



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 27 June 2024 at 9.30 am**

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



## **Clackmannanshire Council**

There are 32 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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19 June 2024

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 27 JUNE 2024 at 9.30 AM



**NIKKI BRIDLE**  
Chief Executive

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

	<b>Page No.</b>
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. Minutes of Meeting of Clackmannanshire Council 16/05/24 (Copy herewith)	05
4. Draft Wellbeing Economy Local Outcomes Improvement Plan (LOIP) 2024-2034 – report by the Senior Manager, Partnership and Transformation, Partnership & Performance (Copy herewith)	13
5. Wellbeing Hub and Lochies School Project Update – report by the Senior Manager, Sport and Leisure (People) (Copy herewith)	43

## **MEETING MANAGEMENT**

The Convener has advised that subject to the efficient management of the meeting, meeting breaks will be as follows:

- There will be a 10-minute break after 2 hours sitting, as set out in Standing Orders.
- There will be a 45-minute break for lunch at 12.45 until 13.30
- There will be a 10-minute break at around 15.30.

For further information contact Committee Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB  
(Tel 01259 452106/452004)(email [committees@clacks.gov.uk](mailto:committees@clacks.gov.uk)) ([www.clacks.gov.uk](http://www.clacks.gov.uk))

## Clackmannanshire Council – Councillors and Wards

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### 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	IND
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



**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 16 May 2024 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 Craig Holden  
Councillor Darren Lee (via Teams)  
Councillor Graham Lindsay  
Councillor Jane McTaggart  
Councillor Janine Rennie  
Councillor Bryan Quinn

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Lorraine Sanda, Strategic Director (People)  
Pete Leonard, Strategic Director (Place)  
Chris Alliston, Strategic Director (Partnership & Performance)  
Colin Bruce, Chief Education Officer (People)  
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)  
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)  
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)  
Helen Coleman, Accountancy Team Leader (Partnership & Performance)  
Alastair Hair, Senior Manager, HR (Partnership & Performance)  
Sarah Langsford, Senior Manager, HR (Partnership & Performance)  
Andrew Buchanan, Housing Operations Manager (Place)  
Caroline Muir, Performance and Information Officer (Place)  
Katie Roddie, Senior Housing Officer (Place)  
Lawrence Hunter, Energy and Sustainability Strategy Officer (Place) (Via Teams)  
Gavin Wright, Planned Works & Compliance Team Leader (Place)  
Monika Bicev, Housing Policy Officer (Place)  
Michael Boyle, Improving Outcomes Business Manager (People)  
Emma Fyvie, Senior Manager – Development (Place) (via Teams)  
Claire Fullarton, Communications Officer (Partnership & Performance)  
Lesley Robertson, Business Support, Wellbeing Hub (People) (via Teams)  
Gillian White, Committee Services (Partnership & Performance) (Minute)  
Melanie Moore, Committee Services (Partnership & Performance)

**CC(24)026 APOLOGIES**

Apologies were received from Councillor William Keogh, Councillor Fiona Law, Councillor Mark McLuckie and Councillor Kathleen Martin.

**CC(24)027 DECLARATIONS OF INTEREST**

None.

## **CC(24)028 MINUTES OF CLACKMANNANSHIRE COUNCIL – 21 MARCH 2024**

The minutes of the meeting of the Clackmannanshire Council held on 21 March 2024 were submitted for approval.

Councillor Holden questioned the accuracy of minute reference CC(24)020 St Mungo's RC Primary – Learning Estates, in terms of the response given by the Convener when declaring Councillor Holden's amendment as not competent.

The wording within the minute stated:

*"The Convener advised that as the legislation refers to a single proposal, the Amendment submitted by Councillor Holden is not competent and as such would not be considered."*

Councillor Holden stated that he did not consider that an accurate reflection of the ruling made by the Convener on the day and that the wording should be replaced with:

**"The Convener advised that the legislation required the council to consult on a single proposal and as the amendment would take the council outwith that requirement, the amendment was deemed not competent"**.

The Convener advised that he would be happy to go back and look at the wording again and check the language and amend the minute to reflect that if required.

Councillor Holden raised a point of order that he was unsure whether that was appropriate and suggested that the Council had to approve the minute and was unsure how the change could be made retrospectively.

The Convener put forward that approval of minute of the meeting would be deferred to the next meeting of Council.

### **Decision**

Consideration of the minutes of the meeting of Clackmannanshire Council held on 21 March 2024 were deferred to the next meeting of Council.

### **Action**

Clerk to the Council

## **CC(24)029 BE THE FUTURE UPDATE, MAY 2024**

The report, submitted by the Chief Executive, provided the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. The report provided updates in respect of the progress in the BtF priority Communication and Engagement Models and Collaborative Community Models and the associated Benefits Realisation Plan (BRP) for the programme.

### **Motion**

To agree the recommendations set out in the report.

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

### **Decision**

The Council noted:

1. Progress in developing the process for agreeing benefits realisation and the associated plan (para 3.6-3.11);

2. Progress in developing the scope for the communication and engagement model. (para 3.12-3.14); and
3. Progress on the development of the new role for the Strategic Lead - Community Collaboration and Redesign (para 3.15-3.17)

## **CC(24)030 BUDGET STRATEGY UPDATE**

The report, submitted by the Chief Executive, maintained the Council's regular update on the approved Budget Strategy. The report provided an update on the post-Budget context and set the timetable and key milestones to commence the 2025/26 Budget process.

### **Motion**

To agree the recommendations set out in the report.

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

### **Voting**

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

Councillor Lee was not present (on Teams) during the vote on this item of business.

The motion was carried by 12 votes to 0 with 1 abstention.

### **Decision**

The Council:

1. Agreed the high level Budget Timetable (Appendix A);
2. Noted the extremely challenging financial position faced by the Council (paragraphs 3.1 to 3.6);
3. Noted that the indicative funding gap is £13.012m in 2025/26 rising to £29.662m by 2028/29 (paragraph 3.5 and Exhibit 2);
4. Noted the arrangements for 2025/26 budget preparation, including the work of the Budget Working Group and the proposed scheduling of three tranches of Budget Challenge sessions (paragraphs 3.7 to 3.9);
5. Noted the approach to the development of the HRA Business plan to support the preparation of the 2025/26 Revenue and Capital Budgets (paragraphs 3.10 to 3.12); and
6. Noted the ongoing work with CoSLA and the Scottish Government to raise awareness of the systemic and contextual challenges facing Clackmannanshire (paragraph 3.13)

### **Action**

Chief Executive

## **CC(24)031      TREASURY MANAGEMENT QUARTERLY UPDATE AT 31 DECEMBER 2023**

The report, submitted by the Strategic Director, Partnership and Performance, presented an update on Treasury Management activity for the third quarter of the year - 1st October to 31st December 2023.

### **Motion**

To agree the recommendation set out in the report.

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

### **Decision**

Having commented and challenged the review of the Council's Treasury Management activities, the Council agreed to note the report.

## **CC(24)032      COUNCIL FINANCIAL PERFORMANCE 2023/24 AS AT DECEMBER 2023**

The report, submitted by the Strategic Director, Partnership and Performance, provided an update on the financial performance for the Council, as at December 2023, in respect of: the General Fund (GF) revenue and capital spend and the achievement of savings for the current financial year 2023/24; the Clackmannanshire element of the Stirling & Clackmannanshire Health and Social Care Partnership (H&SCP) revenue spend; and the Housing Revenue Account (HRA) revenue and capital spend, for the financial year, 2023/24.

### **Motion**

To agree the recommendation set out in the report.

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

### **Decision**

Having commented on and challenged the report, the Council noted:

1. The General Fund revenue forecasted underspend of £(0.735)m for the year to 31 March 2024;
2. The Clackmannanshire element of the Health and Social Care Partnership (H&SCP) forecasted overspend of £3.684m as at December 2023, for the year to 31 March 2024;
3. The HRA revenue forecasted underspend of £(3.996)m, £0.178m more than the budgeted underspend for the year to 31 March 2024;
4. The HRA Capital programme forecasted underspend of £(6.285)m, of which £6.265m is proposed to be carried forward;
5. The General Fund Capital Programme forecasted underspend of £(9.737)m, and proposed carry forward of £8.462m; and
6. The progress to date in delivering the £3.814m approved savings programme, currently forecast to achieve £2.612m, 68.5%, as at 31 March 2024.



**CC(24)033 WELLBEING HUB & LOCHIES SCHOOL PROJECT UPDATE**

The report, submitted by the Senior Manager, Sport and Leisure, provided Council with an update on the progress of the Wellbeing Hub & Lochies School project.

**Motion**

To agree the recommendation set out in the report.

Moved by Councillor Scott Harrison. Seconded by Councillor Graham Lindsay.

**Decision**

The Council noted the:

1. Key programme updates (set out in paragraph 3.1);
2. Planning pre-application consultation programme update (set out in paragraphs 3.2-3.4);
3. Co-design update (set out in paragraphs 3.5-3.6);
4. Futures Institute of Dollar Academy (FIDA) design competition update (set out in paragraphs 3.7-3.9)

**CC(24)034 SCOTTISH HOUSING REGULATOR ANNUAL RETURN OF THE CHARTER (ARC)**

The report, submitted by the Strategic Director, Place, presented the Scottish Housing Regulator Annual Return of Charter 2024.

**Motion**

To agree the recommendation set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Wendy Hamilton.

**Decision**

The Council agreed to:

1. Note the 2023/24 submission of the ARC, which will be submitted to the Scottish Housing Regulator (SHR) on 31st May 2024, noting the relevant performance results and measures for scrutiny purposes; and
2. Approve that in line with SHR Guidance, the Senior Manger Housing confirms acceptance of the submission and that future ARC reports will be submitted to the closest Audit and Scrutiny committee, to enable performance to be scrutinised in a meaningful way.

**Action**

Strategic Director (Place)

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Councillor Holden raised a point of order in relation to the earlier agreement by Council to defer consideration of the Minute of the Meeting of Clackmannanshire Council held on 21 March 2024 (Minute Reference: CC(24)028) until the next Council meeting.

He advised that Standing Order 21.2 states that “No discussion or amendment will be accepted on minutes of a previous meeting, other than an objection that they are not a correct record. Any objection for this reason will, if not agreed, result in an amendment to a motion approving the minutes or part of the minutes”. He advised that his earlier objection to the correctness of that minute had to be heard today. It could not be heard in camera or be heard offline and then reported back to the next meeting. He advised that the Council must either agree to the objection today, or not agree to it, in which case the motion must be put forward and he would be entitled then to amend it and have the Council vote on it. He advised that should the matter be heard offline, then he may lose the ability to challenge it.

The Convener adjourned the meeting at 10.58 to take the opportunity to consult Standing Orders and to provide Council with a comfort break. The meeting resumed at 11.18 with 14 members present.

Having checked Standing Orders, the Convener advised that Councillor Holden was correct in his interpretation of Standing Orders and adjourned the meeting at 11.19 to take the opportunity to review the recording of the Meeting of Clackmannanshire Council held on 21 March 2024. The meeting resumed at 11.39 with 14 members present.

The Convener, having listened to the recording of the previous Council meeting, agreed that the information put forward by Councillor Holden is a correct verbatim statement on his (the Convener’s) response. The Convener advised that on reflection having listened to the recording that his that response could have been fuller, more explicit and may have been potentially ambiguous as to the reasons for the rejection of the amendment. He advised that the focus had been on the issue around “proposal” versus “proposals”, when actually the more important point was around the validity of any proposals that were coming forward on that day and that hadn’t been reflected in his response. He apologised to Councillor Holden and the wider Council. On that basis, he was prepared to correct the minute to reflect the suggestion put forward by Councillor Holden.

Councillor Quinn asked the Convener to read out amended section of the minute before seeking approval from Council for the amended minute.

The Clerk advised that the Minute of Clackmannanshire Council held on 21 March 2024, (Minute reference CC(24)020 St Mungo’s RC Primary – Learning Estates), in terms of the response given by the Convener when declaring Councillor Holden’s amendment as not competent, should be amended to read:

**“The Convener advised that the legislation required the council to consult on a single proposal and as the amendment would take the council outwith that requirement, the amendment was deemed not competent”.**

### **Decision**

Notwithstanding, the earlier decision to defer consideration of the minutes, subject to the amendment, the minutes of the meeting of Clackmannanshire Council held on 21 March 2024 were agreed as a correct record and signed by the Convener.

### **Action**

Clerk to the Council

*The Convener paused the meeting at 11.40 am to provide an opportunity for external parties to leave the meeting. Councillor Holden withdrew from the meeting prior to the following item of business. The meeting resumed at 11.41 am with 13 members present.*

## EXEMPT ITEMS

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

### CC(24)035 STRATEGIC DIRECTOR RECRUITMENT

The report, submitted by the Chief Executive, invited Council to agree that an Appointments Committee be convened to take forward recruitment to the position of Strategic Director (Place) on a fixed term basis for up to two years pending review of the Organisational Design in line with the Council's agreed Target Operating Model.

#### Motion

To agree the recommendation set out in the report.

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

#### Decision

The Council agreed:

1. That an Appointments Committee be set up and agreed the process of recruitment for the Strategic Director (Place);
2. That the Appointments Committee is politically balanced and be comprised of:

Political Party	Members	Agreed Membership
SNP	2	Councillor Ellen Forson and Councillor Jane McTaggart
Conservative	1	Councillor Martha Benny
Labour	1	Councillor Kenneth Earle

3. That notwithstanding the current terms of the Scheme of Delegation, which provide that recruitment of Strategic Director is delegated to the Appointments Committee, that the recruitment to the interim Director post within the Place portfolio, not including final interview, is delegated to the Chief Executive;
4. That in order to maximise the field of potential candidates, that the recruitment will be advertised simultaneously as an internal, external or secondment opportunity

The Council noted:

5. That the Chief Executive and Senior Manager – HR and Workforce Development (acting) will support the Appointments Committee as professional advisers.

#### Action

Chief Executive

Ends: 11:44 am



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Report to: CLACKMANNANSHIRE COUNCIL

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Date of Meeting: 27 June 2024

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Subject: DRAFT Wellbeing Economy Local Outcomes Improvement  
Plan 2024-2034

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Report by: Senior Manager Partnership and Transformation

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## 1.0 Purpose

- 1.1. The report presents the draft Wellbeing Economy Local Outcomes Improvement Plan (LOIP) for 2024-34, following a refresh of the current plan 2017-2027.

## 2.0 Recommendations

Council is asked to **note**:

- 2.1. that a robust process of evidence and data collection and analysis has been undertaken (Paragraph 3.4)
- 2.2. that a short life working group was established to take forward the refresh of the LOIP (Paragraph 3.1)
- 2.3. that a final consultation exercise on the draft will be carried out over the Summer (Paragraph 3.6)
- 2.4. that the final version of the refreshed LOIP will come forward to Council in August for formal approval (Paragraph 3.6)
- 2.5. note that the Alliance Board will also consider the final draft over the same period (Paragraph 3.6)
- 2.6. that there is a commitment to review the partnership working arrangements of the Alliance to ensure accountability and ownership of delivery (Paragraph 3.3)

### **3.0 Considerations**

- 3.1. Over 2023/24 the Clackmannanshire Alliance Board has led a period of engagement to refresh the current Local Outcomes Improvement Plan, with a shared commitment to developing a new 10 year Wellbeing Economy Local Outcomes Improvement Plan for Clackmannanshire. A comprehensive consultation and engagement plan was agreed by partners and a short life working group comprising partner organisations established to take forward the refresh.
- 3.2. The draft Wellbeing Economy Local Outcomes Improvement Plan builds on key areas of work over the past 3 years namely; our Community Wealth building Action Plan; Wellbeing Economy pilot with Scottish Government and Shaping Places for Wellbeing programme. The plan also seeks to align and integrate the numerous Community Planning partnership plans, duties and responsibilities set out in statute.
- 3.3. The draft plan sets out a refreshed wellbeing vision, outcomes and priorities for Clackmannanshire which will set the direction of travel for the Clackmannanshire Alliance, each of the member organisations, and the community planning partnerships and groups which sit under the Community Planning umbrella in Clackmannanshire. Following approval of the Plan partners have committed to review the partnership working arrangements of the Alliance and associated partnerships to ensure a clear golden thread is designed, articulated and implemented.
- 3.4. The draft plan has been developed following a robust process of evidence and data collation and analysis, verified by external partners and tested through comprehensive collaboration and engagement with a wide range of community planning partners, communities and local groups over an extended period of time. An equality and fairer Scotland impact assessment has also been completed as part of this process which is provided at appendix 2.
- 3.5. Local Outcomes Improvement Plans are statutory plans required under section 2 of the Community Empowerment (Scotland) Act 2016, and the draft plan for Clackmannanshire has been developed in line with the relevant statutory guidance. This has ensured that the draft plan is focussed on improving outcomes for those facing the greatest inequality and disadvantage in the County, whilst also reflecting the local needs and aspirations of our communities in Clackmannanshire.

#### **Next Steps**

- 3.6. The Clackmannanshire Alliance Board is seeking to consult over the Summer on the advanced draft of the Wellbeing Economy Local Outcomes Improvement Plan 2024-2034 with a view to the plan being approved and published in the Autumn. Council is asked to note that a short period of consultation on the draft presented at appendix 1 will be undertaken, following which a final version of the Plan will be brought back to a future meeting of the Council. The Clackmannanshire Alliance Board will also consider the final draft over the same period.

## Conclusion

- 3.7. This report presents the draft Wellbeing Economy Local Outcomes Improvement Plan 2024-2034 which replaces the current LOIP 2017-2027. The paper highlights the development and engagement process led by the Clackmannanshire Alliance and notes the next steps on final consultation and approval of the plan.

### 4.0 Sustainability Implications

- 4.1. No implications are identified.

### 5.0 Resource Implications

- 5.1. No financial or staffing implications are identified.

### 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	X
Our families; children and young people will have the best possible start in life	X
Women and girls will be confident and aspirational, and achieve their full potential	X
Our communities will be resilient and empowered so that they can thrive and flourish	X

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

## Local Outcomes Improvement Plan 2017/27

### 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

An equalities and Fairer Scotland Impact Assessment has been completed and is provided at appendix 2.

