consultations in the short-term and from technological advances, new legislation and further engagement in the medium to long-term, it constitutes a starting point rather than an exhaustive list of opportunities.

This Interim Strategy also recognises the extensive activity that the Council is already undertaking to reduce emissions and will aim to add value to this by augmenting coordination, facilitating robust data gathering, catalysing green decision making across all council service areas and positioning Clackmannanshire to maximise the inward investment and job-creation potential of the transition to net zero.

The Strategy also aims to underscore the Council's commitment to a just transition by recognising that even though the impacts of climate change will affect everyone, the most severe impacts are likely to be felt by people who are at greater risks of poverty. The extensive engagement through the Climate Change Forums will therefore be particularly pertinent to developing collaborative solutions with those most exposed to the effects of climate change.

3. Why Does Climate Change Matter?

Climate change is caused by heat-trapping gasses, known as greenhouse gases, being released into the atmosphere from the burning of fossil fuels (such as coal, oil and gas) for energy generation, industry and transport.

These greenhouse gas emissions from human activity have led to significant heating in Earth's climate with 2020 and 2016 registering as the joint hottest years globally since modern record keeping began in 1880.[1]

This fits into a wider trend with **nineteen of the twenty hottest years on record registering since the year 2000 globally**[2] while **Scotland's top ten hottest years have all occurred since 1997** with records beginning in 1884.[3]

The heatwave of **July 2022 saw a record temperature record of 35.1°C** being recorded for Scotland in the borders, 2.2°C higher than the previous record.

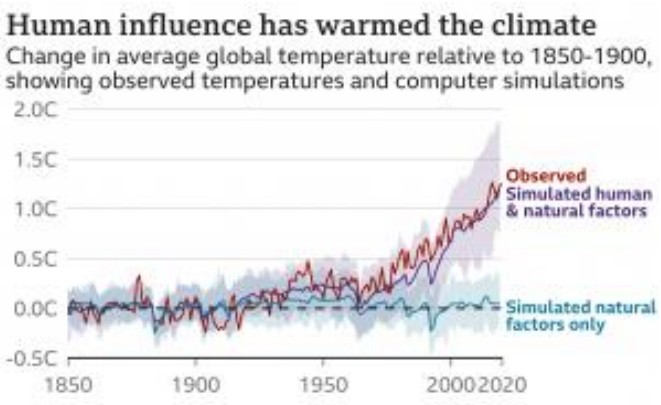
Temperatures in Clackmannanshire in this period included Menstrie reaching 32°C and Alloa reaching 31°C.[4]

Despite the fact that there is growing international action to mitigate climate change, including initiatives aiming to limit warming to 1.5°C, even a global average temperature increase of 1.5°C would result in risks to health, livelihoods, water supply, food security, human security and economic growth globally.[5]

A rise of 2°C in global average temperatures would be even more catastrophic.

As highlighted by the image below, we are already approaching a global average temperature increase of 1.5°C so it is crucial that adaptation to a continuously changing and increasingly hostile climate constitutes a cornerstone of this Strategy and the subsequent Climate Emergency Action Plan.

[1] Nasa (2022) *Facts* https://climate.nasa.gov/vital-signs/global-temperature/
[2] Nasa (2022) *Facts* https://climate.nasa.gov/vital-signs/global-temperature/
[3] Adaptation Scotland (2022) *Climate trends and projections* https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections#:~:text=Key%20long%2Dterm%20climate%20change,will%20be%20warmer%20and%20drier
[4] See https://wow.metoffice.gov.uk/ at 18/07/2022 16:00 to 16:59 and 19/07/2022 15:00 to 15:59 for Menstrie and 19/07/2022 14:00 to 14:59 for Alloa
[5] IPCC (2022) *Climate Change 2022: Impacts, Adaptation and Vulnerability* https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/



The Intergovernmental Panel on Climate Change (IPCC)'s Sixth Assessment Report provides the most comprehensive analyses of the latest climate science, impacts and vulnerabilities related to climate change. It delivers the starkest warning yet on the risks of climate change and highlights that climate change is already affecting many weather and climate extremes in every region across the globe while providing evidence that observed changes in extremes such as heatwaves, heavy precipitation, droughts and tropical cyclones has strengthened.[6]

It also notes that human-induced climate change is causing dangerous and widespread disruption in nature and affecting the lives of billions of people around the world, despite efforts to reduce the risks. Moreover, people and ecosystems least able to cope are being hardest hit.[7]

Climate change is also the single greatest threat to Scotland's habitats.[8] Since many of Scotland's species are highly adapted to specific climatic conditions, the effects of climate change are expected to be drastic.[9]

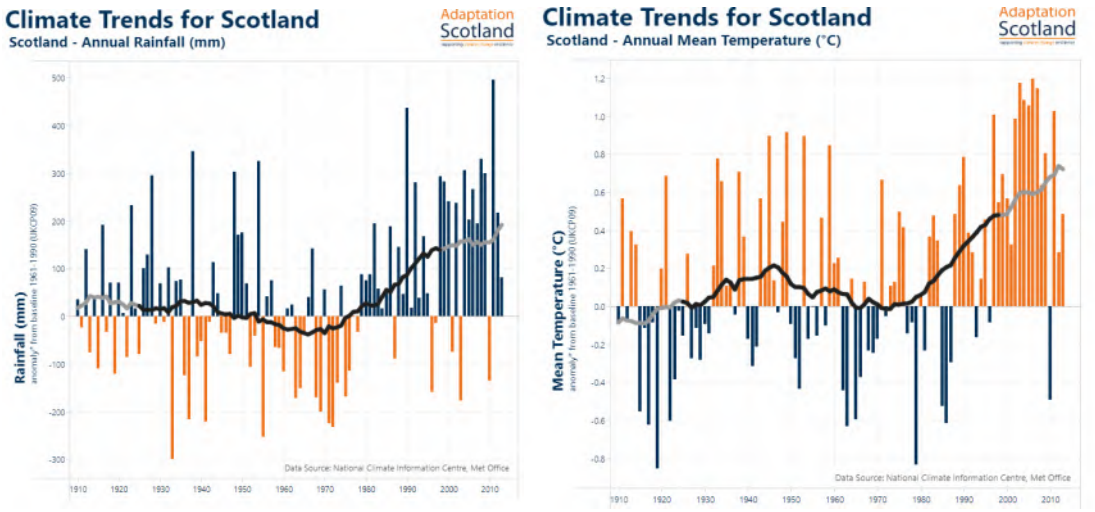
As a result of these grave impacts that are projected worldwide, the IPCC argue that immediate, rapid and large-scale reductions in greenhouse gas emissions are needed, alongside urgent actions to mitigate and adapt to climate change.[10]

In Scotland, climate change has led to a warmer climate, changes in rainfall patterns and higher sea-levels. The weather extremes in Scotland have also changed with our hottest days getting hotter and

[6] IPCC (2022) *Climate Change 2022: Impacts, Adaptation and Vulnerability* https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/
[7] IPCC (2022) *Climate change: a threat to human wellbeing and health of the planet.* https://www.ipcc.ch/report/ar6/wg2/resources/press/press-release
[8] Naturescot (2022) *Climate change impacts in Scotland* *https://www.nature.scot/climate-change/climate-change-impacts-scotland#:~:text=Climate%20change%20is%20the%20single,and%20animals%20grow%20and%20thrive*.
[9] Naturescot (2022) *Climate change impacts in Scotland* *https://www.nature.scot/climate-change/climate-change-impacts-scotland#:~:text=Climate%20change%20is%20the%20single,and%20animals%20grow%20and%20thrive*.
[10] IPCC (2021) *Climate change widespread, rapid, and intensifying – IPCC* *https://www.ipcc.ch/2021/08/09/ar6-wg1-20210809-pr/#:~:text=Faster%20warming,C%20will%20be%20beyond%20reach*.

our wettest days getting wetter (see tables below on changes to annual rainfall and mean temperature).[11]

Adaptation Scotland's data on rainfall and annual average temperature in Scotland



Furthermore, climate change is projected to result in higher temperatures throughout the year, more unpredictable and extreme weather conditions and increased flooding, storms and heatwaves in Scotland.[12]

Alloa in December 2021 following storm Arwen when hundreds of trees were blown down across Clackmannanshire.

[11] Adaptation Scotland (2022) *Climate trends and projections* https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections#:~:text=Key%20long%2Dterm%20climate%20change,will%20be%20warmer%20and%20drier

[12] Adaptation Scotland (2022) *Climate trends and projections* https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections#:~:text=Key%20long%2Dterm%20climate%20change,will%20be%20warmer%20and%20drier

Between 2015 and 2019, 97% of Scottish lochs and reservoirs that are monitored have increased in temperature. Most warmed by between 0.25°C and 1.0°C per year over this period, although 9% increased by more including some by up to 1.3°C per year.[13]

These changes increase the risk of the development of harmful algal blooms, which can restrict their use for water supply, recreation and as a safe habitat for wildlife. An extension of algal bloom has been noted in Clackmannanshire including in Gartmorn Dam.

The study by Scotland's Centre of Expertise for Waters reports that this climate-related impact is initially expected to lead to warming in waters in the south and east of Scotland although it will reach all parts of Scotland by 2040.[14]

Given that Clackmannanshire Council has a large estuary, numerous rivers running through it and a numerous flood risk areas; climate change is likely to become an increasingly significant issue.

The Costs of Inaction

Since it is well documented that the economic benefits of acting on Climate Change far outweigh the costs,[15] there are significant incentives to reduce emissions across all parts of society. Particularly since the worsening of extreme weather events around the world and the consequent economic losses are becoming increasingly pronounced as emissions increase.[16]

Conversely, climate change adaptation and mitigation measures have the potential to deliver significant benefits to health and wellbeing – whether through well insulated homes, increased active travel, sustainable food systems or better air quality.

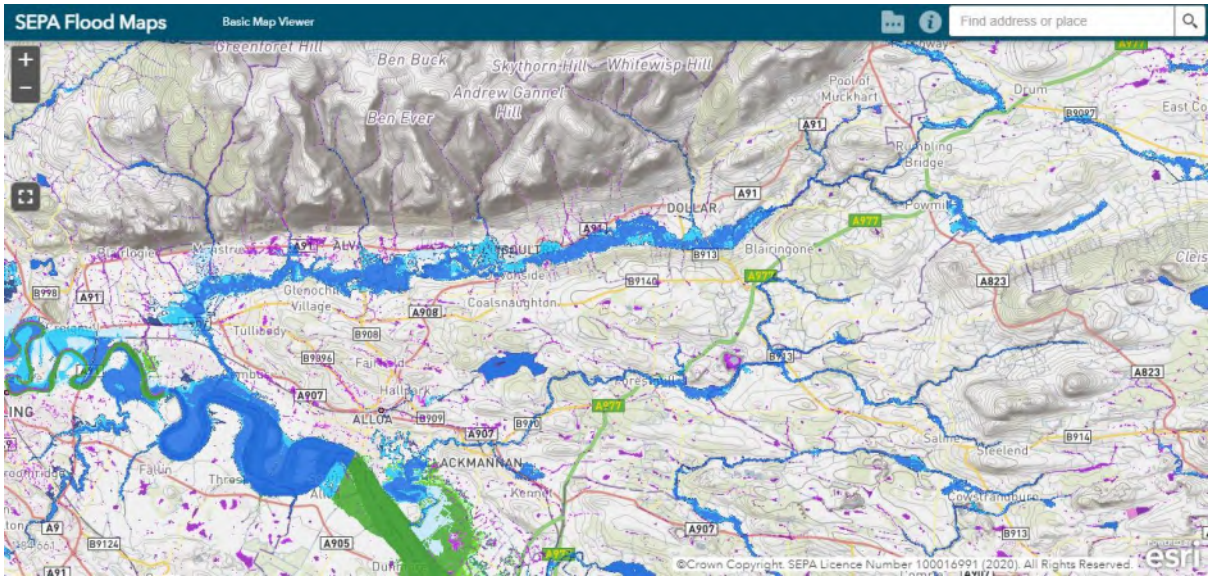
Flood Risk Areas of Clackmannanshire are highlighted in blue and green in SEPA's flood risk map

[13] Scotland's Centre of Expertise for Waters (2022) *Assessing climate change impacts on the water quality of Scottish standing waters* *https://www.crew.ac.uk/sites/www.crew.ac.uk/files/publication/CREW%20%E2%80%93%20Assessing%20climate%20change%20impacts%20on%20the%20water%20quality%20of%20Scottish%20standing%20waters_1.pdf*

[14] Scotland's Centre of Expertise for Waters (2022) *Assessing climate change impacts on the water quality of Scottish standing waters* *https://www.crew.ac.uk/sites/www.crew.ac.uk/files/publication/CREW%20%E2%80%93%20Assessing%20climate%20change%20impacts%20on%20the%20water%20quality%20of%20Scottish%20standing%20waters_1.pdf*

[15] See The Economics of Climate Change: The Stern Review (2006) https://www.lse.ac.uk/granthaminstitute/publication/the-economics-of-climate-change-the-stern-review/

[16] UNEP (2022) Economic Impacts of Climate Change: Exploring short-term climate related shocks for financial actors with macroeconomic models https://www.unepfi.org/publications/economic-impacts-of-climate-change-exploring-short-term-climate-related-shocks-with-macroeconomic-models/



The damage that air pollution can cause to people's health is widely reported. The Royal College of Physicians and the Royal College of Paediatrics and Child Health report that exposure to outdoor air pollution is attributable to 40,000 premature deaths per year in the UK in addition to being linked to strokes and heart disease, cancer, asthma, obesity, diabetes, COPD and dementia[17].

The British Heart Foundation estimate that particulate matter air pollution could be attributed to 160,000 heart and circulatory disease deaths over the next ten years in the UK.[18] This is particularly significant within the context of Covid-19, where long-term air pollution was linked to greater risk of hospitalisation.[19]

A further factor of relevance to health and well-bring is the fact that some of the most emission-intensive elements of society, such as deforestation, large-scale animal agriculture and international flights, are also those that make the emergence of future pandemics more probable.[20] These practices therefore constitute multi-faceted threats to long-term sustainability.

[17] Royal College of Physicians (RCP) & the Royal College of Paediatrics and Child Health (RCPCH) (2016) https://www.rcplondon.ac.uk/news/doctors-say-40000-deaths-year-linked-air-pollution
[18] BHF (2020) *'Heart attack and stroke deaths related to air pollution could exceed 160,000 by 2030'*
[19] Imperial College (2021) *'Long-term air pollution linked to greater risk of COVID-19 hospitalisation'*
[20] Harvard University (2022) *Coronavirus, Climate Change, and the Environment A Conversation on COVID-19 with Dr. Aaron Bernstein, Director of Harvard Chan C-CHANGE* Coronavirus and Climate Change – C-CHANGE | Harvard T.H. Chan School of Public Health

4. Climate Change Legislation

International

The Paris Agreement 2015 set a target to keep the global temperature rise below 2°C above pre-industrial levels and to attempt to limit the overall increase to 1.5°C. The regular Conference of the Parties (COP) conferences that followed, including Glasgow in 2021, has led to approximately 200 countries agreeing to take climate change action while regularly enhancing the ambitiousness of their emissions reduction targets in future COP events.

In addition to this emission reduction framework, the United Nation's Sustainable Development Agenda 2030 includes Goal 13: Climate Action which sets a requirement for nations to '*Take urgent action to combat climate change and its impacts'* by 2030.

United Kingdom

The UK Government has set a legally binding target to reach net zero greenhouse gas emissions by 2050, under the 2019 amendment of the 2008 Climate Change Act. It also announced an interim target of a 78% reduction by 2035 compared to 1990 levels in 2021.

Scotland

The Scottish Government has set a legally binding targets to reach net zero greenhouse gas emissions by 2045, under the Scottish Government's Climate Change (Emissions Reduction Targets) (Scotland) Act 2019. It also set interim targets for a 75% emissions reduction by 2030 and a 90% reduction by 2040 relative to 1990 levels of carbon dioxide, methane and nitrous oxide and 1995 levels of some other less common greenhouse gases.

The act places duties on all public bodies to contribute to emission reduction targets, deliver programmes to increase resilience against Climate Change and requires Councils to submit a mandatory climate change report to Scottish Government each year.

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 requires that, from November 2022, Public Bodies' Climate Change Duty (PBCCD) reports - including Clackmannanshire Council's - will have to include:

- a target date for achieving zero direct emissions of greenhouse gases;
- targets for reducing indirect emissions of greenhouse gases;
- an outline of how the body will align its spending plans and use of resources to contribute to reducing emissions and delivering its emissions reduction targets;
- an outline of how the body will publish its progress on delivering reduction targets; and
- where applicable, what contribution the body has made to deliver Scotland's Climate Change Adaptation Programme.

Key expectations within the legislation include:

- **Governance**: institutional boards and senior executive teams must ensure that climate change systemically informs strategic investment planning and decision-making processes and is embedded into the management of risks and opportunities across the organisation.
- **Finance**: climate change must be integrated into financial planning and reporting.
- **Reporting**: public bodies must consistently, accurately and transparently report all Scope 1 & 2 emissions and all relevant and significant Scope 3 emissions.
- **Accountability**: it is recommended that climate change targets should be a board level Key Performance Indicator and if targets are missed, a corrective action plan is required.

Additional climate change targets that apply to public bodies include the following:

- Zero direct emissions by 2045 at the latest with interim targets to monitor progress.
- Zero direct emissions from all estate buildings by 2038.
- Net zero targets for indirect emissions that clearly state what is included. If an institution chooses to exclude a source of indirect emissions from its target it must clearly explain the reasoning.

