



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 21 October 2021 at 9.30 am**

**Via Video Conference (MS Teams)**



## **Clackmannanshire Council**

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

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

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

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at [www.clacks.gov.uk](http://www.clacks.gov.uk)

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at [committees@clacks.gov.uk](mailto:committees@clacks.gov.uk) or by telephone on 01259 452006 or 452004.

**13 October 2021**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held via VIDEO CONFERENCE (MS TEAMS), on THURSDAY 21 OCTOBER 2021 at 9.30 AM.**



**STUART CRICKMAR**  
**Strategic Director (Partnership and Performance)**

**p.p. NIKKI BRIDLE**  
**Chief Executive**

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

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1.	Apologies	--
2.	Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3.	Confirm Minutes of Meetings (Copies herewith):	
	(i) Clackmannanshire Council held on Thursday 19 August 2021	07
	(ii) Special Meeting of Clackmannanshire Council held on Friday 24 September 2021	17
4.	Committee/Forum/Board Meetings Convened Since the Previous Council Meeting on 19 August 2021 (For information only)	--
	(i) Clackmannanshire Licensing Board Sub Committee 25/08/21	
	(ii) Partnership and Performance Committee 26/08/21	
	(iii) Place Committee 09/09/21	
	(iv) People Committee 16/09/21	
	(v) Regulatory Committee 23/09/21	
	(vi) Education Appeal Committee 29/09/21	
	(vii) Audit Committee 30/09/21	
	(viii) Clackmannanshire Licensing Board 05/10/21	
5.	Committee Recommendations Referred to Council - report by the Chief Executive (Copy herewith)	19
6.	Budget Strategy Update – report by Chief Finance Officer (Copy herewith)	23
7.	Be the Future Update – report by Strategic Director (Transformation) (Copy herewith)	33

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8.	Wellbeing Hub – report by Strategic Director (People) (Copy herewith)	45
9.	Council Response to the National Care Consultation – report by Strategic Director (People) (Copy herewith)	53
10.	Senior Manager Recruitment – report by Strategic Director (People) (Copy herewith)	59
11.	Economic Development Update: Short term Action Plan (Economic Development Service) and Employability Update - report by Strategic Director (Place) (Copy herewith)	63

## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Denis Coyne	5	Clackmannanshire East	CON





**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held via MS Teams, on  
THURSDAY 19 AUGUST 2021 at 9.30 am.**

**PRESENT**

Provost Tina Murphy (In the Chair)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Dave Clark  
Councillor Denis Coyne  
Councillor Kenneth Earle  
Councillor Ellen Forson  
Councillor Craig Holden  
Councillor Darren Lee  
Councillor Graham Lindsay  
Councillor Kathleen Martin  
Councillor George Matchett QPM  
Councillor Jane McTaggart  
Councillor Les Sharp  
Councillor Derek Stewart

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Stuart Crickmar, Strategic Director (Partnership & Performance)  
Lorraine Sanda, Strategic Director (People)  
Fiona Colligan, Strategic Director (Transformation)  
Lindsay Sim, Chief Finance Officer (Partnership & Performance)  
Chris Alliston, Senior Manager – HR and Workforce Development (Partnership & Performance)  
Cherie Jarvie, Senior Manager – Partnership & Transformation (Partnership & Performance)  
Cathy Quinn, Chief Education Officer (People)  
Sharon Robertson, Chief Social Work Officer (People)  
Murray Sharp, Senior Manager – Housing (Place)  
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)  
Helen Coleman, Accountant (Partnership & Performance)  
Ben Watson, Revenues Supervisor (Partnership & Performance)  
Carla McFarlane, Communications Officer (Partnership & Performance)  
Scott Walker, Team Leader – Roads, Waste and Street Lighting (Place)  
Pamela Morrison, Audit Scotland  
Carol Grant, Audit Scotland  
Lee Robertson, Legal Team Leader (Partnership & Performance) (Clerk to the Council)  
Gillian White, Committee Services (Partnership and Performance)

The Provost welcomed Lee Robertson, Legal Team Leader to her first meeting as Clerk to the Council.

**CC.419 APOLOGIES**

Apologies were submitted by Councillor Helen Lewis, Councillor Mike Watson and Councillor Chris Dixon.

**CC.420 DECLARATIONS OF INTEREST**

None.

**CC.421            MINUTE OF MEETING OF CLACKMANNANSHIRE COUNCIL  
24 JUNE 2021**

The minutes of the meeting (non-exempt) of the Clackmannanshire Council held on 24 June 2021 were submitted for approval.

**Decision**

The minutes of the meeting (non-exempt) of the Clackmannanshire Council held on 24 June 2021 were agreed as a correct record.

**CC.422            COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL  
MEETING ON 24 JUNE 2021**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 24 June 2021.

- (i) Clackmannanshire Licensing Board 13/07/21
- (ii) Clackmannanshire Licensing Board SubCommittee22/07/21

**CC.423            COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL**

The report, submitted by the Chief Executive, sought Council approval of recommendations which had been made by the Audit Committee of 17 June, 2021. Members' attention had been verbally drawn to this recommendation at the Council meeting on 24 June 2021, as the recommendation changed a previous Council decision in relation to the timetable for this review. This paper formally sought approval of the Audit Committee's recommended change.

**Motion**

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

**Decision**

The Council agreed from the Audit Committee of 17 June, 2021 in relation to the report entitled "Covid 19 Review and Debrief Update" to agree the timetable as set out in the report.

**CC.424            COUNCIL AND COMMITTEE MEETINGS UPDATE**

The report, submitted by the Senior Manager, Legal and Governance, summarised the steps that have been taken to consider the introduction of hybrid Council and Committee meetings.

**Motion**

To agree the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

**Decision**

The Council agreed to:

1. note the content of the report and the work being carried out to assess the potential of hybrid meetings;
2. note the current estimated limited capacity of the Council Chamber and Board Room;



3. note that, subject to any further restrictions, a trial of a hybrid meeting of a Committee can take place with a view to launching this approach from the Cycle 2 (October 2021);
4. nominate members to form a working group to continue the trial process; and
5. agreed that in the meantime, remote meetings of the Council and Committees will continue using MS Teams.

**Action**

Strategic Director, Partnership and Performance

**CC.425 BE THE FUTURE UPDATE**

The report, submitted by the Strategic Director (Transformation), provide Council with an update on progress on the Be the Future Programme.

**Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

**Decision**

The Council agreed to note:

1. The plan for the first 90 days to deliver on the approvals made and outcomes agreed at the June 2021 Council meeting (section 4.0).
2. The activity to identify and accelerate priority projects in the Be the Future programme (paragraphs 4.5 – 4.12) to support the identification of savings and efficiencies as outlined in the Budget Strategy Update.
3. The work to progress the Be the Future governance arrangements and to note the increased scrutiny provided by the newly established Strategic Oversight Group (paragraphs 4.28 - 4.29).
4. The on-going work on identifying the capacity required to support the Be the Future programme alongside core business and engagement with the Improvement Service to undertake analysis of capacity to inform future decision making and continue the increased pace and scale of delivery to realise benefits (paragraph 4.14 – 4.17).
5. The work with Scottish Futures Trust (SfT) to develop the rapid scoping assessment and associated 'prospectus' for the Transformation Zones in Alloa, approved at Council in June 2021. (paragraphs 4.21 – 4.22).
6. The outcomes of our grant capture work (paragraphs 4.23 – 4.25).
7. The work to establish the Investment Corporate Working Group that will further align future grant capture activity to strategic priorities (paragraph 4.26).
8. The intention to increase the focus on communication and engagement with staff and key stakeholders on the Be the Future programme through the establishment of the Communications and Engagement Corporate Working Group (paragraphs 4.30 – 4.31).
9. The progress in the recruitment to the Senior Manager (Transformation) role (paragraph 4.32).

**Action**

Strategic Director (Transformation)

**CC.426 BE THE FUTURE: PEOPLE DIRECTORATE – RESPOND,  
TRANSFORMATION AND REDESIGN**

The report, submitted by the Strategic Director (People), provided Council with an update on progress relating to continued activity within the People Directorate in line with the Be the Future Programme and to seek approval for proposed changes to the management structure.

**Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp.

**Decision**

The Council agreed to :

1. Approve the proposed changes to the People Directorate management structure as outlined in para 3.15, i.e. the introduction of the permanent roles of Chief Education Officer and Chief Social Work Officer;
2. Note the current and proposed structures as shown in Appendix 1;
3. Note the associated budget impact as outlined para 3.16;
4. Note the continued respond and transformation work being progressed by the Directorate.

**Action**

Strategic Director (People)

**CC.427 DRAFT FINANCIAL STATEMENTS 2020/21**

As set out in the report submitted by the Chief Finance Officer, the Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is normally by the 30<sup>th</sup> June, however due to COVID 19 pandemic, this was extended in agreement with the External Auditors. A Management Commentary was included within the accounts that presented the collective view of those charged with governance and applied relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Management Commentary was signed by the Leader of the Council, Chief Executive and Chief Finance Officer (as s95 officer). The Management Commentary included the financial outlook for the Council for 2021/22, however further detail of the Councils financial Outturn reports will be presented to Service and Audit Committees during the year.

The Council's Draft Financial Statements also included the annual Remuneration Report, and the Annual Governance Statement (AGS) which was signed on behalf of the Council by the Leader of the Council and the Chief Executive. Improvement actions associated with the AGS were incorporated within routine performance reporting using the Pentana system.

**Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

## **Decision**

The Council agreed to note:

1. the 2020/21 draft financial statements;
2. that the draft financial statements will be submitted for audit to the Council's external auditors on 31 August;
3. that audited financial statements will be presented to the next appropriate Committee following conclusion of the audit, and
4. the contents of the report.

## **CC.428 ANNUAL TREASURY MANAGEMENT REPORT 2020/21**

The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The report, submitted by the Chief Finance Officer, details the treasury management activities for the Council for the year ended 31 March 2021 and how this compared to the 2020/21 Treasury Management Strategy Statement set in February 2020.

## **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

## **Decision**

Having considered the report, the Council agreed to note the Annual Report for 2020/21 on the Council's Treasury Management activities.

## **CC.429 ANNUAL REVIEW OF DEBTORS 2020/21**

The report, submitted by the Chief Finance Officer, provided Council with the annual update on income collection and proposed the 'write-off' of those debts which were deemed as irrecoverable or 'bad debts'. The presentation of this report is a key milestone in the preparation of the council's draft financial statements.

## **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

## **Decision**

The Council agreed to:

1. Note the trends in income collection for 2020/21;
2. Approve the proposed write-off £416,517 as per 6.2 (Appendix B);
3. Note the impact of the COVID 19 pandemic on collection and recovery, and
4. Note the other matters raised in the report.

## **Action**

Chief Finance Officer

## **CC.430 BUDGET STRATEGY UPDATE**

The report, submitted by the Chief Finance Officer, provided an update on the Councils Budget strategy and the proposed process for setting the 2022/23 General Fund and HRA Revenue and Capital Budgets to ensure a balanced position.

### **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

### **Decision**

The Council agreed to note:

1. the potential impact of the Covid-19 pandemic on both capital and revenue outturns and the delivery of planned savings for 2021/22 and the 2022/23 budget gap,, alongside the range of continuing uncertainties in respect of localised outbreak impacts, potential additional funding and fiscal flexibilities;
2. an update on the current level of reserves and the 2022/23 indicative budget gap;
3. the impact of the UK Spending Review on the Scottish budget and expected timing of the 2022/23 draft Local Authority Settlement;
4. the indicative budget timeline for the 2022/23 GF and HRA Budget Process, and
5. an outline of the proposed consultation and engagement approach for the 2022/23 Budget.

## **CC.431 MAINSTREAMING EQUALITIES: PROGRESS REPORT 2021 & OUTCOMES FOR 2021/25**

The report, submitted by the Strategic Director, Partnership and Performance, presented the Council's Mainstreaming Equality and Diversity report for 2017/21; employee data relating to Equality and Diversity; our Equal Pay Statement and our Equality Outcomes for the period 2021/25. These are all required under the Equality Act 2010 and related Public Sector Duties.

### **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Ellen Forson.

As the Provost had technical difficulties, the Council agreed to adjourn the meeting at 11.30 am to allow the issue to be resolved. The meeting resumed at 11.40 am with the Provost and 13 other members present, Councillor Matchett having withdrawn from the meeting during the adjournment.

### **Decision**

The Council agreed:

1. The changes to the Councils Mainstreaming Equality and Diversity Report as outlined at para 3.6;
2. The Equality Outcomes and priority actions set out at Appendix 2.

### **Action**

Strategic Director (Partnership and Performance)

## **CC.432 HOUSEHOLD WASTE AND RECYCLING COLLECTION POLICY**

At the full Clackmannanshire Council meeting on Thursday 22 April, the Convener of Place tabled a motion seeking a review to: set out clearly the range of issues associated with household waste collection and the proposed approach to be taken by the Council; enable Councillors to determine an appropriate policy position which takes into account the pressures and demands upon the Service; and to respond to the needs and aspirations of the Clackmannanshire public.

The purpose of this report, submitted by the Strategic Director (Place), is to set out the outcome of this review, together with the rationale for the revised policy; and to gain approval of the proposed Household Waste and Recycling Collection Policy (Appendix 1).