## 9.0 Legality

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

## 10.0 Appendices

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

Appendix 1) Draft Wellbeing Economy Local Outcomes Improvement Plan 2024/34

Appendix 2) WE LOIP Equalities and Fairer Scotland Impact Assessment

## 11.0 Background Papers


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

Yes (please list the documents below) No

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	2365

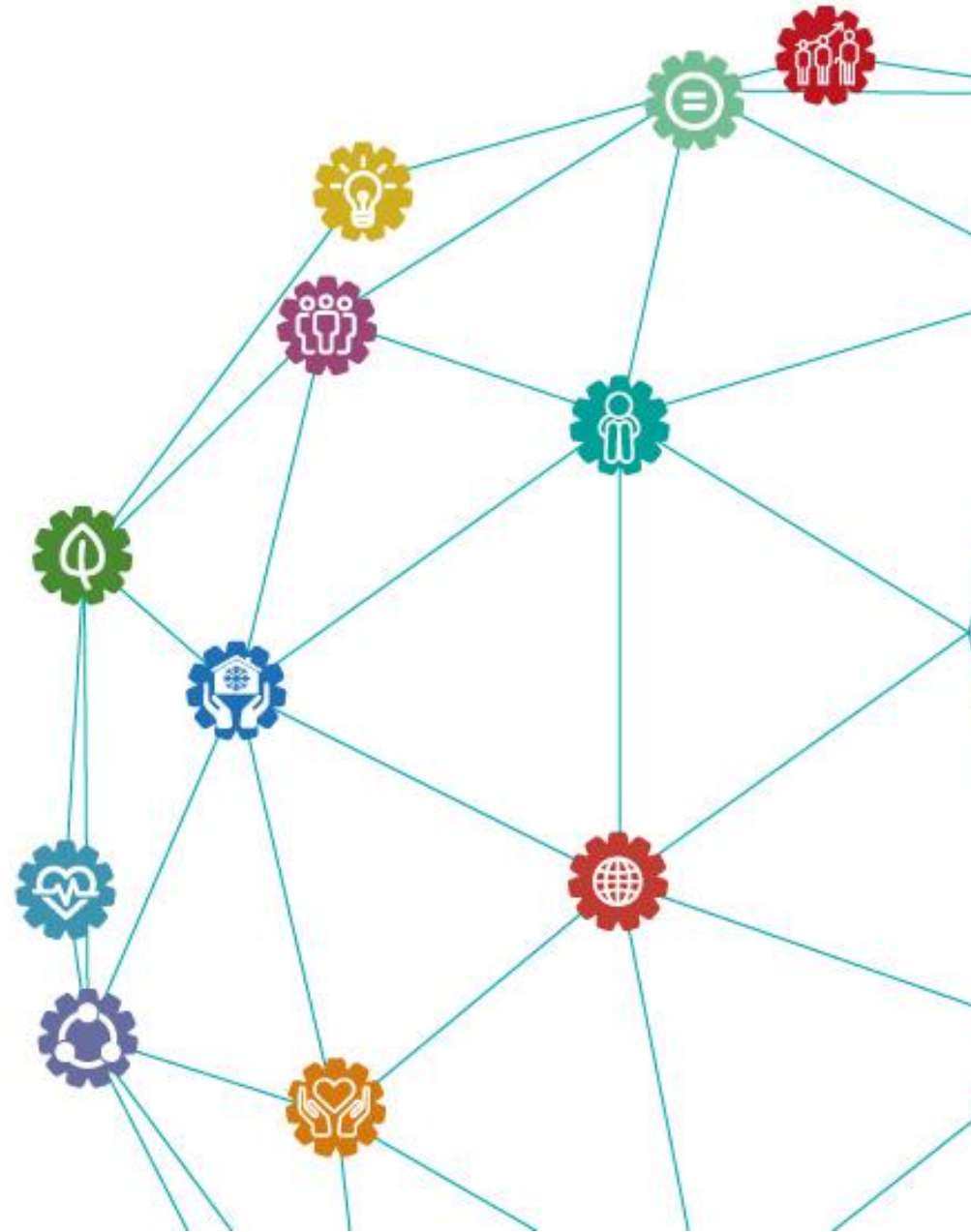
### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	





# Wellbeing Local Outcomes Improvement Plan 2024-2034



## Foreword

Welcome to our Wellbeing Local Outcomes Improvement Plan (LOIP) 2024/2034 for Clackmannanshire.

This Plan sets out our vision for the Clackmannanshire over the next 10 years, defines the priorities that the Clackmannanshire Alliance will focus on, and sets out what differences partners want to see for Clackmannanshire by 2034. A central theme of this Plan is a joint commitment to tackling the inequalities that exists in Clackmannanshire through the delivery of a **wellbeing economy** for Clackmannanshire.

This Local Outcomes Improvement Plan is a plan for Clackmannanshire. We have **listened** to our communities and partners and **focused** on a small number of key issues that can make the greatest impact in Clackmannanshire. We **recognise** the importance of aligning Alliance partner’s resources on priorities that will drive long-term sustainable improvement over the next decade. Through this plan, we will create a **positive wellbeing economic legacy** for future generations in Clackmannanshire: a more equal society which provides a better quality of life for everyone.

**Prevention and early intervention** are strong themes throughout this plan and underpin the ideas behind a wellbeing economy. While this plan seeks to improve outcomes that will benefit everyone in Clackmannanshire, partners **understand** the importance of getting it right for our children and young people – our adults and our working age population in years to come. Securing better outcomes for

our children and young people will secure better futures for all ages and all communities in Clackmannanshire by 2034.

**Improving outcomes** lies at the heart of this plan, but we also want to **acknowledge** the many positive aspects to life that Clackmannanshire has to offer. With our communities, we also want to build on our culture of continuous improvement as a partnership and ensure that we are working together in the best way that we can, making the best use of our resources with and for the benefit of communities in Clackmannanshire.



### Introduction

This Wellbeing Local Outcomes Improvement Plan (LOIP) for 2024-2034 replaces the LOIP covering 2017-2027. This refreshed LOIP has been developed in partnership in response to our statutory obligations, as set out under the Community Empowerment (Scotland) Act 2015.

Community planning is about how public bodies work together, and with local communities, to design and deliver better services that make a real difference to people's lives. In 2015 community planning became a statutory requirement with the introduction of the Community Empowerment (Scotland) Act 2015 and a legal duty on core community planning partners to demonstrate that they are bringing about significant impact on improving outcomes and reducing inequality and disadvantage.

Our LOIP has been developed by the Clackmannanshire Alliance and sets out our ambitions for change for Clackmannanshire over the next decade. This plan details our combined commitment to reduce inequality and our renewed focus to work together to secure better outcomes for our people and businesses through a wellbeing economy. We have chosen to focus our collective efforts on a core set of priorities based on our discussions with partners and communities and based on a sound understanding of local need and circumstances.

Our communities lie at the heart of this plan and our wellbeing economy vision for Clackmannanshire. We recognise that the best solutions and the best ideas come from local communities, local businesses and our third sector. We are committed to working alongside our communities to secure improved outcomes for Clackmannanshire over the next decade and this plan sets out the way that we will meet this commitment.

Each community planning partner in Clackmannanshire is committed to the outcomes and priorities and will reflect these in their own strategic plans. This approach will ensure that all efforts drive improved outcomes for Clackmannanshire. This is particularly important with the challenges and constraints facing both partners and communities over the next decade.

### Developing our Wellbeing Local Outcomes Improvement Plan 2024/2034

Our Wellbeing Local Outcomes Improvement Plan sets out our strategy and vision for Clackmannanshire. It has been developed using a robust evidence base, through extensive research, analysis and engagement including:

- Development of an Action Plan for Community Wealth Building in Clackmannanshire with the Centre for Local Economic Strategies
- Extensive partner engagement with academics from the University of Sheffield on a systems mapping exercise to establish the wellbeing economy priorities and drivers for Clackmannanshire
- Completion of the 6 stage inclusive growth diagnostic toolkit as part of a pilot project with Scottish government
- Data deep-dive and benchmarking led by Scottish Government
- Participation in Public Health Scotland Shaping Places for Wellbeing pilot.
- Review of Strategic Needs Assessment completed in 2021.
- Review of local Community Plans across Clackmannanshire.

We also engaged widely in 2023 to develop the plan including:

- Consultation with local communities and key groups of interest

- An online consultation published across Clackmannanshire
- An engagement and development event held in 2024
- A partners development day
- Final consultation on the LOIP

We also carried out an Equality Impact Assessment to ensure our engagement activity on the plan has been as inclusive as possible; and carried out a Shaping Places for Wellbeing review to ensure a focus on place and wellbeing.

More information on this work can be found here <https://www.clacks.gov.uk/community/planning/>

### Wellbeing in Clackmannanshire

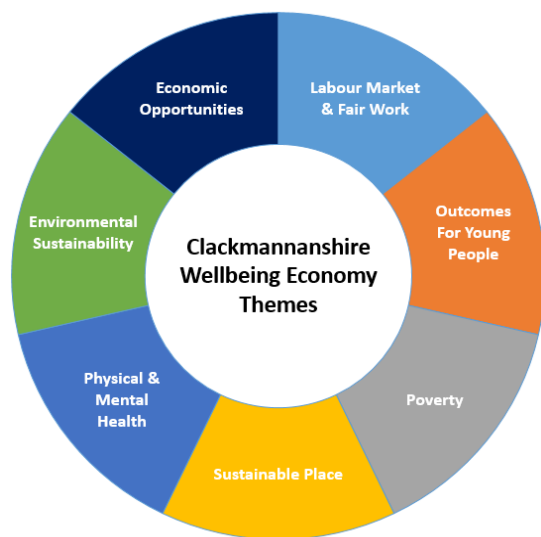
Clackmannanshire has been a leading light in the **development** of new policies to strengthen our local economy to the benefit of people who live here. We piloted **Community Wealth Building** as the building blocks of our economy, while also leading on ways to implement a **wellbeing economy** in Clackmannanshire as part of a pilot with Scottish Government.

## A Wellbeing Economy

When we talk about a wellbeing economy we mean simply one which **Values fair work, good health and sustainable business which can support a thriving population and natural environment for generations to come - getting a wellbeing economy right means that our people and natural environment can both thrive.**

Through our wellbeing economy pilot, a wide range of information and data was analysed and considered by partners and community groups. This work identified seven priority themes which were identified as important in making the biggest impact on inequalities in Clackmannanshire.

Fig: Clackmannanshire Wellbeing Economy Priority Themes



## SIPHER Systems Mapping

As part of the development of this plan a Systems Mapping exercise was completed working with the University of Sheffield and Public Health Scotland. This work, whilst complex, helped to identify parts of the whole system in Clackmannanshire which had the greatest capability to influence outcomes. An interactive map was developed through this work to help partners understand the system and where to focus efforts and resources to make the biggest difference. From analysis we know the main **drivers** and **influencers** that we need to focus on for systemic change:

Fig: Clackmannanshire Wellbeing Drivers & Influencers



## Our Place and People

### The Clackmannanshire Context

In developing this plan a wide range of evidence, data and consultation feedback was taken into account. This has helped us to get a good understand of local aspirations and needs and also helped us to use information to shape priorities which will make the biggest difference over the next decade. The information we have used has included data, statistics and analysis compiled with support from Scottish Government through completion of the Inclusive Growth Diagnostic Toolkit and data deep-dive; SIPHER Systems Mapping; Shaping Places for Wellbeing as well as Strategic Assessments completed across the wider Community Planning Partnership.

Although this plan focusses on outcomes that we are seeking to improve there is no doubt that Clackmannanshire as a place and its people has a lot of untapped strengths. With the meandering River Forth to the south and the imposing Ochil Hills rising in the north, Clackmannanshire seamlessly merges the lowlands and the highlands. Although Scotland's smallest mainland local authority, Clackmannanshire hosts a wealth of historic sites and outstanding places to visit; benefits from its proximity to Scotland's two largest cities and strong transport links by road and rail and enjoys a robust digital infrastructure across our place.

There are other strengths, with businesses more likely to do well in Clackmannanshire, strong natural assets with the potential to develop innovative and sustainable sources of

economic growth through tourism and sustainability, excellent active travel routes, excellent access to green spaces and high rates of resident's satisfaction with the communities they live in.

### What Have We Learned?

From our Data

#### Population

Clackmannanshire has a population of 51,800 residents and 24,100 households.



Under 14 year olds make up 15.7% of the population and 15-64 year olds make up 63.5% of the population. Both these age groups are projected to fall over the next 10 years.

Over 65 year olds make up 20.8% of the population and is projected to increase over the next 10 years.

#### Employment and Jobs

Employment rate and unemployment, number of local jobs and rates of pay, although improving, are all lower than the Scottish average. The number of people



employed or self employed is 71% compared with a Scottish figure of 77%. The dependency ratio (the number of dependants on the working age population) is 61%, higher than Scotland and job

density is lower than Scotland with less than one job for every 2 people in Clackmannanshire.

## Health; Mortality and life expectancy



The life expectancy for males is below the national average at 77 years  
Long term health conditions are prevalent in Clackmannanshire and 20% of the population has at least one long term physical health condition

Suicide rates are higher than the national average

## Poverty



Clackmannanshire has higher rates of workless households, 27% compared with a Scotland at 18%; and 22% of children live in low-income families which again is higher than the Scottish average.

Fuel poverty rates are also higher in Clackmannanshire with 23% of residents estimated to be affected.

## Deprivation



A quarter of data zones (small areas) in Clackmannanshire are in the 20% most deprived according to the Scottish Index of Multiple Deprivation (SIMD). This takes into account a range of measures which include employment and incomes, health inequalities, crime rates and access to services.

28% of Clackmannanshire population live in the most deprived SIMD quintile, significantly higher than the 16% who live in the least deprived quantile.

## From our Engagement

We have listened to our communities on what is most important to them and have incorporated this feedback into this plan and how we will work together as a partnership. For the most part the wellbeing priorities and influencers that were included in the engagement were felt to be the right ones, however there were some gaps identified which are reflected in this plan:

- ❖ Developing a plan which is clear and uses jargon free plain inclusive language
- ❖ Explaining clearly what we mean by wellbeing and a wellbeing economy
- ❖ Ensuring formal and flexible mechanisms to empower and work in partnership with communities
- ❖ Ensuring a focus on the importance of spaces and places including travel and active travel, safe spaces, town centre regeneration, buildings and assets, accessibility and care of our natural assets.
- ❖ Promoting tourism and developing the potential from our natural assets
- ❖ Care provision, tackling social isolation and tackling drug and alcohol issues and impacts.

## Our Vision for a Wellbeing Economy in Clackmannanshire

The remaining sections of this plan set out the Alliance vision, Outcomes, Priorities and Enablers. This section describes the changes that Alliance partners are striving to achieve, how those changes will be delivered, why they have been selected as priorities and how we will track and monitor progress.

We have agreed these Outcomes and Priorities as areas that partners and communities will work together to make a difference through the Clackmannanshire Alliance. Each partner also has individual plans which are complementary to the LOIP, however this plan focusses on those priorities which are jointly agreed by the Clackmannanshire Alliance.

### Our vision:



**Working together to reduce inequality and improve the wellbeing of all people in Clackmannanshire**

## Our Strategic Outcomes



**Wellbeing:** We will work in partnership to reduce inequality, tackle the causes and effects of poverty and support people of all ages to enjoy healthy and thriving lives



**Fair work for all:** We will work in partnership to help people to access fair work, learning and training; and will work together to build a strong local economy



**Shaping places:** We will work in partnership and with communities to create sustainable and thriving places where people have a sense of connection and have control over decisions.

We explain in more detail how we will achieve these outcomes and why they have been chosen in the following sections.



## Strategic Outcome: Wellbeing

What difference do we want to make?

We will work in partnership to improve the **Health & Wellbeing** of all ages in Clackmannanshire; and will work to tackle health and wellbeing inequality

We will work in partnership to improve the wellbeing of our **Children and Young People** and make Clackmannanshire the best place for all children to grow up and thrive

We will work in partnership to tackle the causes and effects of **Poverty** and will work to mitigate the financial challenges for those most vulnerable in our communities



What are our partnership priorities under this outcome?

**In addition to the partnership working already in place we will:**

Improve the physical health of the population of Clackmannanshire, focussing on the prevention of health inequalities and the social determinants of health.

Improve access to whole systems community based mental health services, support and resources, designed on the needs of those who require these services.

Work collaboratively with communities to design solutions to reduce the impacts of poverty with a focus on financial support, cost of living and childcare.

Work with communities to put in place local support to enhance social connections, life skills and reduce social isolation across all communities in Clackmannanshire.

Put in place formal and informal mechanisms to improve local engagement with communities and the Clackmannanshire Alliance, including supporting all communities to develop local plans.

Where it makes sense to do so, simplify and integrate the number of plans and partnerships in place around the theme of wellbeing.

## Why are we focussing on this?

We want all residents in Clackmannanshire to thrive, to be healthy and to have equal access to opportunities. Our evidence tells us that by addressing physical and mental health we can influence other outcomes such as reducing poverty or increasing the number of people in fair employment.

We want our children and young people to have the best start in life and have equal opportunities

We don't think anyone in Clackmannanshire should go without basic human resources whether that is access to good quality food, warm and safe housing, clothing or a little money for extras.

Our data tells us that too many children in Clackmannanshire are living in poverty.

Our engagement told us reducing inequality across our communities is a priority area of focus.

Our engagement and analysis told us that working alongside communities and those accessing services to design and implement solutions is the best way to improve outcomes in the long term.

## Key plans & programmes

### Plans

NHS Forth Valley Population Health Plan  
Clackmannanshire Sport and Active Living Framework  
Children's Services Plan  
The Promise in Clackmannanshire  
Tackling Poverty Strategy  
Family Wellbeing Partnership  
Health and Social Care Strategy  
Community Learning and Development Plan  
Drug and Alcohol Plan for Clackmannanshire  
Violence Against Women and Girls plan for Clackmannanshire  
Clackmannanshire Third Sector Interface Strategic Plan.

### Programmes

Mental Health Local Solutions  
STRIVE  
City Region Deal Flexible Skills Programme

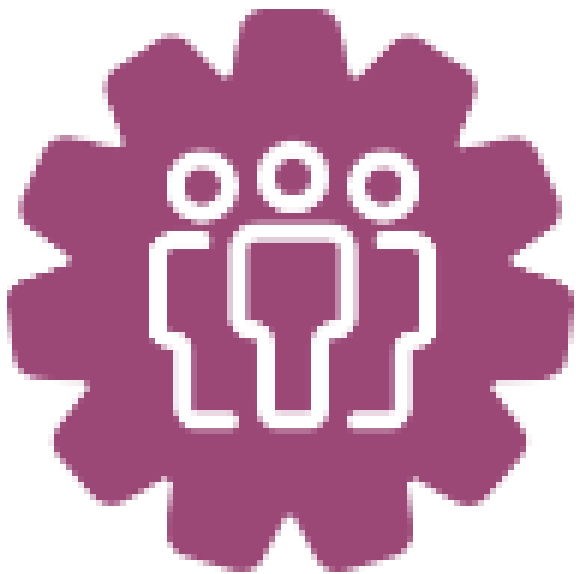
## Strategic Outcome: Fair work for all

What difference do we want to make?

We will work in partnership to improve **employment opportunities** and ensure people have access to develop and improve skills through training and learning

We will work in partnership to harness the collective power of **Local Anchor** organisations with a focus on developing a strong local business base and economy

We will implement our Community Wealth building plans ensuring a continued focus on **fair work** for all, but also targeting efforts where there is inequality.



What are our partnership priorities under this outcome?

**In addition to the partnership working already in place we will:**

Work smarter as a partnership and with local business across Forth Valley, to increase the number of local young people accessing apprenticeships and employment in the region.

Implement our Community Wealth building plan and Good Employment Charter across Clackmannanshire effectively harnessing the collective power of Local Anchor organisations.

Take a local and regional approach to develop transport solutions which work for Clackmannanshire to help people access training and employment opportunities across Forth Valley.

Increase the proportion of people in Clackmannanshire volunteering.

Increase the proportion of young people in apprenticeships.

Work in partnership to increase digital inclusion across Clackmannanshire.

Ensure effective support is in place to help people who face disadvantage into employment including those who have a protected characteristic but also with experience of the care system, justice system, who have experienced trauma and/or have served time in the armed forces.

## Why are we focussing on this?

We know from evidence that supporting people into sustainable and fair employment has a positive impact on other outcomes such as health, mental health and reducing poverty.

We know that keeping money circulating in the local economy helps improve business growth, local employment, local spend, fair wages and community benefits.

We know that supporting young people into work when they leave Education or further Education is really important especially when inequality is a factor.

Our data tells us that we still have a long way to go to increase employment and reduce unemployment in Clackmannanshire in line with national rates.

Our engagement told us that good quality local jobs, especially for young people, is a priority for Clackmannanshire.

