
Report to: Audit and Scrutiny Committee

Date of Meeting: 15 December 2022

Subject: Business Plan Review 2021/23

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report provides the Committee with an update on the Place Business Plan 2021-23 which was agreed in August 2021.
- 1.2. Appendices A-B provide detailed updates on performance and improvement actions. Appendix C covers Risk and Appendix D summarises our key achievements over the life of the plan.
- 1.3. A number of key areas are also highlighted with the Considerations section of this report.

2.0 Recommendations

- 2.1. Committee is asked to note, comment on and challenge the report.

3.0 Considerations

- 3.1. **Policy and Strategy Development.**
- 3.2. Strategies and policies which have been developed in line with the schedule set out in the Business Plan are:
 - Community Wealth Building Action Plan
 - Economic Recovery Strategy
 - Local Employability Delivery Plan
 - Waste Treatment Procurement Strategy
 - Connecting Clackmannanshire
 - Winter Service Policy
- 3.3. Progress has also been made on the following:
 - Net Zero Strategy and Action Plan
 - Local Biodiversity Action Plan
 - Learning Estate Strategy
 - Regional Energy Masterplan
 - Household Waste and Recycling Collection Policy

3.4. Policies and strategies which have not progressed to date are:

- Sustainable Food Growing Strategy
- Local Development Plan
- Local Transport Strategy

3.5. **Key Issues and Priorities**

3.6. Place services strive to deliver quality front-line services to the citizens of Clackmannanshire. Roads and Transportation, Land services, Waste and Recycling, Housing and Public Protection are all highly valued aspects of what people expect from a Council and have a major influence on people's quality of life. Also, Housing, Property and Facilities Management Services provide vital support to other Council Services, such as Education and Health and Social Care

3.7. Place services also have a major influence on shaping the future prosperity of Clackmannanshire, through spacial planning and development management, economic development and employability services; together with the delivery of capital projects in support of the Council's vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.

3.8. The impact of the global pandemic on our citizens, communities, partners, suppliers and our staff is still being felt. Taken together with the economic outlook and Cost of Living Crisis, we continue to experience consequential impact on the operations of the Council and Place services. We are experiencing increased demand in a range of service areas, not least those involved in supporting vulnerable people. Some of our capital programme activities have been adversely affected, either by restrictions to working practices or increases in supply chain costs.

3.9. There has been increased focus on the importance of health and safety at work. We have worked jointly with colleagues from the corporate health and safety team to raise staff awareness of safety issues via a programme of toolbox talks and site audits. A review of all service health and safety risk assessments is well underway, with the updated assessments being uploaded to the new corporate health and safety system, Evotix. Importantly, there has been a real drive to improve our safety culture and staff are encouraged to report incidents and accidents so that we can prevent similar issues arising again.

3.10. Financial sustainability remains a key consideration and tight budgetary controls remain a high priority.

3.11. Climate change and net zero considerations are also becoming more and more part of 'business as usual' when designing operations, as well as shaping our policies and capital projects.

3.12. **Transformation, Innovation and Collaboration**

3.13. Place services have made major contributions to taking forward the key 'Be The Future' transformation themes of: Sustainable, Inclusive Development,

Empowering Families and Communities and; Health and Wellbeing. Examples include:

- Key partner in the Family Wellbeing Partnership and STRIVE, working with others to find creative solutions to support local people whilst helping to shape the future of public service delivery.
 - Developing the principle of the Alloa Transformation Zones to maximise the benefits of a range of interrelated investment opportunities and to position Clackmannanshire as a world recognised centre of innovation.
 - Delivering the 'Living Alloa' townscape improvements, in collaboration with Alloa First and CTSI to improve connectivity, safety and sense of pride of place.
 - Delivering Primrose Street dementia friendly housing, in collaboration with Kingdom Housing Association.
- 3.14. Working with colleagues in Finance, we have taken an innovative approach to capital planning by developing a 20 year capital programme. This enables us to assess affordability over time, together with our ability to plan resources to deliver the programme. It also enables the Council to communicate key priority projects to our citizens.
- 3.15. Working with colleagues in the Transformation Team, we have begun an internet of things pilot to remotely monitor CO2 in classrooms, which will be helpful in managing COVID and other air borne illnesses. There is great potential to widen this approach to monitor other building related concerns such as testing for the presence of legionella or mould and damp.
- 3.16. Other collaborations include working with the University of Stirling and Forth Valley College on two key City Region Projects: Scotland's International Environment Centre and the Inter-generational Living Innovation Hub (which feature as part of the Alloa Transformation Zone). We are also collaborating with Stirling Council colleagues on other CRD programmes, which include Culture, Heritage and Tourism; Active Travel; Regional Digital Hubs, Regional Energy Masterplan; and Flexible/Inclusive Skills programmes.
- 3.17. **Stakeholder Engagement**

Stakeholder engagement is an essential part of our approach to designing and delivering services and projects. Over the recent period we have carried out the following engagements:

- Renewed engagement with the Tenants Federation.
- Housing tenant satisfaction feedback sought for all for capital, repairs and maintenance works.
- Meetings with local community groups occupying our properties on leases in particular where shared repair and maintenance liabilities occur.
- Public engagement on improvements to West End Park, especially with younger children and girls.
- Extensive use of the Place Standard Tool to inform regeneration and development activities – e.g. Alloa Town Centre, Alva Regeneration, Glentanar Mill development.

- Feedback via Survey Monkey from all learners and employers involved in our Skills Development Scotland programmes.
- Business engagement conducted through the Clackmannanshire Business Support Partnership including fortnightly mailing to over 1,600 recipients and Business Survey.
- Supported a number of community based Climate Change Fora in each of our Ward areas.

3.18. **Service Performance**

3.19. Appendix A sets out our performance across the Local Government Benchmarking Framework. In addition, across the directorate there are a range of embedded practices for managing and monitoring service performance. The service provides a number of statutory/national performance reports, as follows:

- Planning Performance Framework
- Building Standards Verification – Annual Performance Report
- Food Control Service Plan
- Public Bodies' Climate Change Duties
- Scottish Housing Regulator – Annual Return of the Charter (ARC)
- Scottish Housing Regulator – Self Assurance Statement
- Scottish Housing Regulator – Landlord Report to Tenants
- Core Facts Return to Scottish Government
- Scottish Housing Regulator – Annual Return of the Charter (ARC) & Assurance Statement
- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government
- LEAMS Keep Scotland Beautiful Local Environmental Audit & Management System

3.20. **Workforce Planning**

3.21. By and large, our staff have adapted well to post-pandemic working. Remote and/or hybrid working is still common and is likely to become the norm for many colleagues. Whilst hybrid working presents real opportunities, this work will require new policies, processes, systems; assets and ways of working that represent a fundamental change, and as such require careful engagement with staff, members and trade union colleagues. This is being taken forward by the 'new ways of working' group and various sub-groups. The output from these interactions will inform our public buildings asset strategy going forward.

3.22. At the same time, many of our staff have - and continue - to operate traditional patterns of work, in physical proximity on sites and within buildings. We must continue to ensure that this is done safely and in line with COVID guidance as the working environment evolves over time.

3.23. The Council's workforce is aging, and this is particularly acute within Place. More than a third of the workforce is at an age where retirement is a potential option, with over half moving into this category within the next 5 years. At the same time, the number of younger employees in the service is distinctly imbalanced, with around 10% of employees under the age of 30.

The scale and pace of staff turnover is likely to increase significantly in the next 5 years, emphasising a requirement to secure and develop skills required to fulfil statutory and essential support functions as a matter of priority. Due to our size, there are people covering multiple roles and this creates risks of single points of failure. There are also skills and capacity gaps in some business-as-usual activities and in meeting our Capital Plan and transformation aspirations. The development of the Target Operating Model offers opportunities to address some of these risks. Meantime, there has been some good progress in bringing new and young talent into the organisation via various employability programmes such as Kickstart, especially within the Environment service.

3.24. **Delivery Plan and Key Achievements**

3.25. Appendix B sets out details of the delivery plan, which describes service performance and progress against agreed improvement actions, whilst Appendix C provides information on some of our key achievements.

3.26. Improvement Plan activities that have or are being delivered to schedule are:

- Deliver Alloa town centre improvement projects
- Produce and economic development recovery plan
- Deliver City Region Deal programme in line with financial profile
- Deliver roads and transportation capital projects
- Deliver village and small towns capital projects
- Deliver improvements to West End Park and other play areas and open spaces
- Produce Waste Treatment procurement strategy
- Deliver improvements to Westhaugh Gypsy/Travellers site
- Deliver social services adaptations programme
- Deliver Learning Estate capital projects
- Develop the next iteration of the Learning Estate Strategy
- Complete Police Integration Project
- Undertake a viability assessment and review of the current commercial property portfolio

3.27. Progress has also been made on the following:

- Deliver Community Wealth Building Action Plan
- Develop rapid scoping assessment for Transformation Zones
- Develop project proposals, masterplan and engagement strategy for Transformation Zones
- Develop Climate Change/Net Zero strategy and action plan
- Produce local biodiversity action plan
- Waste and Recycling collections policy
- Deliver Housing capital programme
- Deliver non-housing compliance/operational resilience capital programme
- Comprehensive review of the use of homeless temporary accommodation
- Tenant Participation improvement plan
- Implement new Housing/Property IT system
- Route-map and options appraisals for compliance with SG rollout of free school meals to all primary age pupils

- Implement the new school food menu in compliance with nutritional guidance/standards

3.28. Improvement actions which have not progressed to date are:

- Parking decriminalisation
- Develop route-map to compliance with Energy Efficiency in Scottish Social Housing 2 (ESSH2)

3.29. **Risks**

3.30. Key risks that apply to Place services are:

- Insufficient financial resilience
- Inadequate workforce planning
- Health and Safety Breach
- Failure to prepare for severe weather events.