Following the UK's decision to leave the EU, the Scottish Parliament passed the European Union (Continuity) (Scotland) Act 2021 which provides Ministers with powers to help meet the Scottish Government's commitment that Scottish laws *"keep pace"* with future developments in EU law where appropriate.

The Scottish Government also published a consultation on '*Delivering Scotland's Circular Economy*' which sets out several levers that the Scottish Government intends to use to drive the transition to a fully circular economy thus reducing waste.

The Scottish Government's Programme for Government also explores establishing a Future Generations Commission to take into account the interests of future generations in decisions that are made today.

Clackmannanshire Council

The Clackmannanshire Sustainability and Climate Change Strategy was adopted in September 2010 and reviewed in 2016. However, due to the pace of change on the issue, this interim Climate Change Strategy has significantly revised the content and action points from the previous strategy.

On Thursday 19th August 2021, Clackmannanshire Council unanimously passed a motion that:

- Agrees that climate change is one of the most serious challenges facing communities here in Clackmannanshire and across the world;
- understands that meaningful action at international, national and local level is required in order to safeguard our planet for future generations;
- recognises that as we emerge from the Covid-19 pandemic, we have a chance to rebuild in a way that delivers a greener, fairer and more equal society;
- acknowledges the challenges faced by small councils such as Clackmannanshire in taking meaningful, sustainable action;
- notes the work already underway to deliver this through the City Deal and our ambitious Be the Future Programme.

In recognition of the role that the Council has to play, the Council further agreed to:

- declare a 'Climate Emergency' that requires urgent action;
- develop a comprehensive Climate Change Strategy within the next 12 months which will deliver a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045;
- establish a Community Climate Change Forum to include representation from local communities, businesses and third sector organisations;
- ensure that Council is especially proactive in taking steps to include young people in the Climate Emergency process and that they have a voice in shaping the future;
- write to the Cabinet Secretary to affirm Clackmannanshire's commitment to achieve net zero by 2045 and to request a meeting to discuss how the Scottish Government can help support these ambitions.[21]

In line with the ambitions of this motion, this strategy will also ensure that the need to address climate change is embedded in future Council plans and strategies.

Clackmannanshire Council's main strategic documents - the Corporate Plan 2018-22, Be the Future, and our Local Development Plan - set out our aspirations to achieve sustainability and aims to make the area more resilient to the impacts of climate change. Incorporating net zero targets and stronger means of restricting high-carbon spending and planning into these reports would be a major opportunity to limit the development of initiatives that are incompatible with net zero targets.

Or as the Scottish Audit Office notes, achieving net zero targets will require policies and strategies to be reviewed to identify conflicts or incoherence with climate change ambitions and to be amended as required.[22]

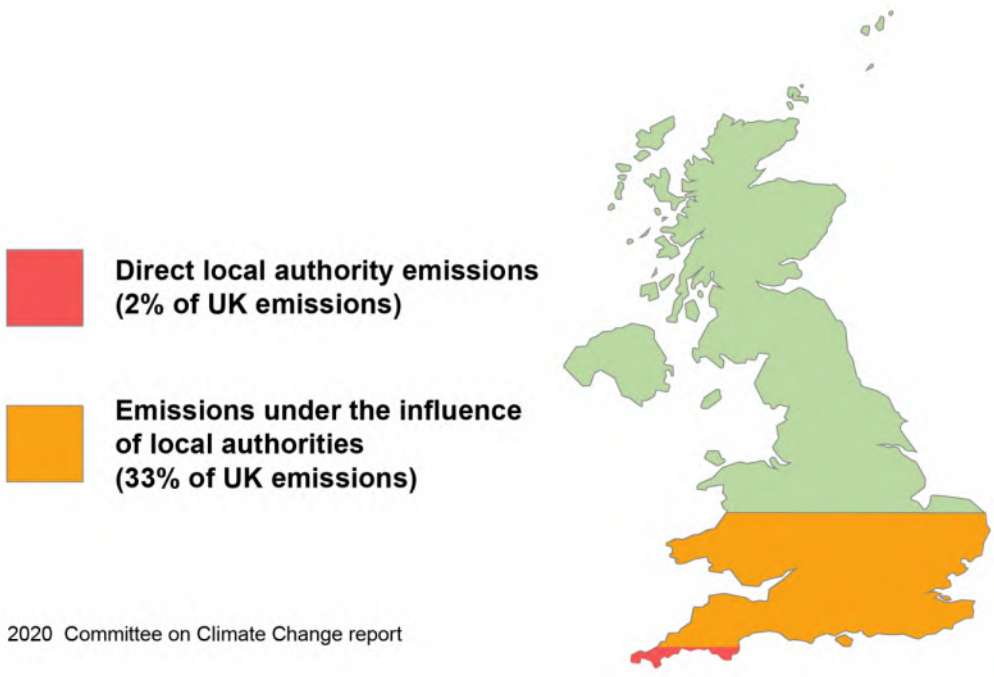
[21] Clackmannanshire Council (2021) https://www.clacks.gov.uk/document/meeting/1/1088/7099.pdf
[22] Audit Scotland (2022) *Addressing climate change in Scotland A summary of key recommendations for public bodies* https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland

5. The Role of Clackmannanshire Council

While Clackmannanshire Council is a small Council both in terms of population and land coverage, it has a significant role to play in Climate Change mitigation and adaptation.

For example, the Council is responsible for services including the provision of schools and education, the collection of waste and recycling, planning and building standards, local transport planning, infrastructure development, local economic development, the provision of libraries, street lighting, and the collection of Council taxes.

Additionally, in delivering these functions, the Council owns and operates a large built estate and is an employer of over 2,000 staff, thereby giving it significant scope to support direct emissions reduction through its own estate and workforce. The scale of this influence is highlighted by the Climate Change Committee below.



Areas that contribute most to Clackmannanshire Council's own carbon footprint include energy consumption from buildings and operations, waste (both operational and domestic household waste), use of council & staff vehicles and the procurement of goods and services. Conversely, afforestation and land management present means of increasing the carbon storage potential of nature and therefore reducing net emissions.

Over one hundred UK Councils have signed up to net zero emissions for their own activities by 2030 and net zero area-wide emissions by 2045. Signatories of the 2030 council targets include Glasgow City, North Lanarkshire, Renfrewshire, Moray, Edinburgh City, Falkirk and East Ayrshire Council.

While 2040 has been identified as achievable for Clackmannanshire Council from the initial analysis of emissions data and potential routes to net zero for the Council's own operations, it is crucial to

develop more robust data of the local authority's current carbon footprint and potential emission reduction trajectories in order to establish whether earlier dates are possible.

In line with this, Section 6 sets out a process to establish more robust trajectories in key service areas and a consultation process that will explore whether reaching net zero by earlier dates in some service areas is realistic.

Similarly, the framework set out in Section 6 will allow a more detailed exploration of what external emission reduction targets Clackmannanshire would be able to set and influence in addition to setting out means of developing a more coordinated approach to adaptation.

Given the on-going cost of living crisis, with significant increases in the cost of energy and petrol affecting residents and businesses in Clackmannanshire, harnessing the poverty-alleviation potential of decarbonisation is increasingly pertinent, or as the Committee on Climate Change notes, net zero policies are amongst the most effective to deal with the soaring cost of living.[23]

Furthermore, a Place and Wellbeing Outcomes Assessment was held in partnership with the Improvement Service to consider means of maximising the positive health and well-being impacts of the framework and actions in this strategy.

Businesses' and residents' individual emissions are not counted as part of the PBCCD reporting figures as they do not constitute part of Clackmannanshire Council's own operations, however, the Council has significant scope to facilitate emissions reductions in these areas while delivering a wide-range of benefits. While specific future opportunities are set out in the themes in Section 7, some broad examples of benefits include:

- strengthening energy networks to improve energy security and reduce costs for residents and businesses;
- delivering low-carbon retrofits to alleviate fuel poverty and reduce costs to help tackle the rising cost of living;
- reducing waste and achieving cost savings by moving towards a circular economy;
- improving air quality, delivering negative emissions and providing resilience to climate-related disturbances through tree planting, pollinator and biodiversity-focussed initiatives;
- improving infrastructure for walking, cycling, remote working and public transport;
- promoting and supporting community food growing;

Since the UK and Scottish Government have both set targets to reach net zero, by 2050 and 2045 respectively, there are significant funding opportunities for projects that contribute towards these objectives.

Accordingly, in the process of moving to net zero, Clackmannanshire will aim to create thousands of new jobs and investment opportunities in renewable energy, recycling and green projects.

[23] See Climate Change Committee (2022) *Progress Report to Parliament* https://www.theccc.org.uk/publication/2022-progress-report-to-parliament/

Internal emissions

Clackmannanshire Council has completed annual reports for the Public Bodies Climate Change Duty (PBCCD) from the financial year of 2013/14 to 2020/21. The next iteration will cover the financial year of 2021/22 and is due to be submitted on 30 November 2022.

While the overall emissions do not yet include some significant areas of the Council's carbon footprint such as waste, means of including these in future reports are set out in Section 6. Below are Clackmannanshire's emissions for the Council's own activities and their corresponding financial year:

2013/14 9,767 tCO_2e

2014/15 9,703 tCO_2e

2015/16 9,493 tCO_2e

2016/17 8,844 tCO_2e

2017/18 7,538 tCO_2e

2018/19 6,285 tCO_2e

2019/20 5,986 tCO_2e

2020/21 5,045 tCO_2e[24]

It is important to note that while consistent emission reductions are a positive sign of progress, a large proportion of the decreases in emissions resulted from the Council selling buildings combined with the national decarbonisation of electricity.

Accordingly, greater efforts will need to be made in order to ensure a continuation of this trend since a reduction of emissions in key areas such as waste and transport will require behavioural changes in addition to the decarbonisation of business as usual.

Spending Alignment

The Scottish Audit Office notes that achieving the net zero targets will require policies and strategies to be reviewed to identify conflicts or incoherence with climate change ambitions and to be amended as required.[25]

Steps have already been taken to deliver on this, with the Council's General Services Revenue and Capital Budget 2022/23, published in March 2022,[26] setting out how the Clackmannanshire's Capital Programme aims to stimulate a green investment-led recovery to positively impact the area's economic performance as detailed in the Council's Local Outcome Improvement Plan (LOIP).

[24] For further information on Clackmannanshire's Public Bodies Climate Change Duty Reports see https://sustainablescotlandnetwork.org/reports/clackmannanshire-council

[25] Audit Scotland (2022) *Addressing climate change in Scotland A summary of key recommendations for public bodies* https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland

[26] The Council's *General Services Revenue and Capital Budget 2022/23 investment report* can be accessed here https://www.clacks.gov.uk/document/meeting/127/1138/7304.pdf

In line with this, central theme of the Council's General Services Revenue and Capital Budget 2022/23 investment report is an increased focus on green investment to support the Council's journey to Net Zero. Specific alignment of the Council's Capital Programme and green investment can be found in the below table:

Green investment through Clackmannanshire Council's Capital Programme

	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	Total 2027-32	Total 2032-37	Total 2037-42	20 year Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Innovation Hub	200	1,164							1,364
Delivery City Deal (RPMO)	100	100							200
Renewable Energy Projects	30								30
Active Travel Route Railway Station	0	560							560
Flood Protection	57	235	86	86	86	430	430	430	1,840
Tillicoultry Flood Protection	0	150	250	300	2,500	2,800			6,000
Building energy management system	32	8							40
Cycle Routes	222	100	100	55					477
Active Travel Route	0	2,000							2,000
Street Lighting Replacement	258	258	258	258	259	1,297	1,303	1,305	5,196
Vehicle Replacement	563	800	1,000	1,000	1,000	5,000	5,000	5,000	19,363
TOTAL	**1,462**	**5,375**	**1,694**	**1,699**	**3,845**	**9,527**	**6,733**	**6,735**	**37,070**

While this report sets strong foundations for investment towards net zero, it also recognises the need for this Climate Change Strategy to include a framework to ensure that *all* strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045.

External Emissions

Clackmannanshire's external emissions by sector are summarised in the table below. The data illustrates how industry emissions are by far the largest contributor, accounting for 43.3% of emission in Clackmannanshire. This is followed by commercial gas and electricity at 20.8%, domestic gas and electricity at 15.06% and then Transport at 11.31% in 2020.

The Department for Business, Energy & Industrial Strategy's emission figures also indicate that total public sector emissions are a small proportion of the area-wide total at 1.6%.

Estimated territorial greenhouse gas emissions by sector in Clackmannanshire 2005-2020 (kt CO_2e)

Calendar Year	Industry Total	Commercial gas and electricity Total	Public Sector Total	Domestic Total	Transport Total	Land use and forestry (Net Emissions)	Agriculture Total	Waste Management Total	**Grand Total**
2005	279.7	92.2	11.3	136.0	80.2	15.1	7.8*	2.1*	**624.4***
2006	285.8	91.6	11.7	135.1	80.6	13.9	8.0*	2.3*	**629.1***
2007	301.1	142.8	14.2	132.9	82.6	13.6	8.2*	2.4*	**697.7***
2008	302.2	152.0	14.7	132.5	80.5	12.8	8.2*	2.3*	**705.2***
2009	255.3	98.6	11.1	120.6	79.2	12.0	7.3*	2.3*	**586.4***
2010	288.9	162.1	14.2	128.3	78.3	11.3	7.7*	2.2*	**693.0***
2011	276.3	145.3	13.2	112.6	76.0	10.4	7.5*	2.2*	**643.6***
2012	249.4	143.2	10.1	120.4	73.5	9.9	5.5*	2.2*	**614.3***
2013	240.0	149.4	10.1	116.2	70.5	9.6	5.3*	2.2*	**603.3***
2014	216.8	121.6	8.2	97.8	71.4	9.0	4.8*	2.3*	**531.8***
2015	231.5	126.7	10.0	97.3	72.3	8.5	6.0*	2.2*	**554.4***
2016	232.3	137.4	9.0	88.6	73.6	8.5	5.5*	2.1*	**556.9***
2017	221.7	128.8	8.7	85.6	73.5	8.0	5.2*	2.2*	**533.7***
2018	225.2	135.8	8.6	82.2	72.9	7.5	21.7	15.2	**568.9**
2019	227.1	126.7	8.0	81.1	71.6	7.2	21.4	14.8	**557.8**
2020	220.6	106.0	7.9	76.7	57.6	7.3	20.3	12.9	**509.2**

*Did not include Agriculture Livestock, Agriculture Soils and Landfill emissions data as data was unavailable[27]

While regional emission in Clackmannanshire have shown a downwards trajectory since 2005, a revision of the benchmark from 2018 onwards to include Agriculture Livestock, Agriculture Soils and Landfill emissions data led to an increase between 2017 and 2018.

As highlighted by the table below, Clackmannanshire's per capita emissions, at 9.9 tCO_2e, are slightly higher than the Scottish average of 9.1 tCO_2e. Additionally, out of the 32 Scottish local authorities, Clackmannanshire has the 8th highest per capita emissions.

Local Authority	**Per Capita Emissions (tCO_2e)**
Glasgow City	3.7
East Dunbartonshire	3.8
City of Edinburgh	3.9
Dundee City	4.2
East Renfrewshire	4.2
West Dunbartonshire	4.3
Inverclyde	4.5

[27] Data published by the Department for Business, Energy & Industrial Strategy provides CO_2 emission estimates at local authority and regional level covering industry, commercial, domestic, road transport and land use emissions *https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics-2005-to-2020*

Renfrewshire	4.5
Midlothian	4.8
Aberdeen City	4.8
North Lanarkshire	5.2
West Lothian	5.4
South Lanarkshire	5.8
South Ayrshire	6.2
East Ayrshire	6.5
North Ayrshire	6.9
Angus	7.2
Stirling	7.8
Fife	7.8
Perth and Kinross	8.1
Moray	8.2
Argyll and Bute	8.9
Aberdeenshire	9.6
East Lothian	9.8
Clackmannanshire	9.9
Scottish Borders	11.2
Highland	11.6
Falkirk	14.2
Dumfries and Galloway	15.8
Orkney Islands	20.7
Shetland Islands	27.8
Na h-Eileanan Siar	35.0
Average	9.1

The disproportionate significance of industry emission to Clackmannanshire is part of the reason for the above average per capita emissions with 4.3tCO_2e for industry emissions in Clackmannanshire compared to an average of 1.3tCO_2e across Scotland as a whole.

When large industrial sites are excluded from this total, which is relevant since the Department for Business, Energy & Industrial Strategy identifies large industry sites as outwith the scope of influence of Local Authorities, Clackmannanshire's industry emissions per capita decline significantly to 1.4tCO_2e per capita, although this remains significantly higher than the 0.7tCO_2e average for this metric in Scotland.

When all areas that Local Authorities are considered to have limited scope to influence are discounted (large industrial sites, railways, motorways and land-use) per person emissions in 2020 decline to a total of 319.94ktCO_2e or 6.2tCO_2e per person.

The contributors to this total, as outlined in the table below, are commercial at 32.32%, Domestic Gas and Electricity at 23.26%, Industry Domestic Gas and Electricity at 23.01%, Transport at 17.69%, Public Sector Emission at 2.38% and agriculture at 1.38%.

Highest emission source excluding large industrial sites, railways, motorways and land-use	
Commercial Total	103.4
Domestic Total	74.4
Industry Total	73.6
Transport	56.6
Public sector	7.6
Agriculture	4.4
Total	**319.9**

The fact that both Domestic and Industry emissions make up a combined 46.27% of emissions that the local authority has major scope to influence, underscores the significant of transitioning building emissions from gas, which is the heating sources for approximately 80% of UK buildings.