Our engagement told us that improving local transport solutions is important for our communities and residents.

## Key Plans & Programmes

### Plans

Community Wealth-building Action Plan  
Regional Economic Strategy (in development)  
Clackmannanshire Economic Strategy (in development)  
Clackmannanshire tourism strategy  
Clackmannanshire Third Sector Interface Strategic Plan  
Good employment charter

### Programmes

Local Transport Solutions  
City Region Deal Flexible Skills Programme  
City Region Deal Active Travel Programme  
City Region Deal Scotland's International Environment Centre  
City Region Deal Alloa Innovation Campus

## Strategic Outcome: Shaping places

What difference do we want to make?

We will work in partnership to improve **environmental sustainability** for Clackmannanshire, reducing carbon emissions and mitigating the impacts of climate change as well as increasing awareness of the challenges

We will work in partnership to create **sustainable places** which support improved wellbeing and help reduce inequality

We will work in partnership to create **local sustainability**, maximising our natural capital and assets in Clackmannanshire to improve wellbeing.



What are our partnership priorities under this outcome?

**In addition to the partnership working already in place we will:**

Promote active travel and continue to develop and build on active travel plans.

As a partnership align property and asset management plans and clearly promote asset transfer opportunities.

Work with local communities on participation requests on optimising the use and maintenance of green spaces.

Implement Clackmannanshire's Good Food Strategy with a focus on local food growing, allotments and community growing and garden spaces.

Work with communities to identify local solutions to creating safe, inclusive and attractive places.

Work with communities to support them to develop and Implement local community led plans and solutions.

## Why are we focussing on this?

We are committed to playing our part to reduce emissions and work towards net zero.

We understand from evidence that access to good quality green spaces for play and recreation contributes to wellbeing and good mental and physical health.

We know that places and spaces which are well maintained, safe and under the stewardship of local communities increases a sense of pride, identity, belonging and satisfaction.

We know from our engagement that maximising and optimising our natural assets, buildings and properties for the benefit of all is important to local communities.

We know that heritage, history and community connection to places and spaces is important to people.

We know that our population profile is going to change over the next 20 years, and the way that services are designed and delivered needs to change to reflect local population needs.

## Key Plans & Programmes

### Plans

Local Development Plan  
Clackmannanshire Tourism Strategy  
Clackmannanshire Sustainability Strategy  
Clackmannanshire Good Food Plan  
Clackmannanshire Third Sector Interface Strategic Plan  
Alloa Town Centre Master Plan  
Community Safety/Anti-social behaviour Strategy

### Programmes

City Region Deal Active Travel Programme  
City Region Deal Scotland's International Environment Centre  
City Region Deal Alloa Innovation Campus

## Community Planning in Clackmannanshire

Community Planning Partnerships have a responsibility to work with communities to plan, resource and deliver integrated public services, reduce inequalities and significant disadvantage and bring about sustainable improvements to local outcomes. The Clackmannanshire Alliance, our Community Planning Partnership, brings together the key organisations that can make a difference to people's lives locally. All partners are committed to the principles of a wellbeing economy in Clackmannanshire and all partners are jointly accountable for the delivery of this plan.

The Clackmannanshire Alliance recognises that delivering the priorities in this plan is not an easy task. We understand that, due to the size of Clackmannanshire, we have many opportunities and also challenges which are unique to our place. Community planning is complex, however, with several duties, responsibilities and obligations which are no different to the largest community planning partnerships in Scotland, working in partnership for our communities is more important than ever.

Understanding the breadth of responsibility on the partnership and responding to the areas of inequality we have identified in Clackmannanshire is a challenge for partners and communities. We will do everything we can to ensure that our partnership has the resources and capacity to deliver the required change to achieve a wellbeing economy in Clackmannanshire.

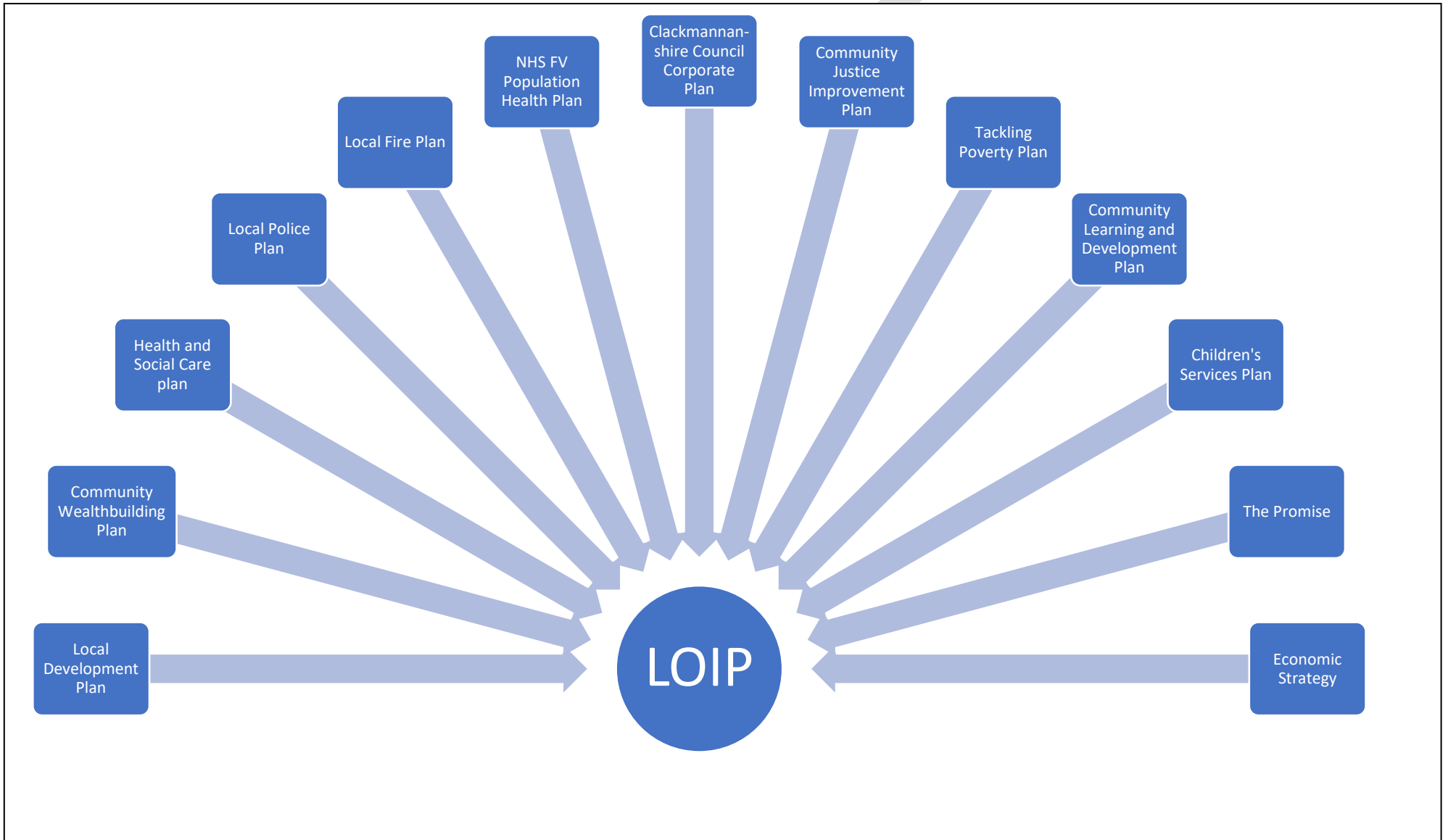
We understand that is going to be challenging, so how we work as a partnership is critical. Our partnership working arrangements need to reflect our LOIP and it is crucial that our partnership's planning, performance and delivery framework is simple, clear and aligned. To ensure that we implement effective partnership arrangements we will apply strong governance, accountability and collaboration in all that we do and will strive to continually make improvements as a partnership.

An early partnership priority will be to review our partnership operating arrangements, to ensure they reflect the priorities that we have identified through this LOIP. Our mechanisms for engaging with communities, local businesses and the third sector will be a key part of that review. Our current partnership structure includes both regional and local partnerships and our Memorandum of Understanding sets out how we will work in partnership. This will be refreshed as part of the review.

### Our Partnership Plans

Sitting alongside the LOIP there are several significant plans in Clackmannanshire which shape how we work in partnership and how we improve outcomes locally. These plans will be reviewed to ensure they align with the LOIP and partners will continue to provide leadership and resources to deliver these plans and ensure that the vision, strategic outcomes and priorities presented in this LOIP are achieved.

## Clackmannanshire Community Planning: Partnership Plans





## Health and Social Care

The Clackmannanshire and Stirling Health and Social Care Partnership published its Strategic Commissioning Plan in 2023. The plan has established five priorities for focus over the next 10 years:

- ❖ Prevention, early intervention & harm reduction
- ❖ Independent living through choice and control
- ❖ Achieving care closer to home
- ❖ Supporting people and empowering communities
- ❖ Reducing loneliness and isolation.

This plan aligns with the Wellbeing Local Outcome Improvement Plan and vice versa and both the Health and Social Care Partnership and Clackmannanshire Alliance are committed to complementing and supporting the priorities and outcomes for Clackmannanshire.

Further information on the Strategic Commissioning Plan can be accessed on the Clackmannanshire and Stirling Health and Social Care Partnership website

<https://clacksandstirlinghscp.org/about-us/strategic-plan/>

## Our Performance Framework

In Clackmannanshire we have a solid foundation of working together to improve outcomes for Clackmannanshire and our refreshed LOIP seeks to build on that work. The way the partnership engages individuals and works with communities to develop solutions that will achieve real and lasting change for future years is crucial.

How performance is managed across the partnership is also important in ensuring the right decisions are made and that progress is monitored effectively.

Clearly setting out the golden thread is also important, so there is a clear line of sight from the National Performance Framework to the LOIP Outcomes and the plans and strategies which support the deliver of the LOIP. It is also important that we clearly set out a simple framework of reliable and robust performance measures which provide a high-level, meaningful snap-shot of progress being made by partners over the next 10 years. It is intended that these measures are kept under review to ensure that they are reliable and that they provide meaningful data for the Clackmannanshire Alliance and Clackmannanshire's communities.

## How will we know we are making a difference?

As part of the work we have undertaken with Scottish Government a performance dash-board has been developed based on the wellbeing economy outcomes and priorities identified for Clackmannanshire. These provide high level tracking information for partners to monitor progress based on robust and reliable data at Clackmannanshire level. This dash-board seeks to complement performance measures contained in delivery plans and strategies aligned with this plan.

Further information on how we work in partnership, the structure of the Clackmannanshire Alliance and performance management can be found at [www.clacks.gov.uk/community/planning/](http://www.clacks.gov.uk/community/planning/)

## The Golden Thread

Fig: The National Performance Framework; Wellbeing Priorities and Strategic Outcomes.



**Clackmannanshire Wellbeing Local Outcomes Improvement Plan:  
High level Dash-board Measures**

<b>Strategic Outcome: Wellbeing</b>	<b>Strategic Outcome: Fair Work</b>	<b>Strategic Outcome: Shaping Places</b>
% of children living in low income families	Claimant count: 18-24 years and 25 years +	% Recorded crimes per population
% of children living in poverty	Modern apprentice numbers (total and by gender)	% Population with access to green and blue spaces (within 5 minutes from home)
% of population in fuel poverty	% of workless households	SIMD 20% most deprived (local share)
Suicide rate per population	Employment Rate	% residents satisfied with public services
Teenage Pregnancy	Median earnings (male and female)	No. of local community plans in place
% School leavers in Positive destinations	Population projections	No. of assets in community ownership
Drug related deaths	Local procurement spend	No. of Participation Requests
% residents surveyed who rate their neighbourhoods as a 'very good place to live'.	Dependency ratio (Dependents as proportion of working age population %)	% of adults who agree that there are places to meet and socialise in their neighbourhood.
% residents satisfied with local health services	Business survival rates	Total population by SIMD quintile
% household with home internet access	Gender pay gap	% of adults who have very or fairly strong sense of belonging to a community.
% of adults who agree they are in good or very good health.	% of 16-19 year olds in education, training or employment	% of adults who feel safe in their own homes at night.
	% of adults who participate in weekly volunteering.	% adults who agree with the statement 'I can influence decisions affecting my local area'.



**Equality and Fairer Scotland Impact Assessment - Screening**

<b>Title of Policy:</b>	Clackmannanshire Wellbeing Economy Local Outcomes Improvement Plan 2024-2034
<b>Service:</b>	Partnership and Performance
<b>Team:</b>	Partnership and Transformation/Community Planning

Will the policy have to go to Council or committee for approval	Yes
Is it a major policy, significantly affecting how functions are delivered?	Yes
Does it relate to functions that previous involvement activities have identified as being important to particular protected groups?	Yes
Does it relate to an area where the Council has set equality outcomes?	Yes
Does it relate to an area where there are known inequalities?	Yes
Does it relate to a policy where there is significant potential for reducing inequalities or improving outcomes?	Yes

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

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

**APPROVAL**

<b>NAME</b>	<b>DESIGNATION</b>	<b>DATE</b>
Cherie Jarvie	Senior Manager Partnership and Transformation	4/06/24

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

**Equality and Fairer Scotland Impact Assessment - Scoping****Purpose of the proposed policy or changes to established policy**

The Clackmannanshire Alliance Board has taken forward a refresh of the Local Outcomes Improvement Plan (LOIP) aligned with commitments to deliver a Wellbeing Economy. A draft Wellbeing Economy Local Outcomes Improvement Plan for 2024/34 has been developed which will replace the previous LOIP approved in 2017.

The refreshed WE LOIP is substantially different to the previous plan and seeks to establish a 10 year vision, outcomes and priorities, which will focus the work of partners through the

Community Planning Partnership (Clackmannanshire Alliance).

In line with statutory duties the draft plan is focussed on improving outcomes for those facing disadvantage and inequality; and setting out a plan to meet local community needs and aspirations. The Plan is both strategic and a plan for residents in Clackmannanshire, and seeks to integrate and align a range of other important strategic plans already in place.

**Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?**

**General Equality Duty -**

➤ **Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct**

Although the Plan is set at a high level aspects of delivery may advance this part of the duty. Related plans referenced in the LOIP may also advance this part of the duty.

➤ **Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not**

It is assessed that the LOIP and associated strategies and plans will positively advance this part of the duty.

➤ **Fostering good relations between people who share a protected characteristic and those who do not.**

It is assessed that the LOIP and associated strategies and plans will positively advance this part of the duty.

**Fairer Scotland Duty -**

➤ **Reducing inequalities of outcome caused by socioeconomic disadvantage**

It is assessed that the LOIP and associated strategies and plans will positively advance this part of the duty.

The Plan sets out a range of evidence and data which has been considered through a robust planning and development process. This work has included utilising national approaches to shape our understanding of inequality and the actions that need to be taken to prioritise the mitigations partners will implement. This has included analysis using the Scottish Government Wellbeing Economy Toolkit and Inclusive Growth Diagnostic and the Shaping Places for Wellbeing Outcomes. Engagement across a range of communities and groups has also taken place, alongside a local review of community plans.

Data and evidence reviewed in developing the Plan has included analysis on known areas of disadvantage in Clackmannanshire, specifically on employment and underemployment; poverty, incomes and workless households; health and wellbeing across all age groups; place-based deprivation. Independent data deep-dive analysis and benchmarking has been completed and a SIPHER systems mapping engagement approach undertaken.

<b>To which of the equality groups is the policy relevant?</b>		
<b>Protected Characteristic</b>	<b>Yes/No*</b>	<b>Explanation</b>
Age	Yes	The Plan has specific outcomes and priorities for children and young people as well as working age population and older age groups too. Population changes have been considered as part of the analysis.
Disability	Yes	The plan has specific priorities to support people with disabilities. Specifically this relates to mental health support and employment and training support.
Gender Reassignment	No	The plan has no specific outcomes or priorities on this protected characteristic.
Marriage and civil partnership	No	The plan has no specific outcomes or priorities on this protected characteristic.
Pregnancy and Maternity	No	The plan has no specific outcomes or priorities on this protected characteristic.
Race	Yes	The plan has specific priorities to support ethnic minority communities into training and support.
Religion and Belief	No	The plan has no specific outcomes or priorities on this protected characteristic.
Sex	No	The plan has no specific outcomes or priorities on this protected characteristic.
Sexual Orientation	No	The plan has no specific outcomes or priorities on this protected characteristic.

\* Delete as required

<b>What evidence is already available about the needs of relevant groups, and where are the gaps in evidence?</b>
<p>Our analysis indicates that low incomes, poverty and inequality and health inequality are significant issues for Clackmannanshire, particularly when compounded by one or more protected characteristics and/or also worsened by economic and financial pressures. As part of our consultation and engagement to develop the Plan, themed discussions were held specifically to gather feedback on proposals and to capture specific information on needs and priorities. This information and feedback was collated and informed the process of developing the plan. Furthermore, a period of engagement was carried out on the plan with feedback segmented where possible to capture specific needs of protected groups.</p> <p>This information was combined with data on inequalities which was captured through our analysis and approaches to test our understanding of the information and data.</p> <p>Although this approach has been comprehensive, engagement with some protected groups has been fairly limited and we are keen to continually improve the ways that we use data to help plan effectively.</p>

<b>Which equality groups and communities might it be helpful to involve in the development of the policy?</b>
The Council and Clackmannanshire Alliance is seeking views from protected groups, and in particular from: young and older residents; those with a disability; sex, sexual orientation and gender reassignment persons and groups; individuals and groups experiencing economic disadvantage, low income families and/ or communities and from organisations supporting residents with protected characteristics. We are also seeking views from residents in deprived communities or areas which have high levels of social or economic disadvantage. We are seeking information on any additional reasonable mitigation that we should consider for inclusion in the plan, or where actions in the plan may inadvertently impact on those with a protected characteristic.
<b>Next steps</b>
The next of finalising the Wellbeing Economy Local Outcomes Improvement Plan is to engage on the advanced draft to capture any final amendments, changes or mitigations that should be reflected in the final plan. The plan, and associated updated Equality and Fairer Scotland Impact assessment will be then be published on Clacks.gov.uk.

**Equality and Fairer Scotland Impact Assessment - Decision**

<b>Evidence findings</b>	
This section will be updated following a final period of engagement on the plan.	
<b>Details of engagement undertaken and feedback received</b>	
This section will be updated following a final period of engagement on the plan.	
<b>Decision/recommendation</b>	
Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:	
<b>Tick</b>	<b>Option 1: No major change</b> The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	<b>Option 2: Adjust the policy</b> – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.
	<b>Option 3: Continue the policy</b> – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council’s obligations under the duty.
	<b>Option 4: Stop and remove the policy</b> – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.
<b>Justification for decision</b>	
This section will be updated following a final period of engagement on the plan.	



APPROVAL		
NAME	DESIGNATION	DATE



**CLACKMANNANSHIRE COUNCIL**

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**Report to Clackmannanshire Council**

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**Date of Meeting: 27<sup>th</sup> June 2024**

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**Subject: Wellbeing Hub & Lochies School Project Update**

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**Report by: Robbie Stewart, Senior Manager, Sport & Leisure**

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**1.0 Purpose**

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub & Lochies School project.