3.31. Appendix C includes the service risk register which identifies how these risks are to be mitigated.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix A – Place Business Plan 2021/23 - LGBF Performance Data
 Appendix B – Place Business Plan 2021/23 - Performance Indicators & Improvement Actions
 Appendix C – Place Business Plan 2021/23 - Risk Register
 Appendix D – Place Business Plan 2021/22 - Service Achievements

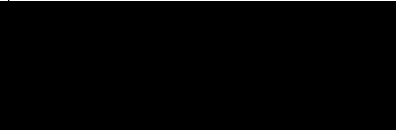
11.0 Background Papers

- 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
Pete Leonard	Strategic Director (Place)	Extension : 2533













Approved by
















NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	













Local Government Benchmarking Framework – Place Directorate 2020/21 Extract




(2021/22 data currently undergoing national validation and integrity-checks, and will be published by 31-Mar-23)







LGBF	The Local Government Benchmarking Framework enables comparisons across Councils, and ‘family groups’ (with similar deprivation levels or population density). While ‘league tables’ can encourage undesirable behaviours, it is important to know how we are progressing in relation to other authorities, and the country as a whole, as well as analysing trends and target achievement. National forums and family groups continue working to develop and benchmark the processes behind the data, to determine which approaches may be best suited to achieve positive outcomes for communities in each unique Scottish authority.
Years	The value achieved by Clackmannanshire Council in the financial year shown. Indicators for which 2020/21 data is not available are purple and the summary is for the most recent year held (most due to methodological changes in the Scottish Household Survey, meaning data is not comparable). Costs for previous years may differ slightly elsewhere as they are reported here as actual costs, but are sometimes reported using a ‘deflator’ to cancel out inflation.
Trend	Whether performance levels have improved or declined since the previous year. Though we cannot realistically expect to improve in all indicators, for each area, we must determine whether efficiency, effectiveness or satisfaction (or a balance of all three) is the priority, and set targets accordingly.  Performance has improved  Performance is consistent  Performance has declined  Missing data for previous or current year
Target/Status	The target set and whether it was met (within tolerance). This highlights areas requiring attention, while those achieving (or close to) target remain green.  Meeting target or within 5%  5 - 15% worse than target  >15% worse than target  No target (new measure or ‘no service’)
Rank/Quartile	Authorities’ results are ranked best (1 st) to worst (32 nd) to support learning from strong performers. Rankings are grouped into 4 quartiles for a higher-level summary. If not all authorities report, there are fewer than 32 rankings so quartiles are smaller (such as Housing, not reported by 6 authorities due to differing arrangements). Minimising costs is a broad financial sustainability goal, however, this also represents investment, so spend may be higher in priority areas.  Top quartile - 1 st to 8 th place  2 nd quartile - 9 th to 16 th  3 rd quartile - 17 th to 24 th  Bottom quartile - 25 th to 32 nd  No rank
Scotland	The overall figure for Scotland (calculated from raw figures), or the average result reported by local authorities (where raw data is not available).
















Waste Management	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of refuse collection per premise	£60	£59	£45 	£59 	2 	£72	Number of efficiencies arising from reduction in operatives required for food collections. Also replacement of aging vehicles in waste fleet resulting in fewer breakdowns and delays with subsequent need for overtime payments.
Cost of refuse disposal per premise	£100	£105	£110 	£105 	19 	£105	Increase in non-recyclable waste produced due to home working accompanied by increase in Landfill Tax. Increase also likely linked to introduction of chargeable garden waste scheme – diverting garden waste to landfill bins.
Household waste composted or recycled	56.3%	55.4%	48.6% 	55.4% 	12 	42.0%	Number of Covid related factors e.g. increase in non-recyclable waste attributed to increase in home working and reduction in visits to Recycling Centre. Significant reductions in wood and scrap metal through Centre.
Satisfaction with refuse collection (3 year average)	71.7%	64.0% 	Not available	76.3% 	29 	74.3%	The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.







Lands Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of street cleaning per 1,000 population	£10,175	£10,613	£12,537 	£15,230 	18 	£14,845	Costs have been kept relatively low to align with available budgets.
Cost of parks & open spaces per 1,000 population	£13,541	£19,325	£14,272 	£19,325 	10 	£19,112	Costs are low because an increasing number of staff are working on income generation projects at the detriment of grounds maintenance.
Street cleanliness score (% 'acceptable')	92.9%	95.1%	89.6% 	92.2% 	24 	90.1%	Cleanliness scores are consistent due to the routine cleanliness programmes and regimes in place.
Satisfaction with street cleaning (3 year average)	56.6%	55.0% 	Not available	66.3% 	29 	62.6%	In order to improve satisfaction levels Land Services will be working in partnership with Waste colleagues to improve targeted hot spot areas and more demand driven street cleansing arrangements. The reduction in labour allocated to maintenance results in less grounds maintenance being conducted which leads to an increase in complaints and dissatisfaction. Covid-19 has resulted in significant increase in usage of parks & open spaces with the subsequent expectation levels rising versus static or reduced maintenance budgets. The Scottish Household Survey does not cover a statistically valid sample size at local authority level. 3-year average to 19/20 still reflects out of date perceptions as far back as 2017, and 3.5% error margin means rankings are not reliable.
Satisfaction with parks & open spaces (3 year average)	82.7%	84.0% 	Not available	84.8% 	16 	83.5%	







Roads & Transportation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of maintenance per kilometre of road	£18,029	£17,066	£12,968 	£9,707 	22 	£9,761	Capital increase of 16.8% (£2.54m to £2.97) due to new investment in Safer Routes to School, increased investment in Cycling Walking Safer Street offset by a reduction works on the road network (66.5% reduction in Road & Winter Maintenance revenue expenditure). There are concerns regarding the accuracy and consistency of authorities' reporting for this measure.
A class roads that should be considered for treatment	24.3%	24.8%	26.5% 	25.0% 	16 	29.8%	Roads Maintenance activities were emergency works only from March 2020 to June 2020 at the start of the first lockdown - and thereafter maintenance activities picked back up - incurring additional costs for social distancing, more vehicles being used etc. Cost figures also include discrete schemes such as Alva Regeneration, whilst this £1m public realm improvement is spent on roads infrastructure it represents less than 0.003% of the road network (this also includes footways, street lighting, drainage etc).
As above – B Class	22.2%	18.0%	18.5% 	20.0% 	1 	34.0%	
As above – C Class	30.4%	29.0%	27.4% 	30.0% 	9 	33.6%	










Roads & Transportation	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
As above – Unclassified	40.2%	43.0%	43.2% 	42.0% 	24 	38.3%	

Property Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Operational buildings suitable for current use	79.7%	80.0%	80.0% 	85.0% 	23 	82.3%	New criteria for Educational establishments was applied in 19/20, with some schools categorised as C. Expected to improve following further Capital spend on the Primary Education Estate. Core Facts Monitoring (testing/certification for fire, legionella, electrics, etc.) continues to improve. Extensive Asbestos Management Plan surveys have been commissioned and continue to be updated.
Council buildings in satisfactory condition (by floor area)	97.6%	97.7%	97.7% 	95.0% 	4 	89.2%	Secondary School Support Building was temporarily closed pending structural monitoring and former St Bernadettes school was opened as a temporary decant building. This was in July, and temporary, therefore no change since last year.




























Housing Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Rent arrears as a % of rent due in the year	9.05%	10.11%	9.56% 	10.11% 	16 	8.19%	Housing officers worked very well to maximise where possible supports that where available to maximise rent collection in difficult circumstances. We were assisted by the rollout of the moby soft tool, to help target cases effectively.
Rent loss due to empty (void) properties	1.14%	0.45%	0.94% 	0.90% 	10 	1.38%	Waiting period between receiving keys and work being allowed to start under Health & Safety Guidance, plus formal waiting periods between trades resource and before let, resulted in artificially increasing days taken to complete voids.
Average working days to complete non-emergency repairs	6.22	7.16	4.24 	7.33 	2 	7.28	Due to the focus on emergency repairs with the pandemic resulted in artificially improved performance.
Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	97.73%	96.12%	98.77% 	100.00% 	2 	90.30%	This remains a priority for our investment, challenges remaining with owners not participating in SHQS works (no obligation to do so) and non traditional building fabric where no current technical solution exists to improve the thermal efficiency.
Council houses meeting the Energy Efficiency Standard for Social Housing (EESH)	72.75%	84.16%	78.39% 	84.10% 	21 	86.40%	The reduction in EESH is due to a significant number of EPC's reaching the end of their 10 year lifespan and the resource capacity not being available during the pandemic to action updates. The Scottish Government updated SHQS guidance affecting element 35 of EESH which came into force on 01-Jan-21. Some landlords overlooked the update and misreported compliance, and the regulator asked us to review data in December, resulting in data corrections for 20/21.