It also emphasises the value that Clackmannanshire Council can add to net zero targets by working with employers and residents in the region to achieve a just transition to net zero.

While in-scope transport emissions are below average in Clackmannanshire at 1.1tCO_2e per person compared to 1.6tCO_2e on average in Scotland, they still makeup a significant proportion of overall emissions in the area.

As a result, specific opportunities in facilitating decarbonisation in these key areas are set out in Section 7.

6. Net Zero Delivery Framework

Net Zero emission targets for Clackmannanshire Council and the Clackmannanshire area can only be achieved by adopting a coordinated approach with local, regional and national delivery partners.

Accordingly, the Net Zero Framework comprises of the management structures required to deliver net zero targets in addition to an engagement process to gather critical feedback on environmental targets in Clackmannanshire from young people, businesses, delivery partners and residents.

Climate Emergency Board

The Climate Emergency Board will comprise of elected members from each political party at Clackmannanshire Council and senior officers from key service areas across the Council. It will be responsible for establishing a more comprehensive baseline of emissions from the Council's own operations, such as the inclusion of waste and net negative emissions from land-management, before setting out a thematic Climate Change Strategy supported by a Climate Emergency Action Plan with specific actions to progress net zero targets under the six themes set out in Section 7.

The actions will each have a named owner from the Climate Emergency Board and timescales for review and completion while the Climate Emergency Board will be supported in its work by the Council's Energy and Sustainability team.

The annual Public Bodies Climate Change Duty report will provide means of quantifying the Council's emissions following the establishment of an updated baseline.

Engagement and collaboration are crucial for identifying emission reduction trajectories that are both realistic and shaped by ambition that reflects the gravity of climate change. Accordingly, the targets for Net Zero for Clackmannanshire's own operations by 2040 and area wide emissions by 2045 reflect a minimum level of ambition expected from the emission reduction trajectories that the Climate Emergency Board will be developing.

Additionally, as the Council recognises the need to jointly develop realistic and achievable targets with our communities, consultation will be undertaken to garner input and buy-in from residents and businesses. The initial emission reduction targets and Climate Emergency Action Plan developed by the Climate Emergency Board will therefore be shared with the Climate Change Forums before being finalised.

Climate Change Forums

The establishment of a Climate Change Forum in each of the five ward areas of Clackmannanshire will provide a space for dialogue between businesses, young people, residents and the Council so that communities can be involved in shaping and delivering the Council's climate change mitigation and adaptation targets.

The Climate Change Committee have calculated that over 60% of changes required to reach net zero will require some degree of societal or behavioural change[28] while the recent IPCC report concluded that demand-side measures can reduce global GHG emissions by 40-70% by 2050.[29] Accordingly, behavioural and societal change are significant cornerstones of achieving net zero.

Therefore, in setting an ambition to reduce emissions to net zero, the Council recognises the need for the public to have a much more significant role in shaping collective future actions. Public involvement is essential for dialogue around lifestyle change on a range of key issues like diet, personal travel and home heating.

The Forums' approach to engagement will be shaped by the five categories of participation in the Public Participation Spectrum: Inform; Consult; Involve; Collaborate and Empower[30] while also drawing upon the Guiding Principles from the Scottish Government's Public Engagement Strategy for Climate Change (see the table below).

Guiding Principles of Net Zero Engagement

- Our approach will be **inclusive** and accessible to all
- Our approach will **put people first** and place people at the heart of all that we do
- We will listen to and engage with experts to ensure an **evidence-based** approach
- Climate justice and a **just** transition will be embedded within our approach
- We will continue to encourage a **participative** society with two-way dialogue on climate change
- We will take a **positive** approach that outlines a vision for climate action that promotes the many benefits
- We will be **open and transparent** to make sure people can see and understand our actions[31]

There are also likely to be significant opportunities for the Climate Change Forums to take on direct action on Climate Change. For example, the Scottish Government's Programme for Government for 2021-22 sets out ambitions to explore participatory budgeting as part of community-led climate action and are particularly keen to involve schools and young people.[32]

The Climate Change Forums therefore creates strong opportunities to emphasise placed-based action by empowering communities to develop localised solutions to climate change.

[28] Climate Change Committee (2019) Net Zero – The UK's contribution to stopping global warming https://www.theccc.org.uk/ publication/net-zero-the-uks-contribution-to-stopping-global-warming/
[29] IPCC (2022) *Climate Change 2022: Impacts, Adaptation and Vulnerability* https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/
[30] IAP2 (2018) Spectrum of Public Participation https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/Spectrum_8.5x11_Print.pdf
[31] Scottish Government (2021) *Climate change - Net Zero Nation: public engagement strategy* *https://www.gov.scot/publications/net-zero-nation-public-engagement-strategy-climate-change/documents/*
[32] Scottish Government (2021) A Fairer, Greener Scotland: Programme for Government 2021-22 *https://www.gov.scot/publications/fairer-greener-scotland-programme-government-2021-22/documents/*

The development of the Forum has been based upon alignment with Community Planning Partnership, Scotland's International Environment Centre, the Improvement Service and other partners to ensure that a coordinated approach is adopted and that good practice is shared.

Additionally, a Place and Wellbeing Assessment workshop was held to pull together expertise and perspectives from attendees to consider and how the framework and actions in this strategy could affect the wellbeing of the people of Clackmannanshire including potential positive or negative influence on residents' health and well-being.

Further opportunities were incorporated into Section 7 as a result of this exercise and the Council will continue to work with the Shaping Places for Wellbeing Team at the Improvement Service to add value to environmental targets by evaluating them through a place and well-being lens.

The establishment of the Climate Change Forums also constitutes an opportunity to build on the legacy of other relevant engagement exercises such as Scotland's Climate Assembly and the on-going Climate Action Towns Project.

Climate Emergency Action Plan

A Climate Emergency Plan will set out actions under each of the six themes in this strategy and create means of providing tangible action points and evidence of the impact of the Climate Change Forums' input.

These actions will ensure that cost-saving and resource efficiency initiatives are fully exploited while also rendering the Council investment-ready to deliver against climate targets and create high-value green jobs.

Each action in the Climate Emergency Action plan will be assigned to an owner who will be responsible for implementing the action by its corresponding completion date and providing regular updates on progress. All actions in the Climate Emergency Action plan will be reviewed quarterly by the Climate Emergency Board.

Some preliminary opportunities have been identified in each theme in the section below to provide initial actions for the Climate Emergency Action Plan.

The Council's Corporate Performance Management System, Pentana, will also be used to register risks and ensure strategic oversight.

Collectively, this structure sets out means of following the Audit Office's recognition of the essential need for climate change plans to have robust governance arrangements and the capability to resolve any conflict between partners, priorities, and policies (see table below).

Scottish Audit Office's Recommendation for Net Zero Governance
"Good governance ensures accountability and transparency. It requires:

- monitoring, evaluating, reporting, and verifying plans with clear timeframes:
    - public bodies should use monitoring frameworks and policy trackers, benchmarking, milestones

  - information on costs of policies and proposals should all be monitored and reported
  - reporting should be annual, accessible, and transparent; agreed standards for bodies to measure progress would allow consistency
- feedback mechanisms to review how things work as they are being implemented
- processes for how projects will be upscaled and alternatives proposed where projects are not delivering what is expected
- effective scrutiny, oversight, and challenge by elected members and non-executive board members.[33]

[33] Audit Scotland (2022) *Addressing climate change in Scotland A summary of key recommendations for public bodies* https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland

7. Strategic Themes and Actions

A thematic approach to the development of an updated Climate Change Strategy has been identified as means of maximising the financial, economic and social benefits of a transition to net zero.

An overview of relevant legislation, current decarbonisation activity by the Council and future opportunities has been identified under the six themes.

Theme 1: Energy, Heat and Buildings

Heating and powering our buildings is a significant contributor to CO_2 emissions. As highlighted in Section 5, commercial gas and electricity accounted for 20.8% of greenhouse gas emissions in Clackmannanshire in 2020 while domestic gas and electricity were 15.06% in the same period - in total this amounted to approximately 182,700tCO_2e.

Since there are almost 25,000 dwellings across Clackmannanshire, there are major opportunities to reduce emissions in this area while saving residents and businesses money through energy efficient initiatives.

There is also significant scope for Clackmannanshire Council to decarbonise buildings within its own estate while driving and supporting the decarbonisation of the buildings across the Council area. This offers multiple benefits since increasing the energy efficiency of houses and, thereby reducing the exposure of households to high bills, is one of the most effective means of alleviating fuel poverty.

Despite the major opportunity here, it also presents significant challenges. Over 80% of residential properties are heated via a gas grid in Scotland. Gas grids are particularly challenging to decarbonise and achieving net-zero home heating in these countries will involve a decisive break from established forms of supply.

The Fuel Poverty Act sets out the four main drivers of fuel poverty:

- energy prices;
- income;
- energy efficiency of the home;
- how energy is used in the home.[34]

Given the significant increase in energy, combined with inflation increasing much more quickly than wages, it is urgent to recognise the increased exposure of residents to fuel poverty and concentrate on increasing energy efficiency to support residents. Particularly since in 2019, approximately 24% of

[34] Scottish Government (2020) *Lived experience of fuel poverty: evidence review* *https://www.gov.scot/publications/evidence-review-lived-experience-fuel-poverty-scotland/pages/3/#:~:text=The%20Scottish%20Government%20recognises%20four,is%20used%20in%20the%20home*.

Scottish household lived in fuel poverty[35] and recently developments are likely to have exacerbated this.

Legislation

Scottish Government policies and laws on energy, heat and buildings include the following:

- Introducing a standard requiring all new homes consented from 2024 to use zero emission heating;
- Introducing minimum energy efficiency standards for the domestic private rented sector;
- Introducing regulations for all buildings to achieve a good level of energy efficiency;
- Establishing a new net zero carbon standard for new public buildings;
- All social housing meets EPC Band B, or is as energy efficient as practically possible by 2032, within the limits of cost, technology and necessary consent.[36]

The Scottish Government's Heat in Buildings Strategy also sets out how specific requirements to meet its net zero and interim net zero targets. This will require:

- emissions from homes and buildings having to fall by 68% by 2030 against 2020 levels;
- the vast majority of the 170,000 off-gas homes currently using fossil fuels to switch to zero emission heat;
- an estimated 50,000 non-domestic buildings switching to zero emission alternatives;
- at least 1 million on-gas homes switching to zero emission alternatives by 2030;
- use of systems that have zero direct GHG emissions such as individual electric heat pumps / connection to heat network or electric systems such as storage heaters, and systems that have very low emissions such as hydrogen;
- significant progress toward all homes reaching EPC C by 2035;
- reducing emission intensity of gas by blending green gas to at least 20% volume.[37]

It also commits to making it mandatory for Scotland's Councils to develop Local Heat and Energy Efficiency Strategies (LHEES) and accompanying Delivery Plans and have them in place by the end of 2023.[38]

The Heat Networks (Scotland) Act 2021 set up the license and regulation arrangements for heat network while recognising that Heat Networks are often:

- more efficient than single fossil fuel heating systems;
- run fully from renewables, recovered waste or surplus heat sources;
- capable of allowing changes in heat source without disrupting the user's supply.[39]

[35] Energy Action Scotland (2021) *Scottish Fuel Poverty Map* https://www.eas.org.uk/en/scottish-fuel-poverty-map_59455/

[36] *Home energy and fuel poverty* https://www.gov.scot/policies/home-energy-and-fuel-poverty/energy-efficiency-in-social-housing/

[37] Scottish Government (2021) *Heat in Buildings Strategy - achieving net zero emissions in Scotland's buildings* https://www.gov.scot/publications/heat-buildings-strategy-achieving-net-zero-emissions-scotlands-buildings/pages/3/

[38] Scottish Government (2022) Local Heat and Energy Efficiency Strategies Draft LHEES Order consultation

The Scottish Government Energy Efficient Scotland Route Map also identifies the key targets for the domestic sector, including:

- maximise the number of social rented homes achieving Energy Performance Certificate (EPC) B standard by 2032;
- private rented homes to achieve EPC E by 2022, EPC D by 2025, and EPC C by 2030 (where technically feasible and cost effective);
- all homes with households in fuel poverty to reach EPC C by 2030 and EPC B by 2040 (where technically feasible and cost effective.)[40]

The Fuel Poverty (Targets, Definition and Strategy) (Scotland) Act received Royal Assent on 18 July 2019 and sets out the aforementioned four main drivers of fuel poverty:

- energy prices;
- income;
- energy efficiency of the home;
- and how energy is used in the home.[41]

What we are doing now

The Council is commissioning a Regional Energy Masterplan in partnership with Stirling Council to identify renewable energy potential, explore methods of energy efficiency and make recommendations of potential initiatives across Clackmannanshire and Stirling for the next 10-15 years.

Consultation work has begun and a key output includes two full business cases for each Clackmannanshire and Stirling in addition to exploring options for joint work, potentially linked to battery storage or energy potential based up on the region's geology such as the fault line across the hill foots.

The Council's Home Energy Advice Team provides support to low-income houses in fuel poverty by providing energy efficiency improvements and money and benefits advice, consolidating energy debt and accessing funding to help to alleviate the rising cost of living. The team also holds surgeries and regular community-based events to engage residents.[42]

Over the past 12 years the Council's Energy and Sustainability team have secured over £18.5m in Government funding to improve the energy efficiency in homes resulting in an estimated emissions reduction of over 13,000tCO_2e in annual savings or over 334,000tCO_2e in estimated lifetime savings.

[39] Heat Networks (Scotland) Bill (2021) https://www.parliament.scot/bills-and-laws/bills/heat-networks-scotland-bill#:~:text=The%20aim%20of%20the%20Bill,from%20homes%20and%20other%20buildings.
[40] Scottish Government (2018) *Energy Efficient Scotland: route map* https://www.gov.scot/publications/energy-efficient-scotland-route-map/
[41] Scottish Government (2020) *Lived experience of fuel poverty: evidence review* *https://www.gov.scot/publications/evidence-review-lived-experience-fuel-poverty-scotland/pages/3/#:~:text=The%20Scottish%20Government%20recognises%20four,is%20used%20in%20the%20home*.
[42] For more information see https://www.clacks.gov.uk/housing/fuelpoverty/

There is also on-going work on council-managed buildings with the Council's Housing Service investing in this area for well over a decade to improve the energy efficient of our schools, homes and libraries while lowering carbon emissions. The Housing Team has also undertaken significant work on housing quality standards, energy efficiency in social housing and the fuel poverty agenda.

This includes on-going work to make council-managed buildings more energy efficient and less dependent on fossil fuels and substantial retrofitting and renewable energy investments being made in housing stock, our schools, libraries and public buildings.

Further areas of work include upgrading streetlights to save energy and making various funding bids with local and regional partners to develop feasibility studies and costed business plans for green energy generation initiatives.

More specifically, we have 10,275 street light units[43] (including switch gear - which consumes electricity) 94% of which have been converted from Sodium lanterns to high efficiency LED lanterns since 2015: the LED lanterns use approximately 30% of energy equivalent of the sodium units.

Over the next two to three financial years, plans are being developed to convert the majority of the remaining sodium lanterns to LED. All lanterns are recycled in line with the Waste, Electrical and Electronic Equipment Regulations 2013.

Future Opportunities

The creation of a Climate Emergency Board and Climate Emergency Action Plan will help to ensure that the Council is investment-ready and stands in strong stead to make collaborative funding bids to exploit new green energy opportunities in addition to securing funding to lighten the financial burden on residents and contribute to net zero targets. Specific opportunities include the following:

- Develop specific emission reduction targets for the Council's housing portfolio particularly by linking the Council's education team with the public buildings managers to coordinate decarbonisation strategically.
- Review of the Strategic Housing Investment Programme to:
    - establish the level of resources available and a set of milestones for decarbonisation;
    - ensure that housing is wind and water tight and fit for habitation;
    - enshrine social justice to ensure that rents are affordable and any additional costs do not fall on tenants;
    - meet legislative duties.
- Adopt a 'fabric first' approach whereby the performance of the components / materials that the building fabric comprises of is maximised, as set out in the Zero Emissions in Social Housing Report.[44]
- Explore front-loading spending on retrofitting and energy efficiency models to make significant long-term cost savings that would more than pay for themselves while reducing emission on the Council's portfolio.

[43] Data from Clacks Street Lighting inventory

[44] Scottish Government (2021) *Achieving net zero in social housing: Zero Emissions Social Housing Taskforce report* Supporting documents - Achieving net zero in social housing: Zero Emissions Social Housing Taskforce report - gov.scot (www.gov.scot)

- Explore undertaking a deep retrofit of all schools and other Council properties while setting EPC targets linked to specific dates.
- Support the development of community and Council owned sustainable energy projects.
- Utilise the 'Lean, clean, green hierarchy' to identify low cost, high energy saving opportunities for the Council's estate.
- Escalate funding opportunities for the energy transition and renewables (heat pumps, heat networks, hydrogen, and local energy) to the Climate Emergency Board in order for the Board to coordinate bids with internal teams and potentially external partners.
- Work with the Council's internal Energy Management Group to identify specific actions for the Climate Emergency Action Plan.
- Escalate recruitment challenges and skills gaps for the delivery of green retrofitting to Skills Development Scotland.
- Utilise the development of a LHEES and accompanying Delivery Plan to reduce emissions from buildings, tackle fuel poverty and contribute to net zero targets, by identifying area-based solutions, as well as identifying zones suitable for the development of heat networks.
- Since LHEES is intended to form the basis for local planning and delivery of local energy systems, it constitutes a strong opportunity to build a legacy from the Regional Energy Masterplan.
- Identify and address gaps in data in local data while supplementing statistics with local engagement.

