



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 9 November 2017 at 9.30 am

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

Date	Time
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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 the monthly 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.

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1 November 2017

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 9 NOVEMBER 2017 at 9.30 am.

**ELAINE McPHERSON
Chief Executive**

B U S I N E S S

9.30 am – 9.35 am Presentation

Leanne Ross, Active Schools Co-ordinator, will be presenting a signed, framed football top to Clackmannanshire Council on behalf of the Scottish Football Association (Head of Woman and Girls)

	Page No.
1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Confirm Minutes of Meeting held on Thursday 28 September 2017 (Copy herewith)	07
4. Committee Meetings Convened Since the Previous Council Meeting on 28/09/2017 (<i>For information only</i>) (i) Scrutiny Committee on 19/10/2017 (ii) Planning Committee on 26/10/2017	--
5. Education Governance: Forth Valley and West Lothian Improvement Collaborative – report by Chief Education Officer (Copy herewith)	15
6. Expansion of Early Learning and Childcare – report by the Chief Education Officer (Copy herewith)	19
7. Budget Strategy Update – report by the Depute Chief Executive (Copy herewith)	49
8. Consolidation of Forthbank and Kelliebank Depots – report by Head of Housing and Community Safety (Copy herewith)	65

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| 9. | Clackmannanshire and Stirling Health & Social Care Partnership - Annual Performance Report – report by Chief Officer, Clackmannanshire and Stirling Health and Social Care Partnership (Copy herewith) | 71 |
| 10. | Chief Social Work Officer's Annual Report 2016-2017 – report by Head of Social Services (Copy herewith) | 113 |

EXEMPT INFORMATION

It is considered that the undernoted report be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 9 of the Local Government (Scotland) Act 1973. It is anticipated (although this is not certain) that the Council will resolve to exclude the press and public during consideration of this item.

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| 11. | Annual Property Review 2017/18 - report by the Development Services Manager (Copy herewith) | 157 |
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Clackmannanshire Council – Councillors and Wards (From 4th May 2017)

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	Archie Drummond	2	Clackmannanshire North	SNP
Councillor	Phil Fairlie	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	CONS
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	Bill Mason	5	Clackmannanshire East	CONS

Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
Father Michael Freyne	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church

Nb. Religious representatives (Appointed Members) only have voting rights on matters relating to the discharge of the authority's function as education authority.



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 28 SEPTEMBER 2017 at 9.30 am.

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Dave Clark
Councillor Archie Drummond
Councillor Kenneth Earle
Councillor Phil Fairlie
Councillor Ellen Forson
Councillor Craig Holden
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Bill Mason
Councillor George Matchett, QPM
Councillor Les Sharp
Councillor Derek Stewart
Councillor Mike Watson

IN ATTENDANCE

Elaine McPherson, Chief Executive
Nikki Bridle, Depute Chief Executive
Garry Dallas, Executive Director
Stephen Coulter, Head of Resources and Governance
Stuart Crickmar, Head of Strategy and Customer Services
Celia Gray, Head of Social Services
Ahsan Khan, Head of Housing and Community Safety
Anne Pearson, Chief Education Officer
David Brown, Project Officer (Public Transport)
Cherie-Ann Jarvie, Strategy and Performance Manager
Lindsay Sim, Chief Accountant
Lindsay Thomson, Service Manager, Legal and Democratic Services (Clerk to the Council)
Margaret Summers, Committee Services

Gordon Smail, Assistant Director, Audit Scotland
Tom Reid, Senior Audit Manager, Audit Scotland
Chief Inspector Drew Sinclair, Police Scotland (Items 1-5)

On behalf of the Council, the Provost welcomed Lindsay Thomson, Service Manager, Legal and Democratic Services, to her first meeting as Clerk to the Clackmannanshire Council.

The Provost intimated that an additional paper entitled "Bus Services Supported by Clackmannanshire Council and NHS Forth Valley" had been submitted by the Executive Director as an item of urgent business. In terms of Standing Order 11.6, the Provost agreed to accept this item onto the agenda as the Council must carry out a procurement process in order to jointly procure the bus services. If the procurement process does not start by the end of September 2017 there would be a risk of not being able to achieve the statutory deadline.

CC.41 APOLOGIES

Apologies for absence were received from Councillor Chris Dixon.

CC.42 DECLARATIONS OF INTEREST

None

CC.43 MINUTES OF MEETING: CLACKMANNANSHIRE COUNCIL 31 AUGUST 2017

The minutes of the meeting of the Clackmannanshire Council held on 31 August 2017 were submitted for approval.

Tullibody South Shared Campus (CC.34)

The Council noted an amendment to the minutes in that Father Michael Freyne, Appointed Member, did not abstain from voting on the motion on Tullibody South Shared Campus as recorded in the minutes. Father Freyne had voted against the motion. Accordingly, the motion was carried on a division of 19 votes to 1.

Decision

Subject to the above amendment, the minutes of the meeting of the Clackmannanshire Council held on 31 August 2017 were agreed as a correct record and signed by the Provost.

CC.44 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 31 AUGUST 2017

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 31 August 2017

- (i) Audit and Finance Committee on 07/09/2017
- (ii) Planning Committee on 14/09/2017
- (iii) Regulatory Committee on 19/09/2017
- (iv) Licensing Board on 26/09/2017

CC.45 CLACKMANNANSHIRE LOCAL POLICING PLAN 2017-2020

A report which presented the Clackmannanshire Council Local Policing Plan for 2017-20 for Council's consideration was submitted by the Head of Strategy and Customer Services. A local policing plan for Clackmannanshire is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012 and sets out the priorities and objectives for policing in Clackmannanshire for a 3 year period from 2017 to 2020.