Sustainability	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
CO ₂ emissions area wide per capita – all emissions	10.2 tonnes	9.9	9.1 	9.0 	28 	4.6	The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions.
As above – emissions within local authority scope	7.2 tonnes	6.9	6.2 	6.0 	30 	4.6	










Regulatory Services	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Trading Standards per 1,000 population	£2,724	£2,600	£1,891 	£4,439 	1 	£5,857	While costs have reduced as part of partnership delivery with Stirling Council, it is essential that staffing and provision of protective services remain sufficient to meet community needs, and particularly those of potentially vulnerable groups.
Cost of Environmental Health per 1,000 population	£10,953	£11,253	£13,648 	£13,776 	21 	£12,606	For the last two years Environmental Health has been focussed on enforcing the regulations controlling the spread of Coronavirus. This required a suspension of many of our existing duties. We have received Scottish Government funding to provide extra officer resources to complete this task and are now transitioning from Coronavirus regulation to resume our full pre-Coronavirus duties.

Development Planning	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost per local planning application	£2,586	£2,818	£3,575 	£4,440 	6 	£5,044	Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Local Development Plan assistance and environmental improvement work).
Average weeks to process commercial planning applications	7.6	6.3	6.5 	10.5 	2 	10.6	Slight increase (3%) due to Covid but reduced for previous 3 years (32% improvement from 9.5 weeks in 16/17) following focus on economic development. Lower than national average and top quartile ranking maintained for 3 rd year.
Immediately available employment land (as % of employment land allocated in Local Development Plan)	5.3%	68.5%	68.5% 	36.2% 	11 	38.9%	Higher than average but related to market conditions. The Local Development Plan has identified sufficient land availability however this has not always been effective as planning permission has not been granted to result in immediately available land. This is outwith Council control as it cannot apply for planning permission for private land and is therefore subject to market forces. However planning permission has been granted for significant employment sites (such as Kilbagie) and further permissions are expected to be granted for other sites (such as Carsebridge) in the coming year. The percentage of immediately available land is therefore expected to increase significantly by the next reporting period.

Appendix A






Economic Development	2018/19	2019/20	2020/21	Target	Rank	Scotland	Management Comments
Cost of Economic Development & Tourism per 1,000 population	£35,447	£34,459	£37,707 	£102,811 	4 	£87,793	Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive growth.
Business gateway startups per 10,000 population	23.0	20.4	17.9 	23.0 	10 	11.2	The number has declined slightly (-12%), though to a lesser extent than nationally (-32%), therefore our 10 th place ranking has been maintained. Please note that the target for Business Gateway Startups was reduced during the year 2020/21 to allow the BG team to support COVID enquiries.
Town vacancy rate (vacant retail units as % of total) – Alloa town centre only	12.4%	7.5%	13.6% 	11.7% 	23 	12.4%	The town centre vacancy rate has risen as it has done nationally as retailers respond to the challenges of the pandemic.
Gross Value Added (per Capita)	£20,914	£21,343	£20,491 		17 	£24,721	The trend up to 2019/20 continues to show GVA increasing year on year, with a 4% dip in 20/21, believed to be pandemic-related (our family group median declined by 7%, and the Scottish average by 9%). Clackmannanshire has the greatest ranking improvement over the last 10 years of any Local Authority.
Properties with Superfast Broadband	94.0%	94.8%	95.8% 	95.0% 	15 	93.8%	There is a small increase this year and the figure remains above the Scottish figure of 93.8%.
Residents earning less than the Living Wage	26.3%	22.9% 	Not available	19.4% 	21 	16.9%	It is disappointing that Clacks has not been provided with a 20/21 value for this critical measure. As yet, no explanation has been given as to why we (and 5 other authorities) were excluded from results.
Unemployed people assisted into work via Council employability programmes	10.0%	14.6%	9.0% 	12.7% 	9 	6.4%	Numbers supported into work are lower for the year which is to be expected in line with the reduction in face to face services, redeployment of staff to Covid support tasks and the lower numbers of opportunities available as businesses were not operating.
Unemployment Rate – Working Age (16-64 years)	4.3%	4.2%	6.5% 		25 	6.1%	Figure to March 2021 shows an increase in unemployment rate for both Working Age and Young People in line with the overall Scottish rates / trend. This increase is most likely due to the impact of the Covid pandemic finally filtering through after rates remained quite static in 18/19 and 19/20. The gap between Clacks and Scotland narrowed to March 2021 in both age groups. Worth noting that latest data to January 2022 shows Unemployment rates for overall working population falling back towards 19/20 figures for both Clacks and Scotland.
Unemployment Rate – Young People (16-24 years)	6.6%	6.8%	9.3% 		28 	7.2%	

Place Directorate Business Plan 2021-23



Key to Symbols					
Performance Indicators		Actions		Risks	
	Meeting target or within 5%		Already complete		Score of 16 or above
	5-15% outwith target		Will complete within target date		Score of 10 to 15
	More than 15% outwith target		Will complete outwith target date		Score of 9 or below

1. Performance Indicators



1.1 Housing Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
HMO ALL 035	Rent loss due to empty (void) properties	0.45%	0.94%	1.38%	0.66%	0.90%		Waiting period between receiving keys and work being allowed to start under Health & Safety Guidance, plus formal waiting periods between trades resource and before let, resulted in artificially increasing days taken to complete voids.
HMO HPI 005	Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	96.12%	79.19%	90.30%	59.87%	100.00%		This remains a priority for our investment, challenges remaining with owners not participating in SHQS works (no obligation to do so) and non traditional building fabric where no current technical solution exists to improve the thermal efficiency.
HMO HPI 157	Council houses meeting the Energy Efficiency Standard for Social Housing (EESH)	84.16%	85.26%	86.40%	62.28%	100.00%		The reduction in EESH is due to a significant number of EPC's reaching the end of their 10 year lifespan and the resource capacity not being available during the pandemic to action updates.
HMO PRO 006	Average working days to complete non-emergency repairs	7.16	4.24	7.28	4.90	7.28		Due to the focus on emergency repairs with the pandemic resulted in artificially improved performance.
HMO TEM 011	Rent arrears as a % of rent due in the year	10.11%	9.56%	8.19%	10.66%	9.56%		Housing officers worked very well to maximise where possible supports that where available to maximise rent collection in difficult circumstances. We were assisted by the rollout of the moby soft tool, to help target cases effectively.





1.2 Property Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
ASM FAC 02a	Operational buildings suitable for current use	80.0%	80.0%	82.3%	91.4%	85.0%		We continue to improve our overall estate with an emphasis on legal compliance. Asbestos management continues to be a prominent aspect with continual monitoring and removals undertaken when convenient and necessary. Improvements and upgrades across all properties in respect of fire management and recent audits by Scottish Fire & Rescue continue to be extremely positive with only minor items being identified during audits. We have been given permission to sell the old Secondary School Support building in Bedford Place and the sale of the old ABC nursery in Grant street appears to be almost finalised. The recent sale of Ditch farm was a welcome removal from our portfolio.
ASM FAC 03a	Council buildings in satisfactory condition (by floor area)	97.7%	97.7%	89.2%	97.5%	95.0%		Learning estate colleagues engaged with Hub East and HollisGlobal, Independent real estate consultants who undertook and prepared condition reports for all nurseries (ELC's) and primary schools producing a priority list of all works along requiring attention as well as estimated costings for each. These reports were then used to report conditions under the core facts to the Scottish Government.






1.3 Development Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
DEV DMA 01b	Cost per local planning application	£2,818	£3,575	£4,986		£4,986		Lower than average and variable depending on number of applications received by small planning team. Staff undertake additional functions beyond assessment of planning applications (eg. capital project management, bid preparation, Local Development Plan assistance and environmental improvement work).
DEV DMA 01c	Average weeks to process commercial planning applications	6.3	6.5	10.6		10.6		Slight increase (3%) due to Covid but reduced for previous 3 years (32% improvement from 9.5 weeks in 16/17) following focus on economic development. Lower than national average and top quartile ranking maintained for 3rd year.
DEV DMA 11a	Immediately available employment land (as % of land allocated for employment in Local Development Plan)	68.5%	68.5%	38.9%	68.0%	38.9%		Figure similar to previous years.
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£34,459	£37,707	£88,582	£71,187	£88,582		Further investigation into the detailed inclusions and exclusions in this calculation will be conducted in order to set future targets, as investment in essential employability and business support services is critical for inclusive

Appendix B

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
								growth.
EDE EMP 005	Unemployed people assisted into work via Council employability programmes	14.6%	9.0%	6.0%	31.4%	6.0%		Numbers supported into work are lower for the year which is to be expected in line with the reduction in face to face services, redeployment of staff to Covid support tasks and the lower numbers of opportunities available as businesses were not operating.
EDE LGB B1b	Business gateway startups per 10,000 population	20.4	18.3	11.2				Please note that the target for Business Gateway Startups was reduced during the year 2020/21 to allow the BG team to support COVID enquiries.
EDE LGB B2a	Residents earning less than the Real Living Wage	22.9%	N/A	15.2%		15.2%		It is disappointing that Clacks has not been provided with a 20/21 value for this critical measure. As yet, no explanation has been given as to why we (and 5 other authorities) were excluded from results.
EDE LGB B3a	Properties with Superfast Broadband	94.8%	95.8%	93.8%		93.8%		There is a small increase this year and the figure remains above the Scottish figure of 93.8%.
EDE SLD 19a	Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only	7.5%	13.6%	12.4%	18.6%	13.1%		<i>Increase of 14 vacant units compared to previous year.</i>
RGY EHE 014	Cost of Environmental Health per 1,000 population	£11,253	£13,648	£13,070	£11,001	£13,070		For the last two years Environmental Health has been focussed on enforcing the regulations controlling the spread of Coronavirus. This required a suspension of many of our existing duties. We have received Scottish Government funding to provide extra officer resources to complete this task and are now transitioning from Coronavirus regulation to resume our full pre-Coronavirus duties.
RGY SCC 005	CO2 emissions area wide per capita - all emissions	9.9 tonnes	9.1 tonnes	4.6 tonnes		9.0 tonnes		The rationalisation of the Council's building portfolio has been a significant factor in the reduction as has the national decarbonisation of the gas and electricity network. Inroads are also being made into electrifying our fleet transport and ongoing energy efficiency projects are contributing towards the reductions.
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	6.9 tonnes	6.2 tonnes	4.1 tonnes		6.0 tonnes		
RGY TST 004	Cost of Trading Standards per 1,000 population	£2,600	£1,891	£5,928	£1,281	£4,144		While costs have reduced as part of partnership delivery with Stirling Council, it is essential that staffing and provision of protective services remain sufficient to meet community needs, and particularly those of potentially vulnerable groups.