Theme 2: Low-carbon Transport

Transport is Scotland's largest sectoral emitter, accounting for 9.5 $MtCO_2e$ or 24% of Scottish emissions (excluding shipping and aviation)[45] while it accounted for 11.31% of overall emissions in 2020 in Clackmannanshire, or approximately 57,500 tonnes of CO_2e.

The National Audit Office underscores the significance of transport emissions in their 2022 report on addressing climate change in Scotland: *"Travel and transport emissions will need to be radically reduced to allow Scotland to meet its net zero targets and mitigate the impacts of climate change."*[46]

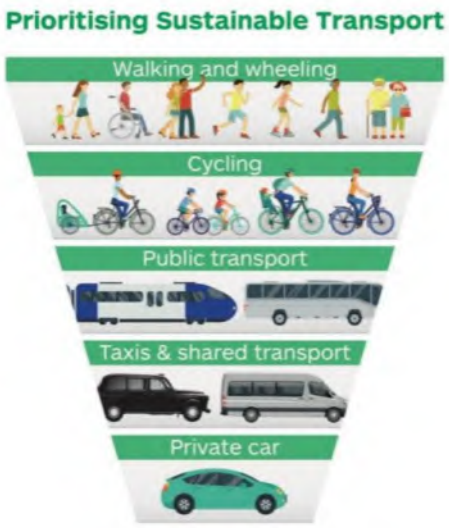
Given Clackmannanshire Council' role as an employer over 2,000 staff and as a local authority responsible for planning and transportation services to the public, it has huge scope to reduce emissions while improving air quality and active travel infrastructure.

The sustainable transport hierarchy highlight the different modes of transport with the least emission intensive at the top of the pyramid.[47]

[45] Scottish Greenhouse Gas Statistics (2020) https://www.gov.scot/publications/scottish-greenhouse-gas-statistics-2020/pages/3/

[46] Audit Scotland (2022) Addressing climate change in Scotland A summary of key recommendations for public bodies, https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland

[47] Scottish Government (2021) National Transport Startegy2 https://www.transport.gov.scot/publication/national-transport-strategy-2/



Our net zero targets can only be achieved with a modal shift away from transport on the lower end of the diagram to more sustainable modes that are higher up the sustainable transport hierarchy.

This is a significant challenge since cars account for 38% of all transport emissions[48] and approximately 48.7 billion vehicle kilometres were driven by motor vehicles on Scottish roads in 2019, an increase of 1% on 2018, 8% over five years and 10% higher than in 2009.[49]

It is also important to note, that while there is a role for electric and hydrogen vehicles in reducing emissions, the emission-intensive manufacturing process combined with the fact that individual vehicles still contribute toward congestion and poor air quality through particulate matter from their tyres and brakes means that a transport-based model of private vehicles is inherently sub-optimal from a health, social and environmental lens even when vehicles are electric or hydrogen powered.

Moreover, walking, wheeling and cycling (active travel) is associated with improvements in mental health and reduced risk for all-cause mortality, [50] it has the potential to reduce detrimental health impacts by reducing motorised traffic [51] while providing benefits to local economies.[52] Therefore, barriers to active travel, particularly safety concerns, hamper people's access to exercise.

[48] Scottish Government (2022) *Climate Change Plan: Monitoring Reports 2022* https://www.gov.scot/publications/climate-change-plan-monitoring-reports-2022/documents/
[49] Transport Network (2021) *Scotland losing the battle on sustainable transport* https://www.transport-network.co.uk/Scotland-losing-the-battle-on-sustainable-transport/17158#:~:text=A%20total%20of%2048.7%20billion,10%25%20higher%20than%20in%202009.
[50] Rissel C, Curac N, Greenaway M, et al. (2012) *Physical Activity Associated with Public Transport Use - A Review and Modelling of Potential Benefits.* International Journal of Environmental Research and Public Health 9: 2454-2478
[51] 3 Staatsen B et al. (2017) *INHERIT: exploring triple-win solutions for living, moving and consuming that encourage behavioural change, protect the environment, promote health and health equity.* Brussels: EuroHealthNet; www.inherit.eu/wp-content/uploads/2017/06/INHERIT-Report-A4-Low-res_s.pdf
[52] Living Strattes (2014) *The business case for better streets and places* www.livingstreets.org.uk/media/3890/pedestrian-pound-2018.pdf

Public transport also has the potential to encourage active travel[53] while reducing carbon emissions[54] [55]and improving access to services and facilities and connect communities.[56] Certain groups in the population are disproportionately affected by the lack of available and affordable public transport[57] while some people find it necessary to purchase a car even when they cannot afford it.[58]

Consequently, there is a firm financial case for facilitating active transport options for residents and businesses which is likely to have been exacerbated by recent energy, fuel and food price increases.

There are health based implications for all residents in Clackmannanshire from a low proportion of people using active and public transport since motorised transport can increase risk of accidental injury and disrupt communities[59] while potentially reducing levels of physical activity and social interactions.[60] The volume and speed of traffic and long commutes can also be detrimental to health.[61]

There is clearly a strong role for Councils in ensuring that sustainable transport modes are a realistic option for residents and businesses in Clackmannanshire. More specifically, when considering land allocations in the Local Development Plan and at new planning applications, it is essential that developments are in areas with good access to a choice of modes high up on the sustainable transport hierarchy. This may require us to take tough decisions at Council to stay no to unsustainable development.

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[53] Gates, S. et al. (2019). *Transport and inequality: An evidence review for the Department for Transport.* NatCen assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843487/Transport_and_inequality_report.pdf

[54] Patterson R, Webb E, Hone T, et al. (2019) *Associations of Public Transportation Use with Cardiometabolic Health: A Systematic Review and Meta-Analysis.* American Journal of Epidemiology 188(4):785-795

[55] Report to the Scottish Government (2017) *Aether Evidence Review of the Potential Wider Impacts of Climate Change Mitigation options: Transport sector*. https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2017/01/evidence-review-potential-wider-impacts-climate-change-mitigation-options-transport/documents/00513155-pdf/00513155-pdf/govscot%3Adocument/00513155.pdf

[56] Natcen (2019) *Transport, health, and wellbeing: An evidence review for the Department for Transport* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847884/Transport__health_and_wellbeing.pdf

[57] Natcen (2019) *Transport, health, and wellbeing: An evidence review for the Department for Transport* https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847884/Transport__health_and_wellbeing.pdf

[58] Gates, S. et al. (2019). *Transport and inequality: An evidence review for the Department for Transport.* NatCen https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847884/Transport__health_and_wellbeing.pdf

[59] Cooper E, Gates S, Grollman C, et al. *Transport, health, and wellbeing: an evidence review for the Department for Transport.* London: NatCen; 2019. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847884/Transport__health_and_wellbeing.pdf

[60] Mueller N, Rojas-Rueda D, Cole-Hunter T, et al. (2015) *Health impact assessment of active transportation: A systematic review.* Preventative Medicine ;76:103–114.

[61] 10 Beute F, Davies Z, de Vries S, et al. (2020) *Types and characteristics of urban and peri-urban blue spaces having an impact on human mental health and wellbeing*. EKLIPSE Expert Working Group, UK Centre for Ecology & Hydrology, Wallingford, United Kingdom

Carbon-reduction modelling has concluded that it will not be possible to reach net zero emissions through technological solutions alone. Reducing car use is essential for the transport system to be decarbonised at a pace that meets the statutory emissions targets set by the Scottish Parliament. Therefore, national planning guidance (NPF4) is already setting out the concept of 20 minute or liveable neighbourhoods.

While there are a number of employees who need to use a vehicle while at work, including a large proportion of our social workers, housing officers, roads workers and tradespeople, the pandemic has shown that a significant proportion of our office-based staff are able and willing to successfully work from home. Digital working and remote meeting therefore have significant potential to build on the emissions reductions that have been documented during the pandemic.

Despite the Council having begun a successful transition from fossil fuel powered vehicles to renewably powered ones and the fleet team continue to collaborate and learn form other local authorities and private sector partners, obstacles remain.

For example, at present the cost of one electric light van is three times the cost of a fossil fuel powered equivalent and the same can be said for electric heavy vehicles. The availability of fleet maintenance is also a challenge as manufacturer back up for alternatively fuelled vehicles is not fully in place while availability of the range of vehicles required is still a short to medium term challenge.

Infrastructure is the key element to a successful transition. We have grown the charging infrastructure within Council operating depots and will continue to do so in the coming years. Electrical capacity at each site is going to be a significant issue going forward, due to the age of some buildings the electrical supply is very low with little to no spare capacity to operate charging units.

As yet there is no clear indication of what is going to be the preferred option for heavy vehicles, manufactures are still in the development stage and continue to experiment with new concepts. Hydrogen and gas are the most likely options going forward but even this brings its own infrastructure issues.

Transport Legislation

Specific Scottish Government legalisation to address transport emission includes:

- reducing car kilometres by 20% by 2030;
- phasing out the need for new petrol and diesel cars and vans by 2030;
- working with public bodies to lead the way by phasing out the need for new petrol and diesel light commercial vehicles by 2025 and larger new vehicles by 2030;
- Scotland's rail services being decarbonised by 2035.

<u>What we are doing now</u>

Significant investments are being made in active travel network through the City Region Deal and in partnership with Sustrans while other sustainable transport initiatives include the following:

- supporting bus services;
- school travel planning including cycle training in primary schools;
- electrification of the Council's fleet;

- promotion of Forth Bike Hire Scheme (e-bikes);
- promotion and delivery of the Council's pool car programme that helps employees leave their car at home / avoid car ownership;
- upgrading our traffic counters to generate stronger data;
- promoting the roll out of the National Entitlement Card and Young Scot for U22 free bus travel;
- establishing Alloa Active Travel Hub through the Scottish Government's Town Centre funding to convert the former public toilets. The Council is leasing the facility to Alloa Hub who will run it as per the info on their website;[62]
- real time planning information screens installed at Shillinghill.

Employee mileage claims by kilometre decreased from 542,952 in 2019/20 to 231,911 in 2020/21. This amounted to a **reduction of 58.66%** or an emission savings of 56.41 tCO_2e .While this was primarily due to Covid-19 restriction, it clearly reflects the potential savings that digital working can offer the Council.

Clackmannanshire Council spend around £175,000 per year on supported bus services, in addition we also support door to door accessible service for those who cannot use conventional public transport (£50,000 per year). RTPI screen have been installed at Murray Square (although at the time of writing they are vandalised and not operational) and Shillinghill. We are currently looking at the feasibility of making Murray square into a mobility hub. We are involved in the Forth Valley Bus Partnership and are currently involved in a study looking at bus priority.

We are still using recycling techniques where possible to reduce carbon emissions. The council as a whole are looking at using Hydrogenated Vegetable Oil (HVO) in Council diesel vehicles which can reduce emissions by up to 90%.

With road maintenance we are looking at moving away from hot mixed asphalts to warm mix which also helps reduce the amount of gas oil needed to heat the material.

Future Opportunities

While there is a lot of good work going on in the Council, we need to do significantly more to meet net zero targets and the Scottish Government's statutory goal to reduce car kilometres by 20% by 2030. Specific opportunities include:

- Better integrate land-use and transport planning to reduce high emission travel, facilitate travel by active and sustainable modes, with the goal of creating '*20-minute neighbourhoods'* while being cognisant of how climate change impacts peoples' experiences of using public transport, such as in heat and flood risk areas.
- Behaviours beneficial to emission reduction that emerged in the COVID-19 lockdowns should be locked in. Specific opportunities include:
    - Replacing business travel with videoconferencing and online collaboration and examining business miles being claimed by staff travelling to events and meetings by car, where public transport or online options are available.

[62] See http://alloafirst.co.uk/alloahub/

  - Ensuring that there is flexibility wherever possible for employee start and finish times to fit in with public transport.
  - Continuing hybrid and remote working arrangements with the statutory 20% reduction in car kilometres being taken into consideration to ensure staff car miles do not return to business as usual.
  - Supporting the public transport and shared mobility sectors to recover from the Covid-19 pandemic; this should include providing positive communications and messaging to rebuild public confidence in the safety of public transport.
  - Supporting digital infrastructure for residents to ensure that households across the Council area are able to work digitally.
- Establish uninterrupted, well-maintained networks of segregated cycling, walking and wheeling routes that link towns to key services, public transport sites and destinations across Clackmannanshire to adopt the highest standards for safety –routes that are fit for a 12-year-old with prioritisation over motorised traffic.[63]
- Encourage use of the existing cycle network in Clackmannanshire by exploring the education and advocacy needed to promote cycling, including ebikes and ecargo bikes, and how routes link in with local travel and transport services.
- The Council may also need to make unpopular choices. A full options appraisal of the following, including potential income generation which could be hypothecated for active travel and public transport, should be set out and embedded in our Local Transport Strategy:
  - exploring pedestrianisation and traffic easing measures of key points in town centres to make them destinations as opposed to through roads;
  - applying tariffs to use our electric vehicle charging points;
  - reducing on-street parking in favour of bus and cycling infrastructure;
  - charging for parking;
  - creating safe, segregated cycle routes that link to key destinations and public transport hubs with priority of motorised vehicles;
  - identifying congestion points and air pollution hotspots, particularly near schools, and ensuring there are viable sustainable transport options in these areas;
  - exploring a work-place parking levy which has been a resounding success in facilitating modal shift in Nottingham.[64]
- Enshrine the Council's ambition to develop these principles in long-term Town Centre Masterplans to act as a regeneration blueprint that could transform town centres while making active travel a realistic option for residents while conserving town centres' heritage.
- A presumption against investment in infrastructure that creates additional demand for high carbon transport and is therefore incompatible with net zero targets, such as the development of new roads or increasing road capacity for cars.
- Embed the sustainable travel hierarchy into our policies and provide clear guidance to both staff and line managers.

[63] See example of Manchester Bee Network https://beeactive.tfgm.com/bee-network-vision/
[64] See example of Nottingham's investment in public transport https://www.nottinghamcity.gov.uk/wpl#:~:text=Nottingham%20City%20Council%20has%20introduced,manage%20their%20workplace%20parking%20provision.

- Identify ways to support staff with increasing fuel costs by increasing accessibility to work locations by sustainable modes such as walking, cycling, remote/home-working and public transport[65]. More specific opportunities to do this include:
    - Updating the Staff Travel Plan with transport and human resources colleagues to facilitate travel to work based upon the sustainable transport hierarchy.
    - Consulting staff on barriers to sustainable transport and create action for the Climate Emergency Action Plan based upon the most significant barriers.
    - Exploring investing in active travel infrastructure where necessary: cycle parking, showers or lockers to help staff use these modes.
- Providing internal and external education reflecting the climate impacts of transport to support the transition to public and active transport.
- Review the Local Transport Plan and consider opportunities to contribute to net zero targets while supporting and implementing an integrated, accessible, and affordable public transport system.
- Undertake broader consultation with residents around the cost-of-living crisis and how confident they feel about active travel, the cost and accessibility of public transport and accessibility through the Climate Change Forums.
- Opportunity to explore how Alloa links to different towns and cities
- Ensure that there is adequate information on the central bus and railway station and how they link in with the cycle routes with adequate signage.
- Explore opportunities to introduce e-bikes for residents and staff.
- Escalate recruitment challenges and skills gaps to Skills Development Scotland.
- Encourage staff to make car sharing connections within the Council and point staff and residents to free to use car sharing platforms such as Liftshare.
- Contribute to Sestran's Regional Transport Strategy and future iteration of the Nation Transport Strategy by making the case for additional active travel and public transport opportunities while pushing for the use of carbon budgets and highlighting the incompatibility of high carbon transport such as aviation with net zero targets.

Theme 3: Waste, Recycling and the Circular Economy

Even though waste accounted for 1.4 $MtCO_2e$ or only 3.5% of emissions in Scotland in 2020, approximately 80% of Scotland's carbon footprint comes from our consumption of goods, materials and services.[66]

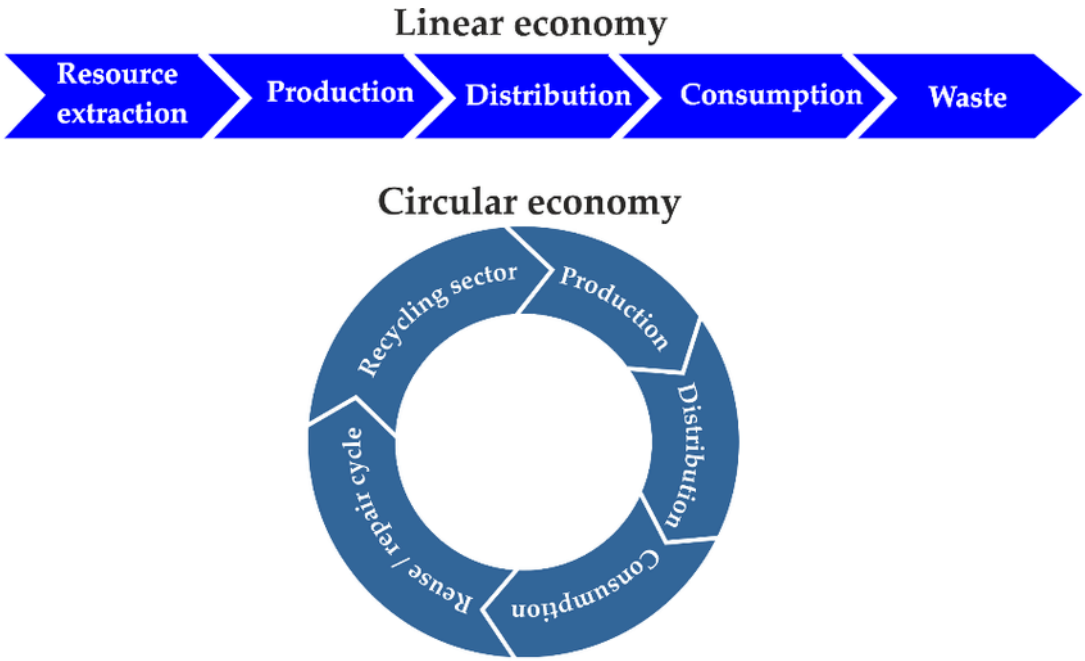
Waste also constitutes one of the major areas of emission reduction potential for Clackmannanshire Council by virtue of the Council being responsible for the collection and disposal of a range of municipal wastes.