### **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Jane McTaggart.

### **Decision**

The Council agreed to:

1. Approve the proposed Household Waste and Recycling Collection Policy (Appendix 1);
2. Approve the removal of restrictions on non-commercial vehicles at the Forthbank Household Waste and Recycling Centre (HWRC);
3. Note that the Waste Service will review the current practice of requiring photographic personal identification for customers entering the Forthbank HWRC; and that a report will be considered at the Place Committee meeting on 4th November 2021;
4. Note that the current arrangements for the disposal of soil and rubble will be reviewed to ensure that the site serves the requirements of our residents while fully encouraging safe disposal and effective re-use and recycling. A report will be considered at the Place Committee meeting on 4th November 2021;
5. Note the ongoing national review of the Code of Practice – Household Recycling in Scotland;
6. Note the Options Appraisal being undertaken on our waste collection activities in collaboration with Zero Waste Scotland.

### **Action**

Strategic Director (Place)

## **CC.433 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – OLDER PEOPLE'S CHAMPION**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Jane McTaggart.

### **Motion**

“It is recommended that Council:

1. Recognises and values the contributions that older people play in our society.

These contributions are also recognised nationally by Age Scotland and, in particular in the Scottish Older People's Assembly's (SOPA) campaign for every local authority in Scotland

to establish the role of Older People's Champion. An Older People's Champion is a Councillor who acts as a link between the Council and older people in the local area.

Age Scotland and SOPA also want to see the formation of a network of Older People's Champions from across Scotland who will be a voice for older people at local and national level, will work together on shared challenges and will collectively influence for change. Representation would benefit Clackmannanshire and our older community.

With a growing older population, it is vital that local decision-making meets the needs and aspirations of older people and that Council better understands those needs and aspirations. The impact of COVID 19 has further strengthened the need for someone specifically tasked with standing up for the interests of older people and finding out what they expect from local decision-makers. An Older People's Champion, who will listen and reflect the views of our older community, is needed now more than ever in Clackmannanshire.

2. Agree to establish the role of an Older People's Champion for Clackmannanshire, noting that this role will participate in the network of Older People's Champions across Scotland; and
3. Appoint Councillor Jane McTaggart to this role.

Moved by Councillor Craig Holden. Seconded by Councillor Les Sharp.

### **Decision**

The motion was unanimously carried.

### **Action**

Strategic Director (Partnership and Performance)

### **CC.434 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – CLIMATE CHANGE**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Ellen Forson.

### **Motion**

“ Council agrees that climate change is one of the most serious challenges facing communities here in Clackmannanshire and across the world; understands that meaningful action at international, national and local level is required in order to safeguard our planet for future generations; recognises that as we emerge from the COVID-19 pandemic, we have a chance to rebuild in a way that delivers a greener, fairer and more equal society; acknowledges the challenges faced by small councils such as Clackmannanshire in taking meaningful, sustainable action; notes the work already underway to deliver this through the City Deal and our ambitious Be the Future Programme, and in recognition that we have a role to play, council further agrees to:

- Declare a 'Climate Emergency' that requires urgent action:
- Develop a comprehensive Climate Change Strategy within the next 12 months which will deliver a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045;
- Establish a Community Climate Change Forum to include representation from local communities, businesses and third sector organisations;
- Ensure that Council is especially proactive in taking steps to include young people in the 'Climate Emergency' process, ensuring that they have a voice in shaping the future.
- Write to the Cabinet Secretary to affirm Clackmannanshire's commitment to achieve net zero by 2045 and to request a meeting to discuss how the Scottish Government can help support these ambitions.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

**Decision**

The motion was unanimously carried.

**Action**

Strategic Director (Place)

**EXEMPT ITEMS**

The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following items of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraphs 1 and 9.

**CC.435            EXEMPT MINUTE OF MEETING OF CLACKMANNANSHIRE COUNCIL  
24 JUNE 2021**

The exempt minutes of the meeting of the Clackmannanshire Council held on 24 June 2021 were submitted for approval.

**Decision**

The exempt minutes of the meeting of the Clackmannanshire Council held on 24 June 2021 were agreed as a correct record.

**CC.436            EXEMPT MINUTE OF SPECIAL MEETING OF CLACKMANNANSHIRE  
COUNCIL 13 JULY 2021**

The minutes of the meeting of the Clackmannanshire Council held on 13 July 2021 were submitted for approval.

**Decision**

The minutes of the meeting of the Clackmannanshire Council held on 13 July 2021 were agreed as a correct record.

***Ends 13:03 hrs***







**MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held via MS Teams, on FRIDAY 24 SEPTEMBER 2021 at 9.00 am.**

**PRESENT**

Provost Tina Murphy (In the Chair)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Dave Clark  
Councillor Denis Coyne  
Councillor Kenneth Earle  
Councillor Ellen Forson  
Councillor Craig Holden  
Councillor Darren Lee  
Councillor Helen Lewis  
Councillor Graham Lindsay  
Councillor Kathleen Martin  
Councillor George Matchett QPM  
Councillor Jane McTaggart  
Councillor Les Sharp  
Councillor Derek Stewart  
Councillor Mike Watson

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Lorraine Sanda, Strategic Director (People)  
Lindsay Sim, Chief Finance Officer (Partnership & Performance)  
Chris Alliston, Senior Manager – HR and Workforce Development (Partnership & Performance)  
Murray Sharp, Senior Manager – Housing (Place)  
Lynette Murray, Senior Housing Support Officer (Place)  
Wilson Lees, Homelessness and Supporting People Manager (Place)  
Catriona Scott, Improving Outcomes Manager (People)  
Nick McGann, Communications Officer (Partnership & Performance)  
Lee Robertson, Legal Team Leader (Partnership & Performance) (Clerk to the Council)  
Gillian White, Committee Services (Partnership and Performance)

**CC.437            APOLOGIES**

Apologies were submitted by Councillor Chris Dixon.

**CC.438            DECLARATIONS OF INTEREST**

None.

**CC.439 REFUGEE RE-SETTLEMENT - AFGHANISTAN**

The report, submitted by the Strategic Director (Place) sought approval on adjusting the Councils current approval and governance of resettling Syrian refugees, to encompass all current and medium term (up to five years) future refugee resettlement schemes.

**Motion**

To agree the recommendations as set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Craig Holden.

**Decision**

The Council agreed:

1. To approve a commitment to any UK Government resettlement schemes (including the Syrian Vulnerable Persons Relocation Scheme approved by Council in 2019 and the Afghanistan Resettlement and Relocation Scheme 2021 and such other schemes as the Home Office develops (the "Resettlement Schemes")) for the resettling of a maximum of 24 households over the next five years (approximately 4 families per year);
2. To note that the recommendation in 2.1.1 amends the Council's decisions in respect of the Refugee Crisis and Syrian Resettlement Reports dated 17 September 2015 and 24 October 2019 to incorporate the Afghanistan Resettlement and Relocation Scheme and such other schemes as the Home Office develops;
3. To note the urgency of the situation and the timescale for responding to the Home Office no later than 24th September 2021, as set out in Appendix 1; and
4. To note that a more detailed update on the Resettlement Schemes will be presented to Council in October 2021.

**Action**

Strategic Director (Place)

***Ends 9.30 am***

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 October 2021**

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**Subject: Committee Recommendations Referred to Council**

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**Report by: Chief Executive**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Partnership and Performance Committee on 26 August 2021 and Place Committee on 9 September 2021.
- 1.2. Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending of money not budgeted for (Scheme of Delegation 3.20).
- 1.3. Standing Order 8.4 requires that where a Committee passes a report to Council, the full Committee report shall not be included again on the Council agenda and that officers should prepare a brief report that refers to the relevant Committee report and recommendation(s).

## **2.0 Recommendations**

2.1. It is recommended that Council:

1. from the **Partnership and Performance Committee of 26 August, 2021** in relation to the report entitled "*HR Policies*"
  - a) Agrees the revised policies – Capability, Redeployment and Learning and Development, which were attached at Appendix 1 of the report.
2. from the **Place Committee of 9 September, 2021** in relation to the report entitled "*Affordable Housing Update*"
  - a) Approves the funding mix for Primrose Street, Alloa as stated at 6.2 in the report, including use of the approved HRA reserve; and
  - b) Approves the funding for the demolition of the blocks at 12-26 and 28-38 Engelen Drive, Alloa

2.2 The reports relating to Partnership and Performance Committee and Place Committee are available on the Council's website.

### 3.0 Sustainability Implications

3.1. N/A

### 4.0 Resource Implications

#### 4.1. *Financial Details*

4.2. 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

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

#### 4.4. *Staffing*

### 5.0 Exempt Reports

5.1. Is this report exempt? No

### 6.0 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)

### 7.0 Equalities Impact

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

## 8.0 Legality

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

## 9.0 Appendices

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

None.

## 10.0 Background Papers

10.1 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

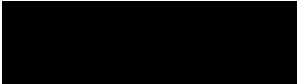
a) Agenda, together with Minute of the Partnership and Performance Committee of 26 August 2021

b) Agenda, together with Minute of the Place Committee of 9 September, 2021

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

### Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 October 2021**

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**Subject: Budget Strategy Update**

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**Report by: Chief Finance Officer**

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## **1.0 Purpose**

- 1.1 This paper provides an update on the Councils Budget Strategy and the process for setting the 2022/23 General Fund and HRA Revenue and Capital Budgets to ensure a balanced position.

## **2.0 Recommendations**

2.1 Council is asked to note:

2.1.1 the financial impact of the Covid19 pandemic on projected revenue outturns;

2.1.2 the 2022/23 indicative budget gap and illustrative Low, Medium and High scenarios;

2.1.3 the approach to setting the 2022/23 budget to ensure a balanced position;

2.1.4 expected timing of the 2022/23 UK Spending Review and the draft Scottish budget and Local Authority Settlement;

2.1.5 the ongoing commitment to Participatory Budgeting (PB), and

2.1.6 progress on the GF and HRA budget process for 2022/23 and timeline of key activities.

2.2 Council is asked to approve:

2.2.1 allocation of the remaining 2020/21 earmarked Covid19 discretionary funding, after commitments, to offset the General Fund projected overspend attributable to Covid19 (paragraph 3.4).

## **3.0 Financial Overview 2021/22**

### **General Fund Revenue**

- 3.1 The Covid19 pandemic continues to have a significant impact on the Councils financial position for 2021/22. The latest forecast outturn report as at June presented to the Audit Committee in September 2021 indicated a projected overspend of £2.5m as a result of Covid19.
- 3.2 There are various areas of pressure due to Covid19 in the form of additional costs and loss of income. The table below sets out the projected overspend for each Directorate and the related overspend due to Covid19 with £2.155m of the £2.552m projected overspend attributable to Covid19.
- 3.3 The majority of this projected overspend sits within the People Directorate with £1.525m attributable to Social Services Childcare. This mainly relates to Residential placements (£1.100m) and Corporate Parenting (£0.425m).

**Table 1 – 2021/22 Projected outturn as at June**

<b>Directorate</b>	<b>Projected Outturn 2021/22 £000</b>	<b>Covid19 Impact £000</b>
People	2.149	1.792
Place	(0.056)	0.047
Partnership & Performance	0.459	0.316
<b>Total</b>	<b>2.552</b>	<b>2.155</b>
Covid19 Funding (estimated allocation)	1.500	1.500
<b>Revised Outturn</b>	<b>1.052</b>	<b>0.655</b>

Source: 'Council Financial Performance 2021/22 – June Outturn' presented to the Audit Committee on 30 September 2021

- 3.4 At the end of 2020/21, unspent Covid19 discretionary funding was earmarked for use in 2021/22. After known and estimated commitments, £1.5m remains uncommitted at the time of writing this report. On that basis it is proposed that the remaining earmarked Covid19 discretionary funding from 2020/21 (currently estimated at £1.5m) be allocated to the projected overspend as shown in table 2 above. This would reduce the projected overspend due to Covid19 to £0.655m and the overall projected overspend to £1.052m. However, there may be fluctuations in forecasts throughout the year and the estimated overspend due to Covid19 may go up or down. Similarly, the commitments against the discretionary funding may also fluctuate increasing or reducing the committed balance. This will be monitored and the allocation adjusted to reflect the final uncommitted discretionary funding at 31 March 2022. The allocation of any further funding will also be considered and offset against Covid19 spend as appropriate.
- 3.5 Further details on the financial impact of COVID19 for 2021/22 will continue to be reported through monitoring reports to Service Committees with a summarised Council position reported to the Audit Committee.



## **4.0 Indicative Budget Gap 2022/23**

- 4.1 The indicative budget gap for 2022/23 and future years is set out in the table below. This is based on the assumptions previously set out in the 2021/22 Budget paper and this report to Council in August 2021. There is an unprecedented level of uncertainty over a number of elements that have the potential to positively or negatively impact the Council's financial performance and budget strategy. As a result of this uncertainty a range of possible scenarios for the main variables are shown in table 2 reflecting Low, Medium and High outcome positions.
- 4.2 The current indicative budget gap remains unchanged and is shown alongside these scenarios. The main variables included within Table 2 and 3 are:

### **Pay Award**

The current budget gap reflects inflation equivalent to approximately 2% based on the Scottish Public Sector Pay proposal for 2021/22 of £800 flat payment for those earning up to £25k, 2% for those earning between £25k and £40k, 1% for those earning between £40k and £80k and a flat payment of £800 for those earning above £80k. Additionally, 2% inflation is assumed for all salary levels each year thereafter. In the Low Medium and High Scenarios pay inflation is increased to 3% in the low scenario to take account of the increase in employers NI related to the employee NI increase which at present is not known if this will be fully funded or not. Medium and High scenarios reflect a further 1% change to 4% and 5% however it should be noted that requests by unions exceed this 5% level before the additional cost to employers of the NI increase is applied.