1.4. Environment Service

Code	Performance Indicator	2019/20	2020/21		2021/22			Latest Note
		Value	Value	Scotland - Average	Value	Target	Status	
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£19,325	£14,272	£19,112	£18,374	£14,272		Costs are low because an increasing number of staff are working on income generation projects at the detriment of grounds maintenance.
ENV SHS POS	Satisfaction with parks & open spaces (3 year average)	84.0%						Methodological changes to the Scottish Household Survey mean 20/21 data was not comparable to previous - we have not been advised of national plans for future reporting.
ENV SHS STR	Satisfaction with street cleaning (3 year average)	55.0%						
ENV SHS WMA	Satisfaction with refuse collection (3 year average)	64.0%						
ENV STR 02e	Street cleanliness score (% 'acceptable')	95.1%	89.6%	90.1%		90.1%		Cleanliness scores are consistent due to the routine cleanliness programmes and regimes in place.
ENV STR 04a	Cost of street cleaning per 1,000 population	£10,613	£12,283	£14,492	£16,046	£14,492		Costs have been kept relatively low to align with available budgets.
ENV WMA 02c	Cost of refuse collection per premise	£59	£45	£72	£51	£45		Number of efficiencies arising from reduction in operatives required for food collections. Also replacement of aging vehicles in waste fleet resulting in fewer breakdowns and delays with subsequent need for overtime payments.
ENV WMA 02d	Cost of refuse disposal per premise	£105	£110	£106	£112	£110		Increase in non-recyclable waste produced due to home working accompanied by increase in Landfill Tax. Increase also likely linked to introduction of chargeable garden waste scheme – diverting garden waste to landfill bins.
ENV WMA 04c	Household waste composted or recycled	55.4%	48.6%	42.0%		48.6%		Number of Covid related factors e.g. increase in non-recyclable waste attributed to increase in home working and reduction in visits to Recycling Centre. Significant reductions in wood and scrap metal through Centre.
RAT RCI 001	A class roads that should be considered for treatment	24.8%	26.5%	29.8%		25.0%		Roads Maintenance activities were emergency works only from March 2020 to June 2020 at the start of the first lockdown - and thereafter maintenance activities picked back up - incurring additional costs for social distancing, more vehicles being used etc. Cost figures also include discrete schemes such as Alva Regeneration, whilst this £1m public realm improvement is spent on roads infrastructure it represents less than 0.003% of the road network (this also includes footways, street lighting, drainage etc).
RAT RCI 002	B class roads that should be considered for treatment	18.0%	18.5%	34.0%		20.0%		
RAT RCI 003	C class roads that should be considered for treatment	29.0%	27.4%	33.6%		30.0%		
RAT RCI 004	Unclassified roads that should be considered for treatment	43.0%	43.2%	38.3%		42.0%		
RAT RDS 024	Cost of maintenance per kilometre of road	£17,066	£12,968	£9,379	£9,573	£9,379		Capital increase of 16.8% (£2.54m to £2.97) due to new investment in Safer Routes to School, increased investment in Cycling Walking Safer Street offset by a reduction works on the road network (66.5% reduction in Road & Winter Maintenance revenue expenditure). There are concerns regarding the accuracy and consistency of authorities' reporting for this measure.

2. Actions

2.1 Sustainable Inclusive Growth

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 101	Develop Net Zero strategy and action plan	Senior Manager - Development	31-Mar-2023	✓	Final report including Action Plan scheduled to go to Council Spring 2023.
PLC 213 102	Undertake a viability assessment and review of the current commercial property portfolio.	Senior Manager (Property)	31-Mar-2023	✓	Asset strategy review being taken forward as part of the 2023/24 budget process.
PLC 213 103	Deliver Community Wealth Building Action Plan	Senior Manager - Development	31-Mar-2023	⚠	Action Plan approved by Council December 2020.
PLC 213 104	Develop routemap to compliance with EESSH2 for all Council Housing stock.	Senior Manager - Housing	31-Mar-2023	⚠	Regional Energy Masterplan work could have a significant bearing on helping to shape our approach to EESSH 2.
PLC 213 105	Review of the Local Development Plan and the preparation of a Proposed Plan, in line with NPF4 and the Regional Spatial Strategy for the Forth Valley area.	Senior Manager - Development	31-Mar-2023	✓	
PLC 213 106	Deliver the Town Centre improvement projects in accordance with Scottish Government's Town Centre Grant Fund	Senior Manager - Development	31-Mar-2023	✓	'Living Alloa' has been shortlisted for SURF Awards for Best Practice in Community Regeneration, under the Improving Scotland's Places category.
PLC 213 107	Deliver roads and transportation capital projects	Senior Manager - Environment	31-Mar-2023	✓	2021/22 programme was delivered to budget– spend £2.25 m Projected Capital. However we are experiencing significant inflationary costs and 2022/23 programme has been adjusted to remain within budget, with the impact that 4 projects will be re-phased into next year.
PLC 213 108	Develop Rapid Scoping Assessments for Alloa Transformation Zones	Senior Manager - Development	30-Nov-2021	⚠	Shaping Places: Initial findings from data analysis will be available January 2023.
PLC 213 109	Develop project proposals and engagement/masterplan and implementation of Transformation Zone initiatives.	Senior Manager - Development	31-Mar-2023	⚠	Predicated on having the Alloa Place Programme agreed, however preparatory work is ongoing, including discovery phase workshops with University of Stirling and other stakeholders in relation to SIEC and ILIH
PLC 213 110	Produce an Economic Recovery strategy and action plan	Senior Manager - Development	31-Oct-2021	✓	Economic Development Action Plan approved by Council October 2021
PLC 213 111	Deliver CRD programme in line with delivery plan/financial profile	Strategic Director - Place	31-Mar-2023	✓	Spend on Clacks projects is largely in line with profile.

2.2 Empowering Families & Communities

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 201	Undertake condition survey & option appraisal of Learning Estates Primary School property assets.	Senior Manager (Property)	31-Mar-2023		Excellent output on first batch of appraisals.
PLC 213 202	Develop the next iteration of the Learning Estate Strategy	Senior Manager (Property)	31-Mar-2023		Council decision re Lochies 6 October LEIPS bid completed and ready for submission by 31 October. Further strategy development/decision points are dependent on remaining options appraisals being completed. Next phase: <ul style="list-style-type: none"> • Craigbank Primary and Nursery School • Sauchie Nursery • Tullibody North Campus – Banchory Primary and Nursery and St Serfs Primary and Nursery • Park Primary School
PLC 213 203	Deliver Learning Estate capital projects	Senior Manager (Property)	31-Mar-2023		Park ELC - Onsite on 20th September 2021 and final snagging is complete. Menstrie ELC and Primary – complete Craigbank ELC – complete Redwell Primary Outdoor Learning Environment – complete Alva Primary flood defences – complete Tullibody South Campus snagging issues being resolved.
PLC 213 204	Deliver village and small towns capital projects	Senior Manager - Development; Senior Manager - Environment	31-Mar-2023		Alva Streetscape project is complete.
PLC 213 205	Routemap and option appraisals for compliance with Scottish Government Policy to feed all primary school children with free school meals by August 2022.	Senior Manager (Property)	31-Mar-2023		Roll out to P5 complete.SG have delayed P6-P7 roll out until next year
PLC 213 206	Implement the new school food menu to ensure compliance with the new requirements of the Nutritional Act to ensure food meets the new standards.	Senior Manager (Property)	31-Mar-2023		Staff turnover and capacity issues at the production unit have delayed progress.
PLC 213 207	Improvements to Westhaugh Gypsy/Traveller site	Senior Manager - Housing	31-Mar-2023		The decant process has been completed. Consultation and discussions with the community are on going and positive at this stage. Early design scheme is complete and site works commenced in October 2022.
PLC 213 208	Tenant Participation Improvement Plan	Senior Manager - Housing	31-Mar-2022		Limited progression due to capacity constraints. Property interim redesign will free up Team Leader capacity. Meantime steps being taken to appoint a TP officer.