While the available data on the provision of waste has not been included in Clackmannanshire Council's overall footprint in previous years, it is important that it is incorporated and accounted for in the target to reach net zero by 2040 since it is within council control.

[65] It is important to note that public transport is not always cheaper.
[66] Scottish Greenhouse Gas Statistics (2020) https://www.gov.scot/publications/scottish-greenhouse-gas-statistics-2020/pages/3/

As highlighted by the linear economy diagram, a short-term approach is centred on waste disposal while we need to transition towards the long-term goal of **prevention, reuse, remanufacture and recycling.**

Retrieved from https://www.researchgate.net/figure/Linear-vs-circular-economy_fig1_346628201



This is supported by an independent review by the Scottish Government on the waste that notes that preventing waste from occurring in the first place is by far the best option, such as through reducing waste and increasing recycling. [67]

This review also found that incineration is currently less damaging to the environment than landfill, which was supported by a Zero Waste Scotland study that notes that **sending one tonne of residual municipal waste to energy from waste currently has a carbon impact of 306kgCO2e/t or 27% lower than sending it to landfill.**[68]

However, the study also notes that while energy from waste plants have helped to reduce emissions from residual municipal waste, the decarbonisation of the grid in Scotland and the UK has been so successful that energy from waste is no longer considered a low-carbon solution.[69]

This recognition has led to the Scottish Government announcing a moratorium on the building of new waste-to-energy plants in June 2022, which means that Councils in Scotland will be told not to grant planning permission to new incinerators to ensure that Scotland doesn't have an over capacity in future years. The six sites currently operating in Scotland will continue to do so while plans for 11 more have already been approved so their construction will go ahead.

[67] Scottish Government (2022) *Stop, Sort, Burn, Bury - incineration in the waste hierarchy: independent review* *https://www.gov.scot/publications/stop-sort-burn-bury-independent-review-role-incineration-waste-hierarchy-scotland/pages/13/*
[68] Zero Waste Scotland (2021) *The climate change impact of burning municipal waste in Scotland* *https://www.zerowastescotland.org.uk/content/climate-change-impact-burning-municipal-waste-scotland*
[69] Zero Waste Scotland (2021) *The climate change impact of burning municipal waste in Scotland* *https://www.zerowastescotland.org.uk/content/climate-change-impact-burning-municipal-waste-scotland*

Legislation

Scotland's circular economy targets, as outlined in the Scottish Government's Climate Change Plan, include:

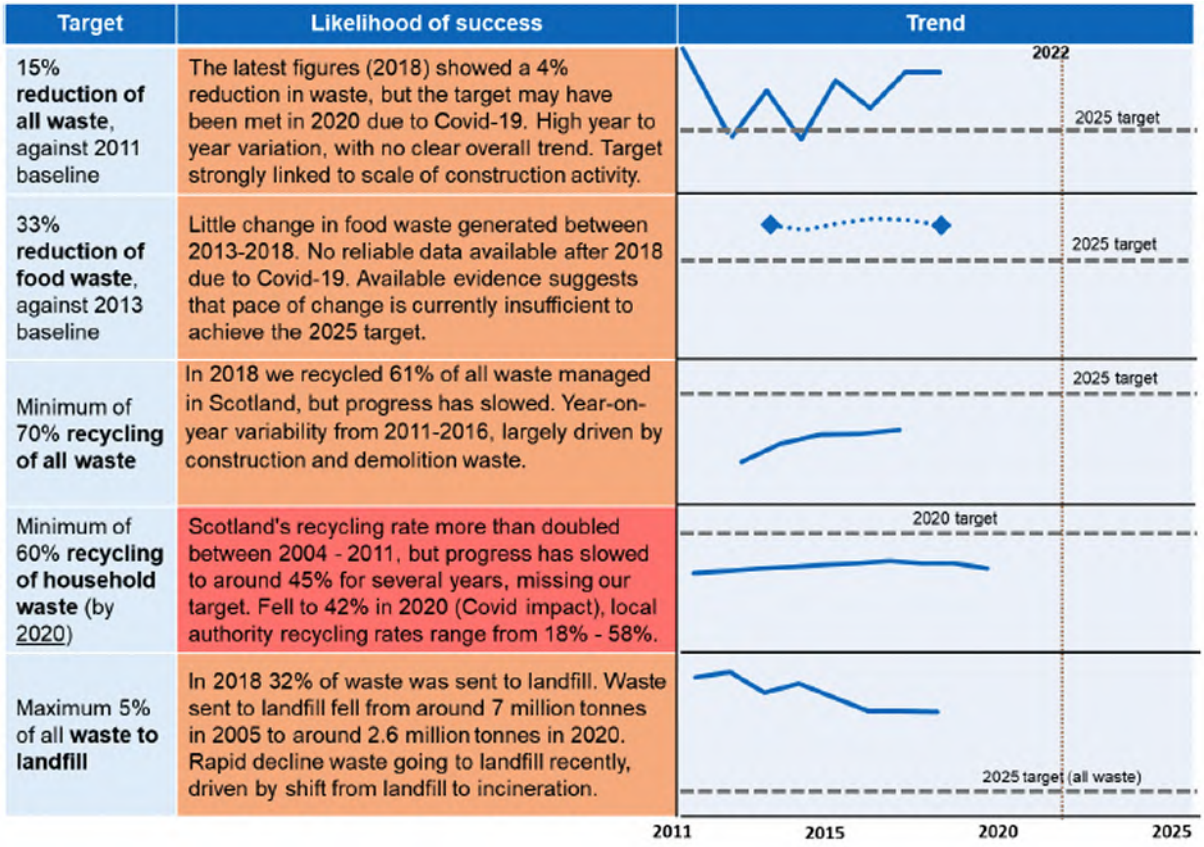
- banning biodegradable municipal waste to landfill by 2025;
- reducing waste sent to landfill by 5% by 2025;
- recycling 70% of all waste by 2025;
- reducing the amount of waste produced by 15% compared to 2011 levels.[70]

Other legislation includes:

- a ban on many single-use plastics including cutlery, plates, stirrers, straws, balloon sticks and polystyrene food containers and cups from 1 June 2022.

Further targets and progress against them is outlined in the image below from the 2022 progress report towards waste targets in Scotland.

Progress towards Scotland's 2025 waste and recycling targets.[71]



[70] Scottish Government (2022) *Consultations on the Circular Economy* https://www.gov.scot/news/consultations-on-circular-economy-launched/#:~:text=Scotland's%20circular%20economy%20targets%2C%20outlined,of%20all%20waste%20by%202025.

[71] Scottish Government (2022) *Delivering Scotland's circular economy - route map to 2025 and beyond: technical annex https://www.gov.scot/publications/technical-annex-delivering-scotlands-circular-economy-route-map-2025-beyond/pages/2/*

What We Are Doing

Clackmannanshire Council's Zero Waste Strategy 2012-22 aims to ensure that the Council meets the relevant targets set out in the Zero Waste Plan and reduces the impact of waste management on the environment. The Council continues to collaborate with partners on the procurement of a medium term (10-15 years) disposal solution that is compliant with the ban on biodegradable municipal waste to landfill by 31 December 2025. This solution will be in the form of thermal treatment (waste to energy), which is projected to lead to emissions savings in the short to medium term.

As highlighted by the 2020 Zero Waste Scotland data, despite having an above average recycling rate for Councils in Scotland, a significantly higher proportion of waste was sent to landfill than other local authority areas. Decreasing the proportion of waste going to landfill therefore constitutes a strong opportunity to reduce emissions.

Zero Waste Scotland 2020 data[72]						
	Generated (tonnes)	Recycled (tonnes)	Recycled %	Landfilled (tonnes)	Landfilled %	Carbon Impact (tCO_2e)
Clackmannanshire	23,221	11,296	48.6	11,296	51.3	55,171
Average Scotland	-	-	42.0	-	27.2	1.07

The Waste Service is currently working with Zero Waste Scotland on an options appraisal of the waste and recycling collection service to develop options to maximise the volume and quality of recyclates recovered. It is intended to take a report to Council in October 2022, which will make recommendations about driving behavioural change by residents, to increase recycling and reduce the quantity of residual waste requiring disposal.

The Clacks Good Food Partnership developed a bid to join the Sustainable Food Places UK Network (Bronze status) and has secured support funding for a coordinator, who started in April 2022, to contribute to the wider Wellbeing Economy aims to promote community food growing, reduce poverty, develop local economic food enterprises and improve wellbeing. The partnership is currently drafting a Food Charter which will aim to have organisations and individuals pledge to reduce food waste, avoid packaging and where there is waste redistribute surplus or recycle.

The reduce, reuse, repair and recycle hierarchy is also promoted to improve resource efficiency and contribute to the transition towards a circular economy - where materials are reused as opposed to the traditional approach of making items, using them and then throwing them away.

Future Opportunities

Opportunities for contributing to net zero targets through in this area include:

- Incorporating Waste Reporting into the Public Sector Climate Change Duty Report process and creating an emissions reduction route map for reaching net zero by at least 2040.
- Ensuring that decisions on future management are based on the most accurate and up-to-date data possible to ensure climate change mitigation is maximised.

[72] Zero Waste Scotland (2022) *2020 Household waste data* https://www.sepa.org.uk/environment/waste/waste-data/waste-data-reporting/household-waste-data/

- Exploring the development of a route map to zero landfill and zero incineration of waste while identifying pragmatic opportunities for emission reductions throughout the transition.
- Coordinating information produced by Zero Waste Scotland and other partners so links can be made with businesses, residents, schools, community groups and other partners to reduce waste and increase recycling rates – particularly through the Curriculum for Excellence and the Eco-Schools Programme.
- Ensuring that Council services such as Housing, Property and Environment manage the wastes that they generate more sustainably, seeking to maximise recycling and reduce the amount of residual waste requiring disposal.
- Recognising that the circular economy is an economic model which will play a significant role in the transition to net zero and adapting to climate change while ensuring that the principles are reflected in Council policies, reports and strategies.
- Difficult decisions need to be considered such as:
    - fines for inappropriate disposal of waste following information campaigns to raise awareness – this has been a key approach in Wales for achieving some of the highest recycling rates in the world;
    - restricting residual waste capacity to drive behavioural change and increase recycling participation.
- Help residents and community groups learn green skills as part of the transition to circular economy such as food growing and composting, how to recycle waste properly and how to protect wildlife.
- Work with Clacks Good Food Partnership to set out targets to reduce food waste.
- Identifying additional means of reducing the amount of waste going to landfill and increasing recycling and adding these actions to the Climate Emergency Action Plan. Potential examples include:
    - stop using single-use plastics and non-recyclable materials;
    - disseminate information of ways to reduce waste to partners;
    - support communities in reducing waste and learning green skills;
    - support businesses in identifying circular economy technologies;
    - Work with business to encourage and enable consumers to share, lease and use products for longer whilst discouraging disposable business models;
    - Ensure policies drive more resource-efficient construction and the use of low-carbon materials;
    - Support businesses in identifying and progressing circular business models.

Theme 4: Biodiversity, Carbon Storage and Agriculture

There are strong parallels between the grave observed changes to the climate described in Section 3 and the observed damage to the planet's biodiversity over the last few decades. For example, the

World Wildlife Foundation's 2020 Living Planet Report reported that there had been an average **68% drop in mammal, bird, fish, reptile, and amphibian populations since 1970**.[73]

Additionally, a recent survey by Bugs Matter found a **decline of almost 60% in flying insects in the UK in the last 20 years**.[74] Since most of our food and soil health is dependent upon insects this trend could have significant implications on society.

As noted by Nature Scotland *"[c]limate change is the single greatest threat to Scotland's habitats, whether they're found on our mountain tops or our seabeds. Some habitats will be directly affected. More often, climate change will alter the intricate ecological balances that let plants and animals grow and thrive. Many of Scotland's species are highly adapted to specific climatic conditions, meaning that climate change will have drastic effects. Again, the impacts may be direct or indirect."*[75]

The co-occurrence and synergistic interaction of climate change, loss of biodiversity and effects on food production have an exponential multiplier effect on human health compared to when these conditions are experienced separately. For example, food production and processing, retail, distribution and consumption, as well as food waste, contribute to climate change through the emissions of greenhouse gas.

Biodiversity provides us with food, soil, fuel, clean water, health, wealth and other vital services which means that their degradation can contribute to food insecurity. High quality, biodiverse environments are also better able to provide us with important services such as flood alleviation, pollution filtration, water purification, soil formation and pollination of our crops.

Safeguarding biodiversity and ecosystems is therefore fundamental to climate resilient development. Recent analyses, drawing on a range of lines of evidence, suggest that maintaining the resilience of biodiversity and ecosystem services at a global scale depends on effective and equitable conservation of approximately 30% to 50% of Earth's land, freshwater and ocean areas, including currently near-natural ecosystems.[76]

Accordingly, land is an essential resource to tackling climate change. The table below highlights how 3.7 $MtCO_2e$ was extracted from Scotland through forestry and land use in 2020 – this equates to 9.25% of Scotland's total emissions for 2020.

Scottish Greenhouse Gas Emissions 2020 in MtCO 2e[77]

[73] WWF (2021) *A warning sign: where biodiversity loss is happening around the world* https://www.worldwildlife.org/magazine/issues/summer-2021/articles/a-warning-sign-where-biodiversity-loss-is-happening-around-the-world

[74] Buglife (2022) *Bugs Matter survey finds that UK flying insects have declined by nearly 60% in less than 20 years* https://www.buglife.org.uk/news/bugs-matter-survey-finds-that-uk-flying-insects-have-declined-by-nearly-60-in-less-than-20-years/

[75] NatureScot (2022) *Climate change impacts in Scotland https://www.nature.scot/climate-change/climate-change-impacts-scotland#:~:text=Climate%20change%20is%20the%20single,and%20animals%20grow%20and%20thrive.*

[76] IPCC (2022) *Climate Change 2022: Impacts, Adaptation and Vulnerability* https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/

[77] Scottish Greenhouse Gas Statistics 2020 (2022) https://www.gov.scot/publications/scottish-greenhouse-gas-statistics-2020/pages/3/

	Carbon Dioxide	Methane	Nitrous Oxide	**Total**
Land use, land use change and forestry	-3.7	3.2	1.0	0.5

In addition to capturing and storing carbon, trees and woodland reduce the impacts of flooding; provide habitats for displaced species while providing shade in a warming climate, which will be particularly important during heatwaves.

There are also health based benefits to increasing natural space[78] and negative impacts to health from increased urbanisation of natural spaces including exposure to poor air quality.[79] Additionally, blue spaces, defined as all forms of natural and manmade surface water, have a positive link with health.[80]

However, Scotland and the UK's current approach to land use threatens biodiversity and therefore weakens our ability to mitigate and adapt to climate change.

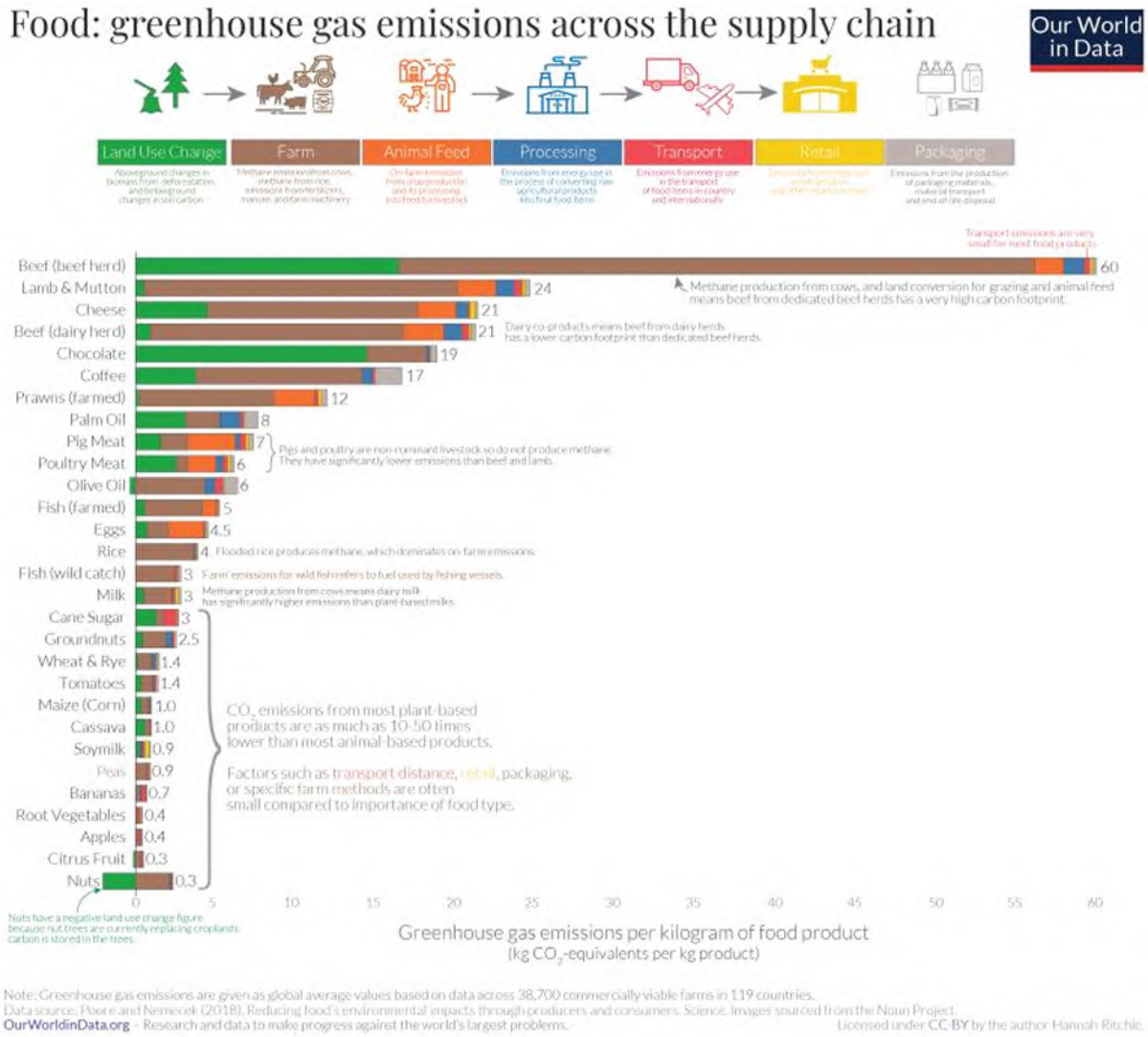
The UN Food and Agricultural Organisation has calculated that the world's agri-food systems account for 31% per of human-caused GHG emissions.[81] Emission are disproportionately skewed towards certain types of food, in particular, red meat (see the below table).