The Council heard a presentation from Chief Inspector Drew Sinclair, Police Scotland, on Clackmannanshire's Local Policing Plan and had opportunity to put questions to Chief Inspector Sinclair.

Motion

That Council approves the Clackmannanshire Local Policing Plan for 2017-20.

Moved by Councillor Les Sharp. Seconded by Councillor Archie Drummond.

Decision

The Council agreed to approve the Clackmannanshire Local Policing Plan for 2017-20.

Action

Head of Strategy and Customer Services

Chief Inspector Sinclair withdrew from the meeting at this point in the proceedings (9.45 am)

Councillor Kathleen Martin withdrew from the meeting during debate on the following item of business (10.10 am). Sixteen (16) members remained present.

CC.46 EXTERNAL AUDIT FINAL REPORT TO MEMBERS ON THE 2016/17 AUDIT

A report which presented to Council the report by the Council's external auditors (Audit Scotland) on the Council's 2016/17 audit was submitted by the Depute Chief Executive. The report represents the completion of the first year of Audit Scotland's five year audit appointment.

Following the conclusion of the audit, the final amended Financial Statements for the year ended 31 March 2017 were placed in members' rooms in advance of the Council meeting to facilitate approval.

The Council heard a presentation from Mr Gordon Smail, Assistant Director, Audit Scotland, and had opportunity to put questions to Mr Smail.

Motion

That Council notes the content of the External Audit report and agrees the final amended Financial Statements for the year ended 31 March 2017.

Moved by Councillor Archie Drummond. Seconded by Councillor Les Sharp

Decision

The Council agreed to note the content of the External Audit report and agreed the final amended Financial Statements for the year ended 31 March 2017.

Action

Depute Chief Executive

CC.47 CLACKMANNANSHIRE LOCAL OUTCOME IMPROVEMENT PLAN (LOIP) 2017-27

A report which presented Clackmannanshire's Local Outcome Improvement Plan (LOIP) 2017/2027 to Council for endorsement was submitted by the Head of Strategy and Customer Services. The Plan was developed by Community Planning partners and was endorsed by the Clackmannanshire Alliance on 1 September 2017.

It is a statutory requirement that community planning partnerships should publish Local Outcome Improvement Plans and associated Locality Plans by 1 October 2017.

Motion

That Council endorses the Local Outcome Improvement Plan 2017/27 and notes that the Plan will be published on the Council's website prior to the statutory deadline of 1 October 2017.

Moved by Councillor Les Sharp. Seconded by Councillor Phil Fairlie.

Decision

The Council agreed to endorse the Local Outcome Improvement Plan for 2017/27.

The Council also agreed to note that the Plan will be published on the Council's website prior to the statutory deadline of 1 October 2017.

Action

Head of Strategy and Customer Services

Councillor Kathleen Martin re-joined the meeting during debate on the following item of business (11.15 am). Seventeen (17) members were then present.

CC.48 CHILDREN AND YOUNG PEOPLE'S SERVICE PLAN 2017-2020

A report which presented the Clackmannanshire Children's Services Plan 2017-2020 was submitted by the Head of Social Services. The Clackmannanshire Children's Services Plan 2017-2020 sets out a strategic direction to protect, support and promote the wellbeing of Clackmannanshire's children and young people.

Motion

That Council approves the Children's Service Plan for 2017-2020 and notes that the plan will be sent to the Scottish Government.

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

Decision

The Council agreed to approve the Children's Service Plan for 2017-2020 and to note that the plan will be sent to the Scottish Government.

Action

Head of Social Services

CC.49 WORKFORCE COMMITTEE – PROPOSED CHANGE IN REMIT

A report which asked Council to change the remit of the Workforce Committee was submitted by the Leader of the Council.

At its meeting on 15 December 2016, the Council agreed to transfer the Workforce Committee's responsibility for hearing appeals by employees below the level of Head of Service to Chief Officers of the Council.

Motion

That Council changes the remit of the Workforce Committee to delegate to it the hearing of appeals by employees below the level of Head of Service.

Moved by Councillor Les Sharp. Seconded by Councillor Archie Drummond.

Voting

In terms of Standing Order 14.7, Councillor Les Sharp asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 elected

members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For the Motion (8 votes)

Provost Tina Murphy
Councillor Les Sharp
Councillor Archie Drummond
Councillor Phil Fairlie
Councillor Ellen Forson
Councillor Craig Holden
Councillor Graham Lindsay
Councillor Donald Balsillie

Against the Motion (9 votes)

Councillor Darren Lee
Councillor Bill Mason
Councillor Mike Watson
Councillor Martha Benny
Councillor Kathleen Martin
Councillor Derek Stewart
Councillor George Matchett, QPM
Councillor Kenneth Earle
Councillor Dave Clark

Decision

The motion was defeated by 9 votes to 8.

The Provost adjourned the meeting for 35 minutes at this point in the proceedings (11.50 am).

When the meeting resumed at 12.25 pm, seventeen (17) members remained present.

CC.50 BUDGET STRATEGY UPDATE

A report which maintained Council's regular update on its approved Budget Strategy was submitted by the Depute Chief Executive. The report provided an update on the fiscal outlook and focused on the potential impact of increases in pay inflation above the 1% cap that has been in place in recent years.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Phil Fairlie.

Decision

The Council agreed to note:

- (a) The fiscal outlook and information on wages and living standards set out in paragraphs 3.1 to 3.6 of the report.
- (b) The key policy initiatives announced by the Scottish Government in its programme for government on 5 September 2017 (paragraph 3.7 of the report).
- (c) The refined median financial planning scenarios to reflect the full exclusion or inclusion of the Council's share of the additional £130m allocated to local government by the Scottish Government in December 2016 (Exhibits 2 and 4 of the report respectively).