### **Council Tax**

The current gap reflects a 3% increase in the level of Council Tax for 2022/23 with compensatory amount for 2021/22 baselined and 3% increase thereafter in future years. Low, Medium and High scenarios consider a range from 0% to 3% with each 1% change equivalent to c£200k.

### **Grant Funding**

The current gap is based on a flat cash settlement for general fund grant in each of the three years based on prior years settlements. The Low, Medium and High Scenarios consider a 1% increase, 1% decrease and 3% decrease with each 1% change equivalent to c£800k.

### **Demand Pressures**

The current gap includes an amount for both Contract and General inflation increases of £2.500m in all three years based on current and previous data on approved bids. Low, Medium and High scenarios range from £2m to £4m to reflect levels of previously approved and submitted bids.

**Table 2: Indicative budget gap 2022/23 to 2024/25 – Low, Medium & High**

<b>Annual Indicative Funding Gap</b>	<b>Current £000</b>	<b>Low £000</b>	<b>Medium £000</b>	<b>High £000</b>
2022/23	<b>5,980</b>	5,508	9,206	13,142
2023/24	<b>4,156</b>	3,684	7,382	11,318
2024/25	<b>3,520</b>	3,048	6,746	10,682
<b>Cumulative Indicative Funding Gap</b>	<b>13,656</b>	<b>12,240</b>	<b>23,334</b>	<b>35,142</b>

**Table 3 – Budget Gap Variables**

<b>Variables</b>	<b>Current £000</b>	<b>Low £000</b>	<b>Medium £000</b>	<b>High £000</b>
Pay Award	2%	3%	4%	5%
Grant Funding	0%	+1%	-1%	-3%
Council Tax	3%	3%	2%	0%
Demand Pressures	£2.5m	£2m	£3m	£4m

4.3 The table above shows the Current indicative budget gap for 2022/23 is £5.980m with a cumulative indicative gap of £13.656m upto 2024/25. The indicative gap across the Low, Medium and High scenarios for 2022/23 ranges from £5.508m to £13.142m with a cumulative indicative gap of between £12.240m and £35.142m.

4.4 It should be noted that the Low, Medium and High scenarios are illustrative of a possible range of outcomes for each variable and it is unlikely that all variables will realise as they are set out in one scenario. As further information becomes known on each variable, this will be factored into the scenarios and planning assumptions and reported through briefings and/or future budget strategy reports.

## **5.0 2022/23 Budget Strategy**

5.1 The Budget Approach for 2022/23 aims to ensure that the requirement for the Council to maintain a balanced budget position is met.

5.2 There is much uncertainty around funding for future years and fluctuations as set out in Table 2 can have a significant impact on the budget gap. Therefore in order to offset these inflationary increases and maintain a balanced budget

the Council needs to prioritise reducing its expenditure further on an ongoing basis.

- 5.3 The approach to setting the 2022/23 budget has been reviewed and developed and is set out below. This will focus on budget analysis to identify and prioritise investment for future years. For 2022/23 it is proposed that the Council aims to bridge its funding gap by:

1 – Historic trend analysis - undertaking a thorough review of all service budgets to establish the budget requirement for future years. This review includes analysing historic trends of under and overspends over a 5 year time period to ensure the resultant budgets are aligned with activity to facilitate meaningful monitoring and scrutiny of service delivery and financial performance;

2 - Reviewing previously agreed savings that are anticipated to deliver a financial benefit in 2021/22 to ensure that these can still be delivered and to confirm the value of the associated savings. The reasons for savings not being achieved in the current financial year will also be investigated to establish whether these can still be delivered, albeit on a delayed basis.

3 - Identifying new savings - management efficiencies in the light of changes in service operational practice/requirements, specific policy savings linked to investment priorities and savings and efficiencies from agreed Be the Future business cases.

4 - Revised approach to demand pressures – covering a 5 year horizon and identifying key pressure areas within services and their drivers.

- 4.4 Further detail on the approach and progress will be presented at Budget Briefings and within future Budget Strategy reports.

### **Budget Settlement**

- 5.5 The UK spending review which sets out indicative funding figures for Scotland as a whole is expected to be announced in late October. This review is hoped to be a multi year settlement rather than a one year settlement which will give some indication of funding in future years.

- 5.6 Following the UK spending review the Draft Scottish Budget is expected to be issued on 9 December with the Local Authority Settlement being issued before Christmas. This timescale is earlier than the last two years bringing it back in line with previous years announcements.

- 5.7 Once the Draft Scottish Budget and Local Authority Settlement is announced this will be analysed to assess the impact of the settlement on the Councils budget gap. As the draft settlement is expected earlier this year, it is hoped that Council can set its budget ensuring the statutory requirement for setting Council Tax is met.

## **Demand Pressures**

- 5.8 In calculating the indicative budget gap, Contract and General inflation pressures are currently assumed at £2.5m based on previous trends of approved bids. However, in light of significant service pressure bids received last year and indicative further pressures across service areas, Directors have been asked to take a different approach to demand pressures this year.
- 5.9 As such, Contractual pressures will be identified initially at Portfolio level to be reviewed and submitted by Directors. These will then be verified by Finance and reviewed and challenged by SLG to form a proposed list and quantum.
- 5.10 General demand pressures will then be prepared at a portfolio level focusing on significant service areas rather than small areas of pressure. Consideration of data emphasising past trends, future estimated demands, proposed mitigating actions will be used to formulate the pressures. Considerations of best value, risk and service impact will also be assessed and noted. After Portfolio level challenge and Financial verification, Directors will then submit these for SLG review and challenge.
- 5.11 SLG supported by the S95 Officer will then finalise the list of pressures to be considered for inclusion in the budget.

## **General Fund Capital**

- 5.12 In the 2021/22 Budget, Council set an ambitious 20year programme of capital investment. As part of budget preparations for 2022/23 the programme will be reviewed and updated for any known changes in phasing, changes in estimated costs and for any new investment priorities. Project phasing and budgets will be reviewed to reflect any known impacts to date of delays and costs due to COVID and Brexit and potential uncertainty of further impacts on future costs and delivery. Any new Capital bids will also be prepared for projects emerging from emerging investment priorities. These will be considered by the Capital Operations group for inclusion into the draft capital programme. Any changes to the existing programme must ensure that the programme remains affordable, prudent and sustainable.

## **Participatory Budgeting**

- 5.13 COSLA had previously agreed that from 2020/21, Local Authorities were to commit at least 1% of their budget to Participatory Budgeting (PB). For Clackmannanshire this equates to c£1.3m and since 2020/21, the Council has made good progress in identifying opportunities for PB. For 2022/23 the Council will continue this commitment to PB through the budget setting process and the Be the Future programme, building on existing proposals and identifying further opportunities where the Council can work with communities and involve them in the decision making on the allocation of budgets for specified Council services and projects.

## 6.0 2022/23 Budget Process and Timeline

6.1 The budget timeline was set out in the Budget Strategy Report to council in August. This section sets out the progress so far and updates the indicative timeline.

6.2 Progress so far:

- **August** An initial session was held with the Extended Strategic Leadership Group (ExSLG) on 25 August. Budget is now a standing item on the agenda for the ExSLG fortnightly meetings where progress and updates on the 2022/23 Budget will be discussed. At the initial session on the 25 August a presentation was given setting out the current budget gap and latest assumptions identifying the estimated level of savings required to set a balanced budget.
- **September** A follow up session was held with ExSLG setting out the budget approach for identifying and reporting savings. Templates were issued to Strategic Directors to capture savings proposals and demand pressures. Following this session the group was tasked with completing these templates and developing business cases in conjunction with the relevant support services: Finance, HR and Legal as required.

Trade Union (TU) representatives were given an overview of the budget gap and the budget approach at the TU Management meeting on 8 September.

Weekly budget updates from the S95 Officer and the Chief Executive with the Leader and Depute Leader commenced from 7 September.

A budget workshop was held with SLG and the S95 Officer on 29 September. This session focussed on setting out the detailed budget approach including developing the strategic narrative, reviewing Transformation Business Cases and their financial benefits, identifying areas of future benefit realising transformation opportunities, setting out the main areas for saving investigation and the revised approach to pressures for this budget.

6.3 An indicative budget timeline for further budget activities is set out below.

- **October** – Initial session to be held with Administration Group. This session will set out the current budget gap and assumptions, present financial outturn trend data to inform investment focus and pressures and savings activity and to provide an update on the budget approach including early sight of any savings proposals.

A follow up session with ExSLG will be held to consider draft business case proposals alongside proposed management efficiencies and policy savings. The level of savings identified will be compared against the budget gap to identify whether additional proposals are required. Further development of proposals will take place if required.

Services will be asked to prepare any capital bids for consideration at the Capital workshop to be held in November.

HRA - draft budget preparation work including review of rent level and proposals with the tenants federation. This will also include, where possible, external scrutiny of affordability.

- **November** - Briefings for Members and Trade Union representatives will be held providing information on any new savings proposals, progress on previously approved savings, and an update on the budget gap. This will also include savings that have come through the Be the Future Board.

Capital Workshop (officers) to be held to review and revise the agreed capital budget and to scrutinise new capital bids.

Demand pressures to be financially verified and a challenge session held by SLG to review and refine.

Work ongoing to refine proposed savings and identify any further savings.

Progress on Transformation projects to be reviewed by SLG and associated savings to be identified.

HRA capital investment plan to be reviewed and brought to the Capital workshop. This will include consideration of the Energy Efficiency Standard for Social Housing (EESH) implication, new bids, phasing of the existing programme and in-house vs. external delivery.

- **December** – further planned engagement with ExSLG to review the current position and remaining budget gap after applying approved savings.

Estimated release of the Draft Scottish budget. This will be reviewed and assumptions updated to reflect the proposed settlement

Demand Pressures will be further reviewed by the Section 95 Officer and SLG and the Budget gap will be updated with approved bids.

Work with Administration Group to refine and prioritise the Capital budget.

- **January** – The roll-forward budget to be completed and the Budget gap updated.

Demand pressures finalised - Budget gap will be updated with approved bids.

Consultation and engagement activity to be concluded for both GF savings proposals and HRA rent levels.

Further work on refining and finalising savings proposals

Briefings will be held with Elected Members and Trade Union representatives to provide an update on: the Settlement impact, any changes to assumptions, approved savings and demand pressures and the resultant budget gap.

A workshop will also be held with Senior Officers and the Administration Group to finalise the Administration's Budget.

- **February/March** - A workshop will also be held with Senior Officers and the Administration Group to finalise the Administration's Budget.

The 2022/23 budget proposal will be finalised and Full Council meeting will be held to set the 2022/23 Budget.

2022/23 HRA budget to be finalised and presented to Council for approval no later than Thursday 10 February 2022. This is to enable compliance with the mandatory notice period to tenants of any rent change.

- 6.4 Updates on progress on this timeline will be provided at briefings and through future Budget Strategy reports to Council.

## 7.0 Sustainability Implications

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

## 8.0 Resource Implications

### 8.1 *Financial Details*

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

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

### 8.4 *Staffing*

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

## 9.0 Exempt Reports

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

## 10.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all   
Our families; children and young people will have the best possible start in life

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

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

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

**11.0 Equalities Impact**

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

Yes  No

**12.0 Legality**

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

**13.0 Appendices**

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

none

**14.0 Background Papers**


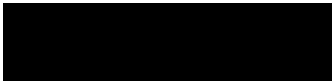
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

General Services Revenue and Capital Budget 2021/22

**Author(s)**

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Lindsay Sim	Chief Finance Officer	2022

**Approved by**

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



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 October 2021**

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**Subject: Be the Future Update**

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

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## **1.0 Purpose**

- 1.1. The purpose of this report is to provide Council with an update on progress in the Be the Future Programme.

## **2.0 Recommendations**

**It is recommended that Council notes:**

- 2.1. The work on the budget strategy and the position that the Be the Future programme will have within the strategic narrative for the budget (paragraph 3.1).
- 2.2. The work on developing fully-costed business cases for the priority projects associated with the budget strategy which provides the context for the resource requests that are outlined in paragraphs 3.2 – 3.5
- 2.3. The progress in completing work on establishing the governance and delivery model approved at the June Council meeting, including the progress on setting up the first three working groups in the Be the Future programme (paragraphs 3.42 - 3.44).
- 2.4. The progress on the Capacity analysis and Skills Audit tender and the next steps in the process as outlined at paragraph 3.12.
- 2.5. The work with Scottish Futures Trust (SfT) to develop the rapid scoping assessment and associated 'prospectus' for the Transformation Zones in Alloa (paragraphs 3.13 - 3.14).
- 2.6. The opportunity to accelerate the development of Scotland's International Environment Centre to maximise the impact of the Transformation Zones (paragraphs 3.9 - 3.31).
- 2.7. The direction of travel for future funding bids and grants that relate to the Be the Future programme as outlined at paragraphs 3.34 – 3.37.

### **It is recommended that Council approve:**

- 2.8. Repurposing the £467k previously approved budget from the Transformation Fund as set out in paragraph 3.8;
- 2.9. Subject to approval of 2.8 above, that £203k of the £467k repurposed funds are used to fund the resources outlined in paragraph 3.7 and the remaining balance be added to the delegated flexible resourcing fund (paragraphs 3.8-3.10).
- 2.10. The repurposing of £300k from the approved 2021/22 Capital Plan to accelerate Scotland's International Environment Centre as outlined in paragraph 3.30; and
- 2.11. The principle of spending up to £145,500 at risk for two City Region Deal Skills and Inclusion projects relating to Digital and Active travel skills which would be met from uncommitted reserves if funding was not approved (para 3.33).