**2.0 Recommendations**

- 2.1. It is recommended that Council approves the Outline Business Case to allow the project to continue through RIBA Stages 3 and 4 (Technical Design) and proceed with the preparation of the Full Business Case. **(see paragraphs 3.1-3.12 and appendix 1)**

*It is recommended that the Council notes the following:*

- 2.2. Key programme updates including Hub Stage 1 (RIBA Stage 2) Submission and submission of the Full Planning Application **(see paragraphs 3.13-3.16)**

**3.0 Considerations**

***Outline Business Case***

- 3.1. An Outline Business Case (OBC) **(see appendix 1)** has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs, and risks, provide justification for the preferred option, and set-out the arrangements for successful delivery. The purpose of the OBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables the Council to make informed decisions regarding the continuing viability of the project.
- 3.2. The project has reached the end of RIBA Stage 2 (Concept Design) and the SFT Hub Framework Stage 1 gateway. This is key decision point in the development lifecycle to determine whether to proceed to the next stage of the development process, the Full Business Case (FBC).

- 3.3. The project has an ambitious vision and series of strategic objectives (defined within the Strategic Case) and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and future need. The overarching vision for the project is:

*“A hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities.”*

*“A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”*

- 3.4. Through the work undertaken to date, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. Options for continuing with the current arrangements (business as usual) have also been considered but have been deemed non-viable options as they meet neither the current nor future needs for Clackmannanshire. The results arising from the detailed options appraisal exercises identified the preferred option as the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards.
- 3.5. The project is being procured through the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland (Hubco). The project has reached the end of Hub Stage 1 under the terms of the Territory Partnering Agreement (TPA) and is looking to proceed to Stage 2. Financial Close is planned for Q1 2025 and completion of the construction works planned for the end of Q4 2026 with both the Wellbeing Hub and Lochies School becoming operational in 2027.
- 3.6. Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is £64,893,388, with an overall estimated capital investment figure for the Council of £77,500,000. The estimated lifecycle cost for the entire asset is £8,447,207 which equates to £32.54/m<sup>2</sup>/annum over a 25-year period.
- 3.7. Demand and financial modelling has also been undertaken for the Wellbeing Hub with a projected net expenditure of £387,084 in Year 1 and £254,028 from Year 2 excluding lifecycle and maintenance costs. This projected expenditure will be met through existing provision within the Leisure Assets Budget. Further detailed modelling will be undertaken to include lifecycle and

maintenance costs within the scope of the Leisure Assets budget with additional income generating opportunities being explored to reduce the annual cost to the Council further in future years.

- 3.8. At this early stage in the development lifecycle, it should be noted that this initial revenue cost forecast is subject to further refinement of the design proposals, use of spaces, additional income generating opportunities, and staffing models to optimise the net expenditure to ensure financial sustainability. In addition, this model assumes a fully self-sufficient operating model without spaces such as the café and climbing areas being leased to external providers and suppliers to operate.
- 3.9. A thorough review and consideration has still to be given to the wider network of services across Clackmannanshire to ensure the new facility complements and enhances the services already on offer across Clackmannanshire to avoid duplication and improve efficiency. Continued engagement is required with community groups and organisations to identify elements of the proposal which can be jointly operated in partnership with the council to align with the Family Wellbeing Partnership approach and Target Operating Model (TOM) which places the needs of residents, communities and businesses at the heart of Council decision-making.
- 3.10. Aligned to the TOM and FWP a mixed economy model will be explored to ensure Council's decisions on what and how services are provided within the Wellbeing Hub are 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.
- 3.11. Further detail on the operating model will be brought back to Council in January 2025 as part of the Full Business Case.
- 3.12. Detailed management and governance procedures have been established for successful project delivery and in accordance with governance procedures, the decision required at this gateway is whether to proceed to the preparation of the Full Business Case (FBC). The FBC will be the final investment decision (OGC Gateway 3) at the end of RIBA Stage 4 (Technical Design) and Hub Stage 2 and will provide the final recommendation for an affordable project which delivers value for money.

### ***Programme Update***

- 3.13. The project has now reached the next key gateway in the design development process. The Council's development partners Hubco have submitted their Hub Stage 1 (RIBA Stage 2) submission for the Council's Project Team to review, comment and approve.
- 3.14. The Project Team have commenced the 4-week review period and are due to return comments and formal Stage 1 approval to Hubco in mid-June.
- 3.15. The Stage 1 submission gateway provides the functional baseline to allow the project to progress to RIBA Stages 3 and 4 (Detailed and Technical design). The Stage 1 submission has also been used to inform the Outline Business Case for review and approval by Council.

3.16. The Full Planning Application will be submitted to the Planning Authority in mid-June with a decision targeted for the Planning Committee meeting at the end of October 2024.

#### 4.0 Sustainability Implications

4.1 Alignment with the Clackmannanshire Council Interim Climate Change Strategy

#### 5.0 Resource Implications

5.1 Financial Details

The projected costs for the Wellbeing Hub and Lochies School developments are outlined in the General Services Capital Programme 2023/24 to 2042/43 and within the OBC (see appendix 1).

Discussions are ongoing with Scottish Futures Trust to confirm the level of revenue funding that will be provided from the Learning Estate Investment Programme.

#### 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	<input checked="" type="checkbox"/>
Our families; children and young people will have the best possible start in life	<input checked="" type="checkbox"/>
Women and girls will be confident and aspirational, and achieve their full potential	<input checked="" type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	<input checked="" type="checkbox"/>

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

#### 8.0 Equalities Impact

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

## 9.0 Legality

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

## 10.0 Appendices

10.1 Appendix 1: Wellbeing Hub & Lochies School Outline Business Case (Due to the file size of the Outline Business Case Appendices, these are not included but can be made available on request).


## 11.0 Background Papers

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

### Author(s)

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### Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	







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# Clackmannanshire Council Wellbeing Hub and Lochies School Investment Proposal

## Outline Business Case (OBC)



**Clackmannanshire  
Council**

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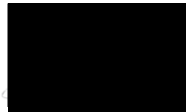
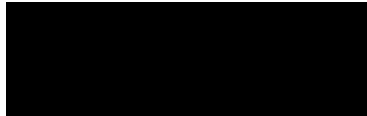


**hub**  
East Central Scotland



## Project details Document verification

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- i. Clackmannanshire Council
- ii. Integratis Consulting
- iii. Hub East Central Scotland Ltd



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## Glossary of Terms

- i. (ASN) Additional Support Needs
- ii. (BAU) Business as Usual
- iii. (COR) Change Order Request
- iv. (CSF) Critical Success Factors
- v. (CTSI) Clackmannanshire Third Sector Interface
- vi. (D&B) Design and Build
- vii. (DBDA) Design and Build Development Agreement
- viii. (FBC) Full Business Case
- ix. (FWP) Family Wellbeing Partnership
- x. (Hubco) Hub East Central Scotland Ltd
- xi. (LCC) Life-Cycle Costs
- xii. (LEIP) Learning Estate Investment Programme
- xiii. (LOIP) Local Outcomes Improvement Plan
- xiv. (OBC) Outline Business Case
- xv. (OGC) Office for Governance and Commerce
- xvi. (PEP) Project Execution Plan
- xvii. (PIR) Project Information Requirements
- xviii. (POE) Post Occupancy Evaluation
- xix. (POW) Plan of Work
- xx. (PPR) Post Project Review
- xxi. (RIBA) Royal Institute of British Architects
- xxii. (SALF) Sport and Active Living Framework



- xxiii. (SECF) School Estates Core Facts
- xxiv. (SFT) Scottish Futures Trust
- xxv. (SIMP) Standard Information Management Plan
- xxvi. (SLEV) Social and Local Economic Value
- xxvii. (TOM) Target Operating Model
- xxviii. (TOMs) Themes, Outcomes and Measures
- xxix. (VFM) Value for Money



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## 1. Executive Summary

- 1.1. This Outline Business Case (OBC) has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs and risks, provide justification for the preferred option and set-out the arrangements for successful delivery. The purpose of the OBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables them to make informed decisions regarding the continuing viability of the project.
- 1.2. This business case follows the HM Treasury Green Book Guidance and adopts the Five Case Business Case Model and also aligns with the Office for Governance and Commerce (OGC) gateway process. The project has reached the OGC Gateway 2 (Detailed Planning Stage) which broadly aligns with the end of RIBA Stage 2 (Concept Design) and the SFT Hub Framework Stage 1 gateway. This is a key decision point in the development lifecycle to determine whether to proceed to the next stage of the development process, the Full Business Case (FBC).
- 1.3. The project has an ambitious vision and series of strategic objectives (defined within the Strategic Case) and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and the future need. The overarching vision for the project is:

*“A hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities.”*

*“A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”*

- 1.4. Through the work undertaken to date, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. Options for continuing with the current arrangements Business as Usual (BAU) have also been considered but have been deemed non-viable options as they meet neither the current nor future needs for Clackmannanshire. The results arising from the detailed options appraisal exercise identifies the preferred option as the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards.
- 1.5. The project is being procured via the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland Ltd

(Hubco). The project has reached the end of Hub Stage 1 under the terms of the Territory Partnering Agreement (TPA) and is looking to proceed to Hub Stage 2. Financial Close is programmed for Q1 2025 and completion of the construction works planned for the end of Q4 2026 with both the Wellbeing Hub and Lochies School becoming operational in 2027.

- 1.6. Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is £64,893,388, with an overall estimated capital investment figure for the Council of £77,500,000. The estimated lifecycle cost for the entire asset is £8,447,207 which equates to £32.54/m<sup>2</sup>/annum over a 25-year period. Demand and financial modelling have also been undertaken for the Wellbeing Hub with a projected net expenditure (operational deficit) of £387,084 in Year 1 and £254,028 from Year 2 excluding lifecycle costs and any financing costs or loan repayment costs attributed to capital funding.
- 1.7. Detailed management and governance procedures have been established for successful project delivery and in accordance with governance procedures, the decision required at this gateway is whether to proceed to the preparation of the Full Business Case (FBC). The FBC will be the final investment decision (OGC Gateway 3) at the end of RIBA Stage 4 (Technical Design) and Hub Stage 2 and will provide the final recommendation for an affordable project which delivers value for money.



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## 2. Introduction

### 2.1. Project Overview and Background

- 2.1.1. In February 2021 Clackmannanshire Council made the decision to cease operations of the Alloa Leisure Bowl permanently following a prolonged period of closure starting in 2019. The cost of repairing the Alloa Leisure Bowl to an acceptable and safe standard was significant and could not guarantee a useable facility for the long term. Consequently, the decision was taken to explore and develop options for future leisure provision within Clackmannanshire.
- 2.1.2. Following a period of review of future leisure provision for Clackmannanshire residents in 2021, an options appraisal recommending two potential sites was produced in December 2021. In considering the options, and in line with the feedback from both key stakeholder and public engagement, the proposals were considered on the principles of community wealth building, environmental sustainability, affordability, inclusivity and accessibility.
- 2.1.3. In response to the extensive public and key stakeholder consultation, a further options appraisal was undertaken considering both the sites and range of facilities mix for the Wellbeing Hub. The results were reported and presented to the Council in August 2022 where the council agreed the proposed site, facilities mix and the preferred way forward and agreed that the project should proceed to the next stage in the development process.
- 2.1.4. During the 2021-22 academic year, and in parallel with the strategic work undertaken on the Wellbeing Hub, the Council undertook surveys of its entire learning estate by assessing them against the School Estates Core Facts (SECF) survey criteria, used by Scottish Government, to ensure consistent reporting across Scotland on the condition and suitability of school buildings. Lochies was the only school in the Authority to be graded as a category D “unsatisfactory” in the suitability category. The condition of the building was assessed as being category C “poor.”
- 2.1.5. Subsequently, an options appraisal was commissioned for Lochies Primary School with the details reported and presented to Council in October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process will take place to relocate a new build Lochies School. Finally, a further report was presented to Clackmannanshire Council in February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School.
- 2.1.6. The vision for this proposed joint development is to provide a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire and that both Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities. The proposal will aspire to improving health and wellbeing opportunities for every person in Clackmannanshire with inclusivity, equity and accessibility being central to the entire user journey, helping people to be connected, active and well throughout their lives.

## 2.2. Wellbeing Hub Preparatory Work

- 2.2.1. Extensive public and stakeholder consultation has taken place at various stages of the proposed development for the Wellbeing Hub with high levels of support and engagement. The consultation has highlighted the desire for the new facilities to provide a wide range of sport, leisure and cultural spaces that would be available 7-days a week, during the day, evenings and weekends. Community consultation identified that high numbers of adults want to take part in walking, exercise classes, cycling and swimming. Many are also keen to participate in lifestyle classes, gardening, running/jogging and gym activities.
- 2.2.2. The Scottish Household Survey shows that physical and cultural activity levels amongst adults in Clackmannanshire are below the average across Scotland, highlighting the need to do more to encourage adults to be more active. The Scottish Household Survey also shows in 2019 activity participation in Clackmannanshire was below the Scottish average in areas such as swimming, gyms, keep fit and dancing. It also shows that participation levels by those from the most deprived areas was lower in Clackmannanshire when compared to the Scottish Average. This suggests more needs to be done to grow participation by individuals, families and communities from the most deprived areas in Clackmannanshire.
- 2.2.3. Almost 66% of respondents to the Clackmannanshire Alliance consultation felt that the overall quality of Council facilities was either poor or very poor with only 30% thinking they were high or very high quality. 52% of respondents felt that facilities did not meet their needs well, 45% felt that facilities did meet their needs. Almost 70% of respondents felt that the current level and variety of council facilities were poor or very poor. Only 27% felt that they were good or very good.
- 2.2.4. Local key health indicators show that there is action required to address the health inequalities that exist in the Alloa area. Higher than average death rates particularly amongst younger population, higher than average cancer rates and deaths from coronary heart disease demonstrate that there is a significant need to take action to support individuals, families and communities to become more active and improve health and wellbeing.
- 2.2.5. Although not identified explicitly from the stakeholder consultation, subsequent discussions have also emphasised the need for financial efficiency and viability to ensure the ongoing operating costs of the Wellbeing Hub can be minimised and opportunities identified to maximise income generation. Across the UK there is an emerging trend of replacing old traditional sports centres with new wellness hubs. This is part of a strategic shift towards a more integrated system of care.
- 2.2.6. Most of the hubs developed involve a range of partners investing in the new hub but also co-locating different services under one roof. Many wellbeing hubs provide a core sports and leisure offer (swimming pool, fitness, sports hall) together with libraries, flexible community spaces, hydrotherapy pools, GP practices, pre-school nurseries, outpatient clinics of various types, adult day care services, mental health services and youth services, etc.



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### 2.3. Lochies School Preparatory Work

- 2.3.1. Stakeholder engagement has evidenced that parents and carers believe that a new school is needed to provide the space to facilitate improved support mechanisms that will allow their children to develop and become more independent learners. Increasing space and improving ease of access throughout will be life-changing for so many of these children. Doing so would provide far greater outdoor learning opportunities, further enhancing the health and wellbeing of the children.
- 2.3.2. As this project involves a relocation of Lochies School, a formal consultation was required under the Schools (Consultation) (Scotland) Act 2010. This was undertaken by Education staff over the winter/spring 2022/23. The consultation was overseen by Education Scotland who prepared a report on the consultation. In addition, considerable preparatory work has been carried out by working collaboratively with other Local Authorities, in the form of visits and shared learning.
- 2.3.3. As the new school would not be predicted to open until late 2027 and the funding from the LEIP programme is for 25 years, the new school needs to be large enough to accommodate the historically increasing number of children who will require complex needs support. Therefore, the Council are investigating building a school that can accommodate up to 54 pupils (9 classes of 6). This is based on both the fact that there is an increasing demand for places at Lochies and the experience of new builds in other local authorities is that they were full when opened, requiring expansion.
- 2.3.4. The new school would be designed to specific area and cost metrics in addition to particular terms and conditions. All rates will be multiplied by the “like for like” pupil on a capacity basis. Consequently, further discussion with SFT would be required to explain the impact of complex needs on determining existing capacity and future proofing for increasing numbers in scale and complexity. Subsequently, the agreed capacity will impact on the funding available from LEIP funding.



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### 3. Strategic Case

The Strategic Case explains the rationale for the project and defines the case for change. This case provides the background for the proposal and explains the objective(s) to be achieved. This case also identifies how the proposal aligns/compliments other strategic policies and plans within the Council and outlines the main benefits, risks, constraints and dependencies of the project.

#### 3.1. Strategic Context

- 3.1.1. The conceptualisation and eventual realisation of the Wellbeing Hub and Lochies School in Clackmannanshire are intricately linked to the broader strategic and policy environment that governs regional development and community wellbeing. This expanded narrative integrates critical insights from the Council's Target Operating Model (TOM) and the Family Wellbeing Partnership (FWP), alongside a comprehensive suite of national, regional, and local directives.
- 3.1.2. These elements collectively underscore the investments potential to significantly impact local communities, especially in addressing prevailing challenges such as child poverty, enhancing overall community wellbeing, and innovating public service delivery to meet the evolving needs of Clackmannanshire's residents.
- 3.1.3. The Wellbeing Hub and Lochies School is envisioned as a transformative project, directly responding to Clackmannanshire's strategic objectives and policy directives aimed at fostering sustainable inclusive growth, empowering families and communities, and enhancing health and wellbeing across all segments of the population.
- 3.1.4. The Wellbeing Hub and Lochies school will contribute to all of Clackmannanshire Council's strategic plan priorities including:
  - i. Inclusive Growth.
  - ii. Jobs and Employability.
  - iii. Reducing Child Poverty.
  - iv. Raising Attainment.
  - v. Sustainable Health & Social Care.
  - vi. Empowering Families and Communities; and,
  - vii. Organisational Transformation.
- 3.1.5. In addition, the projects strategic outcomes will reflect and contribute to the strategic objectives defined within the Local Outcome Improvement Plan 2017/2027 (LOIP), namely:
  - i. Clackmannanshire will be attractive to businesses and ensuring fair opportunities for all.

- ii. Our families, children and young people will have the best possible start in life.
- iii. Women and girls will be confident and aspirational to achieve their full potential; and,
- iv. Our communities will be resilient and empowered so they can thrive and flourish.

3.1.6. The Clackmannanshire Alliance, consisting of NHS Forth Valley, the Clackmannanshire Third Sector Interface (CTSI), Police Scotland, Scottish Fire & Rescue Service, Scottish Enterprise, Clackmannanshire businesses and Clackmannanshire Council monitor the LOIP and it is envisioned the facilities and services provided by the proposed Wellbeing Hub and Lochies School will make a considerable contribution to its successful outcome.

3.1.7. The Wellbeing Hub and Lochies School will be an effective mechanism to deliver on the Sport and Active Living Framework (SALF) which was created in 2018 and underwent a refresh in 2024 to run to 2028. This will make a positive contribution to the national Active Scotland outcomes and delivers on the Family Wellbeing approach of improving wellbeing and developing the capabilities of families and young people in Clackmannanshire. The Wellbeing Hub will play a significant role in the achieving the four key priorities set-out in the refreshed SALF 2024 – 2028:

- i. More people with the right skills working in paid and voluntary roles.
- ii. More accessible and higher quality public and community facilities.
- iii. More suitable and targeted programming for people with specific needs.
- iv. More accessible and connected travel options.

## 3.2. Organisational overview

3.2.1. Clackmannanshire Council is the smallest mainland Local Authority and one of 32 Local authorities in Scotland. The Clackmannanshire area caters for a population of approximately 51,540 and is situated in central Scotland bordering Falkirk, Perth and Kinross, Fife and Stirling Council areas.