- (d) The impact of different rates of pay inflation on the Council's indicative funding gap (Exhibits 5a, 5b, 5c, 6a, 6b and 6c of the report).

CC.51 COUNCIL POLICY PAPERS: DISCIPLINARY, CAPABILITY, MAXIMISING ATTENDANCE AND RECRUITMENT AND SELECTION POLICIES

A paper which sought Council approval of the revised disciplinary, capability, maximising attendance and recruitment and selection policies which have been developed by the management and trade union policy group was submitted by the Head of Resources and Governance.

The policies and associated procedures will apply to all Council employees. In respect of teaching staff, under terms of the national framework, such policies and procedures require to be agreed through the Local Negotiating Committee for Teachers (LNCT). The capability and disciplinary policies only will require to be formally approved through the LNCT before implementation.

Motion

That Council agrees the revised staff disciplinary, capability, maximising attendance and recruitment and selection policies attached at Appendices 1, 2, 3 and 4 of the report.

Moved by Councillor Les Sharp. Seconded by Councillor Archie Drummond.

Decision

The Council agreed the revised staff disciplinary, capability, maximising attendance and recruitment and selection policies attached as appendices 1, 2, 3 and 4 of the report.

Action

Head of Resources and Governance

CC.52 MIXED OWNERSHIP AND COMMON REPAIRS

A report which set out three recommendations to deal with repairs to common property in mixed ownership was submitted by the Head of Housing and Common Repairs.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

Decision

Having commented on and challenged the report as appropriate, the Council agreed to note the information provided and agreed unanimously:

- (1) To set aside a budget of 500k from Housing Revenue Account (HRA) surpluses to fund the establishment of a self-financing loan scheme for private owners. The loan scheme to be used by private owners subject to specific criteria as set down in the Housing (Scotland) Act 2006 (the details of which as set out in Appendix 3 of the report).
- (2) The acquisition of properties within mixed ownership tenements where major common repairs are required, subject to grant and budget availability and suitability of property.

- (3) To declare as surplus for disposal on the open market, property where the Council (i) is the minority owner in a tenement block of mixed ownership and (ii) has agreed with the Council's tenant to transfer his/her or their tenancy to another Council owned property to allow such property to be sold with vacant possession.

Action

Head of Housing and Community Safety

CC.53 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 – NAMING OF CHANGING FACILITIES AT WEST END PARK, ALLOA

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Craig Holden.

Motion

That Council agrees to name the changing facilities at the West End Park, Alloa, in memory of Conor Brown.

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

Decision

The Council agreed unanimously to name the changing facilities at the West End Park, Alloa, in memory of Conor Brown.

Action

Executive Director

At this point in the proceedings, Councillor Les Sharp, Leader of the Council, gave notice under Standing Order 20.7 that proposals to amend Standing Orders would be brought before the next meeting of the Council (9 November 2017).

Councillor Craig Holden withdrew from the meeting during questions to officers on the following item of business (1.20 pm). Sixteen (16) members remained present.

CC.54 BUS SERVICES SUPPORTED BY CLACKMANNANSHIRE COUNCIL AND NHS FORTH VALLEY

A report which updated Council on the potential integration of services C1 and C2, currently supported by Clackmannanshire Council, and bus services H1 and H2 currently supported by NHS Forth Valley was submitted by the Executive Director as an item of urgent business.

In terms of Standing Order 11.6, the Provost agreed to accept this item onto the agenda as as the Council must carry out a procurement process in order to jointly procure the bus services. If the procurement process does not start by the end of September 2017 there would be a risk of not being able to achieve the statutory deadline.

Motion

That Council notes the information set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Ellen Forson.

Decision

The Council agreed to note the intention to start the joint procurement process with the options tendered comprising:

- The status quo (four routes); and
- Full integration between what are currently separate Council and NHS services (combined into three routes).

Councillor Ellen Forson, Councillor George Matchett, QPM, and Councillor Darren Lee withdrew from the meeting at this point in the proceedings (1.50 pm). Thirteen (13) members remained present.

EXEMPT INFORMATION

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 item of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 8.

CC.55 PPP FACILITIES MAINTENANCE

A report was submitted by the Depute Chief Executive which updated Council on the ongoing work with Clackmannanshire Schools' Education Partnership (CSEP) and Amey, Facilities Management Contractor, and made recommendation.

Councillor Archie Drummond had submitted the following amendment:

As a consequence of the written and verbal updates provided and as were intimated by paragraph 4.10 of the report, the following amendment is proposed:

- Recommendation 2.2(a) is deleted and reference to recommendation 2.2(a) is removed from both recommendations 2.2(b) and 2.2(c).
- At the start of both recommendations 2.2(b) and 2.2(c) the following is inserted:
"Subject to the finalisation and agreement of the Supplemental Agreement, the Memorandum of Understanding and the Historic Deductions Scope of Services"
- Paragraphs 2.2(b) and 2.2(c) are re-numbered 2.2(a) and 2.2(b) respectively.

It was agreed that the amendment be incorporated in the motion.

Motion

That Council agrees the recommendations set out in the report subject to the agreed amendment.

Decision

The motion as amended was agreed without division.

Accordingly the Council agreed the recommendations as amended.

Action

Depute Chief Executive

Ends 2.05 pm

Report to Clackmannanshire Council

Date of Meeting: 9 November 2017

**Subject: Education Governance: Forth Valley and West Lothian
Improvement Collaborative**

Report by: Chief Education Officer

1.0 Purpose

This report provides an update to Council on the Scottish Government's Education Governance Review and the progress made in establishing the Forth Valley and West Lothian Improvement.