## **3.0 Be the Future summary update**

### **Budget strategy and business cases**

- 3.1. As set out in the budget strategy papers presented to Council the 2022/23 budget will build on the themes already core to the Be the Future programme with an increasing focus on the outcomes that can be achieved through a collective and coordinated approach to our investment to support people and place alongside our green recovery. This is most clearly evidenced in the work that is progressing on the Alloa Transformation Zones as outlined below.
- 3.2. To support the 2022/23 budget we need to develop fully-costed business cases for Be the Future activity and identify where there are opportunities to bring forward other cases. Fully costed business cases make the case for change and provide the plan, identify the resource and articulate the financial benefits. This provides underpinning information in support of the 2022/23 budget.
- 3.3. In addition to the priority projects outlined in 3.5 the Senior Leadership Group have identified potential opportunities through Digital Transformation and automation to address efficiencies, manage failure demand and make savings. Business cases associated with this will come forward through the Be the Future governance and onwards to Council over the coming months.
- 3.4. To support development of the fully costed business cases for existing priority projects in the Be the Future programme, the Strategic Oversight Group requested Strategic Directors to identify the resource that would be required.
- 3.5. The Programme Management Office worked with the sponsors and owners of the projects and identified the resource that is required to support the following projects to reach fully-costed business cases:
  - STRIVE

- Social care replacement system
  - Well-being hub
  - Learning Estate Strategy
  - Digital transformation
  - Transformation Zones
  - City Region Deal programme
- 3.6. In addition consideration was given to the areas of Corporate Services where development of the business cases would create additional demands and pressures – Finance, HR and Legal in particular, and resource was identified to support those areas.
- 3.7. The resource required for projects differed based on the complexity of the project and the stage of definition that it is in. However there has been a focus on ensuring that project managers are secured and that roles to support the capital programme, in particular Learning Estate and Well-being hub developments, were identified.
- 3.8. The Chief Finance Officer reviewed the resource requests and sought resolutions from the delegated Flexible Resourcing Fund (June 2021 Council meeting) or by capitalisation. Most of the resource requirements were able to be met through the Flexible Resourcing Fund and capitalisation, however a balance of £203k is required to fund the remaining resources as set out below:
- Climate Change Support - £26k;
  - Finance Support - £167k;
  - Consultancy support - £10k.
- 3.9. To fund these resources, Council is asked to approve the request to repurpose previously approved commitments from the Transformation Fund as outlined below:
- £150k from repurposing 2 of the proposed roles previously committed from the Transformation Fund which have been reviewed and are no longer required.
  - £317k (subject to any further staff costs relating to the 2 staff members who have recently vacated these roles) from repurposing the previously approved 2 Project Manager and 2 Business Analyst roles.
- 3.10. If approved, this would create a balance of £467k, £203k of which would be used to fund the resource requirements set out in paragraph 3.8.
- 3.11. We are experiencing labour market challenges which appear to be consistent with other organisations leading to recruitment and retention issues. The above request to repurpose the previous commitments will allow us to reshape the investment to create attractive proposition for good quality, experienced candidates targeted to the priority areas to take forward the Be the Future Programme. On this basis Council is asked to approve that the remaining balance of £264k be added to the delegated

flexible resourcing fund to reshape the resource requirements to take forward the Be the Future Programme. Proposals would be presented to the Be the Future Strategic Oversight Group to whom the Flexible Resource Fund is delegated.

- 3.12. The Capacity analysis and skills audit tender has progressed to an open tender process. The tender process closed 20 September 2021 and following evaluation, we are in the process of making an award. Work will commence in October and likely to take 12 weeks. Outcomes will be released for consideration throughout that 12 week period and will be used to inform thinking on resources needed for the Be the Future programme moving forward.

### **Transformation Zones**

- 3.13. Work to progress the Alloa Transformation Zones has gathered pace. Scottish Futures Trust (SfT) has provided their full proposal on how they will support the development of the 'prospectus' that articulates how the capital plan when brought together with other investment can elicit change that will benefit all of the people of Alloa and Clackmannanshire.
- 3.14. Ahead of the workshops that will develop the single strategic narrative, we are undertaking the mapping exercise of all assets, activities and stakeholders. SfT will do analysis of this before the first workshops take place.
- 3.15. The development of a new Wellbeing Hub for Alloa is progressing through Strategic Definition (RIBA Stage 0) to detailed Preparation and Brief and Concept Design (RIBA Stage 1 and 2). This follows considerable community and stakeholder engagement. Along with a new pool, the Hub will add a significant asset for the community in sport, leisure and wellbeing, with a key focus on improving health outcomes that connects to the wider Be the Future agenda.
- 3.16. We have been informed that we are one of 4 Local Authorities in Scotland to be selected for the full support package for the Shaping Places for Well-being programme led by Public Health Scotland and The Improvement Service. This programme and SfT are now working with us jointly to articulate the forward plan.
- 3.17. The Investment Working Group will look at how our grant capture activity will align to the Transformation Zone developments to maximise investment into Clackmannanshire.

### **Member induction**

- 3.18. As the Council moves into 2022, and towards the May elections, we recognise the need to ensure that Elected Members are inducted (and re-inducted) in a way that both prepares and skills them for the important and nuanced role of local Councillor. As such, Officers are currently developing an approach to Elected Member induction which seeks to:
  - Prepare new Elected Members for the scale and breadth of local authority service delivery;

- Provides insight, and opportunities for upskilling in the quasi-judicial functions of the Council, and the Elected Member role within this;
- Create a resource toolkit for Elected Members covering roles and responsibilities, community leadership, governance, and managing effective relations with Officers and other Elected Members;
- Establishes a local framework for Elected Member development, applicable to all members regardless of tenure or seniority; and
- Provides opportunities for networking with both Elected Member colleagues (across party lines) and Senior Council Officers in order to build rapport, understanding of local contexts, and a collegiate approach to service delivery across Clackmannanshire.

## City Region Deal

### ***Scotland's International Environment Centre (SIEC)***

- 3.19 On 5 October, the Stirling and Clackmannanshire City Regional Deal Joint Committee approved the Full Business Case for **Phase 1** of the SIEC project, which now moves into the implementation phase.
- 3.20 As previously reported to Council, Phase 1 consists of a full scale development of the Forth Environmental Resilience Array (Forth-ERA), including data analytics centre and visualisation hub; the first key components of the Centre of Excellence that will drive the SIEC innovation community; and fast start of the Business Accelerator to stimulate business innovation and support Green Recovery post COVID-19.
- 3.21 Full scale development of the Forth-ERA will take place over two years commencing in 2021/22 and concluding in 2023. The Low Carbon Business Accelerator service supporting business innovation within the city region activity will commence in late 2021.
- 3.22 **Phase 2** of SIEC is envisaged to involve the creation of a large scale physical headquarters in Alloa, together with further research and development capabilities (adding to Forth-ERA), a business incubator to support innovation & enterprise, and skills training facilities. Given the decisions already made by partners in relation to Phase 1, the presumption for Phase 2 is likely to favour repurposing an existing site and/or building and a location among or closely adjacent to the communities where the need for economic inclusion is greatest. Planning Phase 2 in conjunction with the Council's development of proposals for transformation zones in Alloa would, therefore, make sense.
- 3.23 The current implementation plan for SIEC envisages commencing the next phases of the project from April 2022, running through to 2029/30. However, in the light of the rapidly developing Be the Future programme – including the availability of Greenfield House as a potential site - the

question has been raised of the possibility of accelerating development and implementation of Phase 2 of the project.

- 3.24 There are a broad range of leveraged opportunities from SIEC and the Council's *Be The Future* transformation programme in the pipeline that have the potential to secure additional funding from a range of Scottish and UK Government current and forthcoming sources. Examples include the Green Growth for Recovery project at Forthbank and the potential for innovative geothermal energy generation. Accelerating Phase 2 SIEC, and planning it within the wider context of place-making, social and economic innovation, and the transformation zones, would provide a prospectus of such projects and opportunities that could form the basis for a co-ordinated approach to pursuing additional funding.

### ***Intergenerational Living Innovation Hub (ILIH)***

- 3.25 A further consideration is the proposed Intergenerational Living Innovation Hub. The ILIH is a centre that will focus on tackling the demands of an ageing population. Formal confirmation of the offer of £7.25m investment support towards the cost of this project from the Clackmannanshire Capital Fund was made and accepted by the University in October 2021.
- 3.26 The Clackmannanshire Capital Fund is currently flat profiled across the Deal from 2022-23. However, as things stand, it would be unlikely that the ILIH project could begin until approximately 2024-25 since the cost of the project is expected to be in excess of £18m and therefore substantial additional investment would need to be secured before a business case could be approved. Co-developing ILIH and SIEC Phase 2 would offer the potential for a more cost-effective approach and acceleration of the project.

### ***The Potential to Accelerate***

- 3.27 There is an opportunity for the Council and the University of Stirling to work together to commence the planning and business case development for SIEC Phase 2 and ILIH as early as November 2021, provided certain conditions are met:
- Resources are confirmed to undertake the planning and business development work. The associated costs would be recoverable at the point of FBC approval, but cash flowing the expenditure to that point will be required. There is no resource available at present within the University City Region Deal programme team to undertake this work, nor governance authority to incur additional expenditure on it.
  - The delivery partners have agreed the broad parameters and scope of the work required for development to FBC, the timeline for that work, and the respective roles and responsibilities within the work programme.
- 3.28 An indicative accelerated timeline for the planning and business case development for SIEC Phase 2/ILIH is set out below:

	<b>Milestone/Activity</b>	<b>Date</b>
1	Commencement of Planning and Business Case Development	Nov 21
2	Site Options Appraisal and Technical Evaluation	Nov 21-Feb 22
3	Commencement of business and stakeholder engagement; pipeline development; “prospectus” development	Jan 22
4	Confirmation of preferred option	Mar 22
	Decision Point milestone (Council/University)	Mar 22
5	RIBA Stage 1 – Preparation and Brief	Apr 22
6	RIBA Stage 2 – Concept Design	Jul 22
7	RIBA Stage 3 – Detailed Design	Oct 22
8	RIBA Stage 4A – Technical Design	Feb 23
9	RIBA Stage 4B – Technical Design and Procurement	Jun 23
10	OBC submitted to RPMO	Oct 22
11	OBC submitted to Scottish and UK Governments	Nov 22
12	OBC endorsed by Scottish and UK Governments	May 23
13	OBC submitted to Chief Officers’ Group for consideration	May 23
14	OBC submitted to Joint Committee for approval	Jun 23
15	FBC submitted to RPMO	Jun 23
16	FBC submitted to Scottish and UK Governments for review and agreement	Jun 23
17	FBC submitted to Chief Officers’ Group for consideration	Aug 23
18	FBC submitted to Joint Committee for approval	Sept 23
19	Commencement of work	Oct 23

3.29 It is proposed that the Council takes responsibility for stages 2-4 of the business case development, i.e. the site options appraisal and technical evaluation; business and stakeholder development; and confirmation of the preferred site. This would involve commissioning the resources and providing the associated funding. The investment required for this activity is estimated to be £295,000. As stated earlier, this would be recoverable once the Full Business Case is approved by both governments and the City Region Deal Joint Committee.

- 3.30 The Council's approved Capital Plan for 2021/22 has an allocation of £250,000 to support the development of the SIEC innovation hub. There is a further £50,000 in 2021/22 allocated for City Region Deal associated land purchase. It is proposed that these sums be re-purposed to support the business case development activity described above.
- 3.31 A further report would come to the Council and the University at stage 4 to confirm the preferred site and present recommendations for the next steps.

### ***Skills and Inclusion Programme***

- 3.32 Work is progressing on Business Justification Cases (BJCs) for both projects within the Skills and Inclusion Programme although this process is taking longer than originally envisaged. A second set of comments have been received from Scottish Government and third iteration BJCs are currently being prepared by the Skills and Inclusion team. The points that Scottish Government has raised are relatively minor in nature and the risk of approval not being given is low.
- 3.33 However, funds cannot be drawn down through the City Region Deal governance process until the BJCs are approved. For 2021/22 there is profiled revenue spend of £174,388. Approval is therefore being sought to spend at risk on two projects for digital and active travel skills which both meet the terms of the approved Outline Business Case and the draft BJCs. The value of these projects is up to £145,500 and could be spent in the current financial year. If, in the unlikely event that funds are not received from Scottish Government, this revenue spend would require to be funded from uncommitted reserves.

### **Funding and investment**

- 3.34 As reported previously, our conversion rate for funding applications is approximately 80% which is above the average (conversion rates are typically 50-60%). Whilst the current activity has been driven by the funds available there is an opportunity to align grant and funding activity more closely to our strategic priorities.
- 3.35 The Be the Future Strategic Oversight Group is now receiving regular updates on the major funds connected to activity within the Be the Future programme.
- 3.36 There is now a focus on developing proposals for the Levelling Up funding. The second round is likely to open in early January 2022. The Levelling Up Fund capacity building money (£125k) has been deposited with the Council and is now available to us to develop the approach to our levelling up bids and we will focus our capacity building on the opportunities afforded by the Transformation Zones developments. We will come forward with proposals to Council and a recommendation on whether we progress to the second round of the fund or wait for future rounds to be announced.
- 3.37 Weir Multicons is an example where funding has been awarded and used for transformation. This project is to retrofit substantial environmental



efficiency measures to 15 socially rented houses in Alva, known as Weir Multicons. The project is now nearly complete, with most houses finished. The retrofit provided new windows and doors, new roof, full external wall insulation, solar panels and a Tesla battery to maximise the use of the energy created. The total project cost was set as £775,000 and we received a £310,000 grant from the UK Government's Business, Energy and Industrial Strategy department towards these works. We are told that very few of the successful applicants are likely to complete their projects in time and most will incur clawback. Our project is seen as highly innovative and successful and, as a result, a Ministerial visit is being planned.