3.2.2. Seven of Clackmannanshire's data zones within Alloa South & West, Alloa North, Tullibody South and Tullibody North & Glenochil fall in the 10% most deprived areas in Scotland. Alloa South and East remain the most deprived areas with 5 data zones found in the 5% most deprived areas in Scotland.

3.2.3. The Wellbeing Hub and Lochies School will be developed and operated by the Clackmannanshire Council People directorate which incorporates social work, criminal justice and education (including sport and leisure). The People directorate details Sustainable Inclusive growth, Empowering Families & Communities and Health and Wellbeing as the main "Be the Future" workstreams to deliver transformational change.



### 3.3. Business strategy and aims

- 3.3.1. The Council's TOM lays a foundational blueprint for operational efficiency, collaborative service delivery, and innovation in public services. It advocates for an integrated approach to service provision, where technology, user-centric design, and sustainability are central. The Wellbeing Hub, within this framework, emerges as a critical infrastructure capable of embodying these principles, offering a multifunctional space that not only serves diverse community needs but also acts as a catalyst for broader socio-economic development and innovation in local governance.
- 3.3.2. The FWP's focus on reducing child poverty through wellbeing and capabilities approaches presents a unique opportunity for the Wellbeing Hub to directly contribute to improving outcomes for children and families in Clackmannanshire. By adopting a model that emphasises empowerment, leadership, and collaborative learning, the Hub can become a central point for community engagement and support, particularly for vulnerable and underserved populations. This aligns with broader efforts to ensure that all community members, especially children and care-experienced young people, have the opportunities and support necessary to lead flourishing lives.

### 3.4. Other relevant strategies

- 3.4.1. The development and operationalisation of the Wellbeing Hub are guided by several key policy implications and strategic considerations drawn from an extensive review of relevant documents and best practices. See Appendix A for a list of reference documents.
- i. **Provision of High-Quality, Accessible Facilities:** There is a recognised need for modern, energy-efficient facilities that can adapt to the changing expectations of local residents and visitors. The Hub must be designed with accessibility at its core, ensuring that all community members, regardless of age or ability, can benefit from its offerings.
  - ii. **Comprehensive Service Delivery:** Reflecting on the TOM and FWP, the Wellbeing Hub's services should be diverse and integrated, spanning physical health, mental wellbeing, social engagement, and educational opportunities. This approach ensures a holistic response to community needs, fostering a supportive and inclusive environment.
  - iii. **Community Empowerment and Engagement:** Central to the Wellbeing Hub's success is its ability to engage with and empower the local community. This involves not only providing services but also creating opportunities for community members to actively participate in decision-making processes, program development, and ongoing operational improvements.
  - iv. **Sustainability and Innovation:** In alignment with the Council's sustainability and climate change strategies, the Wellbeing Hub should incorporate sustainable practices and technologies, ensuring its long-term viability and minimising its



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environmental footprint. Furthermore, leveraging innovative service delivery models and digital solutions can enhance user experience and operational efficiency.

- v. **Partnership and Collaboration:** The Wellbeing Hub's development should be characterised by strong partnerships across the public, private, and third sectors, enhancing the scope and impact of its services. Collaborative models can facilitate resource sharing, expertise exchange, and the co-creation of services that more effectively meet community needs.

### 3.5. Wellbeing Hub existing arrangements

- 3.5.1. Following the closure of the Alloa Leisure Bowl there has been no accessible and available swimming facility in the Clackmannanshire Council area which is a significant gap in provision. Swim lessons for schools are maintained for primary school aged children by bussing the pupils to The Peak leisure centre or Dollar Academy at considerable cost.
- 3.5.2. Public swimming is not available in Alloa or surrounding areas at present without transport to Stirling or Falkirk resulting in a significant leisure and life skill gap in provision.
- 3.5.3. Sports facilities at Alloa and Alva Academy are accessed by community groups, however, demand outstrips supply and there are challenges with transport across the county, availability and the range of activity that can be catered for. The new Wellbeing Hub will compliment these exiting facilities with additional availability and a focus on leisure that will not be accommodated in the school facilities such as daytime and weekend extended usage.
- 3.5.4. We would highlight that the development of the Wellbeing Hub does not displace activity from existing locations across the county. Instead, programmes and activities will link and complement existing provision whilst increasing activity, health and wellbeing in Clackmannanshire.

### 3.6. Lochies School existing arrangements

- 3.6.1. In accordance with the Scottish Government School Estates Core Facts (SECF) survey criteria, the condition of the existing Lochies School has been assessed as being category C “poor” and the suitability graded as a category D “unsatisfactory.” In addition, the location, spaces, size, layout and access are significant issues across all areas of the existing school. Furthermore, the additional support needs of pupils are now more severe, and the number of pupils has also increased significantly.
- 3.6.2. The existing Lochies School has a roll of 37 which is the maximum capacity based on the needs of the current pupils although, in previous years the school has had higher rolls (2018/19 = 41 pupils), when pupil’s needs were not as severe and complex. The school has been operating at maximum capacity for the last decade which is influenced by the needs of the pupils and as the level of need has increased over the years this has restricted the capacity resulting in pupils needing to be accommodated elsewhere.

3.6.3. Consequently, the school building is not suitable for supporting the needs of the users. Staff are continuing to meet the needs of pupils, but the existing building and arrangements are making this more and more challenging, and this has resulted in one pupil having to attend a school in another local authority area. This clearly demonstrates that continuing with Business as Usual (BAU) is no longer a viable option and strengthens the case for change and investment.

### **3.7. Wellbeing Hub Business needs – current and future**

3.7.1. Access to leisure provision is recognised as a key factor in reducing stress and anxiety as well as generating social groups and preventing loneliness. The demographic make-up of Clackmannanshire highlights the requirements for leisure facilities that can increase wellbeing as well as tackle wider issues such as unemployment, economic growth, and education attainment.

3.7.2. The Wellbeing Hub will meet the objectives identified in the LOIP and Council Strategic Plan by being a central location utilised for leisure pursuits, education and provide a centre for drop-ins, and programmed consultations by partners in the NHS, Social Services, Police and Business Groups.

3.7.3. The Wellbeing Hub will operate on an income generation basis for core programming which will allow for targeted cost effective and subsidised services aimed at meeting the social objectives of the Clackmannanshire Alliance.

### **3.8. The Wellbeing Hub Case for Change**

3.8.1. The strategic and policy context for the proposed Wellbeing Hub and Lochies School in Clackmannanshire, enriched by insights from the Council's TOM and the FWP, presents a compelling case for the project's potential to significantly impact community wellbeing. By aligning with strategic objectives, adhering to policy directives, and embracing principles of inclusivity, sustainability, and innovation, the proposed investment will help address critical community needs and contribute to the broader vision of a healthy, resilient, and empowered Clackmannanshire. The success of this project will depend on its ability to integrate and reflect the diverse voices and needs of the community it aims to serve, setting a precedent for future developments in the region.

### **3.9. The Lochies School Case for Change**

3.9.1. As medical advancements have improved, life expectancy for children with complex needs has in turn increased and the numbers of pupils at Lochies has increased. The needs profile for the pupils has shifted from moderate to more complex. Consequently, it is challenging for the existing building to meet Lochies pupils' needs now and is likely to become even more challenging in the future. This is the justification behind the future increased capacity of 54 pupils for the new Lochies and in doing so provides equality for these children and families within our society.



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3.9.2. A new build Lochies School will therefore enrich the educational experience of pupils by providing equality, ensuring that the needs of all Clackmannanshire pupils can be met. Retaining pupils within the Authority would reduce fees and other costs paid to other authorities associated with placing requests.

### 3.10. Spending objectives

3.10.1. The spending objectives are vital for success and the project will be measured and validated against these at key gateways throughout the development process. These objectives are aligned to the underlying policies and strategies which underpin the case for change and are focussed on what needs to be achieved rather than the potential solution. In addition, the objectives need to be Specific, Measurable, Achievable, Relevant and Time-constrained (SMART).

3.10.2. Through the long-listed options appraisal process for the Wellbeing Hub, the spending objectives have been developed and agreed through an iterative process of consultation and engagement with key stakeholders. These were shaped by the by a strategic aim and vision to “improve the quality of life for every person Clackmannanshire” and the themes of inclusive growth, empowering families and communities and health and wellbeing.

3.10.3. The initial spending objectives and used for the long-listed options appraisal have been identified in Table 1.

*Table 1: Initial Spending Objectives - Wellbeing Hub Long Listed Options Appraisal*

No.	Theme	Outcome	Objective
1	Health	Help to reduce health inequalities in Clackmannanshire and encourage a wide range of people to connect, be active and be well.	The Wellbeing Hub will provide suitable spaces for people to connect and will accommodate relevant physical activity, wellbeing and sport programmes.
2	Inclusion	Attract and retain a wide range of users, particularly from across Clackmannanshire localities and from key target groups.	The Wellbeing Hub will be accessible to all types of users, provide flexible indoor and outdoor facilities and deliver an inclusive customer experience.
3	Place	Help to create a place where people want to live, work and visit.	A high-quality facility which is attractive to both local people and visitors and which is well connected to active travel routes.
4	Inclusive economy	Have a positive impact on the key pillars of Community Wealth Building and also on the	The Wellbeing Hub will make appropriate use of land, will create opportunities for local skills, jobs and supply chains and will complement wider

No.	Theme	Outcome	Objective
		network of physical activity, wellbeing and sport providers.	Clacks provision of physical activity, wellbeing and sport.
5	Sustainability	Be an environmentally and financially sustainable building.	The Wellbeing Hub will operate within the Council's annual revenue budgets and energy targets and contribute to Clacks net zero targets.

- 3.10.4. Following the strategic decision by the Council to co-locate both the Wellbeing Hub and Lochies School on the Alloa West site and form a joint project, the Council's project team commissioned the Scottish Futures Trust (SFT), Ryder Architects and Hub East Central Scotland (hubco) to support the creation of an updated Project Vision, Strategic Outcomes and Objectives using the SFT Briefing and Evaluation Framework which considers this co-location and joined approach.
- 3.10.5. This was a vital step to define success and the aspirations for this joint project as without clear spending objectives this would lead to an ineffective appraisal, planning, monitoring and evaluation process. In addition, this enabled all key stakeholders to collectively align and agree the overarching ambition for the project along with the core issues, goals and success criteria. This has provided a solid baseline (frameworks) to maintain clarity and consistency throughout the development. A copy of the Visioning and Brief Development Report is included in Appendix B.
- 3.10.6. Through consultation and engagement with the wider project partner organisations, the Council have established the following **Project Vision:**

*“A hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities.”*

*“A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”*

- 3.10.7. Supplementary to the Project Vision, the following series of **Strategic Objectives** have been developed for the project:
- i. The whole facility achieves excellence in inclusivity and accessibility for all.

- ii. The Wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.
- iii. The new Lochies School will provide an excellent educational environment for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the Wellbeing Hub.
- iv. Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey.
- v. Provides access to enhanced lifelong learning opportunities for families of those with additional support needs (ASN) and the wider community, to support wellbeing and active living.
- vi. Improving physical and mental health for Clackmannanshire and breaking down health inequalities.
- vii. Strong focus on sustainability and environmental credentials.
- viii. The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.

3.10.8. The Strategic Objectives have been distilled further to establish and define the Specific Measurable Achievable Relevant and Timebound (SMART) Objectives against which the project will be measured against and validated at key project gateways. These will continue to be refined to clearly identify specific figures and targets which can be measured and monitored.

3.10.9. The **SMART Objectives** for the project are aligned to the Strategic Objectives and are identified below:

3.10.10. The whole facility achieves excellence in inclusivity and accessibility for all.

- i. People feel welcome and safe in all areas of the facility, outside and inside.
- ii. Fully accessible and inclusive for all users across the full site (e.g. disabled parking, signage, dementia friendly design).
- iii. Robust but discrete secure lines between public and core educational spaces.
- iv. Provision to encourage and support multi-generational uses.
- v. Type / number of entrances allow for privacy and dignity of those accessing services but avoid creating unnecessary divisions / silos.
- vi. A coherent user journey / language that flows from the protected (private) spaces to fully accessible public spaces.

3.10.11. The Wellbeing Hub prioritises the sport, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.

- i. High quality sport, leisure and wellbeing facilities for a range of users.
- ii. Quality swimming pools.
- iii. Spaces where everyone feels welcome to dwell or pass through to other services.
- iv. Services and facilities complement, rather than compete with, local provision.
- v. Accessible and inexpensive transport networks.
- vi. Services and facilities are affordable to use.

3.10.12. The new Lochies School will provide an excellent educational environment for learners with severe and complex additional support needs. Providing intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the Wellbeing Hub.

- i. The space and services available provide for the individual and their support network throughout their life.
- ii. Enhanced learning through play and outdoor spaces - the latter providing a range of sensory, play and natural spaces.
- iii. Spaces and services within the Wellbeing Hub can be accessed and used by pupils and staff as part of the curriculum.
- iv. A flexible learning environment meets the wholistic needs of learners, families and staff working together to meet the fluctuating challenges faced by those with severe and complex learning and health needs.
- v. Access to facilities in the Wellbeing Hub provides enhanced opportunities for health education, independent living and self-care skills.
- vi. Easy, secure access and drop off for taxis, accessible vehicles and mobility aids.

3.10.13. Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey.

- i. A fully connected site that encourages active use of indoor and outdoor spaces.
- ii. Enhanced learning through accessible and inclusive outdoor spaces across the wider site - the latter providing a range of sensory, play and natural spaces.



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- iii. Interesting and inclusive spaces for the school that are secure within the landscape but are appropriately accessible to visitors.
- iv. Access to covered outdoor spaces to maximise the school's use in all weathers.
- v. Incorporating a sustainable active travel plan that connects the site to active travel routes across Clackmannanshire.
- vi. Accessible toilets within outside spaces.

3.10.14. Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.

- i. All education provision in Clackmannanshire can link to services here.
- ii. A service that supports individual needs and transitions, rather than one size fits all.
- iii. Enhanced opportunities for partnership working with parents, carers and allied health professionals at Lochies School.

3.10.15. Improving physical and mental health for Clackmannanshire and breaking down health inequalities.

- i. Supporting allied health professionals and care opportunities for the school and community users.
- ii. The layout and spaces within the hub support integrated and collaborative working practices.
- iii. Access to clubs, support groups and (potentially) supported employment for Lochies pupils and families.
- iv. The facility helps users to identify networks and support services elsewhere in Clackmannanshire, complementing the services on offer in the hub.

3.10.16. Strong focus on sustainability and environmental credentials.

- i. Biodiversity and sustainability are an integral part of low maintenance landscaping, visible to users as a feature of the site.
- ii. Utilises digital technology that helps measure and manage environmental KPIs.
- iii. The project achieves Passivhaus Classic certification.
- iv. The school achieves construction embodied carbon target (A1-A5) of less than 600kg CO2/m2.
- v. The facilities achieve an energy target of 67kwh/m2/per annum.
- vi. Embrace, reduce, reuse, repair, and recycle across the facility and services.
- vii. The project achieves Building with Nature Accreditation.



3.10.17. The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.

- i. Design, implementation and management take a place-based partnership approach.
- ii. Phasing to consider how the campus can provide enhanced facilities for the ASN school as it develops.
- iii. Flexible and adaptable spaces for future use.
- iv. The facilities operate within the agreed revenue budget of no more than £425,000 / annum from Year 2 excluding inflation and life-cycle maintenance costs. Figure to be defined through further economic and financial modelling.
- v. Creating approx. 25 local jobs and supporting local supply chains. Social Value and Community Benefit targets to be developed and agreed with Hubco.
- vi. Vertical zoning of stores / services in shared spaces.

### 3.11. Scope and service requirements

3.11.1. The scope and key service requirements (facilities mix) to meet the current and future need have been influenced by several factors. The key drivers behind establishing the facilities mix include:

- i. The direction of local and national policy.
- ii. The feedback and outputs arising from extensive community consultation.
- iii. The feedback and outputs arising from key stakeholder consultation.
- iv. Investigating participation trends and other local or regional provision.
- v. Local health data.
- vi. Benchmarking against similar projects.
- vii. The need to accommodate a broad range of activities and services; and,
- viii. The ability to generate sufficient levels of income to be financially sustainable.

3.11.2. The range of services (facilities) have then been classified (grouped) into those which are deemed essential (Do minimum), desirable (Intermediate) and optimal (Do Maximum). These have then been used to establish the long-listed options identified as part of the Economic Case.

## 4. Economic Case

The Economic Case assesses the economic costs and benefits of the Wellbeing Hub and Lochies School project across its lifecycle. This is different from the financial (capital or revenue) costs which are detailed under the Financial Case. This case appraises the various investment options to achieve the strategic outcomes and objectives and identifies the preferred way forward based on the Critical Success Factor's (CSFs) for the project. This case also looks at the wider benefits of the investment to determine Value for Money (VFM).

### 4.1. Critical Success factors

- 4.1.1. The Critical Success Factors (CSFs) are the attributes essential for successful delivery of the project, against which the initial assessment of the options for the delivery of the project will be appraised, alongside the spending objectives.
- 4.1.2. Through the long-listed options appraisal process for the Wellbeing Hub, the CSFs have been developed and agreed through an iterative process of engagement with key stakeholders. These have subsequently been weighted in advance of the appraisal to enable the factors which are considered of greater importance to have more influence over the outcome.
- 4.1.3. The initial CSFs and their associated weightings used for the long-listed options appraisal have been identified in Table 2.

*Table 2: Initial CSFs - Wellbeing Hub Long Listed Options Appraisal*

Critical Success Factors (CSF)		Weighting
CSF No.	CSF Description	(%)
1	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Inclusion and Provision</b>	29.0%
2	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Place and Accessibility</b>	26.0%
3	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Environment and Sustainability.</b>	17.0%
4	Ability to meet the Wellbeing Economy priorities and project outcomes associated with <b>Community Wealth.</b>	14.0%
5	Potential <b>achievability</b>	14.0%
<b>Total</b>		<b>100%</b>

4.1.4. To help understand each of the CSFs in the context of the Wellbeing Hub, a further definition of each has been included below:

- i. **CSF No.1:** This factor reflects on how well each option provides inclusive facilities which support people in being able to connect, be active and be well. The key considerations include:
  - There are plenty of indoor and outdoor spaces where people can connect.
  - The facilities allow for a wide range of uses for physical activity, wellbeing and sport.
  - People can access individual and group activities.
  - Community based providers can use the Hub to meet clients or deliver services.
  - People feel welcome to the Hub and face no barriers in using the facilities; and,
  - People can afford to use the facilities.
- ii. **CSF No.2:** This factor looks at how well each option helps to create a sustainable place where people want to live, work and visit and can be accessed by the greatest number of users and employees. Key considerations include:
  - Increasing visitor numbers into Clackmannanshire.
  - Other leisure and wellbeing providers being attracted to locate in Clackmannanshire.
  - Alloa and Clackmannanshire is a vibrant destination for local people and visitors.
  - People are increasingly proud of living in Alloa and Clackmannanshire.
  - People can reach the Wellbeing Hub primarily using active travel and public transport.
  - People feel safe travelling to the Wellbeing Hub; and,
  - Interdependency with other developments in the area.
- iii. **CSF No.3:** This factor assesses how well each option can help the Council meet operational sustainability and environmental target. Key considerations include:
  - Can achieve reduced operational energy targets.
  - Can achieve Net Zero Carbon targets; and,
  - Provides opportunities for Low and Zero Carbon technologies.
- iv. **CSF No.4:** This factor evaluates how well each option supports community wealth community wealth building by considering how the project:
  - Makes appropriate use of available land.
  - Creates skills and work opportunities for the most deprived communities.
  - Creates supply opportunities for local organisations; and,
  - Complements the wider physical activity, wellbeing and sport provision.