2.0 Recommendation

2.1 It is recommended that the Council endorses the establishment of the Forth Valley and West Lothian Improvement Collaborative and the active involvement of Clackmannanshire Council.

3.0 Considerations

3.1 The Education Governance Review consultation (Empowering teachers, parents and communities to achieve excellence and equity – a governance review) ran from 13 September 2016 to 6 January 2017.

3.2 The Scottish Government published the analysis of the consultation responses: (Empowering teachers, parents and communities to achieve excellence and equity – a Governance Review: An analysis of consultation responses) on 15 June 2017.

3.3 Simultaneously, the Government launched 'Education Governance: Next Steps - Empowering Our Teachers, Parents and Communities to Delivery Excellence and Equity for Our Children' which proposed the establishment of collaboratives with the following key functions:

- to support teachers through dedicated teams of professionals, drawing on Education Scotland staff, local authority staff and others;
- to provide focus across through the delivery of an annual regional plan and work programme, and
- to deliver collaborative working, including sharing best practice.

- 3.4 Thereafter engagement took place between a range of partners - specifically Scottish Government, SOLACE, ADES and CoSLA that led to the setting up of 3 officer working groups looking at 3 work streams; Principles, Function and Accountabilities.
- 3.5 The Scottish Government and CoSLA produced a joint report on regional collaboration which was approved at the CoSLA Leaders meeting on September 29th 2017. As a result of this work the number and membership of the collaboratives was agreed. Forth Valley and West Lothian Improvement Collaborative(IC) is one of 6 Regional ICs and is made up of Clackmannanshire, Stirling, Falkirk and West Lothian Councils.
- 3.6 On October 3rd 2017 the Deputy First Minister set out next steps relating to reforming how Education Services across Scotland will work collaboratively:
- Regional Improvement Leads will be required to be appointed in 6 regions by the 31st of October 2017
 - The Regional Improvement Lead will be selected jointly by the Local Authority Chief Executives that make up the individual improvement collaboratives and Her Majesty's Chief Inspector of Education in Scotland
 - Each Collaborative will have a detailed improvement plan in place by January 2018. The Improvement Plans and the Workforce Plans will be formulated at local level but will require to be agreed with Her Majesty's Chief Inspector of Education in Scotland
 - The Scottish Government and has commissioned an external review of local authorities' progress in establishing Regional Improvement Collaboratives and in assessing progress in fulfilling their potential in April 2018 and 12-18 months thereafter.
- 3.7 Forth Valley and West Lothian IC will identify the particular areas for improvement within the region and ensure that interventions are put in place to address them.

4.0 Current Position

- 4.1 The Collaborative was required to be in place by the end of October 2017 and to enable this to happen, each Collaborative had to appoint a lead officer. The post was ring fenced to employees working within Clackmannanshire, Falkirk, Stirling and West Lothian Councils at Director, Head of Service, and Quality Improvement Manager level. The initial post a full time 6 month secondment.
- 4.2 Forth Valley and West Lothian IC is now required to have an improvement plan in place by January 2018. Four areas have been identified as shared priorities and this work will be taken forward by the Lead Officer alongside the authority Chief Education Officers.
- Data and performance; Sponsor - West Lothian
 - Improvement in Numeracy; Sponsor- Clackmannanshire

- Professional Learning; Sponsor- Falkirk
- Early Learning and Childcare; Sponsor- Stirling

4.3 An initial meeting involving elected members from each of the four Councils took place on 18th October 2017 and the following was agreed:

- to formally launch the Forth Valley and West Lothian IC as soon as possible; and
- to establish an elected members forum

5.0 Sustainability Implications

5.1 n/a

6.0 Resource Implications

6.1 There are likely to be costs in respect of our share of the IC Lead officer and related administrative support. The IC is seeking funding from the Scottish Government.

7.0 Exempt Reports

7.1 Is this report exempt? No

8.0 Declarations

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

(1) Our Priorities

People are better skilled, trained and ready for learning and employment

(2) Council Policies (Please detail)

Local Outcome Improvement Plan

Education Service Business Plan

9.0 Equalities Impact

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

No – n/a

10.0 Legality

10.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers.

Yes

11.0 Appendices

Nil


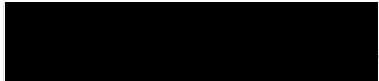
12.0 Background Papers

- 1 'Education Governance: Next Steps - Empowering Our Teachers, Parents and Communities to Delivery Excellence and Equity for Our Children' – Scottish Government Publication
- 2 Education Governance & Regional Collaboration – CoSLA Publication to Leaders' Meeting of 29 September, 2017

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Anne Pearson	Chief Education Officer	Ext 2438

Approved by

NAME	DESIGNATION	SIGNATURE
Anne Pearson	Chief Education Officer	
Elaine McPherson	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 9 November 2017

Subject: Expansion of Early Learning and Childcare

Report by: Chief Education Officer

1.0 Purpose

- 1.1. To provide Council with the background and relevant information to inform the planned expansion of Early Learning and Childcare (ELC) from 600 to 1140 hours from August 2020 for all eligible 2,3 and 4 year olds.

2.0 Recommendations

It is recommended Council agrees to:

- a) Note the draft ELC Expansion plan
- b) Note there will be further meetings with the Administration relating to how this plan links to the overall education estates strategy.