2.3 Health & Wellbeing

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 301	Support the development of the Wellbeing hub	Senior Manager (Property)	31-Mar-2023	✓	
PLC 213 302	Deliver Housing Capital plan	Senior Manager - Housing	31-Mar-2023	⚠	All necessary procurement activity is now either complete or underway. Some further adjustment to anticipated spend may be necessary in Q4 2022/23.
PLC 213 303	Deliver social services adaptations programme	Senior Manager (Property)	31-Mar-2023	✓	Process review nearing completion. Additional resources now in place and work underway to eliminate backlog. Anticipated that this will be completed by the end of the financial year.
PLC 213 304	Deliver Strategic Housing Investment Plan (SHIP)	Senior Manager - Housing	31-Mar-2023	⚠	Not progressed due to resource capacity constraints. External resource being procured to assist in taking this forward.
PLC 213 305	Develop active travel projects and associated funding bids (non CRD)	Senior Manager - Environment	31-Mar-2023	✓	
PLC 213 306	Deliver improvements to West End Park and other play areas and open spaces	Senior Manager (Property)	31-Mar-2022	✓	West End Park: New and improved footpaths installed together with new play equipment, including accessible equipment. Outdoor gym remains to be installed.
PLC 213 307	Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private)	Senior Manager - Housing	31-Mar-2023	⚠	Progressing with off the shelf purchases for temporary accommodation up to approved level of 20 units. Paper to 30 November Council seeking governance to purchase additional units.

2.4 Compliance & Operational Resilience

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
PLC 213 401	Implement service redesign and associated workforce development plan	Strategic Director - Place	31-Mar-2022	✓	
PLC 213 402	Implement Housing/Property IT system	Senior Manager (Property); Senior Manager - Housing	31-Mar-2023	⚠	Moving to mini competition for procurement in Q3 2022/23. Will appoint a short term resource to support project implementation.
PLC 213 403	Complete Police Integration Project	Strategic Director - Place	30-Nov-2021	✓	Formal opening by Chief Constable 22 September 2022.
PLC 213 404	Review service delivery model for Trading Standards service	Senior Manager - Development	31-Dec-2021	✓	
PLC 213 405	Deliver property Compliance and Operational Resilience capital projects	Senior Manager (Property)	31-Mar-2023	✓	
PLC 213 406	Deliver roads and transportation Compliance and Operational Resilience capital projects	Senior Manager - Environment	31-Mar-2023	⚠	Property resource working closely with procurement and legal teams in advance of forthcoming procurements.
PLC 213 407	Review health and safety and compliance performance and culture and embed	Strategic Director - Place	31-Mar-2023	✓	

Code	Action	Lead	Due Date	Expected Outcome	Latest Note
	improvement in line with the Corporate Health and Safety Improvement Plan				


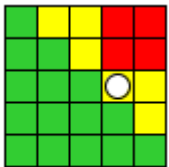
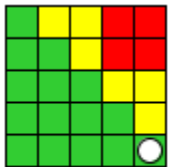

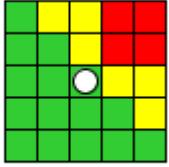
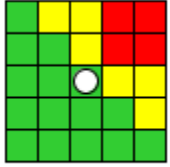
3. Risks

ID & Title PLC DRR 008	Health & Safety Breach	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	20	Target Rating	5	
Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.							Likelihood		Impact	Likelihood	
Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.											
Related Actions	PLC 213 407	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan	Internal Controls	Health & Safety Management System			Health & Safety Handbook for Managers					
Latest Note	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.											

ID & Title PLC DRR 002	Loss of Staff Knowledge, Skills and/or Goodwill	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	9	
Description	The lack of a corporate approach to knowledge management leads to the loss of tacit information, knowledge and experience held by staff members as the workforce contracts due to reducing budgets, which also reduces ability to appropriately train and develop staff.							Likelihood		Impact	Likelihood	
Potential Effect	Neglect of key or statutory duties if remaining staff are unaware of requirements or unequipped to fulfil them, increased pressure on staff, reduced satisfaction, morale and willingness to add value or contribute to improvement activities, complacency, lowered standards, increased absence and future recruitment difficulties.											
Related Actions			Internal Controls	Attendance & Wellbeing Policy			Information Management Strategy					
Latest Note	This risk is being managed through the related actions. In addition, a system of recorded handover notes is in place as part of the exit process. Also a process of skills auditing has begun across the directorate, beginning with the Housing service.											

ID & Title PLC DRR 003	Strategies Do Not Provide Clear, Deliverable Direction	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	9	
Description	Policies and strategies do not clearly set out realistic actions to achieve the required outcomes within appropriate timescales with available resource.							Likelihood		Impact	Likelihood	
Potential Effect	Unfulfilled objectives, loss of balance between project work and core service delivery, resulting in backlog of unmet demand, or negative reports from regulatory bodies and closer future scrutiny, all with additional reputational damage.											
Related Actions			Internal Controls	Business Planning Process			Committee Approval Process					
Latest Note	This risk is being managed through the related actions. The Director is currently reviewing the range of strategies that are under development in order to ensure that they align with corporate priorities and that engagement with stakeholders is carried out at an early stage of the process.											

Appendix C

ID & Title	Resources Reduce Below Manageable Levels	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	5	
PLC DRR 001												
Description	Financial pressures worsen to a point where buildings, physical assets, technologies and supplier contracts can no longer be maintained, used or improved and staff numbers reduce to levels below the service's functional requirements.							Likelihood		Impact	Likelihood	
Potential Effect	Inability to complete required redesign and project work, disturbance to core service delivery and failure to fulfil fundamental goals and duties, with associated financial, legal and reputational implications, particularly if resource reductions coincide with increased demand.											
Related Actions		Internal Controls	Budget Strategy & Monitoring Corporate Asset Management Strategy Interim Workforce Strategy									
Latest Note	New Director now in post and recruitment of senior managers is at an advanced stage. Therefore the likelihood of the risk occurring, and the overall risk rating have reduced.											
ID & Title	Focus on Transformation Rather Than Need	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	9	Target Rating	9	
PLC DRR 004												
Description	Transformation itself becomes the goal, rather than addressing the reasons for which transformation is required, such as modernising working practices, exploiting emerging technologies, responding to changing demand, demographics, customer need and preferences etc.							Likelihood		Impact	Likelihood	
Potential Effect	Significant wasted resources and potential impact on productivity and service delivery, while new services and processes may not address the required issues with efficiency and effectiveness declining, rather than improving, and resulting failure to make savings or increase income.											
Related Actions	CRR P&P TP1	Refocussing of Corporate Transformation Programme on current priorities	Internal Controls	Customer Consultation & Engagement Tenant Participation Strategy Vanguard Principles & Techniques								
Latest Note	Transformation business cases are being developed in line with the emerging corporate approach. These will ensure that key outcomes are identified and benefits realisation is achieved. A corporate prioritisation tool has been created which will assist in identifying which transformation business cases will be resourced.											

Appendix C

ID & Title	Missed Improvement Opportunities	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	9	Target Rating	9	
PLC DRR 005												
Description	Opportunities for improving efficiency are not taken due to a risk averse culture, delays in senior management or elected member decision-making or a lack of long-term planning and vision to identify actions required now to ensure robust and sustainable services are in place to meet future needs.							Likelihood		Impact	Likelihood	
Potential Effect	Systems Thinking principles not rolled out to remaining teams leading to disjointed approaches and continuing inefficiency in areas where working practices require improvement, lack of action contributes to worsening resource pressures and standards fall below those in other authorities, and those expected by regulatory bodies.											
Related Actions	CRR P&P TP1	Refocussing of Corporate Transformation Programme on current priorities	Internal Controls	Invest to Save Principles & Processes								
	CRR P&P TP2	Refinement of Corporate Transformation processes and governance mechanisms		Corporate Transformation Programme								
				Vanguard Principles & Techniques								
Latest Note	Transformation business cases are being developed in line with the emerging corporate approach. These will ensure that key outcomes are identified and benefits realisation is achieved. A corporate prioritisation tool has been created which will assist in identifying which transformation business cases will be resourced.											
ID & Title	Lack of Appropriate Governance or Scrutiny	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	6	Target Rating	6	
PLC DRR 006												
Description	Failure to effectively manage performance or comply with corporate governance requirements during transitional periods of service redesign, or a lack of scrutiny from senior management or elected members during periods of political instability results in a governance failure.							Likelihood		Impact	Likelihood	
Potential Effect	Potential for harm to individuals and / or financial penalties from insurance claims or breaches of statutory duties, negative publicity and/or attention from audit/regulatory bodies.											
Related Actions			Internal Controls	Pentana Performance Management System								
				Governance & Audit Processes								
				Committee Approval Process								
Latest Note	The Director has put in place a process and timetable for review, challenge and authorisation to ensure that the appropriate governance processes are followed.											
ID & Title	Strategies Do Not Meet Local/Corporate/National Needs	Approach	Tolerate	Status		Lead	Strategic Director - Place	Current Rating	5	Target Rating	5	
PLC DRR 007												
Description	Policies and strategies are not fit for purpose due to decisions not taking into account appropriate data, evidence or consultation information, or not being aligned to corporate, community planning or national goals and plans.							Likelihood		Impact	Likelihood	
Potential Effect	Focus on the wrong actions and / or outcomes, wasted time and money, duplication or contradiction of actions by other services or partners, failure to meet customer or statutory requirements, associated reputational and legal implications.											
Related Actions			Internal Controls	Customer Consultation & Engagement								
				Community Safety Partnership Strategy								

		Committee Approval Process		
Latest Note	This risk is being managed through the related actions.			