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- v. **CSF No.5:** This final factor considers how well each option matches the organisations level of available skills required for successful delivery. In addition, this CSF considers an appropriate and manageable level of construction risk and the availability and capability of the supply chain to deliver the project. An analysis of the strengths, weaknesses, opportunities and threats (SWOT) was undertaken for each option to inform this.

## 4.2. Long listed options

- 4.2.1. Having established the vision, strategic outcomes, spending objectives and the potential service requirements, a range of possible development options for the Wellbeing Hub have been determined considering both the facilities mix and site locations. Regarding the sites under consideration, these were agreed at the meeting of Clackmannanshire Council on the 16<sup>th</sup> December 2021 as the Alloa West (Pavilions) site and the former Alloa Leisure Bowl site.
- 4.2.2. It is worth noting that following the termination of the management agreement and lease for the former Alloa Leisure Bowl and the review of future leisure provision it was agreed at the meeting of Clackmannanshire Council on 31<sup>st</sup> May 2021 that the Alloa Leisure Bowl was declared surplus to requirements and that arrangements should be made that the existing building is demolished. Consequently, any options for refurbishment of existing facilities have not been considered.
- 4.2.3. In addition, an option for Business as Usual (BAU) was also included to provide a benchmark against which the other options can be compared and demonstrate the result of continuing with the current status quo without implementing an option. Ultimately, BAU was immediately discounted as a non-viable option due to need to provide swimming provision within Clackmannanshire. Table 3 below identifies the long list of options for the Wellbeing Hub which have been devised.

*Table 3: Long Listed Options - Wellbeing Hub*

Option	Description
Option 1	Alloa West (Pavilion) Site Essential (Do minimum) Facilities Mix
Option 2	Alloa West (Pavilion) Site Desirable (Intermediate) Facilities Mix
Option 3	Alloa West (Pavilion) Site Optimal Facilities Mix
Option 4	Alloa Leisure Bowl Site Essential (Do minimum) Facilities Mix
Option 5	Alloa Leisure Bowl Site Desirable (Intermediate) Facilities Mix
Option 6	Alloa Leisure Bowl Site Optimal (Do Maximum) Facilities Mix.



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4.2.4. These options have been considered against the critical success factors at a workshop with nominated stakeholders to agree the consensus scoring and establish the preferred option. A subsequent sensitivity analysis has also been undertaken to assess the outcome of the appraisal exercise on the long list of options.

### 4.3. Preferred way forward

4.3.1. Following the appraisal of the long list of options, the results were reported and presented to the Council and at the Meeting of Clackmannanshire Council on 11<sup>th</sup> August 2022 the council agreed that Alloa West (Pavilions) site and optimal facilities mix (Option 3) was the preferred way forward and should proceed to the next stage and gateway in the development process. Refer to Appendix C for the Wellbeing Hub long list options appraisal scoring workbook.

4.3.2. In parallel with the Wellbeing Hub long list options appraisal, an options appraisal was also being undertaken for Lochies Primary School. The details of the Lochies School appraisal were reported and presented at the Meeting of Clackmannanshire Council on 06<sup>th</sup> October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process, will take place to relocate a new build Lochies School to the Alloa West (Pavilions) site.

4.3.3. Subsequently, a further report was presented at the Meeting of Clackmannanshire Council on 02<sup>nd</sup> February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School. This decision was then supplemented by a further report presented at the Meeting of Clackmannanshire Council on 23<sup>rd</sup> March 2023 which provided updated capital cost estimates associated with various energy and environmental performance options. The Council agreed the approval to proceed with the adoption of Passivhaus for the joint Wellbeing Hub and Lochies School development.

### 4.4. Short listed options

4.4.1. Having ascertained the preferred way forward, two (2) short list options were established to determine the preferred option. The short list option is defined in Table 4.

*Table 4: Short Listed Options - Wellbeing Hub and Lochies School*

Option	Description
Option 1	Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings.
Option 2	Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with separate buildings.

- 4.4.2. To appraise the short-listed options, a revised set of Critical Success Factors (CSFs) has been prepared in response to the updated Project Vision, Strategic Outcomes and Objectives for the joint Wellbeing Hub and Lochies School project. The CSFs and their associated weightings used for the short-listed options appraisal are identified in Table 5.

Table 5: Revised CSFs - Wellbeing Hub and Lochies School Short Listed Options Appraisal

Critical Success Factors (CSF)		Weighting
CSF No.	CSF Description	(%)
1	The whole facility achieves excellence in inclusivity and accessibility for all.	10.0%
2	The wellbeing hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.	17.5%
3	An excellent school for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the wellbeing hub.	17.5%
4	Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey	17.5%
5	Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.	7.5%
6	Improving physical and mental health for Clackmannanshire and breaking down health inequalities.	10.0%
7	Strong focus on sustainability and environmental credentials.	10.0%
8	The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.	10.0%
<b>Total</b>		<b>100%</b>

- 4.4.3. Following a further workshop with key project stakeholders, the consensus scoring for each of the short list options against the weighted CSFs was determined. Refer to Appendix D for the Wellbeing Hub short list options appraisal scoring workbook.

#### 4.5. Short listed options sensitivity analysis

- 4.5.1. A further sensitivity analysis has been undertaken to assess the impact on the outcome if all CSFs were allocated an equal weighting. In addition, a cost (quantitative) assessment of each short-list option has been undertaken considering both capital costs and the ongoing operational and revenue costs along with a final combined qualitative and quantitative assessment.

#### 4.6. Net Present Social Value (NPSV)

- 4.6.1. Clackmannanshire Council engaged Integratis Consulting and 4Global to undertake an analysis of the of the projected social value arising from the Wellbeing Hub investment. The purpose is to demonstrate how this investment would contribute to social value and provide benefits the wider area.
- 4.6.2. The full Social Value Analysis Report is included in Appendix E, however, the headline figures are that based on a projected annual visitor throughput of 275,000 this would generate an estimate total Social Value of £2.14m per annum which equates to an estimated £134 per person. Subjective Wellbeing is identified as the principal driver behind this figure which evaluate improved life satisfaction for participants over 16.

#### 4.7. Social and Local Economic Value (SLEV)

- 4.7.1. Maximising social value and community benefits through this proposed investment is another fundamental component to the success of this project, and throughout the delivery of this proposal Hubco and the Tier 1 Contractor will commit to achieving a series of agreed Themes, Outcomes and Measures (TOMs).
- 4.7.2. The total Social and Local Economic Value (SLEV) target for the preferred option below, is currently estimated at £27,621,872.88 which equates to 42.5% of the Total Hubco Development Cost. This means that for every £1 spent through the development agreement, £0.42 of SLEV will be delivered. Within this total SLEV figure, some of the measures include:

SFT Ref	Measure	Unit	Target
SFT1a (NT1c)	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain.	no. of people (FTE)	30
SFT20 (NT10)	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	no. of weeks	400
SFT28 (NT18)	Total amount (£) spent in local supply chain through the contract	£	36,000,000

- 4.7.3. Refer to Appendix F for the TOMs Calculator and the detailed figures behind the SLEV target.

#### 4.8. Preferred option

- 4.8.1. Following the short list options appraisal, the results suggest that the preferred option is the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards.

## 5. Commercial Case

The Commercial Case explores and considers the commercial feasibility of the project. This case defines the procurement and contract strategies and explains the allocation of risk and associated mitigation measures. In addition, the commercial case identifies the key contractual milestones and delivery dates and clarifies and accounting requirements.

### 5.1. Procurement strategy and route

- 5.1.1. Following the strategic decision by Clackmannanshire Council to bring both the Wellbeing Hub and Lochies School together, a procurement strategy has been developed based on both facilities being procured as a single project.
- 5.1.2. This strategy identifies a series of procurement options for consideration, the key selection criteria and the recommended procurement approach considering how the options align with the established criteria.
- 5.1.3. In addition to the various options, consideration was also given to the capability and experience of the supply chain partners to deliver the project to ensures its successful delivery.
- 5.1.4. The recommended procurement route for the project is a Two-Stage Design and Build (D&B) strategy. The key drivers and determining factors which have informed this recommendation include the prevailing market conditions, Passivhaus design standards and the need for early contractor involvement and engagement with the supply chain to improve quality, programme improvements and desire for increased cost certainty.
- 5.1.5. The range of procurement options (mechanisms) considered include:
  - i. Crown Commercial Services (CCS)
  - ii. Hub Programme
  - iii. SCAPE Scotland Construction
  - iv. Scottish Procurement Alliance (SPA)
  - v. Procurement Hub
  - vi. Public Contracts Scotland (PCS)
- 5.1.6. Following the appraisal of the procurement options against the selection criteria, the top three (3) ranked options were all considered appropriate mechanisms for procuring the project, however, the recommendation and decision was taken to proceed and utilise the Hub Programme, namely Hub East Central Scotland (Hubco) as the procurement vehicle for the design, procurement and construction of the project. Refer to Appendix G for the Procurement Strategy.



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## 5.2. Contractual milestones and delivery dates

5.2.1. The planned key contractual milestones and delivery dates are included in Table 6.

*Table 6: Contractual Milestones and Delivery Dates*

Contractual Milestones	Planned Delivery Date
Gateway 1 – Hubco New Project Request (NPR) and approval to proceed to RIBA to hub Stage 1	Q3 2023
Gateway 2 – Hubco Stage 1 (OBC) approval to proceed to hub Stage 2	Q2 2024
Gateway 3 – Hubco Stage 2 (FBC) approval to proceed to Financial Close	Q1 2025
Gateway 4 – Financial / Contract Close	Q1 2025
Construction Works Complete / Handover	Q4 2026
Wellbeing Hub Operational	Q2 2027
Lochies School Operational	Q3 2027

## 5.3. Key contractual arrangements

- 5.3.1. Clackmannanshire Council and Hubco prepared and agreed the New Project Request (NPR) which is contractually binding in accordance with the terms of the Territory Partnering Agreement (TPA) and establishes the baseline against which project delivery performance is measured. Refer to Appendix H for the NPR.
- 5.3.2. Under the terms of the TPA, Hubco and its supply chain are developing the project as part of its Project Development Partnering Services (PDPS) to deliver a Stage 1 Submission for approval by the Council as the relevant participant in accordance with the project governance requirements. Subsequently, Hubco will deliver a Stage 2 Submission for approval followed thereafter by Financial Close.
- 5.3.3. The form of contract will be the SFT Design and Build Development Agreement (DBDA) between Clackmannanshire Council and Hubco. Hubco will then have a back-to-back DBDA sub-contract with the Tier 1 Contractor who in turn will formally appoint the Tier 2 supply chain.
- 5.3.4. The construction delivery and phasing strategy is still being developed; however, an initial enabling works contract (DBDA) will be executed in advance of the main works contract (DBDA).

## 6. Financial Case

The Financial Case determines the affordability of the project and identifies the sources of funding which have been secured and any potential gaps. This case considers the whole lifecycle of the project including all attributable costs (both capital and revenue), any resource requirements and identifies the provision for financing any time or cost overruns (risk allowances and contingencies).

### 6.1. Capital cost requirements

- 6.1.1. The estimated total capital cost for the Wellbeing Hub and Lochies School is included in Table 7. The Hubco Stage 1 Pricing Report is included in Appendix I which provides further detail to the Total Hubco Development Cost Estimate.

Table 7: Capital Cost Estimate

Item	Constituent Part	Capital Estimate
1	Facilitating (Enabling) Works Estimate (Incl. in Line 2)	£ Incl.
2	Building Works (Prime Cost) Estimate	£ 48,671,391.00
3	Contractor Preliminaries Estimate	£ 3,893,711.00
4	Sub-Total Prime and Prelims (1 + 2 + 3)	£ 52,565,102.00
5	Post Contract Professional Fees Estimate	£ 1,045,520.00
6	Contractor Overheads and Profit Estimate	£ 1,769,151.00
7	Contractor Risk Allowance Estimate	£ 2,628,255.00
<b>8</b>	<b>Works (Construction) Cost Estimate (4 + 5 + 6 + 7)</b>	<b>£ 58,008,028.00</b>
9	Total Hubco Development Fees Estimate	£ 4,636,424.00
10	Sub-Total (8 + 9)	£ 62,644,452.00
11	Construction Inflation Estimate	£ 2,248,936.00
<b>12</b>	<b>Total Hubco Development Cost Estimate (10 + 11)</b>	<b>£ 64,893,388.00</b>
13	Council Direct Professional Fees Estimate	£ 907,500.00
14	Council Direct Development Costs Estimate	£ 4,653,657.00
15	Council Contingency (Risk) Estimate	£ 7,045,455.00
<b>16</b>	<b>Capital Cost Limit (Including Inflation) (12 + 13 + 14 + 15)</b>	<b>£ 77,500,000.00</b>



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- 6.1.2. The estimated total works (construction) cost of £58,008,028 is the predicted contract sum between Hubco and the Tier 1 Contractor excluding inflation.
- 6.1.3. The estimated total Hubco development cost of £64,893,388 is the predicted development amount (contract sum) between the Council and Hubco including inflation. This figure includes the pre-contract fees expended during Hub Stages 1 and 2 for the design consultants, surveys, statutory fees and hubco framework fees, etc.
- 6.1.4. The estimated capital cost limit of £77,500,000 is the predicted total capital investment figure for the Council and includes other direct capital costs to be expended, including other professional consultancy fees, costs for loose furniture and equipment (not being provided by Hubco), information technology fit-out costs, decant costs, internal capitalised staff costs, etc. This also includes a council contingency figure.

## 6.2. Lifecycle costs requirements

- 6.2.1. The estimated Life Cycle Cost (LCC) for the Wellbeing Hub are included in Table 8. The projected total life cycle cost for the Wellbeing Hub over a 25-year period is estimated at £5,865,804.22.

Table 8: Life Cycle Costs - Wellbeing Hub

Element		25-Year Cost	Cost / m2	Ann. Cost / m2	LCC %
New Build Construction	Roof	119,676.90	£15.11	£0.60	
	Building Fabric	411,480.30	£51.96	£2.08	
	External Doors & Windows	294,553.44	£37.20	£1.49	
	External Works	783,301.75	£98.91	£3.96	
	Fittings / Furniture / Equipment	1,721,847.75	£217.43	£8.70	15.67%
Building Services Installation	Mechanical Installation	458,549.65	£57.90	£2.32	
	Electrical Installation	1,174,125.93	£148.27	£5.93	
	Lift Installation	14,708.75	£1.86	£0.07	
	IT Installation	5,047.00	£0.64	£0.03	
	Specialist Installation	882,512.75	£111.44	£4.46	15.38%
<b>Total Life Cycle Cost</b>		<b>£5,865,804.22</b>	<b>£740.73</b>	<b>£29.63</b>	<b>14.40%</b>



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6.2.2. The estimated Life Cycle Cost (LCC) for Lochies School are included in Table 9. The projected total life cycle cost for Lochies School over a 25-year period is estimated at £2,581,403.00.

Table 9: Life Cycle Costs - Lochies School

Element		25-Year Cost	Cost / m2	Ann. Cost / m2	LCC %
New Build Construction	Roof	£81,207.00	£24.86	£0.99	
	Building Fabric	£337,124.00	£103.22	£4.13	
	External Doors & Windows	£293,946.00	£90.00	£3.60	
	External Works	£480,678.00	£147.18	£5.89	
	Fittings / Furniture / Equipment	£983,483.00	£301.13	£12.05	16.16%
Building Services Installation	Mechanical Installation	£215,926.00	£66.11	£2.64	
	Electrical Installation	£174,274.00	£53.36	£2.13	
	Lift Installation	£8,454.00	£2.59	£0.10	
	IT Installation	£6,311.00	£1.93	£0.08	
	Specialist Installation	£0.00	£0.00	£0.00	7.63%
<b>Total Life Cycle Cost</b>		<b>£2,581,403.00</b>	<b>£790.39</b>	<b>£31.62</b>	<b>13.75%</b>

6.2.3. The estimated combined LCC for the entire asset is £8,447,207 which equates to £32.54/m<sup>2</sup>/annum over a 25-year period. Refer to the hubco Stage 1 Pricing Report included in Appendix I for further detail on the projected life cycle costs.

### 6.3. Revenue cost requirements

- 6.3.1. Through Hubco, Clackmannanshire Council have appointed Integratis Consulting Ltd to support with the preparation of the business case and generate the estimated demand and financial (revenue) cost model for the Wellbeing Hub based on the current facilities mix and accommodation schedule. Refer to Appendix J for the current accommodation schedule.
- 6.3.2. The Wellbeing Hub revenue model considers several factors including operating income, cost of sales, property costs and supplies and services. The revenue model is based on the Council's current scale of charges and salary scale with a notional allowance of 3% per annum for inflation. The model also reflects the projected reduction in operational energy use arising from designing to Passivhaus standards and associated reduction in energy costs.
- 6.3.3. The following table summarises the estimated total income and expenditure for the Wellbeing Hub over a 10-year period with Year 1 commencing from financial year 2027/28. The figures in Table 10 are based on an option with soft play and a small clip 'n' climb offer and it should be noted that the net expenditure excludes lifecycle costs (LCC) which are detailed above.

Table 10: Annual Net Expenditure Projection Excl. LCC - Wellbeing Hub

	Annual Income and Expenditure Projections									
	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37
Operating Income Total	£1,609,523	£1,798,198	£1,834,162	£1,870,846	£1,908,263	£1,946,427	£1,985,357	£2,025,063	£2,065,565	£2,106,875
Cost of Sales Total	£128,909	£131,487	£134,117	£136,800	£139,536	£142,326	£145,173	£148,076	£151,038	£154,059
Staff Costs Total	£1,568,579	£1,615,637	£1,664,106	£1,714,028	£1,765,451	£1,818,413	£1,872,966	£1,929,154	£1,987,030	£2,046,642
Property Costs Total	£271,993	£277,433	£282,983	£288,641	£294,416	£300,304	£306,308	£312,434	£318,685	£325,059
Supplies and Services Total	£27,126	£27,669	£28,222	£28,785	£29,363	£29,950	£30,548	£31,158	£31,783	£32,418
<b>Net Expenditure</b>	<b>£387,084</b>	<b>£254,028</b>	<b>£275,266</b>	<b>£297,408</b>	<b>£320,503</b>	<b>£344,566</b>	<b>£369,638</b>	<b>£395,759</b>	<b>£422,971</b>	<b>£451,303</b>

- 6.3.4. From the data the net expenditure (operational deficit) in Year 1 is projected at £387,084 excluding LCC. This reflects the assumption of lower usage during Year 1 (2027/28) and the need for memberships, classes, etc. to be built-up. Consequently, the net expenditure estimate for Year 2 is a more normalised figure of what can be expected. These costs do not include any financing costs or loan repayment costs attributed to capital funding.

- 6.3.5. At this early stage in the development lifecycle, it should be noted that this initial revenue cost forecast is subject to further refinement of the design proposals, use of spaces and staffing models to optimise the net expenditure to ensure financial sustainability. In addition, **this model assumes a fully self-sufficient operating model** without spaces such as the café and climbing areas being leased to external providers and suppliers to operate.
- 6.3.6. Furthermore, a thorough review and consideration has still to be given to the wider network of services across the area to ensure the new facilities complement and enhance the services offer across Clackmannanshire without duplication to improve efficiency. Finally, continued engagement is required with community groups and organisations to identify elements of the proposal which can be jointly operated in partnership with the council to optimise the financial sustainability.