3.0 Background/National Context

- 3.1 The Children and Young People (Scotland) Act 2014 Part 6 increased the annual entitlement of free Early Learning and Childcare (ELC) from 475 hours per annum to 600 hours for all eligible three and four year olds. It also introduced 600 hours ELC for some two year olds based on criteria relating to parent/carer benefits or else looked after, under kinship care order or with a parent appointed guardian. This increase in entitlement was implemented in August 2014.
- 3.2 Each local authority must provide the mandatory amount of ELC for each eligible child whose parents/carers want to take it up. It is expected that further flexibility and choice will be provided in accordance with parent/carers needs. In addition, the Act made it a legal requirement for local authorities to consult parents/carers no less than every 2 years, to inform the development of delivery options around ELC.

- 3.3 In October 2016, the Scottish Government published its consultation document “A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland”. The consultation sets out the Scottish Government’s high level vision for the further expansion of ELC from 600 hours to 1140 hours and states the underlying principles of this to be quality, flexibility, accessibility and affordability.
- 3.4 The response to the consultation findings was published in March 2017. The response confirmed that parent/carers would be offered flexibility and choice across ELC provision when the entitlement of 1140 hours is implemented.
- 3.5 In March 2017, the Scottish Government requested that the expansion plans for 1140 hours ELC were to be produced by each local authority for submission by 29 September 2017. Assurance was provided that these expansion plans could be submitted in draft subject to approval in accordance with local governance arrangements. Additionally it was recognised that the initial plans will continue to develop to reflect local priorities and further guidance from the Scottish Government.
- 3.6 Scottish Government guidance was issued in March 2017 which encouraged each local authority to make best use of its current assets. The aim was supported by 3 drivers:
- I. Make full use of existing assets
 - II. Develop and enhance use of partners
 - III. Create or build new capacity where gaps exist
- 3.7 The Scottish Government has established an ELC Expansion Delivery Support Team and collaborative ELC expansion delivery workshops have been put in place. The purpose of the delivery workshops is to support and challenge the local authorities in the completion of their local delivery plans.
- 3.8 Education Estate Strategy is being updated to reflect the changes in the ELC Provision. Further consultation will take place to ensure appropriate alignment of strategies.

4.0 Local Context

- 4.1 In Clackmannanshire, increased flexibility and choice has been achieved as part of ELC development for 3 and 4 year olds and eligible 2 year olds through the delivery of:
- I. Sessions lasting 3 hour and 10 minutes morning or afternoon, during term time in nursery classes and Sauchie Nursery.
 - II. Flexible options of extended day and extended year provision at ABC nursery and our Private Partner nurseries.
 - III. Selling additional sessions where available in all the local authority settings.

- 4.2 A key priority in Clackmannanshire’s Local Outcome Improvement Plan 2017-2027 and Integrated Children’s Service Plan is that children will have the best start in life. The expansion of 1140 hours ELC is an integral part of that ambition. This recognises that the universal offer of ELC can support opportunities for early intervention and protection.
- 4.3 A universal programme known as “PEEP”, is offered to parents in each nursery setting. These sessions build on the experiences already being offered in the home and help support and build family relationships and bonding.
- 4.3 Targeted approaches to support children to achieve expected levels of developmental milestones and educational attainment will also be implemented through the delivery of ELC. One example of this is Language is for Fun (LIFT), a programme which will raise children’s expressive vocabulary and promote literacy skills.
- 4.4 We work in partnership with Health and Social Services to support parenting through the delivery of The Psychology of Parenting Project (PoPP). The programme delivers evidence-based parenting programmes for families and aim to support positive outcomes, bridging the gap and supporting transitions from home to nursery, nursery to school and from class to class.

5.0 Planning for 1140 hours ELC – Draft Expansion Plan

- 5.1 Planning for 1140 hours ELC is being taken forward by a multidisciplinary project team. The 4 guiding principles underpinning this planning are described here:-
- Quality – the expansion will ensure a high quality experience for all children, aim to close the attainment gap and strive to achieve the best start in life.
 - Flexibility – parent/carers will be supported to work, train or study through more flexibility and choice aligned to work patterns, whilst ensuring high quality experiences for children.
 - Accessibility – capacity of ELC will be sufficient and will support families through being conveniently located across the school clusters and settlements of Clackmannanshire. Needs of children who require additional support will also be considered through Getting it Right procedures.
 - Affordability – increased access to affordable ELC which will help reduce barriers to work, training or study for parents/carers. Consideration of the level of payments to private partner nurseries will be crucial.
- 5.2 The draft expansion plan is attached (Appendix 1) and covers the following areas:
- I. Environment - the draft plan reflects the current and future models of delivery across Clackmannanshire. This includes a number of local authority settings offering all year round provision and some settings offering extended day provision within term time.

- II. Building Programme – this section reflects current and future delivery models including the planned upgrades and extensions to existing buildings and new builds to enable the expansion.
- III. Workforce – the planned increase from 600 hours ELC will mean an increase in staff employed by the Education Service. This includes the development of the Clacks Early Years Academy (CEYA) which was launched in August 2017. Eight early years trainees have embarked on a two year Scottish Vocational Qualification training programme. The trainees will work towards gaining SVQ Social Services (Children and Young People) SCQF at level 7. Four early years practitioners are working towards gaining the assessors award. In addition, eight other staff will have the opportunity to act as mentors over the next two years. This added training and responsibility will improve the quality of provision and develop leadership skills in main grade staff. The intention is to recruit 20 more trainees over the next two years which ensures that there are approximately 28 more trained staff available for the full expansion in 2020.

5.3 Draft Delivery Model

The new model of ELC delivery is aligned to the four guiding principles set out in 5.1. The proposed offerings are as follows:

5.4 Clackmannanshire Council Nursery Provision –Term Time

All nursery settings will offer sessions aligned to the school term. These sessions can be taken in line with the school day, i.e. 9am until 3pm Monday to Friday. Alternatively they can be shorter sessions, either am or pm, enabling parents to retain some of their funded hours to use as part of a blended model of care.