[78] Salmond JA, Tadak M, Vardoulakis S, et al. (2016) *Health and climate related ecosystem services provided by street trees in the urban environment.* Environmental Health 15 (Suppl 1): 36
White MP, Alcock I, Grellier J, et al. Spending at least 120 minutes a week in nature is associated with good health and wellbeing. Nature Scientific Reports 2019 9: 7730

[79] Jackson LE. (2003) *The relationship of urban design to human health and condition. Landscape and Urban Planning*:64:191–200

[80] Smith N, Georgiou M, King AC, et al. (2021) *Urban blue spaces and human health: A systematic review and meta-analysis of quantitative studies.* Cities 119 103413
Lovell R, Depledge M, Maxwell S. Health and the natural environment: a review of evidence, policy, practice and opportunities for the future. Department for Environment, Food and Rural Affairs; 2018. https://ore.exeter.ac.uk/repository/handle/10871/36923

[81] UN (2021) *New FAO analysis reveals carbon footprint of agri-food supply chain* *https://news.un.org/en/story/2021/11/1105172*



82

Behavioural change is of major significance for decarbonisation with the Climate Change Committee calculating that over 60% of changes required to reach net zero will require some degree of societal or behavioural change.[83] As highlighted by the Our World In Data Table of food's emission intensity, what people eat is significantly more important than where something is sourced from an emissions point of view.

Legislation

- The Nature Conservation (Scotland) Act 2004 introduced a duty for public bodies in Scotland to further the conservation of biodiversity. This biodiversity duty is about taking care of nature all around us, not just in specific protected sites and for particular species. Fulfilling our Biodiversity Duty can help address wider outcomes such as:
    - ensuring compliance with the legislation and helping Scotland to meet its national and international biodiversity targets;

[82] Our World In Data (2020) *You want to reduce the carbon footprint of your food? Focus on what you eat, not whether your food is local* https://ourworldindata.org/food-choice-vs-eating-local

[83] Climate Change Committee (2019) Net Zero – The UK's contribution to stopping global warming https://www.theccc.org.uk/ publication/net-zero-the-uks-contribution-to-stopping-global-warming/

  - helping Scotland address biodiversity loss and the climate emergency while contributing to a green recovery and a net zero future;
  - demonstrating examples of working in a socially responsible and ethical way by safeguarding biodiversity and environmental assets for future generations;
  - contributing to sustainable development and the quality of life in Scotland.
- The Wildlife and Natural Environment (Scotland) Act 2011 introduces a requirement for all public bodies to report every 3 years on their compliance with their duty to further the conservation of biodiversity through the publication of biodiversity duty reports.
- The 2020 Challenge for Scotland's Biodiversity sets out the major steps needed to improve the state of nature in Scotland. Scotland's 2020 Challenge aims to:
  - protect and restore biodiversity on land and in our seas, and to support healthier ecosystems;
  - connect people with the natural world, for their health and wellbeing and to involve them more in decisions about their environment;
  - maximise the benefits for Scotland of a diverse natural environment and the services it provides, contributing to sustainable economic growth.
- The Good Food Nation Bill passed in 2022 to create links between policy at the national and local levels and for local authorities and health boards in order to collaborate to create good food nation plans. A Food Commission will also be established to scrutinise and make recommendations of the good food nation plans and progress reports.[84]
- The Community Empowerment Act (2015) places a duty on local authorities to provide allotments and outlines that this entails to take reasonable steps to ensure:
  - that the number of people on their waiting list does not exceed half the total number of allotments owned and leased by the authority;
  - that a person on the list does not wait more than five years for an allotment.
- The Scottish Government's Programme for Government 2021-22 includes a commitment to introduce a Natural Environment Bill, putting in place key legislative changes and statutory targets to restore and protect nature.
- The Scottish Government's Programme for Government 2021-22 also commits to publishing a new biodiversity strategy underpinned by a 5 year delivery plan, including changes in the way we use and manage land and our approach to protecting habitats and ecosystems.

<u>What we are doing</u>

Clackmannanshire Council published a Local Biodiversity Action Plan to set out a range of commitments that will help to improve biodiversity and the role of ecosystems in adapting to climate change.

Our Energy and Sustainability team, in particular our countryside ranger service, advises on how to protect and enhance wildlife across a range of Council services including infrastructure, roads, land, flooding & bridges and development management. The team work with communities, promote awareness of conservation work and manage sites to conserve and enhance biodiversity in the

[84] Scottish Government (2022) *Good Food Nation Bill Passed* https://www.gov.scot/news/good-food-nation-bill-passed/

Council area, screen planning applications for any potential impacts on biodiversity and undertake school engagement on the importance of biodiversity. Some other tasks they undertake includes:

- working with The Conservation Volunteers to improve the countryside and protect the environment;
- using funding from Naturescot to support pollinators and raising awareness of their importance;
- providing outdoor learning to people across Clackmannanshire;
- helping community volunteer projects to protect nature;
- collaborating with the Dollar Community Development Trust to meet their aims to *"reduce Dollar's carbon footprint and protect their beautiful surroundings;"*
- supporting the Alva Glen Development Trust and Gartmorn Dam Development Trust to protect nature;
- monitoring bat, owl and badger populations;
- delivering on Naturescot habitat restoration projects.[85]

Alongside the Countryside Rangers other services such as Land Services, Roads and Planning have contributed to delivery of our Biodiversity Duty, with notable achievements including the Council's participation in the Inner Forth landscape Initiative and ongoing work with the successor of this project – Climate FORTH.

An application was made to the Woodland Trust's Emergency Tree Fund at the end of 2021 for the establishment of a Forth Climate Forest. This is a ten year programme of tree planting projects for a range of well-being, climate and ecological benefits within the Forth Valley Area. The project will deliver canopy, connectivity and carbon targets.

Work is also ongoing to designate Local Nature Conservation Sites in order to ensure these are given considerations during planning applications and by landowners. Officers actively encourage partnership working with external organisations such as the NHS and Clackmannanshire Third Sector Interphase to develop projects that will have a positive impact on biodiversity such as The Clacks Good Food Partnership.

It is recognised that a Council-wide approach to the conservation of biodiversity that further embeds biodiversity considerations into corporate & service plans, policies, strategies and operations is required so that all decision-making takes account of the potential impacts on local biodiversity.

While agriculture is not directly within Clackmannanshire Council's remit, it is still a significant source of greenhouse gas emissions that the Council can influence. We can aim to do this through engaging with businesses to support decarbonisation in conjunction with supporting sustainable consumer behaviours.

In line with this, the Council has worked with partners to help to create a Good Food Charter to promote healthy and local eating. The Council is also reviewing its Community Food Growing and Allotment Strategy to identify ways of facilitating community food growing.

<u>Future Opportunities</u>

[85] For further information see https://www.clacks.gov.uk/environment/countrysiderangerservice/

- Identify actions to enhance carbon capture and storage potential in Clackmannanshire through initiatives such as forestry and peatland restoration by both; using Council land assets and working with other land managers.
- Undertake Net Negative emission / Carbon Sequestration quantification study: identifying estimates how much carbon we sequester and how much land we have available to do so. Use this to create net figure (from gross emissions) of Clackmannanshire's emission in addition to estimate impact of net negative for tree planting, peat restoration, afforestation and rewilding projects.
- Ensure that land is considered as a finite resource with a significant proportion reserved for biodiversity, sustainable food production and nature-based solutions.
- Work with Scottish Forestry and private forestry to identify biodiversity and afforestation to contribute to net zero targets, deliver greater climate resilience and contribute to the Scottish Government's targets of 12,000 hectares of woodland being created annually.
- Work with community groups to promote sustainable forest management, informed woodland plantation (the right types of tree in the right place) and increase green spaces that are available while protecting existing wild spaces, coastlines and woods from planned development or against flood risk.
- Gather feedback on the Local Biodiversity and Action Plan in order to develop specific action point that could be integrated to the Climate Emergency Action Plan.
- To investigate and produce recommendations on the creation of a Pollinator Strategy and long term plan to deal with the decline in pollinators.
- Review the Council's local biodiversity action plan to include aims/objectives and actions which will help protect and enhance pollinator habitats and species.
- Adopt a Council-wide approach to the conservation of biodiversity that further embeds biodiversity considerations into corporate & service plans, policies, strategies and operations is required so that all decision-making takes account of the potential impacts on local biodiversity.
- Explore cut-and-collect mowing to cultivate biodiversity, reduce the frequency of mowing and improve wildflower corridors.[86]
- Since light pollution is a driver of insect declines,[87] explore using tinted coloured filter over white lights to turn them orange in order to not affect night time insects, particularly pollinators, and birds.
- Explore ways of improving quality of water and soils and developing other measures to reverse biodiversity loss and habitat declines.
- Involve communities in landscape management, where possible support community land ownership and consider more holistic, landscape scale restoration projects with contractors
- Align workforce and job creation plans with the Local Biodiversity Action Plan and other nature-based solution and natural capital plans.
- Ensure biodiversity is entrenched on Town Centre Masterplans to include the availability of greenspace, parks linkages and greening options through a place-based lens.
- Provide support mechanisms for communities and individuals to deliver public climate benefits through land ownership.

[86] See https://butterfly-conservation.org/sites/default/files/2019-06/building_sites_for_butterflies.pdf
[87] Biological Conservation (2020) *Light pollution is a driver of insect declines* https://www.sciencedirect.com/science/article/abs/pii/S0006320719307797?via%3Dihub

- Collaborate with planning colleagues to consider means of greening towns through tree planting and food planting.
- Continue to identify funding opportunities, such as the Nature Restoration Fund, to increase negative emission technology in the area while creating more green space

Theme 5: Adaptation, Planning and Organisational Capacity

Approximately 3.3 to 3.6 billion people live in contexts that are highly vulnerable to climate change while a high proportion of species are vulnerable to climate change. Current unsustainable development patterns are increasing exposure of ecosystems and people to climate hazards[88]. There are feasible and effective adaptation options which can reduce risks to people and nature.[89]

One of the key challenges for planning and adapting to climate change is the fact that the climate is projected to become increasingly hostile until decades after net zero being reached globally due to a lag in when emissions are emitted and when the full climatological repercussions of the emissions take their toll (known as thermal inertia). Furthermore, the pace of change could be significant: Scotland's top ten hottest years have all occurred since 1997 with records beginning in 1884.[90]

Adaptation Scotland has documented the following long-term climate change trends for Scotland based upon a comprehensive review of data.

Climate Projections for Scotland[91]

- Average temperatures will increase across all seasons
- Weather will remain variable and may become more variable
- Typical summers will be warmer and drier
- Typical winters will be milder and wetter
- Intense, heavy rainfall events will increase in both winter and summer
- Sea levels will rise

A climate that is continuously changing presents clear public health risks such as death and injury from extreme weather, flooding and heat waves. Additional health concerns that stem from climate change and the fossil fuel economy include air pollution, challenges for food and water security, the spread of disease, populations becoming displaced and increased levels of mental ill health.

Some parts of Clackmannanshire's population are particularly vulnerable to the potential impact of climate change on health including those with existing health conditions, the elderly and those living in flood risk areas.

[88] IPCC (2021) *Climate change widespread, rapid, and intensifying – IPCC* https://www.ipcc.ch/2021/08/09/ar6-wg1-20210809-pr/#:~:text=Faster%20warming,C%20will%20be%20beyond%20reach.
[89] IPCC (2022) *Climate Change 2022: Impacts, Adaptation and Vulnerability* https://www.ipcc.ch/report/sixth-assessment-report-working-group-ii/
[90] Adaptation Scotland (2022) *Climate trends and projections* https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections#:~:text=Key%20long%2Dterm%20climate%20change,will%20be%20warmer%20and%20drier
[91] [91] Adaptation Scotland (2022) *Climate trends and projections* https://www.adaptationscotland.org.uk/why-adapt/climate-trends-and-projections#:~:text=Key%20long%2Dterm%20climate%20change,will%20be%20warmer%20and%20drier

Sauchie in December 2021 after storm Arwen – hundreds of trees were blown over across Clackmannanshire.

Legislation

The new National Planning Framework (NPF4) is being finalised following a consultation in 2022 with local authorities and other partners. The Scottish Government's Programme for Government 2021 notes that it set out aims to take:

"an ambitious approach to prioritising emissions reductions', integrating land use and transport, focusing on place based outcomes, supporting green economic recovery which promotes nature based solutions, and supporting the concept of 20-minute neighbourhoods. We will involve the relevant Economic Development body in assessing potential economic benefits of proposals for development identified in NPF4 as being of national or regional significance."

What we are doing

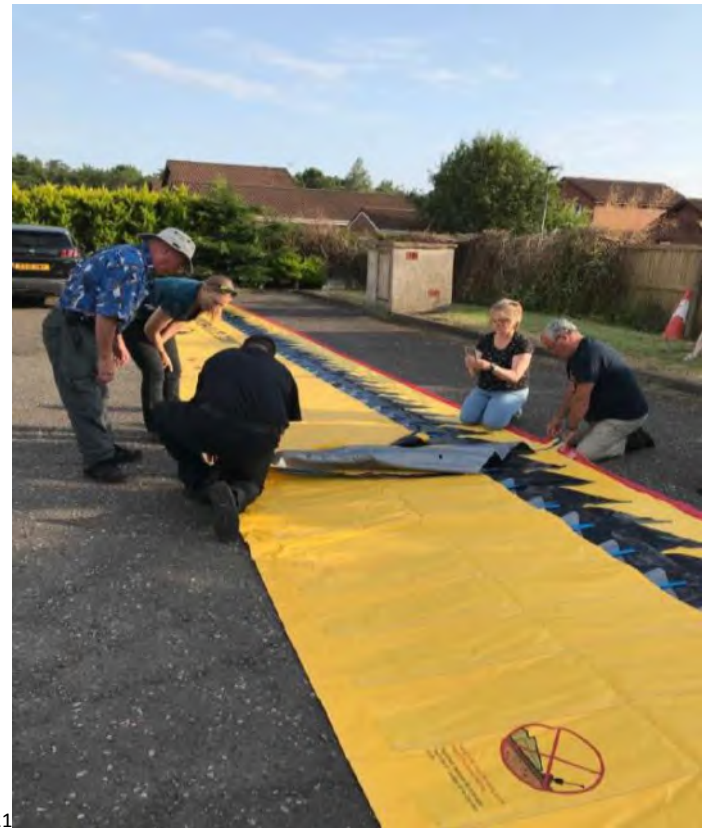
The Council works with the Scottish Environmental Protection Agency (SEPA) as part of the Flood Risk Management Planning process and, with other responsible authorities, is a member of two Local Plan Districts (LPD) out of the 14 covering all of Scotland; The Forth LPD and The Forth Estuary LPD. The work carried out with these partners contributes positively towards the sustainable protection of our communities and our environment.

Clackmannanshire also have five active flood/resilience groups/teams along the Hillfoots ; Menstrie, Alva, Tillicoultry, Dollar Lodge Park and Muckhart. The groups/teams are robust and well organised with well-developed and agreed flood action plans, equipment and training and a variety of agreed triggering mechanisms to help respond to flood events.

They also have network group meetings in addition to meeting regularly with Council Officers who support all the groups. Officers attend and participate when the groups are testing their plans (at least once a year) or equipment. Menstrie, Alva and Muckhart are resilience groups so have a wider remit, whereas Tillicoultry and Dollar Lodge Park are primarily focused on flood risk.

We are also developing a project in partnership with the Muckhart Flood Group, the Forth Rivers Trust and Nature Scot to see the introduction of a suite of Natural Flood Management measures to protect properties at risk in the Kirkhill and Cairns Place area of Muckhart. Further work and agreement with landowners is needed but this project has the potential to substantially reduce the risk of flooding if it can be achieved.