ACHIEVEMENTS IN DEVELOPMENT SERVICE OVER 2021 AND 2022

Economic Development Team

Completion of the Wellbeing Economy Pilot with Scottish Government

The Clackmannanshire Wellbeing Economy project started in late 2019. It completed in Summer 2022 and Scottish Government has used it as a case study in their recently published [Wellbeing Economy Toolkit: Supporting place-based economic strategy and policy development](#). The toolkit has been developed to support and guide local authorities and regional economic development policymakers to identify local wellbeing outcomes, e.g. relating to health, child poverty, levels of greenhouse gas emissions and fair work, and to prioritise investments and policies to improve those outcomes.

At a Clackmannanshire level, the outcomes of this work will be used to inform the forthcoming Wellbeing Economy Local Outcome Improvement Plan.

Clackmannanshire Local Employability Partnership Review

- LEP Membership and Terms of Reference reviewed during 2021 in line with Scottish Government framework for No One Left Behind
- an Action Plan and a 3-5 year LEP Delivery Plan have been drafted and a recent follow up self-assessment exercise completed by 6 LEP partners (October 2022) has shown significant improvement in most areas,
- All LEP partners were invited to join Cohort 9 of the Columba 1400 experience, which took place at Ardoch in November 2022 and which focused on employability. Most LEP partners accepted the invitation, and are now taking forward the work which was started at Ardoch, and which follows 3 work streams;
 - Reviewing the employability landscape in Clackmannanshire, and planning the design of a new employability 'process' to incorporate different employability funding streams (including the new UK Shared prosperity funding and the Scottish Government No One Left Behind agenda). The aim is to streamline and align different funding streams, and reduce duplication
 - User Engagement (led by Community Justice, along with SDS, Third Sector, and Education)
 - Employer engagement (led by Ceteris/Business Gateway)

This work is being supported by WEALL (through the Family Wellbeing Partnership)

Employability achievements (full year 2021/22):

Number of individuals supported: 651

Number supported into jobs: 251

Number of Fair Work Incentives (Employer Recruitment Incentives) awarded : 30 new (in addition to those continuing from previous year)

Number of Kickstart placements: 53

Business Support:

Discretionary grants Phase 3: 31 awards to date (£133,000)

LACER Fund grants (Clackmannanshire Economic Recovery Fund) : 44 awards to date - £145k.

Planning and Building Standards

Transformation work: A temporary Principal Placemaking Officer role has been created within the Planning Team to assist with taking forward Transformation Zones work with Scottish Futures Trust, to play a role in maximising placemaking elements of the Wellbeing Hub and to act as the Council interface with the Shaping Places for Wellbeing Programme of which Alloa was chosen as one of six Scottish project towns. The PPO is also working with University of Stirling on shaping the Business case for delivery of the SIEC and ILIH projects and on other site delivery projects such as Glentana in Alva and Tillicoultry town centre improvements. The key purpose of this role is to maximise opportunities to successfully deliver on the Place Principle.

Living Alloa

Living Alloa is a place-based partnership project delivering a range of interventions to transform Alloa town centre as a place for living, visiting and doing business. In response to challenges facing Alloa as a result of long term industrial and more recent decline in retail, the Council, community, third sector and businesses have come together to shift the dial on the social, economic and environmental issues facing the town centre.

As a key component of that, Living Alloa has transformed a derelict town centre site into a stunning development of 60 dementia friendly flats, transformed a vacant public toilet into an active travel and town centre hub and delivered a package of streetscape projects that make the town safer, more attractive and easier to move around in.

Living Alloa has been shortlisted in Improving Places category of 2022 SURF Awards and recently won the Town Centre Living Award in the 2022 Scotland Loves Local Awards.



Lane to High Street





Primrose Street



Bank Street



Visit Scotland's Rural Tourism Infrastructure Fund

Dumyat Visitor Hub Project Menstrie is a key access point to Dumyat Hill, arguably the most popular hill in the Ochil Hills range. This project was developed to help realise the potential of the village of Menstrie as a destination for outdoor recreation and inclusive wellness tourism, generate economic activity and employment opportunities to benefit the vitality and viability of the businesses and amenities in the village centre, support the Dumyat Centre and improve sustainable and active travel opportunities for residents and visitors.

The project was awarded funding under VisitScotland's Rural Tourism Infrastructure Fund to provide facilities which would help draw people to Menstrie to access Dumyat Hill and help address severe visitor parking pressures and bottlenecks on Sheriffmuir Road associated with the level of public demand to access Dumyat Hill. The project also secured match funding from Energy Savings Trust, Transport Scotland and the Council and benefit in kind from The Conservation Volunteers organisation.

The key elements of the project were; the formation of an extended permanent carpark next to the Dumyat Centre with a tarmac finish, lighting and lining including disabled spaces and 2 spaces signed for motorhomes, improved pedestrians links from the carpark, the installation of 2 rapid Electric Vehicle Chargers, the installation of interpretation and waymarking from the carpark to the path leading to Dumyat and neighbouring routes, a Forth Bike ebike station with ebikes, and improvements to paths in Menstrie Glen to make them more attractive to visitors.

The Council sought the support and advice of other key stakeholders to help secure the funding bid and maximise the potential benefits for the local community from its design and layout. This included consultation with Menstrie Community Council, Menstrie Community Action Group, Discover Clackmannanshire, Clackmannanshire Third Sector interface, Stirling Council and Forth Environment Link. The proposals also complement the operation of the adjacent Dumyat Centre which is managed by the community as a community resource.

The project has been implemented through a collaborative approach between the Council's Planning, Roads and Partnership and Transformation Services to develop the design, secure the funding and take it forward through the tender and implementation stages and adoption of elements..

The project has is now nearing completion.

Photos



Carpark extension with tarmac finish, lining and lighting.



Improvement to existing section of path

Major Applications approved by the Planning Service:

Two applications to extend Diageo campus at Cambus:-
Garvel Farm, Cambus - Erection of 5 Bonded Warehouses
Midtown Farm, Cambus- Erection of 7 No Bonded Warehouse

Air Products Ltd - Erection of Air Separation Plant and Associated Infrastructure at south Alloa. This is significant investment which will reduce carbon footprint of the neighbouring OI plant and safeguard hundreds of jobs.

New Housing Developments approved:

Schawpark, Alloa - 100 houses

Alloa South - 90 houses

Coalsnaughton c250 houses

Dollar Expansion – c300 houses

Building Standards

The Building Standards service has recently been appointed by Scottish Government as approved Building Standards Verifier for the maximum period available (6 years) until 2029. The decision to confirm this maximum period appointment was based on positive feedback of Building Standards service provision and the evidence provided in the required Annual Verification Report (link below) that is used to evaluate performance;

<https://www.clacks.gov.uk/property/annualperformancereport/>

Scottish Government acknowledged the improvements that the Building Standards service has made. In particular the significant improvement in performance as well as the steps taken to understand and improve customer satisfaction. Also noted was the engagement of the Building Standards team in processes for continuous improvement and the wider commitment to this across Clackmannanshire Council.

Maintaining the maximum verification is reviewed on an annual basis by Scottish Government and is conditional on the continued demonstration of sufficiently resourcing of the Building Standards service to ensure workforce supply will meet longer term demand projections to maintain operational resilience.

Environmental Health

- Completion of Covid regulation without need for any formal regulatory action, achieving high level of business compliance throughout the pandemic.
- Implementation of new Animal Licensing Regulations conditions providing greater protection for activities involving animals.
- Successful completion of all Homes for Ukraine property checks within tight deadlines, giving assurance regarding safety of accommodation offered to Ukrainian guests.
- FSS Audit - despite the disruption to service created by pandemic regulation and suspension of normal work, the service achieved a good result following an audit of food law regulation performance by Food Standards Scotland.

Energy, Sustainability and Climate Change Team

Clackmannanshire Council has responded to the Climate Emergency by unanimously passing new targets to reach net zero by 2040 for our own operations and 2045 for the Clackmannanshire area.

In order to deliver on these commitments, a new **Climate Emergency Board**, made up of elected officials from the four political parties represented at Council and senior officers, has been established and has been meeting monthly to create a Climate Emergency Action Plan and interim targets leading up to net zero.

A coordinated approach with communities - including young people, businesses, community groups and residents - is crucial to exploiting innovative ideas to maximise the financial returns, inward investment, and job-creation potential of the transition to net zero.

This is why the Council has established five **Climate Change Forums** across Clackmannanshire: to produce recommendations and feedback on the Council's environmental work and drive forward decarbonisation through collaboration and innovation.

Over 50 individuals have attended the first round of forums, including representatives from businesses, community groups, residents and school pupils. Monthly meetings are being established for all five Climate Change Forums to build up on this work and engage larger parts of the community.

Photo of recent Climate Forum meeting:



Clackmannanshire Countryside Rangers

Naturescot - Better Places Green Recovery This year, following a successful funding bid from Naturescot's Better Places Green Recovery fund, we were able to take on board 4 additional seasonal rangers to help us tackle challenges in the countryside which we experience during the summer months and also to help us improve visitor experiences.