5.5 Clackmannanshire Council Nursery Provision - Full Year

At least one Clackmannanshire Council setting in each of the cluster areas will be open 8am to 6pm 50 weeks of the year.

5.6 Clackmannanshire Council Nursery Paid Wraparound

Parents will have the opportunity to pay for additional ELC hours on top of their entitlement in settings where there is capacity, both in terms of staffing levels and Care Inspectorate regulations.

5.7 Partner Providers

Private partner provider nurseries and childminders, who work in partnership with the local authority, will offer placements up to a maximum of 30 hours per week over a minimum of 38 weeks of the year. In addition to funded ELC many of these providers will be able to offer wraparound.

5.8 Blended models of delivery

Children can access ELC in more than one setting during a week in line with family needs. Such a model requires staff from all settings to collaborate to ensure that appropriate personalised ELC is being offered.

6.0 Resource Implications

6.1 Additional funding for 2017/18 of £235,670 for revenue and £277,000 for Capital is being provided by the Scottish Government. Clackmannanshire will be required to submit a report by May 2018 providing evidence of how this funding has been spent. Appendix 2

6.2 Future funding will be advised by the Scottish Government following approval of their budget by the Scottish Parliament.

6.3 The expectation is that the plans will be fully funded by the Scottish Government. The projected additional Capital costs are £6,329,000 Projected additional revenue costs are £2,526,000 rising to a maximum of £3,984,000 in 2020/2021

7.0 Consultations

7.1 Parental consultation took place from 22nd August and 8th September 2017 using an online survey on Citizen Space. All parents of children aged 0-5 years were encouraged to respond, and all early learning and childcare provisions supported their parents to complete the online survey. The outcome of the consultation is detailed in the plan. (Appendix 2)

7.2 Consultation is taking place with the trade unions and the early years workforce.

8.0 Exempt Reports

8.1 Is this report exempt? No ✓

9.0 Declarations

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

(1) Our Priorities

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

Health is improving and health inequalities are reducing ✓
The environment is protected and enhanced for all ✓
The Council is effective, efficient and recognised for excellence ✓

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

Not applicable

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 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ✓

12.0 Appendices

Appendix 1 - Draft Expansion Plan

Appendix 2 – Revenue and Capital budget relating to the increase to 1140 hours has been allocated for 2017-2018

13.0 Background Papers

[A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland - 2017-18 Action Plan](#) – issued 23 March 2017

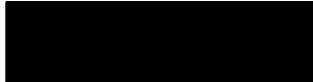

[A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland - ELC Expansion Planning Guidance for Local Authorities](#) – issued 23 March 2017 (and accompanying LG Data Template V4.2)

[Space to Grow - Design guidance for early learning and childcare and out of school care services](#) – issued 30 June 2017

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Expansion of Early Learning and Childcare Clackmannanshire Council Delivery Plan

Introduction

Clackmannanshire Council's Early Learning and Childcare Service is committed to improving and increasing high quality, flexible early learning and childcare which is accessible and affordable for all children and families.

Our mission is to educate, protect, support and promote the achievements, health and wellbeing of every child, with a particular focus on the most vulnerable children within the Clackmannanshire Council area. This includes supporting parents into work, training or study, especially those who need routes into sustainable employment and out of poverty.

We will continue to respond to established national policy developments and priorities, and we will also aim to meet the challenges of new national initiatives. We fully adhere to national directives such as Getting It Right for Every Child (GIRFEC), Curriculum for Excellence and the implementation of the Children and Young People (Scotland) Act 2014.

Our Plan also links to the integrated Children's Services Plan and Local Outcomes Improvement Plan that have been developed by Clackmannanshire Council and our Community Planning Partners and the National Improvement Framework Plan for Education Services.

This delivery plan will set out the current provision and the planning and preparation needed to expand the service from the provision of 600 hours to achieve 1140 hours of service annually for all eligible children.

This plan is likely to be amended as it goes through further work with the Scottish Government and the regional support group.

1 Mid 2016 Population Estimates –National Records of Scotland (NRS)

2 www.endchildpoverty.org.uk

3 Pupil Census 2016, Scottish Government

4 ISD Scotland

5 Clackmannanshire Childcare Sufficiency Assessment 2016

Clackmannanshire's Profile

Clackmannanshire is Scotland's smallest mainland local authority with a population of around 51,000. Children aged 0-15 years account for 17.6% of our overall population; higher than the national average (16.9%)¹

Importantly for the purposes of this plan the population aged 0 to 4 years and 5 to 9 years is set to decrease to 2,689 and 2,879 children respectively by 2026.

The authority is one of the most deprived areas of Scotland with four of our datazones featuring in the 5% most deprived areas across the country (all located in Alloa). More than a quarter of our children 27% live in poverty² with almost 3 in 10 of our school pupils, 29% living in our most deprived areas³.

In 2014, NHS data revealed that Clackmannanshire had the highest rate of teenage pregnancies across Scotland with 82 young women pregnant before the age of 20 years; a rate of 57.1 pregnancies per 1000 women compared to the Scottish average of 34.1.

For young girls aged under 16 years, the pregnancy rate was more than double the Scottish average⁴

Clackmannanshire has a higher ratio of Looked After Children (LAC) than the Scottish average, with 145 LAC pupils attending our schools in 2015/16.

Due in large part to the universal free entitlement childcare peaks locally for children aged 3 to 4 years with 93% of all children using at least one type of registered childcare. Use is also relatively high amongst 2 year olds at 67%.

Over one in two households use some form of registered childcare provision (60%). Lone parents in work (66%) and dual earner households (67%) are most likely to be using registered early learning and childcare services⁵.