Testing of Watergate System by Local Flood Group (TIDECO) in Tillicoultry – 29th June 2021



We are also collaborating with a range of partners on adaptation initiatives such as Climate FORTH (Furthering Our Resilience Through Heritage) - a new project for Inner Forth Futures which is in its development phase due to a grant being provided by the National Lottery Heritage Fund to facilitate and demonstrate the transformative action needed to transition to a climate literate, ready and resilient place.

Wide engagement and a coordinated approach have also bene identified as crucial for climate change resilience. As noted by the IPCC:

"Climate resilient development is facilitated by international cooperation and by governments at all levels working with communities, civil society, educational bodies, scientific and other institutions, media, investors and businesses; and by developing partnerships with traditionally marginalised groups, including women, youth, Indigenous Peoples, local communities and ethnic minorities. These partnerships are most effective when supported by enabling political leadership, institutions, resources, including finance, as well as climate services, information and decision support tools."

Accordingly, establishing Climate Change Forums across the five wards of Clackmannanshire in addition to coordinating adaption initiatives with a wide-range of partners, including the third sector, neighbouring local authorities, different levels of government, the private sector, residents and community groups is an initial means of complying with the IPCC's recommendation, although extra effort will need to be made to reach out to communities that are disproportionately vulnerable to climate change.

This engagement work is also important beyond adaptation based goals, since, as noted previously, over 60% of changes required to reach net zero will require some degree of societal or behavioural change.[92] Moreover, community involvement in maintaining and designing the places that they live in can build a sense of ownership, belonging and attachment while reducing social isolation and improving mental health. [93, 94]

Future Opportunities

There are a range of strong opportunities for adaptation, planning and organisational capacity to contribute to climate change mitigation and resilience. They include the following:

- Prioritise all decisions on new infrastructure investment based on their contribution to an inclusive net zero carbon economy.
- Agree as a council to align spending plans and the use of resources to contribute to reducing emissions and while not pursuing high-carbon initiatives that would jeopardise net zero such as new roads while adapting capital bid processes and revenue budgeting to account for the requirement to reduce carbon.
- Front-loading spending on retrofitting and energy efficiency models presents an opportunity to make significant long-term cost savings that would more than pay for themselves while reducing emission on the Council's portfolio.
- Make the climate emergency a guiding principle in all planning decisions while involving climate experts in planning.
- Facilitate adaptation to climate change by considering the flood risk and protecting the natural capital in major spending and planning decisions.
- Divest from fossil fuels particularly public sector pension funds.
- Strongly reflecting climate change in all committee reports.
- Establish Carbon Budget for Clackmannanshire's emission trajectories for net zero to establish implications of certain time scales.
- in large scale transformation plans for transport, buildings and green spaces, business cases should specifically set out how the initiatives will contribute to reduction of carbon emissions and to climate adaptation;
- Use Adaptation Scotland's benchmarking tool to undertake an adaptation assessment. This will allow progress in relation to adaptation measures to be tracked in addition to the identification of gaps and potential areas for future progress.

[92] Climate Change Committee (2019) *Net Zero – The UK's contribution to stopping global warming* https://www.theccc.org.uk/publication/net-zero-the-uks-contribution-to-stopping-global-warming/
[93] Durcan D, Bell R. (2015) *Reducing social isolation across the life course.* London: Public Health England; www.gov.uk/government/publications/local-action-on-health-inequalities-reducing-social-isolation
[94] Dodds S. Social (2016) *Contexts and Health Glasgow Centre for Population Health* https://www.gcph.co.uk/publications/620_social_contexts_and_health

- Invest in digital infrastructure, innovative use of data, digital skills, universal access to digital public services and locking in positive trends and behaviours from the Covid-19 pandemic;
- Ensure the Council is investment ready to leverage private sector investment, job creation and strengthen applications that align with the UK government's industrial strategy.
- Introduce Carbon Budgeting with ongoing baselining where appropriate.
- Provide universal access to climate education, literacy, and learning while creating a communications link for employees from all areas of the council to escalate emission savings and cost savings ideas. As the Audit Office Report on Addressing Climate Change in Scotland notes *"clearer information on the environmental impact of people's choices is needed for all of us to make informed decisions, particularly around sustainable diet, waste, and travel."* [95] This could include;
    - school resources
    - resident emission reduction ideas (waste, recipes, food charter, energy savings etc.)
    - business resources and links
- Develop an internal communications plan for climate action and associated 'brand' for staff to recognise and work towards including a way for all staff members to escalate their ideas for decarbonisation and cost saving opportunities to the Energy and Sustainability Team.
- Create green apprenticeships for school leavers and coordinating opportunities to develop a career ladder for people not in education, training, or work to contribute to land restoration, rewilding, climate change mitigation and adaptation projects to ensure fresh ideas and approaches influence the Council's approach to decarbonisation.
- Give a platform to key influencers of green behaviours amongst our employees, businesses, young people and residents.
- Creating an annual Climate Change Refresher module that incorporates Clackmannanshire's emission reduction targets in addition to creating means of escalating employee ideas for decarbonisation and cost savings opportunities within the Council.
- Embed climate change adaptation considerations, and potential responses such as habitat networks and green networks, into wider land use planning decisions using Forestry and Woodland Strategies, regional land use strategies, and Strategic and Local Development Plans and development masterplans.
- Encourage the rotation of Green Champion roles amongst staff to help normalise Climate Change and Sustainability practices across the Council.
- Be ready to leverage private sector investment, create green jobs, upskill the population in Clackmannanshire, creation and strengthen applications that align with the UK government's industrial strategy.
- Enshrine the sustainable transport hierarchy into long-term Town Centre Masterplans to act as a regeneration blueprint that could transform town centres to promote active travel and public transport while conserving their heritage.
- Consider projected heat spots of climate change impacts in Clackmannanshire and opportunities for greening and resilience through local wildlife pathways, tree planting and food planting.

[95] Audit Scotland (2022) *Addressing climate change in Scotland A summary of key recommendations for public bodies* https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland

Theme 6: Economic Development and Sustainable Procurement

Industry emissions are by far the largest area of Clackmannanshire's carbon footprint - accounting for 43.3% of overall emissions followed by commercial gas and electricity at 20.8% in 2020. Combined industry and commercial gas and electricity therefore made up 64.1% of emission in Clackmannanshire in 2020, or approximately 326,400 tCO_2e.

Given local authority's role as a service provider of economic development, a significant provider of contracts and being home to over 1,100 business who collectively employ tens of thousands of people, there is a major role for the Council in facilitating emissions reductions in this area.

Legislation

The Scottish Government's National Strategy for Economic Transformation[96] sets out an ambition to *"demonstrating global leadership in delivering a just transition to a net zero, nature-positive economy, and rebuilding natural capital."*

Some specific points in it and the Scottish Government's Programme for Government 2021-22 include:

- **A Community Wealth Building Bill** which is scheduled to be taken forward in this Parliamentary term, to enable more people and local communities to have a stake in, own, access and benefit from the wealth the Scottish economy generates. The Bill will cement and enhance the role that councils, health boards and other anchor public sector organisations play in supporting economic development and advancing a wellbeing economy. It will also legislate for them to consider their economic footprint and role within a wider place system. The Scottish Government will also publish a Wellbeing Economy Framework, a toolkit to support local councils and regions across Scotland.
- **The Community Empowerment Act** will be reviewed to consider how local communities can have greater influence over how local public assets are used. This could include taking on the ownership or management of land or buildings, community-based delivery of services, or more say in how assets are used, services are delivered and resources are allocated.
- **The Scottish Government's Climate Emergency Skills Action Plan 2020-2025** includes a priority to develop the future workforce for the transition to net zero. Clackmannanshire has a role in driving demand for high-value green jobs, support reskilling and retraining.
- **Procurement Reform (Scotland) Act 2014** places a duty on the Council before carrying out a regulated procurement to consider how in conducting the procurement process it can improve the economic, social and environmental wellbeing of the area.
- **Scottish Procurement and Property Directorate 3/2022** sets out more recent advice and guidance on taking account of climate and circular economy guidance in procurement. Key points include:
    - demonstrate how procurement is being used to support Scotland's response to the climate emergency;

[96] Scottish Government (2022) *Scotland's National Strategy for Economic Transformation*

- requiring evidence in public bodies' organisational procurement strategies of how climate and circular economy will be accounted for in procurement activity while reporting progress against commitments in annual procurement reports.[97]

The Scottish Government recognises that the climate criteria in public procurement exercises increases the ask of suppliers. Consequently, they are developing a staged approach to the statements and guidance with the amount of information increasing over time, allowing suppliers to build their climate knowledge and capability.

They are also developing guidance to suppliers with a link to the Climate Literacy eLearning while providing Bidder Climate Change Plan Templates and accompanying guidance on how to populate these in the Greenhouse Gas Reporting: conversion factors 2021 report[98] and developing pre-filled examples.

They also recognise the need for upskilling procurement and economic development staff by providing Climate Literacy eLearning on the Sustainable Procurement Tools to boost their climate capability.

There are also sections on each of Scottish Government's Climate Change Guidance documents including Climate and Energy, Carbon in Production, Vehicle Emissions and Climate Change Adaptation.[99]

Additionally, while it is a statutory requirement for some large businesses in the UK to calculate their carbon footprint, there will need to be a similar requirement for all enterprises at some point between now and the 2040s if net zero is to be achieved. Since both the UK and Scottish Governments have committed to net zero targets, this appears to be increasingly likely.

What we do now

Clackmannanshire Council's Local Development Plan includes a strategic objective centred on environmental sustainability. Specific actions are included under the objective below.

- To deliver a sustainable pattern of development that supports community cohesion, reduces greenhouse gas emissions, supports waste minimisation and ensures that new development consistently contributes to environmental protection and enhancement by:
    - ensuring that new development does not result in growth in Clackmannanshire's net greenhouse gas emissions;
    - minimising the release of greenhouse gas emissions from natural sources including protection of carbon-rich soils, minimising waste and encouraging woodland expansion where appropriate;
    - delivering a step change towards improved energy and water conservation and efficiency, and increasing the production of renewable energy to meet Government targets;

[97] Scottish Government (2022) *Public procurement - taking account of climate and circular economy considerations: SPPN 3/2022* https://www.gov.scot/publications/public-procurement-taking-account-of-climate-and-circular-economy-considerations-3-2022/
[98] See Greenhouse gas reporting: conversion factors 2021
[99] See Climate and Energy, Carbon in Production, Vehicle Emissions, Climate Change Adaptation.

- adapting to the impacts of climate change by ensuring that new development is appropriately 'climate proofed' to remain resilient to predicted future climatic conditions and to protect existing development from the adverse effects of climate change;
- reducing overall flood risk and promoting sustainable flood management techniques;
- managing and reducing pollution, to contribute to the improvement of our air and water quality;
- safeguarding soil quality and quantity;
- minimising our waste and maximising opportunities for recycling, composting and efficient and sustainable disposal of residual waste.

Additionally, the Council's Economic Development Team works with businesses across Clackmannanshire to support economic growth, employability, skills development and community wealth building.

Specific work related to climate change that the team undertake includes developing projects in partnership with Stirling University, Forth Valley Chamber of Commerce and Business Gateway to provide support to create a net zero or low carbon strategy in small and medium enterprises (SMEs) and signposting businesses to green funding opportunities.

Furthermore, by virtue of gathered operational emissions data since 2013/2014, there is potentially a role for Clackmannanshire Council to support businesses through this process either directly or by signposting to funding opportunities for carbon accounting and developing emission reduction strategies.

The Council has also adopted the National Procurement Journey as the Council Procurement Policy and our corporate procurement process. As part of this process, the Sustainable Procurement Duty is built into the Council's tender authorisation forms which must be completed before any tender process commences.

In line with the statutory guidance, it requires that before the Council buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with specific guidance on economic, social, health-related and environmental factors.

A commodity or service strategy is required for all the Council's regulated procurements. It assists officers to:

- understand and scope requirements to achieve the optimum combination of whole life costs and quality to meet the end user(s) requirement
- and use a sustainability test to help maximise the positive impact that the procurement process can provide in terms of social, economic and environmental impact associated with the requirement.

In January 2019 the Council approved the procurement strategy to comply with the requirements of the Procurement Reform (Scotland) Act. It also demonstrates how the Flexible Framework Self-Assessment Tool will provide a Sustainable Action Plan to establish the performance level of sustainable procurement across the council and commits to establishing systems to record the

impact of procurement policies and practices. The following sections are particularly relevant to climate change:

- section 6.7 states that any procurement decision will aim to minimise harm to the environment and to promote conservation of natural resources;
- section 6.10 states that in higher value contracts, the Council will challenge contractors to identify ways in which they can contribute to improving the economic, social and environmental well-being of Clackmannanshire;
- section 6.15 states that section 9 of the Procurement Reform (Scotland) Act 2014 places a sustainable procurement duty on the Council before carrying out a regulated procurement, to consider how in conducting the procurement process it can improve the economic, social, and environmental wellbeing of the Council area.

The Council's Procurement Strategy Action Plan also contains measures to:

- establish systems to record the impact of procurement policies and practices on the council's climate change duties;
- utilise the Scottish Government's sustainable prioritisation tool to identify and prioritise procurement activity;
- utilise the Flexible Framework Self-Assessment Tool to provide a Sustainable Action Plan to establish the performance level of sustainable procurement across the Council;
- create and manage a sustainable register to capture, monitor and report on the sustainable outcomes achieved via procurement activity, and link to related internal and external reporting requirements.

Additionally, as part of our annual procurement report, we will be required to record the number of regulated contracts awarded during the reporting period that included a climate related requirement in addition to measuring our success on the climate emergence and sustainable economic recovery.

The Council also works in very close collaboration with the Centre of Expertise for Local Authorities Scotland Excel in the development and use of national frameworks. All of their frameworks are aligned with the Scottish Sustainable Action Plan which encourages buyers to take a holistic view of the social, economic, environmental implications of the product or services. [100]

The utilisation of the Sustainable Procurement tools also contributes to carbon reducing initiatives under procurement of energy-using equipment (e.g. ICT, laboratory equipment, white goods, audio-visual and others) or the use of energy in the delivery of a service that is being procured (such as printing and professional services) including the following:

- Significant replacement of lighting with LEDs
- A further enhancement of our multifunctional managed print contract (3rd generation)
- Significant replacement of on premises storage of IT server space with Cloud Storage and off site storage.

[100] See http://www.scotland-excel.org.uk/home/Contractregister/Contract-register.aspx

Construction procurements all follow standard terms and conditions which are industry standard and have embedded sustainability, energy and environmental considerations built in as standard including external wall insulations, roof and render upgrades.

Future Opportunities

- Review the Council's Local Development Plan and Procurement Plans to identify conflicts or ambiguity with climate change targets and amend as required.[101]
- Commit to procuring green energy and good food such as in the UK Government's Eatwell Guide[102] – since councils make major energy purchases and has significant influence over food bought in schools this has significant health and emission reduction potential.
- Explore whole lifecycle costing as part of sustainable procurement.
- The Audit Scotland Report notes that the public sector has a strong opportunity to lead by example. For instance, public bodies can lead the way through developing procurement frameworks and contracts with specific environmental requirements and with developing and maintaining standards / regulation thus building on the existing sustainable procurement duties placed on public bodies.[103]
- Continue to explore options to securing funding to support businesses with carbon accounting, establishing net zero targets and decarbonisation.
- Develop a Carbon Charter and creating a Green Pledge with carbon certification for businesses[104]. Commitments could include:
    - Switch to a 100% green energy supplier at contract renewal or earlier;
    - Review and reduce energy use: such as by switching off IT at the end of the day, using energy efficient LED bulbs, switching the heating down 1 / 2°C;
    - Encourage employees to use active transport;
    - Review work practices, encourage working from home when possible;
    - Switching to green products, paper waste instead of plastic where possible;
    - Re-use and recycling equipment, waste and products.
- Respond to businesses' input at the Climate Change Forums and developing demand-led initiatives such as:
    - hosting green networking events;
    - identifying green businesses as role models for other organisation exploring emissions reductions;
    - securing funding for or signposting to partner organisations' energy reduction initiatives;
    - escalating green skills gaps to learning providers and Scottish Government to maximise economic productivity.

[101] Audit Scotland (2022) *Addressing climate change in Scotland A summary of key recommendations for public bodies* https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland
[102] See https://www.gov.uk/government/publications/the-eatwell-guide
[103] Audit Scotland (2022) Addressing climate change in Scotland A summary of key recommendations for public bodies, https://www.audit-scotland.gov.uk/publications/addressing-climate-change-in-scotland
[104] See example in Midlothian delivered in partnership with Business Gateway https://locateinmidlothian.co.uk/midlothian-business-green-pledge/#:~:text=The%20Midlothian%20Business%20Carbon%20Charter,we%20can%20achieve%20this%20together.

- Support and signpost businesses in Clackmannanshire in securing funding from post-common agricultural policy (CAP) subsidy regime and through the Just Transition Plan for land and agriculture.
- Explore requirements of procurement processes and business support to prioritise businesses with emission reduction plans.
- Explore making non-environmentally focused business support conditional to ensure that companies align with the transition to net zero.

8. Conclusion

The recent report by the Intergovernmental Panel on Climate Change highlights that action to mitigate and adapt to the effects of climate change is more urgent than ever with the 2020s to be the critical decade across society and the economy with a decisive shift from planning to action and rapid progress on decarbonisation.[105]

Given this imperative and recent temperature records being broken in Scotland and around the world, Clackmannanshire Council has set out a bold and ambitious framework for achieving net zero greenhouse gas emissions by 2040 at the latest for the Council's own operations and by 2045 at the latest for the Clackmannanshire area.