#### 6.4. Impact on income and expenditure

- 6.4.1. A sensitivity analysis (aggregate testing) has been undertaken on the revenue cost figures, which tests the sensitivity of the net revenue cost for Year 1 (2027/28) by varying both income and expenditure. Refer to Table 11 for the Year 1 net expenditure sensitivity analysis. Again, it should be noted that these figures exclude LCC and are based on a fully self-sufficient and stand-alone operating model as explained in section 6.3.5 and 6.3.6 above.

Table 11: Year 1 Net Expenditure Sensitivity Analysis Excl. LCC - Wellbeing Hub

		Expenditure Variation								
		-20%	-15%	-10%	-5%	0%	5%	10%	15%	20%
Income Variation	-20%	-£309,667	-£409,498	-£509,328	-£609,158	-£708,989	-£808,819	-£908,649	-£1,008,480	-£1,108,310
	-15%	-£229,191	-£329,021	-£428,852	-£528,682	-£628,512	-£728,343	-£828,173	-£928,004	-£1,027,834
	-10%	-£148,715	-£248,545	-£348,376	-£448,206	-£548,036	-£647,867	-£747,697	-£847,527	-£947,358
	-5%	-£68,239	-£168,069	-£267,899	-£367,730	-£467,560	-£567,391	-£667,221	-£767,051	-£866,882
	0%	£12,237	-£87,593	-£187,423	-£287,254	<b>-£387,084</b>	-£486,914	-£586,745	-£686,575	-£786,405
	5%	£92,714	-£7,117	-£106,947	-£206,778	-£306,608	-£406,438	-£506,269	-£606,099	-£705,929
	10%	£173,190	£73,359	-£26,471	-£126,301	-£226,132	-£325,962	-£425,792	-£525,623	-£625,453
	15%	£253,666	£153,836	£54,005	-£45,825	-£145,656	-£245,486	-£345,316	-£445,147	-£544,977
	20%	£334,142	£234,312	£134,481	£34,651	-£65,179	-£165,010	-£264,840	-£364,670	-£464,501

- 6.4.2. Based on the sensitivity analysis for the proposed Wellbeing Hub facility and its Year 1 (2027/28) forecasted deficit of -£387,084, several conclusions can be drawn regarding the facility's financial vulnerability to changes in income and expenditure:



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- i. **Expenditure Sensitivity:** An increase in expenditure significantly impacts the deficit. For instance, a 20% increase in expenditure without any change in income inflates the deficit to -£786,405, emphasizing the necessity of stringent cost management strategies to maintain financial stability.
  - ii. **Income Sensitivity:** A decrease in income similarly worsens the deficit. A reduction of 20% in income, without adjusting expenditure, would deepen the deficit to -£708,989, highlighting the importance of stable or growing revenue streams to sustain the Wellbeing Hub's financial health.
  - iii. **Improvement through Income Growth:** Increasing income can considerably alleviate the deficit. For example, with a 20% growth in income and static expenditure, the deficit decreases to -£65,179, showing the effectiveness of revenue enhancement initiatives.
  - iv. **Cost Reduction Impact:** Reducing expenses has a substantial positive effect on the deficit. A 20% cut in expenditure, while maintaining the current income, would deliver a small surplus of £12,237, underlining the potential of cost-saving measures.
  - v. **Combined Adjustments:** When both income and expenditure are varied in the same direction, the deficit can be managed more effectively. For instance, simultaneously increasing income and decreasing expenditure by 10% results in a much lower deficit of -£26,471.
  - vi. **The Optimal Scenario:** The ideal scenario for financial health is the one where income increases, and expenditure decreases substantially. Should the Wellbeing Hub successfully implement strategies that boost income and reduce expenses by 20%, the deficit would decrease significantly to a surplus of £334,142.
- 6.4.3. In summary, the sensitivity analysis illustrates that the financial stability of the new wellbeing hub facility is highly influenced by income and expenditure changes. It is imperative for the Wellbeing Hubs management to focus on enhancing income and optimising costs to protect against financial risks. Strategies should encompass diversifying income sources, careful expenditure tracking, and targeted cost reduction.
- 6.4.4. With a proactive approach to financial management, the Wellbeing Hub may not only bridge the current deficit but could also potentially generate a surplus, provided substantial and positive changes in financial performance are achieved. Refer to Appendix K for detailed demand and financial model tables.

## 6.5. Overall affordability and funding

- 6.5.1. The Wellbeing Hub is entirely funded by the Council Capital Plan; however, opportunities are being sought for supplementary funding where possible. Any requirements associated with other funding sources which may impact on the design, construction and operation of the asset will be shared and instructed accordingly.
- 6.5.2. The Lochies School is funded by the Council Capital Plan, however, the Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government. The funding model for the LEIP programme is based on the principle that Scottish Government and Local Authority funding is provided 50:50 for a like-for-like school. Government funding is in the form of revenue funding over a 25-year period, subject to satisfactory achievement of the programme's outcomes.
- 6.5.3. The Council (Authority), with support from Hubco and Tier 1 Contractor must therefore ensure that the design, construction and operation of the asset fulfils and satisfies the criteria and conditions required by the LEIP funding namely.
  - i. The successful outcome of any statutory consultation that is required.
  - ii. Any land purchase/site negotiation that is required for the project being concluded.
  - iii. An expectation that the project will be open to pupils by December 2027; and,
  - iv. Adherence to the guiding principles, programme metrics, terms & conditions, funding outcomes and project development processes of the LEIP.



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## 7. Management Case

Within the Management Case, the management responsibilities, governance arrangements and reporting requirements for successful project delivery have been defined. This case identifies the Senior Responsible Owner (SRO) for the project and sets-out the gateway review and approval arrangements along with the key programme milestones. In addition, the plans and procedures for change management, risk management, stakeholder management, communications and information management are outlined.

### 7.1. Project organisation structure

- 7.1.1. It is important to have clear definition and a collective understanding of the roles, responsibilities and interfaces to help deliver a successful project.
- 7.1.2. The project organisational structure defines the relationship between the various departments and organisations responsible for the project. These are grouped under the following 2 main categories, namely:
  - i. 'Client' (Authority) the groups (teams) and governance structures within Clackmannanshire Council that will have responsibility for the delivery of the project; and,
  - ii. 'External Project Team' the organisations, specialist consultants and personnel selected to lead the delivery of the design, construction and handover of the project.
- 7.1.3. The project organisation structure includes:
  - i. A clear organisation chart of the Council (Authority).
  - ii. A clear organisation chart of the External Project Team (Hubco).
  - iii. A description of their roles and responsibilities.
  - iv. Relationship between Council (Authority).and the External Project Team (Hubco).
  - v. Interfaces within the External Project Team (Hubco).
- 7.1.4. As the project progresses, the project organisation structure will be updated, as necessary.
- 7.1.5. Refer to Figure 1 below which illustrates the Council (Authority) Organisation Structure.



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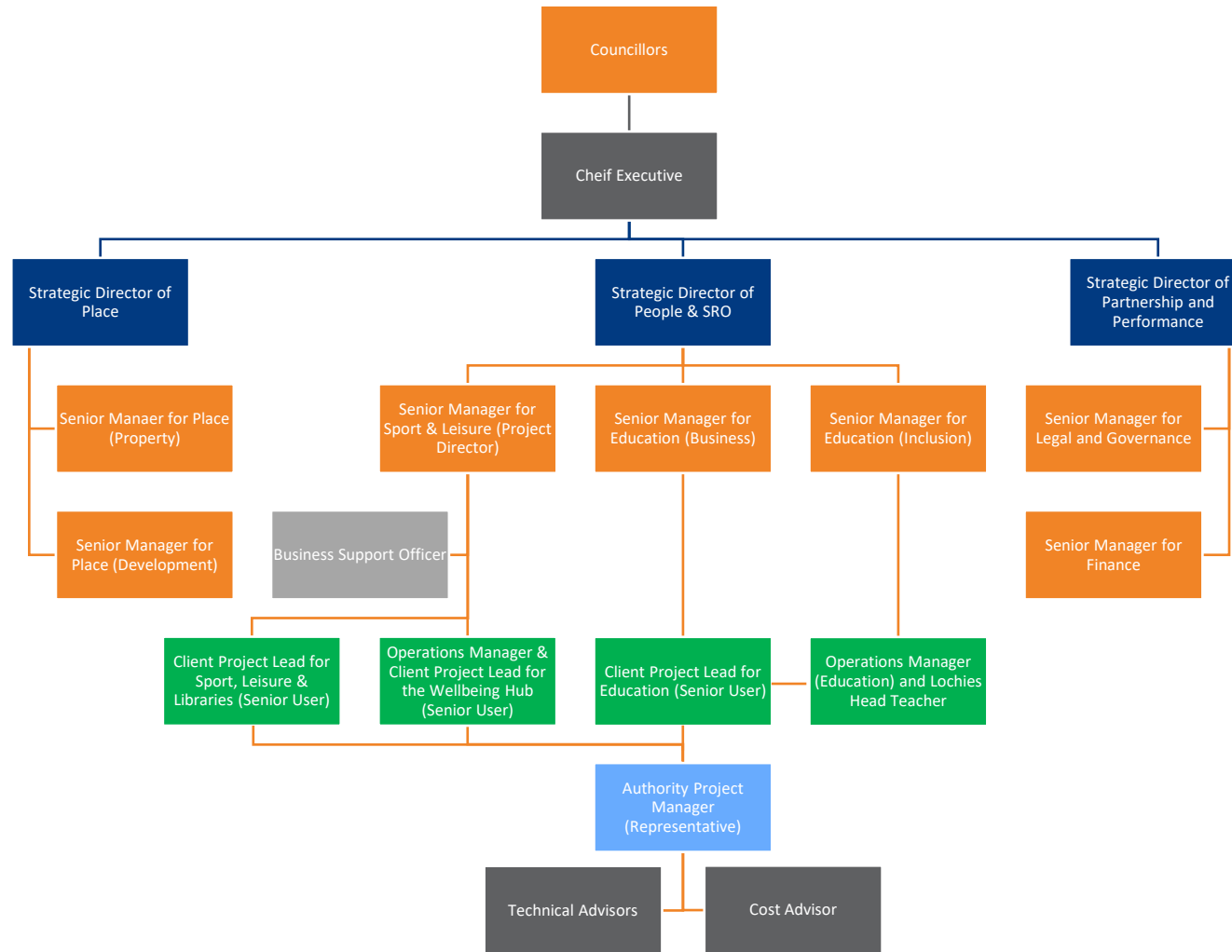
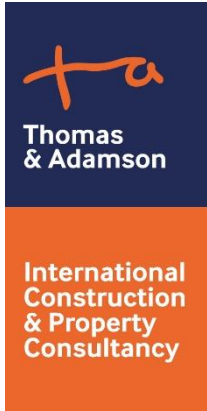


Figure 1: Council (Authority) Organisation Structure

- 7.1.6. The Senior Responsible Officer (SRO) for the project is the recognised senior owner within the Council (Authority) organisation and is responsible for the successful delivery of the project. The SROs responsibilities include:
- i. Chair of the Project Board and responsible for ensuring that the project meets its objectives and delivers the projected benefits.
  - ii. Appoint Project Director in conjunction with the Project Board and agree remit and extend delegated authority.
  - iii. Should remain in place throughout the project and maintain visible and sustained commitment to the project.
  - iv. Responsible for ensuring that a project's objectives are clearly defined and achievable.
  - v. Ensures that a brief is developed that clearly reflects the project objectives and sign off project requirements ensuring project affordability.
  - vi. Ensure that risks are identified, actively managed and controlled.
  - vii. Oversee project performance and resolve any issues that fall outside of the Project Director's delegated authority.
- 7.1.7. The Project Director is responsible to the SRO and the Project Board for the effective delivery and management of the project. The Project Director's role is to:
- i. Provide leadership, support and direction to the Client Project Team
  - ii. Develops and manages the implementation of measures to meet the project objectives including the development of the Outline Business Case (OBC) and Full Business Case (FBC).
  - iii. Ensures compliance with all relevant procurement legislation and good practice requirements.
  - iv. Ensures effective monitoring of progress and takes corrective action where required, exerting stringent formal control of decisions involving costs, risks content and material variations and changes in the approved project scope.
  - v. Lead role in the procurement and management of contractors and external advisers including providing clear remit and direction to external advisers.
  - vi. Supported by the Client Project Team and other stakeholders as required, to make recommendations to the Project Board at key stages, as agreed with the Project Board.
- 7.1.8. The Senior User is the senior representative of the user group that will be ultimately impacted by the project output. The role of the Senior User(s) is to:

- i. Ensure that the user needs are clearly specified at the outset.
- ii. Ensure that adequate input is provided from the user perspective from the outset of the project.
- iii. Responsible for timely decision making and sign offs on User Acceptance Criteria (and Authority Construction Requirements).
- iv. Advise on stakeholder identification and engagement.
- v. Supports project gateway reviews at various stages and that ensured that the user specific recommendations are implemented.

7.1.9. The role of the Authority Representative (Project Manager) is to articulate the Authority's requirements, aspirations and vision for the new facilities including construction requirements and services specification in a timely manner. The responsibilities of the Authority Representative include:

- i. Acts as a conduit between the Authority (Council) stakeholders and the External Project Team (Hubco).
- ii. Works with the Project Director and Senior User(s) to co-ordinate and rationalise the requirements of all the key Authority (Council) stakeholders in developing the design brief.
- iii. Review and evaluating proposals including design review, and value for money (VfM).
- iv. Fulfil the duties of the Authority Representative under the DBDA.
- v. Helps to develop and monitors the project programme for the Stage 1 and Stage 2 approval process through to Contract Finalisation/Financial Close
- vi. Supports the Project Director and Senior User(s) in developing the Outline Business Case (OBC) and Full Business Case (FBC) with the support of the Client Project Team.
- vii. Develop and manage the project risk register with hubco and the Tier 1/Tier 2 supply chain.
- viii. Ensures all site issues are addressed including acquisition, title conditions and site investigations.
- ix. Ensure that the Project Agreement is developed, including the Schedules.

7.1.10. The External Project Team Organisation Structure is based on the project being procured via the hub East Central Scotland Framework (hubco). In addition, the structure is based on a two stage Design and Build procurement route with the Design Team being appointed by the Tier 1 Contractor. Refer to Figure 2 below which identifies the current External Project Team Organisational Structure.

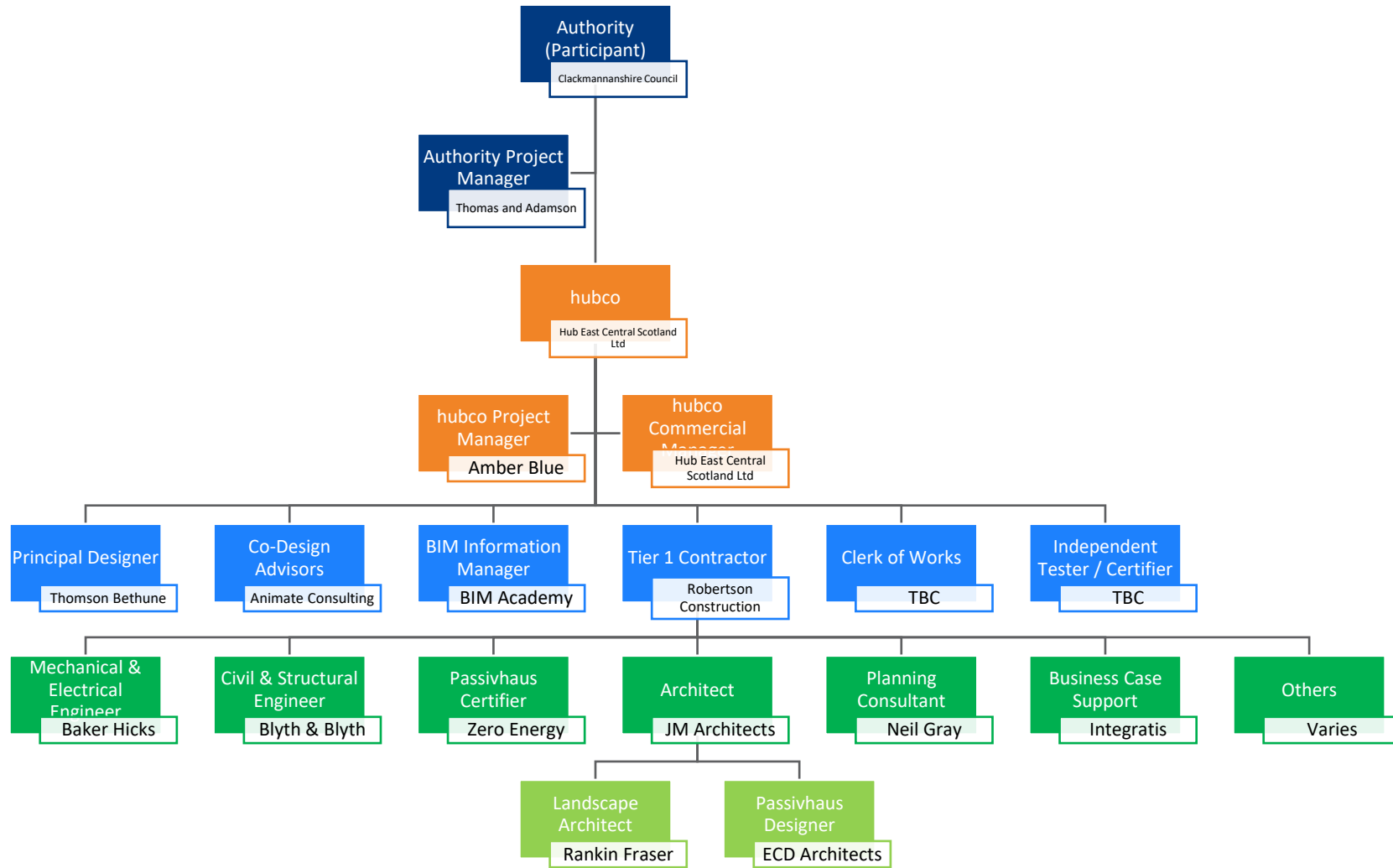
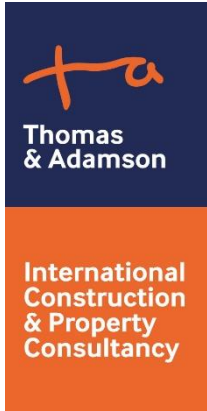


Figure 2: External Project Team Organisation Structure

## 7.2. Project management governance arrangements

- 7.2.1. Throughout the project, changes can occur, and decisions will be required, and it is therefore essential that a governance structure is in place to support this.
- 7.2.2. The project governance structure is linked with the project organisation structure and describes the decisions' structure, the levels of authority and their responsibilities.