Summary of current early learning and childcare provision

In Clackmannanshire Council the Education service provides 600 hours of funded early learning and childcare for all 3 and 4 year olds and eligible 2 year olds. This is delivered through 12 nursery classes attached to primary schools, nursery provision within Lochies Special School and Sauchie Nursery school and ABC nursery. In addition, extended day can be purchased in most nursery local authority nurseries and ABC nursery offer extended year provision. The Education Service has partnership arrangements with four private nurseries who also offer extended day, extended year provision.

1 Mid 2016 Population Estimates –National Records of Scotland (NRS)

2 www.endchildpoverty.org.uk

3 Pupil Census 2016, Scottish Government

4 ISD Scotland

5 Clackmannanshire Childcare Sufficiency Assessment 2016

Clackmannanshire

Number of Funded Early Learning and Childcare Providers				Number of actual children Registered for Early Learning and Childcare (May 2017)			
Local authority providers	Partnership providers	Total	% Local authority providers	Registrations with local authority providers	Registrations with partnership providers	Total	% registered with local authority providers
14	4	18	78%	1199	94	1293	93%

Figure 1 – Early Learning and Childcare Local Authority Profile

There are also approximately seventy childminders and one private nursery who currently are not in partnership with the local authority. The service offered by childminders is detailed below:

	Average FTE places offered per childminder	Estimated places across Clackmannanshire	Average occupancy
Under 2s	1.2	83	61.00%
2 year olds	0.9	62	56.00%
3 to 5 year olds	1.3	90	64.00%
Breakfast provision	1.6	52	59.00%
After-school provision	1.7	55	63.00%
	Average FTE places offered per childminder	Estimated places across Clackmannanshire	Estimated Occupancy
February	3.16	87	62%
Easter	3.12	86	64%
Summer	3.24	89	71%
October	2.76	76	52%
Christmas	1.92	53	34%
Teacher in service	2.92	80	81%
Average places per holiday	2.85	79	

Figure 2: Childminder survey 2016⁵

1 Mid 2016 Population Estimates –National Records of Scotland (NRS)

2 www.endchildpoverty.org.uk

3 Pupil Census 2016, Scottish Government

4 ISD Scotland

5 Clackmannanshire Childcare Sufficiency Assessment 2016

Cluster arrangements in focus

Early learning and childcare services are localised and it is important to ascertain how well individual communities are served by existing supply. This assessment maps supply and demand in the three school cluster areas (LC), the boundaries of which are shown in Figure Three.

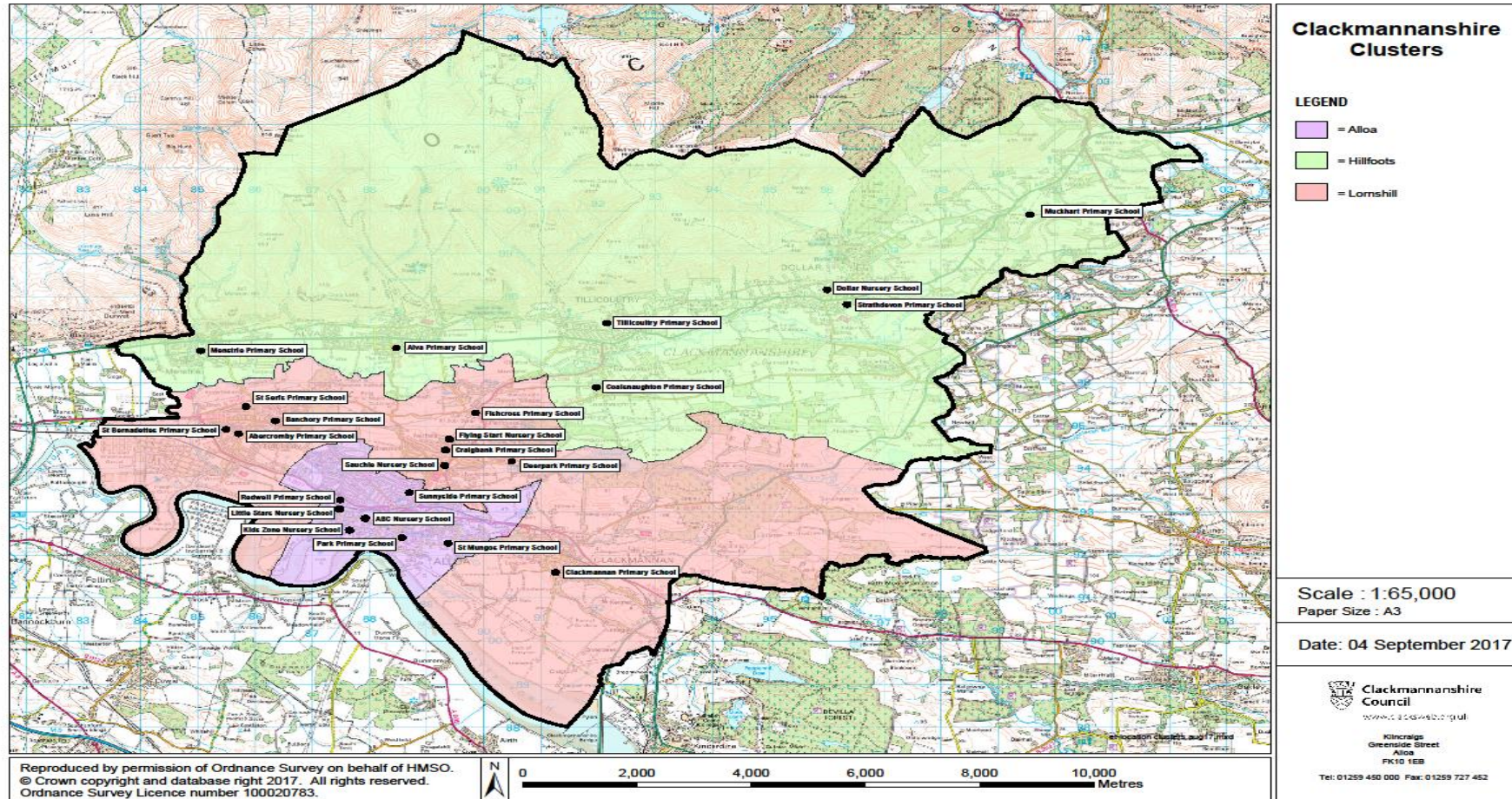


Figure 3: Clackmannanshire cluster boundaries

Future Position

Projected demand

This table shows the projected demand for places over the next few years.