It includes means of aligning all strategic decisions, budgets and approaches to planning decisions with a shift to net zero greenhouse gas emissions in addition to identifying specific emission reduction opportunities under six themes that will be operationalised in the Climate Emergency Action Plan.

A series of Climate Change Forums will also be held across Clackmannanshire to empower young people, residents and businesses to contribute to and shape Clackmannanshire's net zero targets.

The strategy also sets out the clear economic, financial, social and health based advantages of delivering net zero targets and the fact that these multi-faceted benefits are more important than ever within the context of the on-going cost of living crisis.

[105] Progress in reducing emissions in Scotland, 2021 Report to Parliament, Climate Change Committee, December 2021

THIS PAPER RELATES TO ITEM 10

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 11 August 2022

Subject: Procurement of Residual Waste and Bulky Waste Treatment Services (ahead of the Biodegradable Municipal Waste to Landfill Ban)

Report by: Strategic Director (Place)

1.0 Purpose

1.1 A 'Strategic Waste Management Update' report was brought before Council on 16 December 2021 which updated Members on national changes in waste disposal which are being brought about in order to end the practice of sending biodegradable municipal waste to landfill and to contribute to climate change targets, ensuring that Scotland's waste is managed in a more sustainable way. It also provided an update on the Local Authority joint working group for a collaborative procurement exercise, supported by the Scottish Government and Zero Waste Scotland.

1.2 It stated that Officers intended to bring forward a paper to a future meeting, which will set out a proposed procurement strategy and seek Council approval for same. This report aims to do that and seeks Council approval to commence a joint procurement with Stirling Council.

2.0 Recommendations

The Council:

2.1. Agrees to take forward a joint procurement process with Stirling Council for a contract for the disposal of Clackmannanshire Council's biodegradable municipal waste that is compliant with the landfill ban which comes into effect on 31 December 2025.

2.2 Agrees to the Council entering into a legal agreement on terms and conditions to be agreed between the parties for joint procurement for the disposal of biodegradable waste as detailed in paragraph 2.1.

3.0 Considerations

Current Residual Waste Disposal Arrangements

3.1 On 12 September 2019 the Place Committee consented that the Council become a signatory to the Scottish Procurement Agency Agreement, in order to access the 'Scottish Materials Brokerage Service for Residual Waste Treatment/Disposal'. This joint Local Authority contract ensured a medium term, legally compliant disposal solution for the Council's approximately 13,500 tonnes of residual and bulky waste to the Avondale Environment Limited (Polmont) landfill site, which including available extension periods will run until 31 October 2024.

Landfill Ban

3.2 The landfilling of biodegradable municipal waste is to be banned by 31 December 2025, as introduced through the Waste Management (Scotland) Regulations 2012. Municipal waste is typically defined as waste collected by a local authority or created through its own activities.

3.3 The Waste service collects and coordinates disposal of all of the authority's non-recyclable residual and bulky waste material from the following sources:

- Kerbside collected household waste i.e. green bin waste;
- Kerbside collected commercial waste from local businesses;
- Forthbank Household Waste Recycling Centre black bag and bulky waste;
- Litter bin and dog bin waste;
- Special uplift bulky waste; and,
- Fly-tipped bulky or black bag waste.

Collaborative Procurement

3.4 On the 12 September 2019, the Place Committee consented for the Council to explore potential Local Authority collaborative procurement opportunities, for a medium term (10 plus 5 year) residual waste disposal solution.

3.5 Scottish Ministers have clearly communicated that Local Authorities are expected to make continued and demonstrable progress (at pace) in becoming compliant ahead of schedule to meet this legislative requirement. Landfill tax also continues to rise incrementally annually in Scotland, to further incentivise a prompt shift away from landfilling residual waste.

3.6 Collaborative procurement meetings for the Central area have been ongoing since December 2019. Meeting attendees include Zero Waste Scotland (a not for profit environmental organisation funded by Scottish Government that is guiding the procurement process) and four local authorities (Clackmannanshire, Falkirk, Perth & Kinross and Stirling). The Scottish Government committed financial support for the joint procurement exercise and appointed SLR Consulting as technical, procurement and legal specialists to oversee the production of the necessary tender documents.

3.7 The view of the collaborative procurement group is that the only proven, viable and available technology for treating non-recyclable municipal waste is via an energy from waste process. It is widely accepted across the industry that this model is currently the most appropriate conduit to achieve best value and to provide a reliable, legally compliant waste treatment solution. This view was further reinforced in a letter to Councillor Holden from Mr Michael Matheson, Minister for Net Zero, Energy and Transport, which was included as an appendix to the report to Council on 16 December 2021.

3.8 Participation in this joint procurement is a clear demonstration of the Council's commitment to work 'at pace' as demanded by the Cabinet Secretary. The collaborative development of key procurement documents will enable the burden of a complex tendering exercise to be shared amongst many highly experienced practitioners, which should secure a solution that is legally compliant, reduces risk, minimises impact on limited Officers time and achieves best value for the Council.

3.9 After discussions between all four local authorities and SLR, the findings from the soft market test undertaken in April 2021 and industry insight into likely bidding facilities and their available capacity for residual waste feedstock, agreement was reached that Councils would procure this Contract requirement on a collaborative basis, with a focus on development of shared contract documents. Falkirk and Perth & Kinross Councils have developed separate tenders and intend going to market in July/August 2022.

3.10 Consequently, Clackmannanshire's optimum solution is for collaboration with our existing waste partner Stirling Council. The Authority's waste service has worked closely with Stirling for nearly 20 years, due to the sharing of a waste transfer station at Polmaise in Stirling since 2004. The two Councils have worked in the past on waste procurements for commodities which must be awarded to the same disposal outlet, having been amalgamated at the transfer station. Clackmannanshire Council does not have a transfer station of its own and it could cost circa £1m to construct one. Given the travelling distances involved it would not be logistically practical to collaborate with any other authority than Stirling.

3.11 It is agreed between the two Councils that each will comply with law, its own governance and Contract Standing Orders during the procurement process.

3.12 The two Councils will be entered into an agreement, setting out the agreed process and strategy together with costs for joint procurement of the waste project (Memorandum of Understanding).

3.13 On approval of this paper the collaborative working will continue. Subject to approved thermal treatment derogations for both Councils, this contract will form two Lots on a single tender exercise.

Risks

3.14

Risk	Probability (L/M/H)	Impact (L/M/H)	Actions required to manage risk
No contract in place when current contract ends	L	H	The current contract has already been extended to 31st March 2023 and can only further be extended to 31st October 2024. The Council needs to ensure we have a contract in place that enables compliance with the landfill ban that comes into effect 2025.
Delay in entry to market	M	H	Council needs to move at pace. Scottish Government expects procurement processes to be in place to ensure a smooth transition to landfill ban arrangements.
Limited Tenderer returns.	L	M	The collaboration received 11 responses to the soft market test invitation, which has given a strong indication of several likely bids.
Delay in achieving, or failure to achieve, thermal treatment derogation from SEPA, leading to additional costs of pre treatment.	L	H	Potential implications for ability to publish tender without confirmation of this requirement. Close contact to be maintained with SEPA and escalated via ZWS and SG if necessary to prioritise. Council will need to strongly demonstrate all available attempts to maximise recycling are in place.

Procurement Timescales

3.15 Timely decision making and governance procedures are required to ensure both Councils meet their legislative commitments ahead of the 31 December 2025 landfill ban.

3.16 The procurement timetable is set out below. It is recognised that the timetable is challenging and that there could be potential slippage. This is mitigated by the approach of collaboration and sharing of resource and support with ZWS and with support from the Transformation team.

Timescale	Key Task
11 August 2022	Obtain Council approval to undertake a collaborative procurement with Stirling Council and agree the contract strategy
July/August 2022	Confirmation of Thermal Treatment Derogation application from SEPA - response to queries submitted to SEPA 19 June 2022

July/August 2022	Drafting of tender documents and version controlled review by all lead officers
16 August 2022	Final document workshop with technical consultants SLR, Stirling Council and Legal/Procurement officers
8 September 2022	Stirling Council committee approval for collaborative procurement with Clackmannanshire Council and proposed contract strategy
September/ October 2022	All governance sign offs and approvals (including Committee dates for Stirling)
End September 2022	Go to market
October/November 2022	All tender stages completed
January 2023	Intent to award
January /February 2023	Standstill period (15 days)
February 2023	Contract award
April 2023	Mobilisation and handover period

Contract Strategy

3.17 If members require further detail about the procurement process that is contained within the contract strategy then this can be provided in the form of a briefing.

4.0 Sustainability Implications

4.1. Waste Services are seeking to implement measures to move the management of waste further up the hierarchy of options, away from landfill disposal which is the least preferred option at the bottom of the hierarchy. This reflects directly on the four strategic priorities in the Council's Sustainability and Climate Change Strategy, as follows:

- Reducing our contribution to climate change and preparing to adapt to its consequences
- Creating sustainable communities
- Living within environmental limits and
- Protecting our natural resources and enhancing our environment

4.2 Adoption of the approach set out in this paper will enable Clackmannanshire Council to end the practice of sending biodegradable municipal waste to landfill and to contribute to climate change targets, helping to ensure that Scotland's waste is managed in a more sustainable way.

4.3 Zero Waste Scotland published a report entitled 'The Climate Change Impact of Burning Municipal Waste in Scotland' in July 2021 which highlights that the carbon impacts of incinerating municipal waste in Scotland are 27% lower than landfilling the same waste. The report also highlights the importance of increasing recycling to reduce fossil carbon (e.g. plastics) in the residual waste stream.

4.4 As previously reported to Council, Zero Waste Scotland has funded an assessment of the Council's waste collection service by external consultants, the aim of which was to develop options to maximise the volume and quality of recyclates being recovered. The Waste service intends to bring a further report to Council in October about the outcome of this options appraisal, which will make recommendations about driving behavioural change by residents, to increase recycling and hence reduce the quantity of residual waste requiring disposal.

4.5 Furthermore, there needs to be a concerted effort across the entire Council to maximise recycling and reduce the amount of waste that requires disposal from e.g. Housing, Property and Environment services, schools and Council buildings. Such initiatives will reduce the pressure on the waste disposal budget, helping to ensure that the service remains affordable and that it can continue to operate within existing budgets.

5.0 Resource Implications

Financial Details

5.1. The revenue cost of residual waste treatment sits within the existing Waste Services disposal budget. Market forces during the tender process will determine gate fees at Waste to Energy facilities going forward, however the soft market testing undertaken in 2021 indicated a high level of commercial interest.

5.2. Estimated contract value over the 10+5 year contract term is £32,275,000. This figure assumes 3.5% annual inflation and an incremental increase in waste arisings over the contract term, as the number of households increases. There are difficulties in estimating the total contract value over an extended period of 15 years. Inflation is running at its highest for four decades. This will impact construction costs if the solution includes a waste to energy plant under construction or yet to be built. The number of new houses to be built in future years and hence the impact on tonnage arisings is unknown and there could be changes in government fiscal policy such as the introduction of an incineration tax, as landfill tax revenues inevitably reduce. Estimated contract value is based on current landfill gate fees. Waste to energy gate fees will not be known until tenders are submitted. They are assumed to be comparable for this exercise. If the tenders come in outside of existing budget then further governance in relation to contract award will be required.

5.3 This contract is not expected to realise savings, relative to the existing landfill disposal budget, but it is thought that the collaborative procurement approach and amalgamation of tonnages with Stirling will produce economies of scale and achieve best value. Doing nothing is not an option. A treatment solution that ensures legal compliance with the landfill ban by 01 January 2026 must be procured.

5.4 Subject to Council agreeing the recommendations of this report, the Scottish Government, via Zero Waste Scotland, will pay for an element of ongoing technical support to the procurement process. This support will extend to provision of two workshops to consider bidder clarifications and tender evaluations. SLR Consulting have not been costed to read any submitted tenders. The majority of the tender evaluation process will fall to Council Officers with SLR only used for their technical expertise.

5.5 Legal Services anticipate that external legal advice will be required to facilitate the project. The costs of this are estimated in the region of £25,000-£30,000. These costs will need to be met from within existing Waste budgets.

5.6 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 ☐

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

5.8 Agreeing the recommendations of this report would minimise pressure on existing staff resources in respect of the procurement process. Otherwise there are no staffing implications associated with this report.

6.0 Exempt Reports

6.1 Is this report exempt? Yes √ (please detail the reasons for exemption below)

This report falls within subsection 8, 9 and 10 of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973.

7.0 Declarations

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

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

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

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

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

Our communities will be resilient and empowered so

that they can thrive and flourish ☐

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

8.0 Equalities Impact

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

Yes ☑ No ☐

9.0 Legality

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

10.0 Appendices

10.1 None.

11.0 Background Papers

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

Yes ☑ (please list the documents below)

Landfill Scotland Regulations 2003
http://www.legislation.gov.uk/ssi/2003/235/contents/made

Waste (Scotland) Regulations 2012
http://www.legislation.gov.uk/ssi/2012/148/contents/made

New Climate Change Plan https://www.gov.scot/publications/scottish-governments-climate-change-plan-third-report-proposals-policies-2018-9781788516488/

SEPA Guidance: Biodegradable Municipal Waste Ban
https://www.sepa.org.uk/media/352595/sepa_bmw_landfill_ban_guidance_note.pdf

Zero Waste Scotland: Scottish Materials Brokerage Service
https://www.zerowastescotland.org.uk/brokerage

Public Contract Scotland – Scottish Materials Brokerage Service contract award notice
https://www.publiccontractsscotland.gov.uk/Contracts/Contracts_View.aspx?id=514180

Scottish Government Recycling Policy

https://www.gov.scot/policies/managing-waste/

WRAP Gate Fees Report 2017
http://www.wrap.org.uk/sites/files/wrap/Gate%20Fees%20report%202017_FINAL_cle

an.pdf

SEPA – Frequently asked questions about Energy from Waste facilities
https://www.sepa.org.uk/media/28979/energy-from-waste_faqs.pdf

Department for Environment, Food & Rural Affairs – Energy from Waste (Guide to the debate)
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/284612/pb14130-energy-waste-201402.pdf

European Commission – The role of waste-to-energy in the circular economy
http://ec.europa.eu/environment/waste/waste-to-energy.pdf

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	[redacted]

THIS PAPER RELATES TO ITEM 11

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 11 August 2022

Subject: Eligibility Criteria for Footwear and Clothing grants

Report by: Strategic Director (People)

1.0 Purpose

1.1 The purpose of this report is to seek approval to change the Council's policy in relation to the income threshold for awarding footwear and clothing grants.. This will bring it in line with neighbouring Councils and ensure more parents can benefit from this funding.

2.0 Recommendations

2.1. It is recommended that

2.2. The Council approves the revised criteria and agrees that the criteria should be updated annually based on the changes in thresholds that the Government set for eligibility for free school meal.

2.3. The revised criteria are introduced for the 2022-23 academic session and that claims currently received are reviewed.

3.0 Considerations

3.1 The eligibility criteria for footwear and clothing grants and the grant level are set by each local authority. This is in contrast to free school meals eligibility criteria which are set by the UK Government. In recent years, the Scottish Government has provided additional funding for authorities to pay a minimum grant level which is£120 for primary age children and £150 for secondary age children up until age 16. These are the rates paid by Clackmannanshire. Secondary age children aged 16 or over are eligible to apply for an education maintenance allowance of £30 per week

3.2 Information from neighbouring local authorities has revealed that most allow parents who are in receipt of both child tax credit and working tax credit to be eligible for the grant if they have earnings up to £17,005, but in Clackmannanshire the income threshold is the same as the eligibility criteria for free school meals which is £7,920.

3.3 Since applications for clothing grants and free school meals for 2022/23 were opened in June the Council has received 929 applications and 80 of these were rejected as they were above the income threshold. There will be parents who have not applied as their income was above the threshold.

Footwear & Clothing Grant Criteria 2022/23

	Council					
	Clacks	Stirling	Falkirk	W. Dumbarton	Glasgow City	Edinburgh City
Income Support (IS)	YES	YES	YES	YES	YES	YES
Job Seekers Allowance (JSA) income based	YES	YES	YES	YES	YES	YES
Employment & Support Allowance (ESA) income related	YES	YES	YES	YES	YES	YES
Support under Part VI of the immigration & asylum act 1000	YES	YES	YES	YES	YES	YES
Child Tax Credit (CTC) but NOT Working Tax Credit (WTC) with annual income of less than £17,005	YES	YES	YES	YES	YES	YES
Both CTC & WTC with annual income up to £7,920	YES	YES	YES	YES	YES	YES
Both CTC & WTC with annual income up to £17,005	NO	YES	YES	YES	YES	NO
Universal Credit (UC) where earned income threshold is above £660	NO	YES	YES	YES	NO	NO
Universal Credit (UC) where earned income not more than £660	YES	NO	NO	NO	YES	YES

4.0 Sustainability Implications

4.1. No sustainability implications are identified.

5.0 Resource Implications

5.1. No resource implications are identified.

6.0 Financial Details

6.1. The number of parents who become eligible if the changes are approved is not known, but based on the experience of other local authorities who currently have this criteria it is estimated that the value of the total grants paid in the financial year would be £241,000 which if it were to transpire would cause the budget to be overspent by £8,000. Any overspend would be managed within the budget delegated to the Strategic Director.

6.2. Given the level of deprivation in Clackmannanshire, the reputational risk to the council in being out of line is considerable

7.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

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 No

10.0 Appendices

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

11.0 Background Papers

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

Yes (please list the documents below) No ☐

Author(s)

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