### **Structuring the programme**

- 3.38 At the June Council meeting we indicated that the governance arrangements for the Be the Future programme would be refreshed to support the increased pace and scale of the delivery. The Be the Future Board that met 23 September is the second stage of that refresh.
- 3.39 The Strategic Oversight Group has convened and met three times. This officer led group is, along with the reconstituted Board, increasing the scrutiny and challenge within the programme.
- 3.40 With refreshed governance in place, the overall Communication and engagement plan for the Be the Future programme is being developed. The key aim is to re-engage our staff with the benefits that the transformation will deliver and to develop further the compelling narrative on the transformation for our key stakeholders.
- 3.41 As part of this engagement plan, there will be regular briefings for Elected Members' on the key Be the Future developments to ensure that all our members' are provided with the opportunity to develop capacity in their role as leaders and advocates of the Be the Future programme with the communities they represent.
- 3.42 To support this, the Communications and Engagement Corporate Working Group Terms of Reference will go forward to the Strategic Oversight Group 25 October.
- 3.43 Two other working groups will also take Terms of Reference forward to the Strategic Oversight Group – the Investment Group and the Organisational development and service redesign group. All three of these groups are critical to supporting the increased pace and scale we are now seeing with the transformation programme.
- 3.44 The newly appointed Senior Manager (Transformation) Fiona Grinly joined the Transformation team 4 October. Fiona has 20 years experience within the Council and will bring the knowledge and skills that has led to the success of the STRIVE pilot and Police integration project.

## 4 Sustainability Implications

- 4.1 Environmental and financial sustainability are key priorities of the Be the Future programme and business cases for individual programmes/projects will require to demonstrate clear links to related outcomes.

## 5 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 X

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

### 5.4 *Staffing*

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all X  
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 X  
Our communities will be resilient and empowered so that they can thrive and flourish X

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

## 8.0 Equalities Impact

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

## 9.0 Legality

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

## 10.0 Appendices

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

None

## 11.0 Background Papers

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

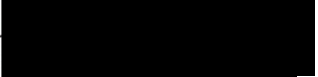
Yes **X** (please list the documents below) No

**Be the Future Update papers to Council – September 2020, December 2020, March 2021, June 2021, August 2021**

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Fiona Colligan	Strategic Director (Transformation)	

### Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	 pp. Nikki Bridle



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**Report to Clackmannanshire Council**

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**Date of Meeting: 21 October 2021**

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**Subject: Wellbeing Hub**

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

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**1.0 Purpose**

- 1.1. This report provides an update to Council on the progress of the development of a new Wellbeing Hub and Pool for Clackmannanshire and on the development of the interim arrangements (hire of a swimming pool) until the new development is fully operational.

**2.0 Recommendations**

- 2.1. It is recommended that Council:
- 2.2. Notes the outcome of RIBA Stage 0 and the Engagement to date (para 3);
- 2.3. Agrees to progressing to RIBA Stage 1 to take forward a detailed Options Appraisal to inform the Business Case (para 3.7);
- 2.4. Notes the outcome of both initial and detailed Feasibility Studies for the hire of an Interim Swimming Pool at Marshill, Alloa as outlined by officers at the Council meeting (para 4.4);
- 2.5. Agrees that plans progress to Design stage for an Interim Swimming Pool with a procurement exercise in line with procurement guidelines (para 4.3);
- 2.6. Agrees that a detailed Business Case for the hire of an Interim Swimming Pool at Marshill, Alloa should also be progressed (para 4.5);
- 2.7. Subject to a satisfactory full Business Case, agrees that officers initiate the appropriate procurement journey for the hire of an Interim Swimming Pool on the basis that estimated costs do not exceed budget levels already approved by Council for the provision of Leisure services (para 4.5);
- 2.8. Agrees the Interim Business Case and project progress is reported to Council on 16 December 2021 (para 4.5);

- 2.9. Notes that should estimated costs within the Business Case exceed approved Leisure service provision budget levels, that officers will seek Council consideration and approval before initiating procurement for the hire of an Interim Swimming Pool (para 4.6);
- 2.10. Note that officers are exploring the costs of re-introducing swimming lessons for all P5 school pupils, and that detailed proposals and budget implications will come back to Council for consideration in December (para 4.3).

### 3.0 Considerations

- 3.1. Following Council approval in the 2020/ 2021, extensive engagement has continued with the public, stakeholder groups, third sector, and strategic partners to develop the Statement of Needs for a new Wellbeing Hub in Alloa. This has been undertaken, taking in to account the wider context of leisure and community facilities, including making use of existing health facilities and activity, private and partner opportunities in the area, and existing facilities across other parts of the Council estate, in particular the three academy sites.
- 3.2. From across all the engagement a shared vision has emerged of an inclusive, accessible and inspiring facility that will improve the quality of life and health outcomes for communities across Clackmannanshire.
- 3.3. The key themes that emerged from community engagement are:
  - 3.3..1. Personal wellbeing, family time and mental wellbeing
  - 3.3..2. Fully accessible facilities with strong active travel links
  - 3.3..3. Clear need for a swimming pool
  - 3.3..4. Activities or children and families
- 3.4. Strategic Workshops, facilitated by Sport Scotland, allowed a range of strategic partners to contribute their ambitions, aspirations and suggestions. These included Health and Social Care Partnership, Public Health Scotland, University of Stirling, Forth Valley College, Scottish Sport Governing bodies as well as Clackmannanshire Third Sector Interface.
- 3.5. The key themes that emerged from these workshops were:
  - 3.5..1. **A focal point for the community**, to act as a gateway to activities and opportunities across the area. “Meet me at the Hub” was suggested as capturing that vision of a destination for residents to visit, connect and be active;
  - 3.5..2. **Partnerships and key connections**, with several strategic partners supporting and remaining involved in the development to make the Hub the best it can be for the people of Clackmannanshire. NHS Forth Valley and the Health and Social Care Partnership sharing the priorities and intended outcomes;

- 3.5..3. **Accessible and inclusive**, addressing the key locality priorities and improving outcomes, as set out in the Local Outcome Improvement Plan, in particular addressing deprivation, the needs of an ageing population, and ensuring that both the internal facilities and surrounding grounds are the most inclusive and accessible of its kind;
  - 3.5..4. **Cost and affordability**, the development must ensure that people from low-income families, and those facing the greatest challenges, can access and experience the health benefits of being involved in sport, physical activity and wellbeing activities.
  - 3.5..5. **Building design**, the look and feel of the building should be an attractive open space, well designed and of a high quality that complements and reflects the natural surroundings and environment of Clackmannanshire. Rather than a traditional sport centre, it should be different and something that engages and draws people in, specifically those who may not normally think of using facilities like this. The social space is seen as vital, truly inclusive, welcome and safe for families and friends, and equally for people on their own. The design of the swimming pool should consider the variety of users, having a flexible, adaptable and accessible pool to allow users the best experience possible. Flexibility is a key consideration for all spaces within the Hub, allowing for a range of uses.
  - 3.5..6. **Complement current activities and provision**, with no need to replace existing activity, but connecting with the range of community groups, clubs and businesses that already provide a substantial range of activities. A hub and spoke approach, will enable the Hub to build on the existing people and infrastructure, signposting in innovative and creative ways to other opportunities and services in the surrounding communities
  - 3.5..7. **Green and outdoor space**, drawing on the natural environment of the Ochil Hills and outdoor spaces across Clackmannanshire, and mirroring the outstanding spaces for people to active, connect with nature and take part in other wellbeing activities such as walking, cycling, scooting, climbing. Sensory gardens and areas for children to play and families to socialise together would enhance the social spaces.
- 3.6. As outlined in the Be the Future update paper to Council, work to progress the Alloa Transformation Zones, working with Scottish Futures Trust (SfT) has gathered pace. We have been informed that we are one of 4 Local Authorities in Scotland to be selected for the full support package for the Shaping Places for Well-being programme led by Public Health Scotland and The Improvement Service. This programme and SfT are now working with us jointly to articulate the forward plan. The Well-being Hub is a significant component of the Alloa Transformation Zone and its contribution will be considered as the work moves forward with SfT. This will be built into the well-

being hub options appraisal and business case in RIBA stage 1. Key principles of Community Wealth Building and Environmental Sustainability will be embedded at all levels of development.

3.7. The above information from engagement supports progress to RIBA Stage 1, with the development of a full Options Appraisal, followed by agreement of Council on the preferred option, including site. This will then allow a full business case to be produced with costings and the full concept and design plan. Future progress reports will be brought forward to Council on 16 December and 2021 and 10 February 2022.

3.8 The anticipated next steps and timeline are as follows:

<b>Activity</b>	<b>Indicative Completion Date</b>
Public and Stakeholder Engagement	Ongoing
RIBA Stage 0 Strategic Definition	September 2021
Council Agreement to proceed with Options Appraisal	October 2021
Options Appraisal completed	Early 2022
RIBA Stage 2 Business Case approved	March/April 2022

#### **4.0 Interim Arrangements**

4.1 As agreed in previous updates, ongoing interim arrangements have been put in place for swimming provision. This has mainly focused on sessions at Dollar Academy, but has also included provision for children with Additional Support Needs at the hydrotherapy pool at Alloa Academy. Efforts continue to access further swimming provision in neighbouring pools, but as a result of COVID and staffing issues this has remained challenging. There is currently a shortage of lifeguards and coaches and Clackmannanshire Council has been working in partnership with Alloa Swimming club to support and subsidise club members to attend Scottish Swimming Teacher qualifications and also set up lifeguard courses for council staff. This will ensure that



Clackmannanshire continues to have access to qualified staff to support swimming provision.

- 4.2 With the advice and support of Sport Scotland, the Council has carried out initial feasibility work to allow the hire of a temporary pool until the new build is fully operational. This is based on a similar model successfully put in place in Dumfries and Galloway, where it had the use of a temporary pool until it overcame major building issues with its new build facility. A similar arrangement could be achieved for Clackmannanshire within approximately 7-10 months, providing access to a 6 lane, 25 m pool for residents, families and children, including learn to swim provision.
- 4.3 In order to maintain urgency and achieve more substantive interim swimming arrangements for Clackmannanshire while the new build is being developed, the next stage would be move to the Design Stage of an Interim Swimming Pool, subject to appropriate procurement requirements. This Design would inform a future procurement of a hire arrangement similar to models elsewhere in the United Kingdom. Officers are also considering how swimming lessons for all P5 children could be reinstated using the Interim Pool. Full cost implications of such an arrangement will be brought back to Council in December for further consideration.
- 4.4 Following initial feasibility, a preferred site has been identified which will allow ease of access to utilities and car parking, limited planning consultation and a short pre-construction and construction timeline. This site is at Marshall, Alloa. A detailed feasibility study has been undertaken, and outline of which will be presented to Council on 21 October.
- 4.5 Full detailed costs, including hire and operating costs and ongoing maintenance and running costs will now be developed and set out in a Business Case will be reported back to the December Council. To enable continued momentum, it is proposed that, as long as the Business Case costs do not exceed the currently approved budget envelope for Leisure provision, that officers initiate the appropriate procurement journey for an Interim Swimming Pool before the next Council with an intent to allow design and construction to get underway in early 2022, with an possible completion date of Summer 2022 depending on procurement timelines and other uncertainties.
- 4.6 Should the Business Case costs exceed currently approved Leisure provision budget levels, to maintain momentum officers will seek the required Council governance at the earliest available opportunity prior to initiating the procurement journey.
- 5.0 **Risks**
- 5.1 The supply chain and labour markets are experiencing a period of uncertainty and volatility, which could impact on costs and timelines during the course of the project;

- 5.2 Depending on procurement routes and supply chain delays, the timing of moving from Design Stage to Planning and Construction to full handover could be delayed beyond Summer 2022;
- 5.3 The Interim Pool will be subject to planning consent. The timing of which and any subsequent conditions may require further consideration.
- 5.4 Any unforeseen twists in the trajectory of the Covid pandemic may impact on timelines, costs and labour availability.

## 6 Sustainability Implications

- 6.1 Sustainability implications will be inherent components of business cases and procurement.

## 7 Resource Implications

### 7.0 Financial Details

- 7.1 Financial implications are set out in the report.

### 7.2 Staffing

There are no implications for staffing arising from this report.

## 8.0 Exempt Reports

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

## 9.0 Declarations

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

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

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

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

## 10.0 Equalities Impact

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

Yes  No

## 11.0 Legality

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

## 12.0 Appendices

None

## 13.0 Background Papers


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

Yes  (please list the documents below) No

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director (People)	

### Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	



**CLACKMANNANSHIRE COUNCIL**

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**Report to Clackmannanshire Council**

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**Date of Meeting: 21<sup>st</sup> October 2021**

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**Subject: Council Response to the National Care Consultation**

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**Report by: Lorraine Sanda, Strategic Director (People)**

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**1.0 Purpose**

- 1.1. The purpose of this report is to seek agreement on the approach to a Council response to the National Care Service Consultation which was launched by the Scottish Government in August 2021.

**2.0 Recommendations**

- 2.1. Council is asked to agree to the proposal in paragraph 3.7 that a response to the Consultation is submitted by the required deadline.