Working in the countryside, at our key hotspots (Gartmorn Dam, The Hillfoots Glens and popular core path routes) the seasonal rangers:

- Provide educational talks on biodiversity and animal habitats for visitors and members of the community and worked with schools and Community Learning to deliver an education programme for the young
- They tackled access challenges – improving access and pathways, resolving disputes, tackling litter and fly tipping problems and improving publicity and signage
- They provided guided walks and adventures for visitors and members of the community.
- Helped remove Invasive species – Giant Hogweed rhododendrons and Himalayan balsam, and
- Provided a programme of health pursuits that contributed towards improved mental and physical wellbeing

They held 16 special events over the summer period to raise awareness of the Scottish Outdoor Access Code and to help tackle environmental issues that are creating problems in our countryside. All of the events were well received and we received positive feedback with calls for us to run more events throughout the year.

Supporting Outcomes Connecting people and place, the seasonal rangers provided a link between visitors and local communities, businesses and agencies, farmers, game keepers, foresters, access officers, biodiversity officers, Police Scotland and many others

The Rangers work with the local community helped educate and empower them to take pride in the countryside and to play a part in the conservation of our natural environment.

Throughout this project we increased awareness, understanding, care and responsible use of our natural and cultural heritage.

Photos of a Rangers 'Pixies, Wizards and Fairies Event and a litter pick at Gartmorn Dam





Homes Energy Advice Team

The team plays a pivotal role in the delivery of our Energy Efficiency Savings Area Based Scheme (EES ABS) programme and have co-ordinated funding bids and delivery of the works programme since 2009.

Total Value of Scottish Government Projects carried out by the team since 2009 -
£19,421,329, averaging almost £1.5m per annum
Advocacy Savings - £2,873,705.12
LIFETIME Total CO2 Savings = 334,366 Tonnes

During the current cost of living crisis, the Home Energy Advice Team is more important than ever. The team was established initially to assist participants in our Energy Efficiency Programmes – providing customer liaison services and an extended role in relation to fuel poverty. However, during Covid, the role extended during development of our programmes to include neighbours residing in the area of works and also to provide promotion of the scheme in other towns and villages. The service was further extended to cover all of Clacks in 2020 as it was considered that fuel poverty was having a major impact upon the health of everyone. They also:

- Are independent and impartial
- Work closely with Home Energy Scotland and the Energy Savings Trust to help consumers save energy.
- Provide a focal point for other Council services which allows for referrals to be made and connections established that provide for a holistic approach to tackling individuals problems.
- Operate local surgeries and attend promotional events
- Provide training for internal and external services
- Aim to reach the whole of Clackmannanshire, regardless of tenure

ACHIEVEMENTS IN ENVIRONMENT SERVICES OVER 2021 AND 2022

Waste Service

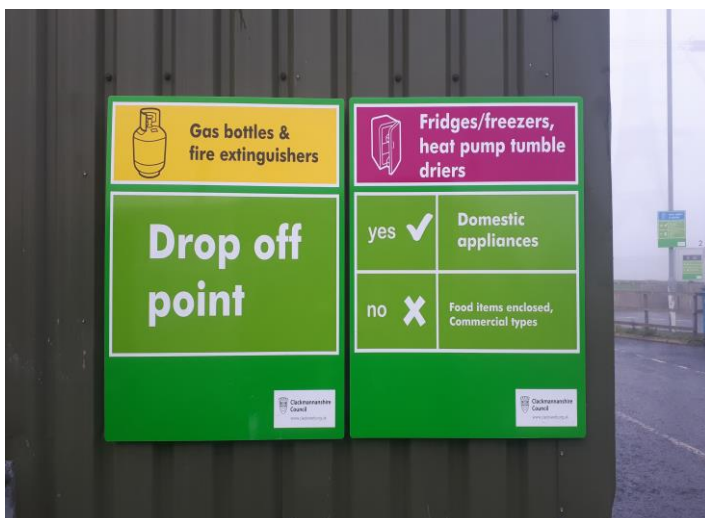
- Secured funding from Zero Waste Scotland (£30,000) for in-cab technology for RCVs to improve level of customer service.
- Secured funding from Zero Waste Scotland (£21,500) for compositional analysis of residual waste deposited at Forthbank Recycling Centre.
- Obtained Council approval to proceed with the Procurement of Residual Waste and Bulky Waste Treatment Services, ahead of the Biodegradable Municipal Waste to Landfill Ban in 2026.
- Obtained thermal treatment derogation approval from SEPA in respect of the above procurement.
- Undertook comprehensive options appraisal of household waste and recycling collection service, with recommendations for major service changes designed to increase recycling.
- Ongoing improvements at Forthbank Recycling Centre including new signage and improved site layout making the site more user friendly and facilitating increased recycling.
- Introduction of requirement for users to show ID on arrival at Forthbank Recycling Centre to limit use to Clackmannanshire residents.
- Restriction of commercial waste inputs to Clackmannanshire businesses only.
- Improved recycling of waste brought into Forthbank Recycling Centre by Property, Housing and Land services.
- Successful SEPA site inspection of Black Devon landfill site and Forthbank Recycling Centre. Inspection to check compliance with site license.
- Improved monitoring of landfill leachate in conjunction with SEPA and Scottish Water.
- Household Waste Collection Policy revised and approved by Council.
- Installation of attractive new livery on food waste collection vehicles in drive to boost food waste recycling.
- Refurbishment of used metal Euro bins, instead of buying from new, making cost saving.
- Support provided to schools to improve recycling, with provision of recycling bins and advice and improved collection regime.
- Attendance by Officer at Dollar Sustainability Day, promoting awareness of sustainable waste management and recycling.
- Successfully exited from all COVID 19 service restrictions in the waste collection service and at Forthbank Recycling Centre.
- Achieved a household waste recycling rate of 50.1% in 2021.
- Audit and withdrawal of all unauthorised additional residual bin capacity i.e. green bins in order to increase recycling performance and reduce the cost of landfill disposal.
- Waste contracts register produced.
- Purchase and installation of x3 sets of CCTV cameras across the county to combat fly tipping. Have proved to be an effective deterrent, prompting reduction in fly tipping. £200 FPNs also issued to offenders. One offender billed £2,500 for clearance of illegally tipped waste.
- Internal staff training database developed, alongside delivery of toolbox talks with emphasis on H&S.



Food Waste Vehicle Livery



HWRC Signage & Layout



Fleet Service

Digital

The replacement of the severely outdated Fleet Management software solution, which had been in place since the early eighties.

The new system allows a virtually paper free environment, real time data, digital input via hand held tough books by technicians and the ability to add bolt-on modules to manage other areas within Fleet Management.

Fleet Replacement

2022 has seen the replacement of some key vehicles and plant items.

There were two main procurement activities in 2022, the replacement of Lands Services agricultural tractor and trailer and the replacement of Road Services Gully emptying vehicle. Both vehicles were over the recommended replacement age and showing major signs of wear and tear.

Both new models operate at the lowest possible emission level for the type of vehicle and come packed with the latest safety systems. Automatic braking system, automatic reversing aids, turning alarms, 5 star cab vision and many more.

Additional procurement activities include the replacement of the Waste and Roads Telehandlers, Lands 3.5T Pick Ups and the Lands JCB 3cx



Electric Vehicles and Charging Infrastructure

Electric Vehicles

Additional electric vehicles have been added to the fleet, the Council now operate 31 electric cars and small vans. Additional vehicles will be added over the next two year period. All cars will be fully electric by end of 2023. Larger vans and light commercial vehicles will move to alternate fuels when they become available to the market.

Charging Infrastructure

Additional charging infrastructure for Fleet vehicles has been implemented at Kelliebank depot, Kilncraigs and Whins Resource Centre in 2022. 4 additional charging points were fitted at Kilncraigs taking the total to eight charging points, two new charging units fitted at Whins taking the total to 4 points and 15 new points fitted at Kelliebank.

The total number of fleet vehicle charging points now sits at **33**

Staff

For the first time in around 20 years Fleet Services have invested in an Apprentice mechanic. The successful candidate Kay Wilson was involved in the very successful Kick Start programme held during the year.

The placement was awarded due to the good work and enthusiasm shown by the individual during the Kick Start process.



Fleet Management

Continued first time MOT pass rate for Heavy Vehicles – tested by DVSA, of 100% one of the highest in the country.

Operator Compliance Risk Score – Continued operation within the desired green band for compliance, MOT pass rate and vehicle roadside checks.