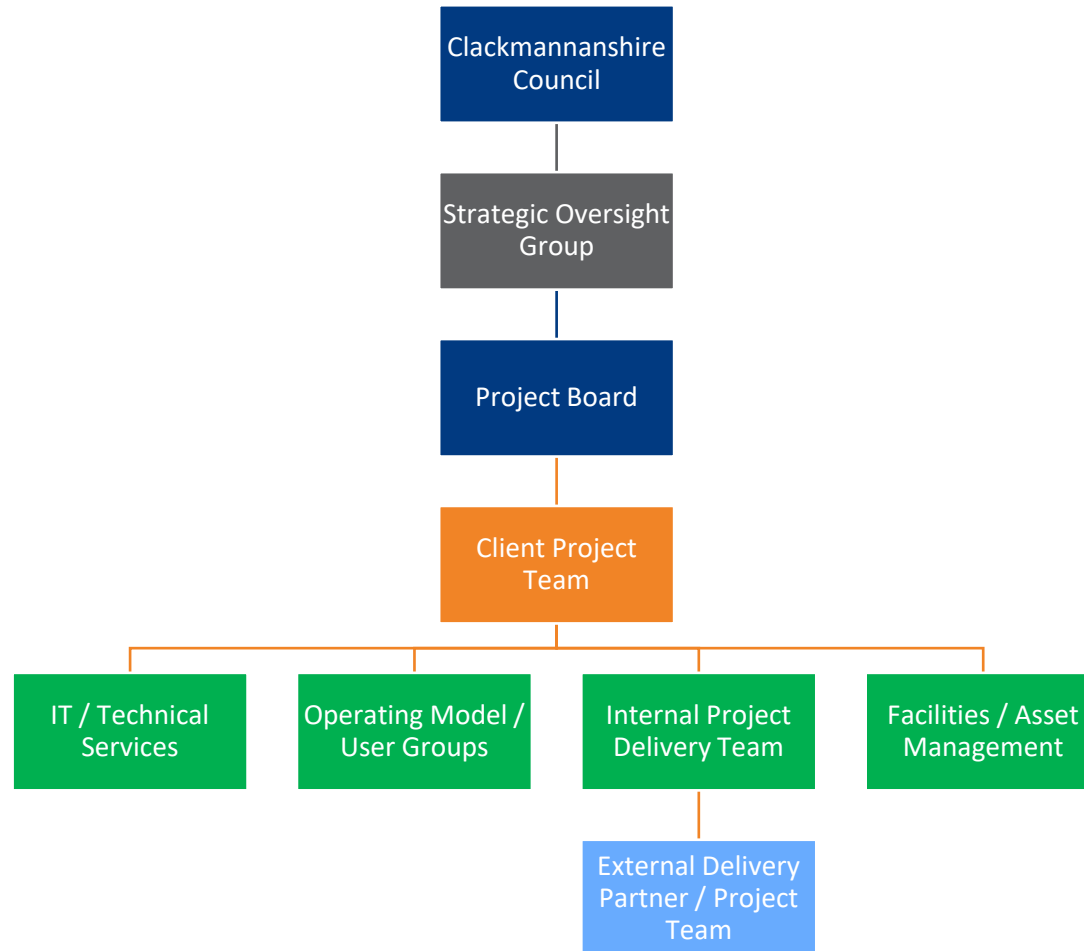


Figure 3: Project Governance Structure

- 7.2.3. The project governance structure has been prepared and is illustrated in Figure 3. In addition, the details on the responsibilities, levels of authority and representatives of each group within the governance structure are set out below.
- 7.2.4. Clackmannanshire Council (the Council) will hold ultimate responsibility and level of authority for the project and will be responsible for approving the recommendations presented by the Strategic Oversight Group (SOG) and/or Senior Leadership Group including:
- i. Business Case.
  - ii. Capital Expenditure.
  - iii. Contract Finalisation.
- 7.2.5. The remit of the Strategic Oversight Group and/or Senior Leadership Group will be to assess the key requirements and/or decisions of the project against the context of its:
- i. progress against the transformation business plan
  - ii. progress against the Be the Future implementation plan.
  - iii. updates on financial benefits from investment of Transformation Fund
  - iv. alignment to budget strategy
  - v. fundraising and strategic alignment and impact on the capital programme
  - vi. emerging opportunities – discovery fund; partnerships; challenge funds
- 7.2.6. The Project Board is accountable for the success of the project and has responsibility and authority for the implementation of the project from inception through to completion. In addition, the Project Board is responsible for direction and timely decision making to ensure that the project remains on course to deliver the desired benefits and required quality. Key responsibilities of the Project Board include:
- i. Oversees the effectiveness of the Project Director and the Client Project Team.
  - ii. Responsible for ensuring that adequate resources are made available for the delivery of the project within programme timescales and to meet design and construction quality expectations and commitments.
  - iii. Ensure that project scope is developed and clearly defined and has been agreed by the key stakeholders.
  - iv. Ensure appropriate stakeholder identification, analysis and engagement.



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- v. Establish a progress and reporting procedure, ensuring that any changes in circumstances affecting the project are evaluated and appropriate corrective action taken.
  - vi. Ensure that project gateway reviews are carried out at appropriate stages and that recommendations are implemented.
  - vii. Ensure that post project review takes place objectives are met.
  - viii. Ensure communications activity is engaging key stakeholders with the agreed narrative.
  - ix. Ensure financial commitments follow the Council financial procedures.
  - x. Resolve escalated issues and risks from the Client Project Team.
  - xi. Ensuring that the project is delivered holistically in terms of Capital Expenditure (CAPEX) and Operational Expenditure (OPEX)/Revenue cost.
- 7.2.7. The Client Project Team are responsible for developing and managing the design, procurement and delivery of the project on behalf of the Project Board, communicating with the External Design Team, key supporting workstreams and ensuring that all the project objectives are delivered.
- 7.2.8. The Client Project Team is also responsible for reviewing the design as it develops and providing comment on its compliance with the brief, project budget and any issues from an operational perspective. In addition, the Client Project Team is responsible for supporting the Project Board on any matters or processes associated with the operating model, funding strategy, network development, communications, stakeholder engagement and reporting to Council.
- 7.2.9. The operator and end user groups will be responsible for reviewing and providing input into the design proposals regarding their respective service areas. Any changes which arise from engagement with the operators and end users will require approval and sign-off by the relevant group/board in accordance with the project governance structure and agreed levels of authority.
- 7.2.10. The facilities and asset management team will be responsible for reviewing and providing input into the design proposals regarding their respective service areas. Any changes which arise from engagement with the facilities and asset management team will require approval and sign-off by the relevant group/board in accordance with the project governance structure and agreed levels of authority.
- 7.2.11. The Technical Services Team will provide guidance and support to both the Client Project Team on the technical and performance standards required for the project. The Technical Services Team will provide due diligence support to the



Client Project Team on the development of both the delivery of design and construction quality compliance delivery of the project. The Technical Services team will undertake due diligence reviews at project gateways / stage submission reports, financial close whilst also assess compliance during and on completion and handover of the works.

- 7.2.12. The ICT / Technology workstream will provide guidance, and support both the Client Project Team on the ICT infrastructure and performance requirements for the project. The workstream will also work closely with the Operator and User Groups to develop the ICT platforms necessary for the day-to-day operations of the new facility.

### 7.3. Programme and project assurance

- 7.3.1. Gateway reviews and approvals have been incorporated in the programme at key project milestones such as the end of RIBA and Hubco design stages, to review the information which has been developed and ensure it satisfies the Council requirements.
- 7.3.2. The information submitted at each gateway, will be reviewed by members of the Client's Project Team with any comments being captured. The information will then be approved by the relevant group or board in accordance with the governance procedure and level of authority.
- 7.3.3. Approval must be obtained at each gateway before proceeding to the next stage and will establish the baseline of information from which change can be measured. Refer to Table 12 which summarises the project timeline and gateways.

*Table 12: Project Delivery Timeline and Gateways - Wellbeing Hub and Lochies School*

Task Name	Start	Finish
RIBA Stage 1 – Preparation & Briefing	Q1 2023	Q3 2023
Procurement and Supply Chain Selection	Q2 2023	Q3 2023
<b>Gateway 1 - Approval to proceed to RIBA Stage 2 (hub stage 1)</b>	<b>Q3 2023</b>	
RIBA Stage 2 (hub Stage 1) – Concept Design	Q4 2023	Q1 2024
<i>Initial Design Engagement Programme Concluded</i>	<i>Q4 2023</i>	
<i>Submit Planning Pre-Application</i>	<i>Q1 2024</i>	
<i>Submit Planning Proposal of Application Notice (PoAN)</i>	<i>Q1 2024</i>	

RIBA Stage 2 (hub stage 1) – Review & Approvals Period	Q2 2024	Q2 2024
<i>Submit Outline Business Case (OBC) to Council for Approval</i>	Q2 2024	
<b>Gateway 2 - Approval to proceed to RIBA Stages 3/4 (hub Stage 2)</b>	<b>Q2 2024</b>	
RIBA Stage 3 - Spatial Coordination (hub Stage 2)	Q2 2024	Q2 2024
<i>RIBA Stage 3 - Complete - Design Freeze</i>	Q2 2024	
<i>Submit Full Planning Application</i>	Q2 2024	
RIBA Stage 4 - Technical Design (hub Stage 2)	Q2 2024	Q4 2024
<i>Full Planning Consent Granted</i>	Q4 2024	
RIBA Stage 4 (hub Stage 2) – Review & Approvals Period	Q4 2024	Q4 2024
<i>Submit Full Business Case (FBC) to Council for Approval</i>	Q4 2024	
<b>Gateway 3 - Approval to proceed to Contract Finalisation</b>	<b>Q4 2024</b>	
Contract Finalisation	Q4 2024	Q1 2025
<b>Gateway 4 - Financial / Contract Close</b>	<b>Q1 2025</b>	
RIBA Stage 5 – Construction Works (Excl. Enabling Works)	Q1 2025	Q4 2026
<i>Section 1 - Wellbeing Hub - Completion Date</i>	Q4 2026	
<i>Section 2 - Lochies School - Completion Date</i>	Q4 2026	
<i>Section 3 - External Landscaping - Completion Date</i>	Q4 2026	
<b>RIBA Stage 5 – Construction Works - Complete</b>	<b>Q4 2026</b>	

7.3.4. Throughout the project development process, there will be a design validation and project review workshops undertaken at key gateways as part of the project assurance process. These project assurance workshops are outlined within Table 13.

Table 13: Project Assurance Workshops - Wellbeing Hub and Lochies School

Workshop	Description	When
Pre-Planning Design Validation Workshop	Measure and evaluate the design proposals against the project success criteria at the RIBA Stage 2 (Hub Stage 1) gateway.	Q2 2024
Pre-Construction Project Review Workshop	Measure and evaluate the achievement of project success criteria at the point of contract close and focus on the process to reach that key milestone.	Q1 2025
Pre-Handover Workshop	Measure and evaluate the achievement of project success criteria prior to handover and focus on the process to reach that key milestone.	Q4 2026
Post Project Review (PPR)	Measure and evaluate the achievement of project success criteria at the point of handover and focus on the process to reach that key milestone.	Q1 2027
Post Occupancy Evaluation (POE)	Measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset.	Q1 2028

7.3.5. Further information on the PPR and POE is defined under the post implementation and evaluation arrangements section.

#### 7.4. Change and contract management arrangements

7.4.1. Changes can be initiated by any member of the project team, and it is important that the relevant group, which approves all the changes, represents the main project stakeholders and that clear change procedures and workflows are defined.

7.4.2. A consistent and standardised change management procedure will be adopted to allow all changes to be managed in a consistent way.

7.4.3. Levels of authority for decisions on all changes will be defined to ensure that it is being dealt with efficiently by an appropriate level within the project governance structure.

7.4.4. A “Change,” for the purpose of the change control procedure, will constitute any amendment:

- i. Pre-contract (pre-construction) to any briefing documentation, technical requirements or design information which are approved or fixed at project stages (gateways); or,

- ii. Post-contract (construction) to the terms or content of the contract (including drawings, specification etc.) except for instructions required urgently in response to unexpected issues arising on site (e.g. health & safety matters).

7.4.5. Change can arise from various sources including:

- i. Client request (A request raised by the Client that expands or deviates from the agreed scope).
- ii. Design Development (Changes to details or scope requested by the design team due to design development).
- iii. Stakeholder/3rd Party change (Change required due to the requirements or objections of a 3rd party).
- iv. Technical Queries (The response to a technical query may result in a change); or,
- v. Site change (Changes required due to information gathering or changed circumstances on site).

7.4.6. The party (stakeholder) instigating the change should raise a Change Order Request (COR) to initiate the process and enable a change assessment to be undertaken.

7.4.7. The initiated COR should be submitted to the Client Project Manager who will allocate a reference number and will record it within the Change Control Register.

7.4.8. The considerations and impact to be evaluated as part of the change assessment include:

- i. Scope.
- ii. Specification.
- iii. Health and Safety.
- iv. Environment.
- v. Resources.
- vi. Programme considerations; and,
- vii. Cost implications.

7.4.9. Where the change is initiated pre-contract, the delivery partner (Hubco), in consultation with the Tier 1 Contractor and their Tier 2 design team, will advise on any cost and programme implications resulting from the change and the latest date for confirmation of the change.

7.4.10. Where the change is initiated post-contract, Hubco and the Tier 1 Contractor will:



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- i. Provide a quotation for carrying out the works including a full cost breakdown.
- ii. Advise of any implications to the construction programme caused by instruction of the change into the contract.
- iii. Advise the latest date by which an instruction is required for incorporation of the change into the works; and,
- iv. Sign off the cost and programme implications of the change and issue to the contract administrator / employer's agent (as appropriate).

7.4.11. The Project Manager will review the change assessment and complete COR with the Client.

7.4.12. The completed COR will then be "accepted" (approved) or "rejected" by the relevant group/board dependent on the classification of change and level-of-authority.

7.4.13. If accepted, the Project Manager will document/record the decision within the Change Control Register and issue a formal instruction confirming inclusion of an approved COR into the works.

7.4.14. If rejected, the Project Manager will document/record the decision within the Change Control Register and notify the relevant parties of the decision.

7.4.15. Refer to Figure 4 illustrating the Change Order Request (COR) procedure.



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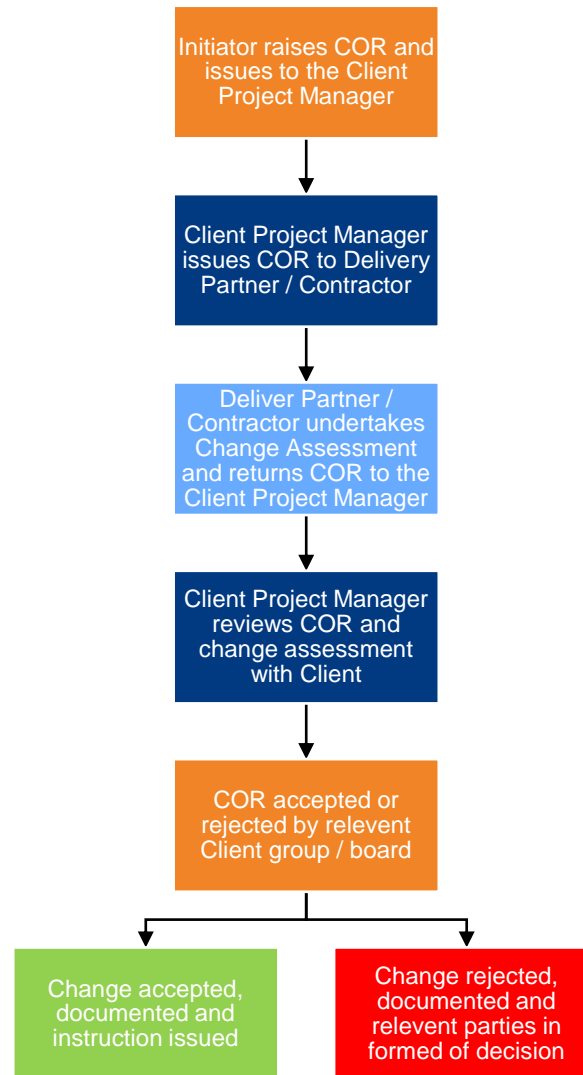
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Figure 4: Change Order Request (COR) Procedure

## 7.5. Risk management arrangements (including plans and register)

- 7.5.1. An effective risk management strategy has been prepared and detailed within the Project Execution Plan (PEP) as this is crucial for the successful delivery of the project. It is the joint responsibility of all members of the project team to play an active role in the identification, analysis and mitigation of risks, and this has been undertaken through multiple risk workshops and engagement with stakeholders both internally within the Council and those in the external project team.
- 7.5.2. Following the procurement of Hubco as the development partner for the project, the risk management arrangements have been structured to differentiate between the strategic and Council owned risks and the risks related to the design development and construction of the new assets.
- 7.5.3. The Council (Authority) Project Manager has led on Risk Management throughout the initial stages of the development process (RIBA POW Stages 0 to 2) and following the appointment of Hubco the design development and construction related risks have been transferred to be managed by the Hubco Project Manager. The Council Project Manager will continue to manage the strategic and Council owned risks and opportunities. Refer to the Client Project Team Risk and Opportunities Register included in Appendix L.
- 7.5.4. The Hubco Project Manager maintains the design development and construction Risk Register with input from the Client and project team and will co-ordinate and facilitate the risk management process and will include this on the agenda of regular meetings, in addition to arranging specific workshops at various stages of the project. This will be the platform to identify various commercial, financial, planning, procurement and construction risks. The Hubco Risk Register is included in Appendix M.
- 7.5.5. The risk management process will continue throughout the project lifecycle. Both Risk Registers will be reviewed and updated at regular intervals, in accordance with the PEP, and all members of the project team will provide input and carry out agreed actions promptly as required in order to minimise the effect of risks.

## 7.6. Stakeholder management and communications

- 7.6.1. The Council have prepared a Stakeholder Engagement Plan and is included Appendix N. The document identifies and maps all relevant stakeholders who have an interest or influence over the project along with the proposed method and frequency of engagement.
- 7.6.2. In addition, the Council have prepared a communications framework for the project. Further work is being undertaken to develop a communications protocol and action plan.

## 7.7. Information management

- 7.7.1. The Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government for the Lochies School element of the proposed development, therefore the associated terms and conditions pertaining to information management are being adhered to. This has been applied across the entire project as the effective management of information throughout the project lifecycle will improve efficiencies and ultimately create the conditions for the successful management of the new asset.
- 7.7.2. In accordance with the LEIP Phase 3 funding requirements, the project has adopted the use of the SFT Standard Information Management Plan (SIMP) resources to define the information requirements for the Council and inform the detailed information deliverables to be provided by the lead appointed party (hubco) at each project information delivery milestone. Through hubco, the Council has appointed an Information Manager to work with the Council to prepare the Project Information Protocol and the Project Information Requirements (PIR).
- 7.7.3. The Project Information Protocol defines the rights, roles and responsibilities for the management of information under the contract, whilst the PIR defines the Council's information standards, production methods and procedures, information management task responsibilities and information exchange requirements for the project. Both documents are continuing to be developed and will be incorporated in the Design Build Development Agreement (DBDA) at Financial Close.

## 7.8. Post implementation and evaluation arrangements

- 7.8.1. In accordance with the project assurance and LEIP funding requirements, both a Post Project Review (PPR) and Post Occupancy Evaluation (POE) will be undertaken.
- 7.8.2. The PPR will be undertaken within 3-months of construction completion and will seek to measure and evaluate the achievement of project success criteria at the point of handover and will focus on the process to reach that key milestone.
- 7.8.3. The POE will be undertaken within 12-18 months after construction completion and will seek to measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset. The POE will focus on in-use outcomes and build on the lessons learned through the PPR.



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## 8. Next steps

8.1. The OBC will be presented at the meeting of Clackmannanshire Council on the 27<sup>th</sup> June to decide whether to proceed to the preparation of the Full Business Case (FBC) which will:

- i. Provide final recommendation for an affordable and Value for Money (VFM) project.
- ii. Finalise the Commercial Case with reference to the final contract arrangements.
- iii. Finalise the Financial Case including affordability and funding.
- iv. Finalise the Management Case including detailed arrangements for the successful delivery of the project.



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