**3.0 Considerations**

- 3.1. On 9 August 2021, the Scottish Government launched a consultation on “A National Care Service for Scotland” to seek views ahead of the creation of a National Care Service (NCS). Introduction of new legislation to parliament will follow the formal consultation.
- 3.2. This follows on from the Independent Review of Adult Social Care (IRASC) report which was commissioned to recommend improvements to adult social care in Scotland.
- 3.3. The revised deadline for response to the Consultation is 2 November.
- 3.4. The full consultation is set out in the document at para 11.1. In summary, the proposals within the Consultation are:
- **Improvement** – the establishment of a single national body for health and social care, with clear lines of accountability to Ministers at a national level to ensure consistent, high standards of performance are developed and maintained across Scotland.

- **Access to Care and Support** – the removal of eligibility criteria in their current forum from a focus on risk to enabling people to access the care and support that they need through a set of entitlements.
- **Rights to breaks from caring** – the introduction of a right to breaks from caring as part of a single, outcomes focused approach to care and support which stretches from prevention and early intervention through to acute and specialist provision.
- **Using data to support care** - the development of a nationally consistent, integrated and accessible electronic social care and health record with appropriate permissions and consents.
- **Complaints and putting things right** – a national single point of access for information on making a complaint about social care.
- **Residential Care Charges** – increase to the sums paid for Free Personal Nursing Care for self-funded care home residents
- **National Care Service** – making Scottish Ministers accountable for social care as they are for health care within Scotland, including for workforce planning, data, commissioning and procurement, digital enablement, and national and regional service planning.
- **Scope of the National Care Service** – the Scottish Government proposal goes beyond the IRASC recommendation and indicates that children and family’s social work and social care should be located within the NCS, as well as Justice Social Work, Alcohol and Drugs Partnerships, Mental Health Services.
- **National Social Work Agency** – the proposal of a National Social Work Agency alongside a centre of excellence to support improvement.
- **Reformed Integration Joint Boards** – to become Community Health and Social Care Boards as the local delivery body for the NCS, funded directly by the Scottish Government, with consistent functions across the country.
- **Commissioning of Services** – the NCS will manage commissioning and procurement of social care services and supports, with national contracts for:
  1. care for people whose needs are complex and specialist
  2. custodial settings including prison
  3. residential care homes 102
  4. care home contracts

- **Regulation and Scrutiny** – this would be undertaken independently of the NCS.
- 3.5 A workshop was held on 21 September 2021 to allow all Elected Members to express their views on the consultation, to feed in to a Council response.
- 3.6 The main areas raised at the workshop were:
- National improvement standards could be of benefit, but there was a strong view that there was a need to allow for flexibility in how local authorities deliver services
  - Local Authorities should be able to customise services based on local needs and context
  - Clarity needed on how an approach focused on early intervention and prevention, rather than risk, would work in practice
  - Rights to breaks from caring broadly welcomed, but more focus on meaningful breaks rather than using breaks for household tasks
  - Concerns about the practicalities of a national data system eg GDPR, harmonising existing systems. Using data better and more intelligently to support a holistic approach to care would be welcome
  - Concern that the localised context could be lost in a national complaints service, with people becoming numbers rather than individuals. Potential for a big brother system
  - Concern about where funding would come from to supplement residential care charges
  - A National Care Service needs a clear local element, one size does not fit all. The Community Planning Partnership could have a role.
  - Changes at Ministerial level could cause disruption and remove consistency
- 3.7 It is proposed that the Strategic Director, People, prepares and submits the Consultation response on behalf of the Council, taking in to account the views gathered at the workshop and any further views expressed by Council on 21 October 2021. The Council response will be made public on the Council website once submitted.

#### 4 Sustainability Implications

#### 5 Resource Implications

5.1 *Financial Details*

5.2 *Staffing*

There are no implications for staffing arising from this report.

#### 6 Exempt Reports

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

#### 7.0 Declarations

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

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

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

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

#### 8.0 Equalities Impact

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

Yes  No X

#### 9.0 Legality

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



## 10.0 Appendices

None

## 11.0 Background Papers

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

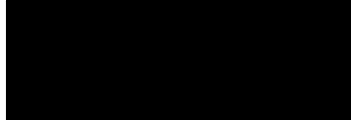
Yes  (please list the documents below) No

1. <https://www.gov.scot/publications/national-care-service-scotland-consultation/>
2. <https://www.gov.scot/groups/independent-review-of-adult-social-care/>

### Author(s)

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

### Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	



**CLACKMANNANSHIRE COUNCIL**

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**Report to: Clackmannanshire Council**

---

**Date of Meeting: 21<sup>st</sup> October 2021**

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**Subject: Senior Manager Recruitment**

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**Report by: Lorraine Sanda, Strategic Director (People)**

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**1.0 Purpose**

- 1.1. This paper invites Council to agree the ongoing recruitment process for vacant Senior Manager posts within the People Directorate.

**2.0 Recommendations**

- 2.1. Council are asked to:

2.1.1. **Agree** that, notwithstanding the previous Council decision and current terms of the Scheme of Delegation which provide that recruitment of senior managers is delegated to the Appointments Committee, that the recruitment to vacant Senior Manager posts within the People Directorate, not including final interview, is delegated to the Strategic Director (People)

2.1.2. **Agree** that for final interviews a politically balanced Appointments Committee, supported by relevant officers, be convened comprising:

- 2 SNP members (Portfolio Holder and Depute of the People Committee)
- 1 Labour member
- 1 Conservative member

2.1.3. **Note** the considerations outlined in the paper.

**3.0 Background/Considerations**

- 3.1. At its meeting on 19 August 2021 Council agreed the People Directorate management redesign.

- 3.2. Following agreement of the new structure the Directorate, in line with the Council's agreed Organisational Change protocols, have been engaging with those staff impacted by the redesign
- 3.3. On conclusion of this exercise a number of posts will remain vacant within the structure and a recruitment exercise will be required.
- 3.4. Vacant posts will include Senior Manager GIRFEC/ASN, Senior Manager Permanency, Senior Manager Early Intervention/Prevention, Chief Education Officer and Chief Social Work Officer.
- 3.5. Council previously agreed a similar delegated process for roles of Senior Manager – Legal and Governance and Senior Manager – Care and Protection
- 3.6. Members previously nominated for the Senior Manager – Care and Protection Committee were Councillor Lindsay, Councillor Sharp, Councillor Martin and Councillor Benny.

#### 4.0 Sustainability Implications

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

As part of the overall redesign the Council is taking account of the organisational change protocols.

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

#### 6.0 Declarations

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

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

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer

- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all
- The Council is effective, efficient and recognised for excellence

## 7.0 Equalities Impact

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

Yes  No

It is anticipated there will be no adverse impact from the proposals contained in this report.

## 8.0 Legality

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

## 9.0 Appendices

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

None

## 10.0 Background Papers


10.1 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
Lorraine Sanda	Strategic Director (People)	01259 452425

### Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 October 2021**

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**Subject: Economic Development Update: Short term Action Plan  
(Economic Development Service) and Employability Update**

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

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## **1.0 Purpose**

1.1. The purpose of this report is to:

- Present a short term Action Plan of activity within the Economic Development team which will contribute to a wider Economic Recovery Plan for Clackmannanshire (to be prepared during 2022/23 (See Paragraph 3.1-3.3);
- Highlight new, and extensions to current, Employability programmes that the Council is being asked to deliver (See Paragraphs 3.4 to 3.14);
- To update on COVID business grants, including an update on the Discretionary Fund Phase 3. (See Paragraph 3.17);
- Highlight current Partnership working, and opportunities for collaborating with Falkirk and Stirling Councils where value could be added by working regionally. (See Paragraphs 3.18 – 3.25);
- Highlight some of the key challenges that will need to be considered in relation to the implementation and delivery of a range of new Employability programmes which will have capacity and resource implications for the Economic Development Team (See Paragraphs 3.26 – 3.31).

## **2.0 Recommendations**

2.1. Council is invited to:

- Note and agree the Economic Development team short term Action Plan (attached as Appendix A to this report).
- Note the activities currently being undertaken within Economic Development, in particular the update to the range of current and new employability programmes delivered through Clackmannanshire Works;

- Note proposals for Young Persons Guarantee Activity 2021/22 (full detail at Appendix B to this report)
- Note the extension to the current European Social Fund (ESF) programme to end of March 2023, in line with the end of the Fair Start programme;
- Note the spend on the Discretionary Fund to date, and arrangements now in place for use of the underspend (Discretionary Fund Phase 3)
- Note the current Partnership working, and opportunities for and examples of Regional Working;
- Note the challenges faced by the Economic Development Team in terms of capacity and capabilities to be able to respond to the rapidly moving employability agenda and a changing set of immediate employability priorities for Local Government;
- Note that a team redesign is planned during the next 18 months in order to be able to respond to the new delivery model which will be required through No-one Left Behind, aligned to the end of our ESF and Fair Start programmes early in 2023.

### **3.0 Considerations**

#### ***Economic Development Team: Short Term Action Plan***

- 3.1 A short term action plan has been prepared which outlines the range of activities currently being undertaken within the Economic Development team which will contribute to a wider Economic Recovery plan. The draft Action Plan forms Appendix A of this report.
- 3.2 It is intended that a longer term Economic Strategy for the area will be prepared once Clackmannanshire Alliance's new Wellbeing Economy Local Outcomes Improvement Plan is in place.
- 3.3 It is recognised that Economic Development as a practice is far reaching and is carried out in the work of a wide range of Council services and of our partners. However, this Action Plan is focussed on the work carried out by the Economic Development Service of the Council.

#### ***Employability***

- 3.4 At Council meeting of 10 December 2020, an Employability Update was presented to members. Given the fast moving nature of this area of work, it is considered that a further update on this work should be provided as part of this report.
- 3.5 The ESF programme has been re-profiled and extended to end of March 2023 to come in line with the end of the Fair Start Scotland programme. It is expected to deliver 90% of the original ESF target by the end of March 2023. This reduction on targets will result in a reduction of around £113k income to the Council over the 8 years of the programme, however, this is matched with a corresponding decrease in staff costs over the same period. Clacks Works



is working with over 250 clients on both Fair Start and ESF programmes on an annual basis. The UK Government has announced that a Shared Prosperity Fund will replace European Funds but detail around this, including who will deliver the new fund, has not yet been announced.

- 3.6 The annual Modern Apprenticeship contract with Skills Development Scotland for 2020/21 has been extended for existing apprentices only but the service will continue to support council services to recruit and train new apprentices.
- 3.7 The Parental Employability Support (PESF) will be continued for parents both in employment and not working, with additional funding this year for disabled parents. Total funding for PESF (including support for disabled parents) in 2021/22 is £214,000.
- 3.8 A delivery profile for No-One Left Behind (NOLB) is being developed. This will include a number of Fair Work Incentive places (an Employer Recruitment Incentive of up to £6,000 per person for over 25's) and continuation of the Jumpstart Employability Programme delivered by the Council's Community Learning & Development service.
- 3.9 The service continues to operationalise and deliver Scottish Government Young Persons Guarantee (YPG) funded programmes for 2020/21, funding for which was confirmed and received in late November 2020, as well as developing and submitting a Delivery Profile for YPG funding for 2021/22. YPG funding in 2020/21 for Clackmannanshire was £398,938, and for 2021/22 is £593,846. Breakdown of activities for YPG for both years is attached as Appendix B to this report.
- 3.10 The UK Government introduced the 'Kickstart' programme as part of its job support response. Given that applicants initially had to provide a minimum of 30 placements, Clackmannanshire Council Economic Development officers worked with Stirling and Falkirk Councils to submit a bid to act as a 'Gateway' for local employers wishing to take up Kickstart placements. The Clackmannanshire Works team is now administering over 50 local placements, including 21 within the Council's HR, Environment/Fleet/Roads/Land and Education Services.
- 3.11 Confirmation and detail of a new Job Creation Scheme for long term unemployed aged 25+, to be administered through Clackmannanshire Works is awaited. It is understood that the budget for Clackmannanshire for 2021/22 will be £140,000, its purpose being to create and fund a minimum of 14 jobs for 6 months in the public and third sectors.
- 3.12 The Clackmannanshire Council Fair Work Incentive has been revised in conjunction with Stirling Council to align with the new framework for public funded ERIs and will fund an employer recruitment incentive of between £2k-£6k for around 34 jobs in Clackmannanshire in 2021/22. This is being funded through a mix of Young Persons Guarantee and NOLB funding to ensure a Fair Work Incentive can be offered to employers taking on people with barriers to employment of any age.
- 3.13 Funding was awarded earlier this year from the Scottish Government to allow the Council to recruit a Business Engagement Officer for 12 months to support Partnership Action for Continued Employment (PACE) activity,

supporting businesses and employees who are facing redundancy situations. The post holder will be a Single Point of Contact for employers in Clackmannanshire, and will also play a role in liaising with businesses to promote employability programmes.

- 3.14 The Economic Development team are currently leading on a review of the work and strategic relationships of the Clackmannanshire Local Employability Partnership (LEP) in order to fulfil Scottish Government expectations of the enhanced role of LEPs in the delivery of No One Left Behind (NOLB). This includes production of an Action Plan, with partners committing to progressing several areas for improvement over the next 6 months in line with the NOLB critical path which has been issued by Scottish Government. The LEP includes representatives from DWP, Skills Development Scotland, Forth Valley College, CTSI, NHS Forth Valley, Developing the Young Workforce, and various Council services (i.e. Education, Economic Development, Criminal Justice). Membership has now been increased to include the local Business Gateway service and will be reviewed on an on-going basis.