Roads & Transportation Service

Scheme - Alva Streetscape and Road Safety improvement

Cost - £2m

Benefits – Enhanced environments with high quality materials

- Create safer pedestrian crossings
- Rationalise parking and loading areas
- Improve connectivity across primary route
- Reduce anti-social behaviour
- Create attractive spaces

Scheme – Alloa Town Centre - Streetscape Improvements

Cost - £600k

Benefits – Enhanced environments

- Create safer pedestrian crossings
- Rationalise parking
- Create open public spaces
- Improve connectivity
- Reduce anti-social behaviour
- Create attractive spaces

Scheme – School Road, Tullibody – School Streets Project

Cost - £400k

Benefits – Enhanced environment

- Create safer pedestrian crossings
- Improve connectivity on school route
- Create attractive spaces

Scheme – B9140 Coalsnaughton – Traffic Calming & Street Lighting

Cost - £250k

Benefits – Enhanced environment

- Create safer pedestrian crossings
- Improve connectivity on school route
- Improve street lighting

Scheme – Clackmannan Road, Kennet – Traffic Calming & Street Lighting

Cost - £300k

Benefits – Enhanced environment

- Create safer pedestrian crossings
- Improve connectivity
- Improve street lighting

Scheme – Dumyat Car Park, Menstrie

Cost - £100k

Benefits – Electric parking bays

- Tourist and visitor parking provision including, camper vans
- Improved connectivity to village
- Enhanced sustainable drainage

Flood Risk and Road Drainage Projects

- Deployable Flood Barriers acquired for external use by local flood groups in Alva and Tillicoultry.
- Floodguards Installed for emergency use in Menstrie Care Home and Alva Primary School.
- Minor Flood Alleviation Works completed at :
 1. Claremont, Alloa
 2. White Wisp Gardens, Dollar
 3. Alloa Road, Tullibody
 4. Thistle Bar, Alloa TC
 5. Dumyat Centre, Menstrie.
- Road Drainage and carriageway edge upgrade scheme – Pitgover Road, by Dollar
- Natural Flood Management Scheme Agreed for Muckhart in partnership with flood group and Forth Rivers Trust - 150k funding secured from Nature Scot.
- Road Closure Storage Pods + equipment established at flood flap sign locations at each road crossing of River Devon.
- Network body for all Hillfoots Flood Groups established.
- Partnership working group re-established with Alloa Scottish Fire and Rescue Service.

- 📁 Branshill Park, Sauchie - Resurfacing
- 📁 Delphwood, Tullibody, FW
- 📁 Dewar Street, Dollar CW
- 📁 Jamieson Gardens CW
- 📁 Redlands Road, Tullibody CW
- 📁 Smithfield Loan, Alloa- Resurfacing
- 📁 Ten Acres, Sauchie - Resurfacing
- 📁 The Ness, Dollar CW
- 📄 FloodRiskDrainageProjects2022

Branshill Park Road Resurfacing

Before



After



Land Services

- Gean Woods; significant improvements to open up the woods again for public use after storm Arwen removing dangerous and diseased trees
- Claremont Woods; significant improvements to open up the woods again for public use after storm Arwen removing dangerous and diseased trees
- Continuing with tree work emanating from Storm Arwen including improvements in cycle routes
- Opened up closed footpath at Mill Laid Sauchie
- Land improvements around St Johns church to enhance the area reducing loitering and antisocial behaviour
- Supported CTSI and Alloa First to achieve gold ward for Alloa in Bloom and SURF award
- Supporting Alloa Academy work experience for young person
- Moving towards battery operated land hand tools removing the use of petrol and reduced noise and HAVS
- Commitment from OI glass to improve process due to issues related to silica dust coming into Kelliebank Yard (OH&S)
- Tullicoultry allotments, taken over council land on lease, supported them with clearance of the land in readiness for them to use.
- West End Park significant improvements ongoing
- Identified several parks within the region with serious defects and or issues, made several improvements with work ongoing to support communities
- Menstrie - fitting new outdoor gym
- Housing; some significant improvement projects to front and rear gardens – Argyle Street Renovation project for Housing Client

ACHIEVEMENTS IN PROPERTY SERVICE OVER 2021 AND 2022

Housing - Weir Multicom Project, Alva

17 council properties improved from pre-fabrication status to design built status. Quantifiable improvements to the energy efficiency and the social livability of the properties for residents.

The first Pre-Fabrications within Scotland to fully comply with the PAS2035 guidance. The only Scottish Project funded by Department for Business, Energy and Industrial Strategy that finished on time, within budget without loss of original scope. Successful grant draw down of £310k, working in connection with the internal HEAT team led by Lawrence Hunter and Emmie Fyvie.

Praised by Department for Business, Energy and Industrial Strategy and Ricardo for the technical innovation applied through the design and built. Runner up at the Scottish Suitability Award for Energy Related Projects..

Further project success factor: 40 private owners have completed or signed up for works, the Councils technical specification and building warrant paving the way for innovation within the owner occupier area.



3.jpeg



12.jpeg



Weirs New Photo.jpg



Weirs 3.jpg



Weirs 2.jpg

Westhaugh Travellers Site

An upgrade to current living standards for a traveller community of 16 families to include eight replacement amenity blocks, a community hub, new play park, communal waste disposal, re-configured pitch layouts and provision of safe storage for butane gas. The Westhaugh Transformation Project aims to improve the quality of life for residents, who have been temporarily relocated for the duration of the construction works.

This Council Transformational project seeks to significantly upgrade and modernise the Westhaugh Travellers Site in Alva.

The site currently provides 9 amenity blocks which each serve two pitches, a managers office, large hard standing for parking and playground. All of these facilities are of poor condition and not suitable for current standards. All amenity blocks are connected to a macerator which needs to be upgraded

Project Objectives

- Demolish all existing amenity blocks and manager office
- Build new amenity blocks to cater for 16 pitches.
- Build 1 new manager office including communal meeting room
- Reconfigure external landscaping to ensure each pitch satisfies SFRS layout requirements.
- Provide safe storage facilities for Butane gas used for each caravan (caged & 1m from buildings)
- Improve soft landscaping to create a more attractive and inclusive community environment.
- Provide visitor parking facilities with electric car charging points.
- Provide a new playground that is safe and secure.
- A new chemical toilet disposal facility
- One large waste disposal facility in addition to individual resident bins.
- Replace the communal macerator with a suitable waste disposal system



Housing Repairs & Maintenance

Data showing continued high performance in re-active repairs and maintenance over the past year and during the covid period.



Repairs performance.pdf



Annual Performance Report 2021-22.pdf

General Fund - War Memorials

Cleaning and restoration of Clakmannanshire's war memorials following a condition survey. Main Contractor, Lasman 24/7, along with Scottish Lime Centre, Gracelia Ainsworth, specialist Conservator & Powderhall Bronze undertook the various specialist cleaning and restoration of the war memorials.

The most impressive of these transformations and restorations was that of the Alloa memorial. The statue had been painted previously and the removal of this now shows the true beauty and details of the bronze that has been hidden from public view for many years. In addition the restoration of the plaques showing those who gave their life, the ultimate sacrifice for their country, is now elegantly and proudly displayed for generations to come.

The project team also undertook the removal of the monolith and Celtic cross from the Alva memorial as a result of cracks identified in the stone. This was expertly repaired and again displayed and available for generations to view and appreciate.

Other monuments that received specialist care of the team were Coalsnaughton, Menstrie and Dollar. Plans are in place to carry out further work on the remaining monuments in 2023



alva.JPG



a0037.JPG



a0032.JPG



a0035.JPG



alva.JPG



a0001.jpg



a0002.jpg

a0003.jpg



a0004.JPG



a0005.JPG



ACHIEVEMENTS IN HOUSING SERVICE OVER 2021 AND 2022

Primrose Street

A key component of the Living Alloa Place Transformation initiative, the Primrose Street development brings together research led insight and innovative design. At the project's early inception academics from the University of Stirling combined with practitioners in Housing and Health and Social Care to shape the specification and design cues for this leading edge development. The focus on dementia friendly design and inter-generational living caught the imagination of the Scottish Government and significant funding was provided via the More Homes programme. The Housing and Development teams then worked closely with our design and build partners Kingdom Housing Association to take the design and setting within Alloa town centre to the next level. Kingdom Housing also contributed to the funding of the project.

The building is almost complete and engagement with potential residents is underway. An open day was held at the end of November and over 100 people have expressed an interest. We are now preparing to let the flats ready for new residents to move in early in the new year.

Westthaugh Provisioning

Following on from a successful bid to the Scottish Government's Gypsy/Traveller Accommodation Fund officers in the Housing and property Teams have worked with the local Gypsy/Traveller community, their representatives at MECOPP, Hubco and the Scottish Government to progress a comprehensive redevelopment of the whole site. All the residents have now been rehoused on a temporary basis in preparation for the demolition of the existing facilities. A planning application reflecting best practice in design and the express wishes of the local community has been submitted and work to demolish the existing buildings is programmed for early in 2023.

The design for the redeveloped site has been recognised as reflecting best practice in design:

https://www.urbanrealm.com/news/10255/Best_practice_principles_adopted_for_Alloa_traveller_community_.html

Main Street Clackmannan

Forming part of a wider programme of local improvements, the redevelopment of the derelict former bakery site on Main Street, Clackmannan is now underway. In a partnership between the Scottish Government (as part funder), Kingdom Housing Association as the developer and ultimate owner of five flats and Clackmannan Council working as the strategic housing authority and investor providing three small business units available for local community use or start ups'

Work on site started in September 2022 after a lengthy period of local consultation, design and development. The five mid market rent flats and three commercial units will be completed and ready for occupation in 2023.

ARC performance 2022-23

The Housing Service has continued it's recovery from the disruption caused by Covid related lock downs and restrictions. This recovery was evident in the Annual Return on the Charter

for 2021-22. As well as achieving the highest number of top quartile performances across the local authority sector the service delivered continued improvement in the completion of repairs, returning empty homes for relet and overall tenant satisfaction. Full details of our performance against the ARC performance indicators can be found here:

<https://www.clacks.gov.uk/housing/sshcrepcard/>