### ***Business Support and Funding***

- 3.15 An amount of £36,000 which was underspent within the old Business Loans Scotland (BLS) fund has been returned to Clackmannanshire Council by BLS Scotland to be used to support strategy projects for business. Around 12 projects are being supported, with referrals being made through the Business Gateway growth adviser team.
- 3.16 Throughout the pandemic, the Economic Development Service has assisted in delivering various Scottish Government COVID business grants. To date the amount distributed to Clacks businesses totals around £15m.
- 3.17 ***Discretionary Fund: Phase 3***
- 3.17.1 In late 2020, Scottish Government announced the creation of a £30m Discretionary Fund to allow Local Authorities to mitigate the short-term financial challenge being experienced by businesses adversely impacted by COVID restrictions and regulations introduced since October 2020. Clackmannanshire Council's initial allocation was £155,000. Cross party agreement on a set of criteria was reached to provide grants of £2k to businesses for Phase 1 of the Discretionary Fund (DF).
- 3.17.2 During this initial phase, which opened on 1 February 2021, around 120 applications were received and due to the fund being heavily oversubscribed it was closed to new applications after one week.
- 3.17.3 On 10 February 2021 the Cabinet Secretary for Finance announced an increase to the Fund to £120m, with the allocation for Clackmannanshire being an additional £559,000.
- 3.17.4 The process of delivering the previously approved £2,000 Discretionary Fund grant in February 2021 allowed officers to assess the further business support funds released nationally, the needs of business, demand for the fund and to further identify those businesses that were continuing to fall through the gaps in COVID business support. Phase 2 of the Discretionary Fund opened mid March through to 31 March, with a further 80 applications being received.

3.17.5 Given the lower level of applications received in Phase 2 than had been anticipated, it was agreed in line with other Scottish local authorities to top up the original £2k grant to £4k for sole traders, to £6k for businesses employing 1-4 employees and to £8k for businesses employing 5 or more employees.

3.17.6 As at end of May 2021, 125 grants have been distributed, totalling £562,000, leaving an underspend of around £150,000.

3.17.7 Key findings around this fund are noted as:

- Applications for the Discretionary Fund Phase 2 were lower than anticipated.
- Very few applications have been received from those businesses with 10+ employees;
- Businesses in Clacks are still experiencing challenges, particularly those in the supply chain to hospitality and retail, tourism, transport, leisure and facilities management.
- Additional challenges for businesses being evidenced due to lack of income are costs associated with new ways of working, development of new processes to reflect new markets, upgrading systems to reflect new regulations and inability to diversify/implement change.

3.17.8 Taking all of the above into account, it is proposed to use the underspend on this fund to open a new Discretionary Fund Phase 3, to support local businesses with projects which will aid business recovery and growth, and to support some of the challenges outlined. Around 20 – 30 businesses will be supported with grants of between £5k and £10k and recipient businesses are being asked to commit to a small community benefit. This Phase of the Fund is being delivered in partnership with the Business Gateway team who are supporting the application process and providing business referrals. The application process is now open.

### ***Partnership Working and Opportunities for Regional Working***

3.18 The Clackmannanshire Business Support Partnership (CBSP) which was set up to ensure regular and relevant information flow to our business base throughout the pandemic, continues to meet on a regular basis to share information, collaborate and ensure that up to date content from each of the Partners is communicated to each other and to businesses through a monthly newsletter (initially weekly), and through regular individual Partner communications to businesses. Members of the CBSP include Clackmannanshire Council (Chair), Ceteris/Business Gateway, Forth Valley Chamber of Commerce, Alloa First, Clacks First, CTSI, Forth Valley College, Discover Clackmannanshire, Visit Scotland, Scottish Enterprise and Federation of Small Businesses. It is intended that the role of the CBSP will be formalised and the group will sit alongside the Local Employability Partnership (LEP) reporting into Clackmannanshire Alliance via the proposed Anchor Partnership.

3.19 The Council is now well represented on several local, regional and national groups, including the Board of Clacks First and Alloa First, the Executive Group of Discover Clackmannanshire, the Forth Valley and Lomond Leader Action Group (LAG), the national Supplier Development Programme group, and on several of the national SLAED groups including Employability and

Business Groups. Clackmannanshire Council has now also joined the Forth Valley Chamber on a 2 year membership basis.

- 3.20 Links with Ceteris/Business Gateway team are continually being improved and the Economic Development service is working in partnership with the Business Gateway team to deliver and fund strategic support to businesses, Phase 3 of the Discretionary Fund, and the start up grant element of the Young Persons Guarantee (YPG) funding.
- 3.21 Senior Economic Development Managers across the 3 Forth Valley Local Authorities are also working together to explore areas of mutual interest such as employability where value could be added by working regionally.
- 3.22 There are already areas of work that are delivered regionally. The three Forth Valley Local Authorities deliver the Fair Start Scotland service and the Business Gateway service is delivered on a regional basis. Regional working is also taking place across Stirling and Clackmannanshire for City Region Deal Skills & Inclusion programme and Digital Hub projects, and the Fair Work Incentive has been developed jointly between Stirling and Clackmannanshire.
- 3.23 The Economic Development Service engages with the Stirling and Clackmannanshire Employer Engagement Forum (EEF), and worked with colleagues in Falkirk and Stirling to deliver a successful regional Forth Valley Local Employability roundtable stakeholder event in August, attended by around 100 employability partner and provider organisations.
- 3.24 The Kickstart programme is a regional collaboration between the three Forth Valley Local Authorities, as has been the recent Supplier Development Programme Forth Valley Meet the Buyer event held on 30 June 2021 which was funded through the Regional Recovery Bid made by Clackmannanshire Council on behalf of all three areas.
- 3.25 The three Forth Valley Councils are in the early stages of forming a Regional Economic Partnership, the key output from which will be a Regional Economic Strategy which will have links to and be integrated with land use planning and transportation strategies at the regional level. This provides an opportunity to collaborate with our Forth Valley neighbours and to continue to access Scottish Government funds such as the Regional Recovery Fund.

### **Challenges**

- 3.26 The service welcomes the additional support for employability, but is aware that the scale, pace, multiplicity and fluidity of the emerging new initiatives and funding opportunities presents a significant challenge for the Economic Development service to deliver within the current operating year given capacity limitations and the local labour market context. There is also the added uncertainty around the UK Government's Shared Prosperity Fund and who will deliver it. It is considered likely that the Department of Work and Pensions (DWP) will be tasked with this and not the Council. The Place service is undergoing a redesign and as part of this process, there will be some changes in the Economic Development service in order to be able to respond to new challenges and changing priorities.

3.27 With regard to Young Person's Guarantee (YPG) and Parental Employability Support Funding (PESF) funding, there is a risk attached to the service's ability to spend the full allocation of this year's funding within required timescales, particularly as the Scottish Government has changed the funding and claim conditions for 2021/22. The 2021/22 YPG grant letters were issued on 29<sup>th</sup> June 2021 and the NOLB/PESF letters were issued on 3<sup>rd</sup> September 2021. The delay in the issue of these grant letters combined with the additional points outlined below are having a significant impact on the ability of the Council in collaboration with local partners to effectively plan, co-commission and deliver services. The main financial issues are summarised as:

- There was a significant level of carry forward of underspend as a result of Covid 19 and the understandable disruption to service delivery as well as the lateness of the YPG grant offer in 2020/21.
- Changes to the payment methods from quarterly grant claim on commitment to actual spend in arrears meaning that underspends (prepaid to Local Authorities) will have to be used up first via virtual claims prior to accessing 2021/22 allocations. There were significant levels of YPG carried forward as commitments.
- All 2021/22 expenditure for YPG, PESF and NOLB has a "hard stop" of 31 March 2022 with no forward commitment allowed with the exception of Employer Recruitment Incentives which will be honoured by Scottish Government from a 2022/23 budget allocation.

Full detail on our YPG proposals for both 20/21 and 21/22 are attached at Appendix B and this also highlights areas of spend which are at risk.

3.28 It is intended to recruit 2 additional full-time members of staff, as well as the PACE position mentioned above. One position is a key worker for the Fair Start Scotland programme to help deliver challenging targets for the remaining 18 months of the programme, and the other is to replace a post holder who retired earlier this year, working across the various programmes to support delivery and achievement of outcomes. Filling these positions will help ensure we have resource to deliver the additional programmes and the challenging targets set by existing programme funders.

3.29 Recruitment has been completed for the new Business Engagement Officer (PACE) post with a start date of October, later than was originally hoped. There has been no confirmation from Scottish Government as to whether this funding can be carried forward into next financial year so this post has been filled for a 6 month fixed term only. There is therefore a risk that 50% of the approved funding allocation of £71,000 will not be able to be used.

3.30 It is intended to start the recruitment process for a permanent full time resource to co-ordinate and manage both the LEP action planning and commissioning activity and the YPG project activity. This is new activity for us and is required in order for us to fulfil our remit in terms of the Government framework for the LEP and substantial additional activity on YPG.

3.31 It is clear that there has been a substantial increase in the number of programmes to be delivered, along with increased funding and monitoring and reporting requirements. Whilst the service is able to recruit to operational posts to support delivery through additional funding, the number of officers

carrying out policy, compliance and management functions has not increased. This presents a significant risk, particularly around capacity for operational management and compliance. This risk will continue to be monitored and will form part of the considerations for service redesign.

#### **4.0 Sustainability Implications**

#### **5.0 Resource Implications**

- 5.1. There are resource implications resulting from the need to develop and implement new initiatives and realign current services to meet changing priorities at a local level. There will be additional staff resource required to deliver new initiatives – see 3.28 to 3.30 above and Staffing below (5.5).
- 5.2. *Financial Details*
- 5.3. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.
- 5.4. Finance has been consulted and has agreed the financial implications as set out in the report.
- 5.5. *Staffing*
- 5.6 The contracts of the staff involved in the delivery of the Fair Start programme have been extended in line with the programme extension. One further full-time key worker requires to be recruited to support delivery of challenging targets on this programme.
- 5.7 We have engaged a Business Engagement Officer to carry out PACE activity across Clackmannanshire (12 month funded position from Scottish Government, but no confirmation yet that this can be carried forward into 2022/23, leaving a risk that this may only be able to be funded for 6 months.
- 5.8 The service will also recruit to replace a colleague who retired late last year to work across all employability programmes.
- 5.9 The service will also recruit a senior position to carry out work required for LEP action planning and commissioning of employability services from April 2022, as well as YPG co-ordination and project management.

#### **6.0 Exempt Reports**

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

#### **7.0 Declarations**

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

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

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

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

**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 – Economic Recovery Plan July 2021  
Appendix B - Proposal for Discretionary Fund (Phase 3)

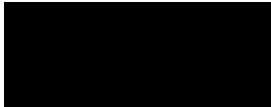
**11.0 Background Papers**

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

**Author(s)**

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**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Pete Leonard	Strategic Director (Place)	



## APPENDIX A: ECONOMIC DEVELOPMENT ACTION PLAN

The following tables set out specific actions the Economic Development Service will be engaged in during the current financial year and, in some cases, beyond.

### ACTIONS RELATING TO POLICY & STRATEGY

**Actions the Economic Development Service will take to develop and deliver against strategic objectives for the delivery of Community Wealth Building (CWB) and the delivery of a wellbeing economy for Clackmannanshire.**

Activity	Intended Benefits	Strategic Area	Timescale
Support the creation of an Anchor Partnership as part of a restructured Alliance.	A structure in place to deliver Community Wealth Building approaches across the area.	Community Wealth Building	Short
Collaborate with Partnership & Performance Directorate on the development of a wellbeing economy LOIP and the associated restructure of the LEP.	Cement the stated ambitions of the Council & Alliance into partnership action with structures designed to enable delivery.	Wellbeing Economy CWB	Short
Collaborate with SMT to ensure CWB actions are embedded into directorate action plans.	Ensure wider ownership of responsibilities for Community Wealth Building to maximise outcomes.	Wellbeing Economy CWB Be the Future	Short
Collaborate with the Be the Future Communications & Engagement Group to develop a communications strategy for CWB and Wellbeing Economy.	Wide understanding of CWB and the wellbeing economy to support shared understanding and commitment across all stakeholders.	Wellbeing Economy CWB Be the Future	Medium
Chair and lead the Local Employability Partnership in line with new framework guidance from Scottish Government on the role of the LEP in the future provision of No One Left Behind (NOLB)	Maximisation of employability outcomes for local residents.	Wellbeing Economy CWB Economic Recovery	Short - Medium

Activity	Intended Benefits	Strategic Area	Timescale
Chairing the Clackmannanshire Business Support Partnership and developing a shared action plan to deliver economic recovery and Wellbeing Economy ambitions.	Maximising opportunities for business support.	Wellbeing Economy CWB Economic Recovery	Short-medium
Chair the Mental Health in Young People workstream which is part of the Council's wider Mental Health Transformation Project for Children, Young People & Families.	Maximisation of employability and mental health outcomes for young people.	Wellbeing Economy Economic Recovery	Ongoing
Attend meetings of the Tackling Poverty Partnership and Digital Inclusion Sub Group, contribute to the work of this Partnership including delivery of the Child Poverty Action Plan.	Maximise employability outcomes for those facing poverty.	Wellbeing Economy Economic Recovery	Ongoing

## ACTIONS RELATING TO WORKING WITH RESIDENTS

### Actions to develop employability & skills and support the delivery of fair work

Activity	Intended Benefits	Strategic Area	Timescale
Support the Council's HR service and wider anchor partnership with the development of a Good Employment Charter.  (To be rolled out more widely next year).	Improved fair work outcomes for Alliance partner employees.	Community Wealth Building  Wellbeing Economy  Fair Work	Short-Medium
Continue delivery of both ESF and Fair Start programmes until March 2023.	Maximise employability outcomes for residents facing barriers to exclusion. Currently 258 residents being supported by both programmes.	Wellbeing Economy  Economic Recovery	Ongoing to March 23
CRD Skills and Inclusion	Maximise skills, training & employment outcomes of the Stirling & Clackmannanshire City Region Deal	Wellbeing Economy  Economic Recovery  City Region Deal  Net Zero	Project approval Autumn 21  Delivery to 2026
Continue and expand Parental Employability Support fund (PESF) and additional funding for disabled parents (DPES) to support disabled parents both in employment and not working.	Improved labour market outcomes for disabled people. Currently 42 parents being supported through PESF.	Wellbeing Economy  Economic Recovery  Fair Work	To March 22
Deliver agreed contract for the UK Government's Kickstart programme with wrap around support through the Youth Guarantee Programme.	52 young people benefit from six months employment and work experience.  Additional support for local employers	Wellbeing Economy  Economic Recovery  Fair Work	To March 22
Working with Stirling Council to agree a revised Fair Work Incentive Programme in line with new framework for public funded ERIs.	38 residents supported into jobs with Fair Work Incentive funding.  Additional support for local employers	Wellbeing Economy  Economic Recovery  Fair Work	To March 22

Activity	Intended Benefits	Strategic Area	Timescale
Continue to operationalise and deliver Young Person's Guarantee funding for 2020/21 and confirm plans for 2021/22. (See Appendix 1 for detail of 20/21 and proposals for 2021/22.)	<p>Local young people benefit from:</p> <ul style="list-style-type: none"> <li>• Intermediate Labour Market environmental &amp; digital Jobs</li> <li>• Wrap around support for Kickstart to ensure payment of the Real Living Wage</li> <li>• Placements with local employers who were not successful within the Kickstart bid.</li> <li>• Additional digital skills support</li> <li>• Additional digital based mental health support</li> <li>• Extension of Community Jobs Scotland placements</li> </ul>	<p>Wellbeing Economy Economic Recovery Fair Work Net Zero</p>	To March 22
Lead the development and submission of a delivery profile for No-one Left Behind NOLB funding for 2021/22.	<p>Provision of funding (for example) for:</p> <ul style="list-style-type: none"> <li>• Fair Work Incentive places</li> <li>• Jumpstart Employability Programme for 16-19 year olds.</li> </ul>	<p>Wellbeing Economy Economic Recovery Fair Work Net Zero</p>	To March 22
Develop and deliver the Job Creation Scheme for long term unemployed people aged 25+.	A minimum of 14 residents benefit from 6 month job placements.	<p>Economic Recovery Fair Work</p>	To March 22
Continue to deliver Modern Apprenticeship contract with Skills Development Scotland for existing apprentices and support Council services to recruit and train new apprentices.	Opportunities for apprenticeships within the Council are maximised.	Wellbeing Economy	To March 22

Activity	Intended Benefits	Strategic Area	Timescale
<p>Involvement with strategic and operational partnerships including:</p> <ul style="list-style-type: none"> <li>• SLAED Employability Group</li> <li>• NOLB Shared Measurement Framework Group (Local Authority Lead)</li> <li>• Data &amp; Reporting Group (Local Authority Lead)</li> <li>• Data &amp; Reporting Group</li> <li>• SLAED Performance Group</li> </ul> <p>Regional Skills Assessment (RSA) Steering Group</p>	<p>The Council is well represented at strategic groups and officers are not only well-informed of national policy but have the opportunity to shape national policy and processes.</p>	<p>Wellbeing Economy Fair Work</p>	

## ACTIONS RELATING TO SUPPORTING OUR PLACE

### **Actions to support businesses and the development of place based elements of a wellbeing economy and a just transition to net zero.**

Activity	Intended Benefits	Strategic Themes	Timescale
<p>Leading action to develop Clackmannanshire as a community wealth building place.</p>	<p>Improved use of procurement as an economic development tool through the use of both local and regional suppliers and community benefits.</p> <p>Delivery of an anchor partnership Good Employment Charter.</p>	<p>Community Wealth Building Wellbeing Economy Economic Recovery Fair Work</p>	<p>Year 1 of 3</p>

Activity	Intended Benefits	Strategic Themes	Timescale
Collaborate in the development of the Regional Economic Strategy and continue to use this work to access Regional funds.	<p>Delivery of a Regional Economic Strategy focussed on agreed themes. Key links to land use planning and transportation strategies at a regional level</p> <p>Integration of the Clackmannanshire perspective in regional approaches.</p> <p>Greater collaborative opportunities.</p> <p>Ability to source Regional funds such as Scottish Government's Regional Recovery Fund.</p>	<p>Wellbeing Economy</p> <p>Economic Recovery</p> <p>Net Zero</p> <p>Transport</p>	Short - Medium
Progress development work for the City Region Deal Digital Hub project.	Allows for the development and approval of the regional OBC.	City Region Deal	Medium
Progress development work for the City Region Deal Culture, Heritage & Tourism project.	Allows for the development and approval of the regional OBC.	City Region Deal Net Zero	Medium
Working across Council departments and partner agencies to coordinate bids to the Community Renewal Fund.	UKG Funding opportunities are maximised. 4 Bids submitted and outcomes awaited.		Complete
Using money returned to Council from the old Business Loans Scotland fund (£36,000) to deliver Clackmannanshire Strategy Support for Businesses.	Around 12 Clackmannanshire businesses are provided support for growth strategy projects.	Wellbeing Economy	Short to medium
Using underspend on discretionary fund (£140,000) to offer a Phase 3 grant scheme 'Clackmannanshire Business Adaptation and Growth Grant Fund <sup>1</sup> ' to businesses for projects.	Local businesses supported with premises adaptation, new ways of working and growth projects to support business recovery from COVID.	Economic Recovery Net Zero	To March 22

Activity	Intended Benefits	Strategic Themes	Timescale
Recruitment of a 6month fixed term Business Engagement Officer. (The position was funded for 12 months by Scot Gov. but recruitment processes mean only 6 month post can be confirmed to end March 22)	Additional resource is secured to: <ul style="list-style-type: none"> <li>• Support PACE activity</li> <li>• Be a first point of contact for businesses – providing business advice and signposting to other support</li> <li>• Improve employer engagement with Clackmannanshire Works</li> <li>• Support marketing, communications and networking activity with businesses</li> </ul>	Economic recovery	Short
Review systems and processes which have been developed for administration of COVID Business Grant funding	Ensure the service is able to respond quickly to further potential funding streams in the event of further restrictions/support.	Economic Recovery	Short
Continue to sit on the Executive Group of Discover Clacks (the local tourism group). Supporting funding applications such as those to Visit Scotland and providing the secretariat.	The service has increased support to the local tourism sector.	Economic Recovery Wellbeing Economy	Ongoing
Represent Economic Development at Board level on the Clacks First group. Engaging on BID fund applications, BID activity and priorities, listening to views of the businesses within the BID area.	Improved engagement with business representative groups.	Economic Recovery Wellbeing Economy	Ongoing
Management of the Business Gateway Contract with Ceteris and ongoing operational relationship	Role of Business Gateway is maximised.	Economic Recovery Wellbeing Economy	Ongoing

Activity	Intended Benefits	Strategic Themes	Timescale
Liaison with: <ul style="list-style-type: none"> <li>• CTSI</li> <li>• Forth Valley Chamber of Commerce</li> <li>• Alloa First</li> </ul>	Membership benefits from FV Chamber of Commerce (committed to 2 year membership). Integrated approaches to supporting social enterprise. Improved engagement with business representative groups.	Economic Recovery CWB Wellbeing Economy	Ongoing
Involvement with strategic and operational partnerships including: <ul style="list-style-type: none"> <li>• Employer Engagement Forum (Stirling and Clacks)</li> <li>• SLAED Business Group</li> <li>• Forth Valley PACE Partnership</li> <li>• SLAED Place &amp; Wellbeing Group</li> </ul>	The Council is well represented at strategic groups and officers are not only well-informed of national policy but have the opportunity to shape national policy and processes.		
Membership of the Forth Valley and Lomond Leader Local Action (LAG) group.	Input into new funding bid which is being made by the LAG for funding to support community and business activity through to end March 2022.		Short



### Background

#### Commitment

The Young Person's Guarantee (YPG) commits to guaranteeing within 2 years every young person aged between 16 and 24 locally either the opportunity to study at university or college, take part in an apprenticeship programme, take up a job or work experience, or participate in formal volunteering or training programme according to their own personal circumstances.

#### Funding 2020/21

£30 million of funding was allocated to Local Government for YPG in 2020/21<sup>1</sup>. Clackmannanshire's share of this funding for 2020/21 was £398,938 (grant offer received in November 2020 with funding to be committed by 31<sup>st</sup> March 2021).

#### Guarantee Group

- Young people entitled to support through the guarantee are those aged 16-24 who are:
- Unemployed (excluding those in full time education)
- About to leave school without a positive destination
- School leavers without a positive destination
- In low paid employment
- At risk of redundancy
- At risk of losing an apprenticeship
- Leaving training, volunteering, college or university without a positive destination
- Low skilled
- Without qualifications at SCQF 5 or above
- Underemployed

Specific priority will be given to those most at risk with multiple barriers to employment to help support their engagement, participation and progression.

#### Approach

Scottish Government Grant offers were awarded in November 2020 and Local Authorities were asked to submit proposals by the end of November 2020 on how they planned to spend the funding at a local level to support outcomes for young people. A condition of the funding was that it needs to be spent or committed in the financial year to end March 2021. This has had a bearing on the interventions that we have or are in the process of putting in place.

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<sup>1</sup> YPG Funding has also been allocated to Colleges.

## YPG Opportunities 2020/21

The funding was utilised to support the following interventions:

1. The creation of new and exciting digital and environmental Intermediate Labour Market (ILM) opportunities paid at the Living Wage for 12 months which were linked to community wealth building and community benefits. We created 8 opportunities.
  - 2 Project Support Officers (Active Travel and Wood & Food Re-use) with Forth Environment Link
  - 3 Digital Support (Education) roles with The Tablet Academy
  - 2 Community Digital Support roles with Co.Lab
  - 1 Project Support role with The Rivers Trust in partnership with Clackmannanshire Council to support flood management work on the River Devon.
2. Wrap around support to the UK Government's Kickstart scheme. Clackmannanshire Council along with Falkirk and Stirling Councils successfully bid to the Department for Work & Pensions to become a gateway for Kickstart to enable local businesses to take advantage of this scheme to create 6 month job placements for 18 – 24 year olds. YPG funding was used to top up young people's wages from NMW to the Living Wage and contribute towards some of the staff costs required to support the administration and delivery of this scheme locally.
3. Funding of wage costs for 6 month job placements for employers who were not approved as part of our gateway bid. These placements were also available to young people under 25 including 16/17 year olds who are not currently eligible for Kickstart.
4. Digital Support – a service to help young people access digital devices, the internet and digital support was procured from CTSI.
5. Mental Health Support – a 24/7 web-based self-management service to support young people manage mild to moderate mental health difficulties was procured. This forms part of the Transforming Mental Health for Children, Young People and Families in Clackmannanshire project that is being led by the Council's Psychological Service.
6. Extension to Community Jobs Scotland (CJS) placements – CJS is a national scheme administered by the Scottish Council for Voluntary Organisations to support job placements in the third sector for vulnerable young people. YPG funding is being used to extend some placements locally to 12 months instead of 6 months.

It should be noted that the above interventions are in addition to the wide range of employability services which are currently available to young people through Clackmannanshire Works and the Council's Education CLD team.

## **YPG Opportunities 2021/22**

The Grant offer letter was received in July 2021 with an increased level of funding for this year at a level of £593,846. Our proposals were confirmed to Scottish Government at end of July 2021 and currently include:

- Employer Recruitment Incentive (ERI) places (our Fair Work Incentive) of up to £6,000 per participant
- Intermediate Labour Market (ILM) opportunities in the third and public sectors, linked to community wealth building ambitions, which will provide jobs with vocational training for 12 months.
- A Start-up grant of £5,000 per participant to support young people to become self-employed
- A Care Leavers project (Voice & Opportunity) to find out what care leavers think of services locally and involve them in shaping future services
- Digital mental health support for all young people aged 16 -24
- A contribution towards the running costs of the Jumpstart Employability Programme
- A Partner Fund for local partners to be bid into to provide additional services/interventions for specific groups of young people to be identified by the LEP
- LEP/YPG Co-ordination to build capacity within the local partnership to improve local partnership working and co-ordinate delivery and promotion of YPG activities
- Key Working and administrative support in relation to administration and workforce capacity in providing support to eligible young people

## **Challenges**

- Due the late award of last year's funding, we are still in the process of delivering interventions approved last year which we will be incurring expenditure for up until the end of March 2022. This will make it extremely challenging to spend this year's YPG funding as we need to fully spend our YPG allocation for last year first.
- The limitations placed on carry forward of funding into 2022/23 have had a bearing on what we have put in our YPG proposal and will make it difficult for us to procure any new services due to the time it takes for the procurement process.
- Additional resource within the Employability team to manage, administer and report on additional programmes and funding is essential, but again, with limitations placed on carry forward of funding and timescales for recruitment, this will present a significant challenge to the team.