According to the number of Funded Registrations for Early Learning and Childcare is 1080 (Figure 1) and the projected numbers at their highest are 1233 (Figure 4 Early Learning and Childcare Local Authority Profile) This leaves a shortfall of **266 places** for funded hours but does not take into account the number of hours parents would require to purchase to continue in work or training. These hours would be required at the beginning and end of day and across the school holidays.

Clackmannanshire

Projected Demand for Early Learning and Childcare Registrations						
	2016	2017	2018	2019	2020	% Change 2016 - 2020
2-year olds	100	85	83	82	82	-18%
3-year olds	521	561	600	588	578	11%
4-year olds	640	585	505	536	530	-17%
Deferred	32	29	25	27	26	-19%
Total	1293	1260	1213	1233	1216	-6%

Figure 4 - Early Learning and Childcare Local Authority Profile

Parental Engagement

An extensive Childcare Sufficiency Assessment took place in 2016 to establish the extent to which local childcare provision meets the needs of working parents or those who want to get back to work or develop their skills through education and training. The key priorities identified regarding pre-school children were the need for improved access to out of school and holiday childcare; increase supply of breakfast provision; increase full day provision; improve the supply of information. The actions carried out following this assessment resulted in parents being able to buy additional hours in local authority nurseries.

Further parental consultation took place from 22nd August and 8th September 2017 using an online survey on Citizen Space. All parents of children aged 0-5 years were encouraged to respond, and all early learning and childcare provisions supported their parents to complete the online survey.

(Copy of full report and responses available on request)

Parents were asked:

- When 1140 hours of nursery is available, will you take up this full entitlement for your child?
- What do you consider important when choosing a nursery provider?
- How far would you travel to access longer or additional hours of nursery?
- How would you like to take your entitlement to 1140 hours?
- Where would you prefer to take your 1140 hours?
- A local authority nursery class Partner provider nursery Childminder
- Would you still require to buy more than 1140 nursery hours to meet your work/training commitments?

Consultation Results

One hundred and twenty eight people took part in the survey. 91.11% of respondees were female and the majority were aged between 25 and 34 years of age. 88% of those responding currently use local nurseries.

Most people responded that they use nurseries to allow them to work however 18% answered that nursery was good for their children's development.

Most people would use all of the 1140 hours when it is introduced. 68.15% chose quality of the nursery is most important when choosing a nursery.

The majority of parents 37.4% said they would travel to the next town or village to access longer or additional hours and 25.93% would travel anywhere in Clackmannanshire.

45% of respondees would like to take their entitlement during the core hours of 9am to 3pm within term time. However 25.19% would prefer extended days and 27.41% would prefer all year provision.

A local authority nursery class was the most popular place to access nursery provision with 69.63% followed by partner provider nurseries, 23.70%. Only 5.19% chose a childminder

51.11% would still require to purchase more than the 1140 hours to meet work or training commitments.

Proposed delivery model

Our new model of delivery for early learning and childcare in Clackmannanshire is being developed around an area based model that includes a range of options for parents.

Clackmannanshire Council Nursery Provision –Term Time

All nursery settings will offer sessions in line with the school term. These can be sessions in line with the school day, 9am until 3pm Monday to Friday or can be shorter sessions to either am or pm where parents can retain some of their funded hours to use either as part of a blended model of care with a

partner provider nursery or childminder or by accessing holiday provision within a Clackmannanshire Council setting open for 50 weeks of the year.

Clackmannanshire Council Nursery Provision - Full Year

At least one Clackmannanshire Council setting in each of the three cluster areas will also be able to offer longer sessions over 50 weeks of the year (excluding bank holidays and in-service days). Settings will be open 8am -6pm and a range of session lengths could be provided, either am or pm sessions over 5 days or longer sessions over fewer days of the week.

More than one setting in each area may offer this service if there is sufficient demand for this provision.

Paid Wraparound

Parents would be able to pay for additional hours of early learning and childcare on top of their entitlement in a number of ways:

- Term time – Wraparound, in addition to funded places will be available in all settings where there is capacity, both in terms of staffing levels and Care Inspectorate regulations.
- School holidays – Parents would be able to access additional placements where available in Clackmannanshire Council nursery settings open 50 weeks, again where there is capacity in terms of staffing levels and Care Inspectorate regulations.

Partner Providers

- Private nurseries would be able to offer placements to parents for a maximum number of hours per week in agreement with parents (offered over a minimum of 38 weeks of the year). In addition to funded ELC many of these nurseries would be able to offer wraparound as required by families.
- Consideration needs to be given to increasing the grant funding to private partner nurseries from £3.26 to £5.00 per hour for 3 and 4 year olds and from £5.00 to £6.00 for 2 year olds.
- There are plans for one current private partner nursery to build a new nursery with increased capacity. Current understanding that they will have capacity to provide additional x places for 3 and 4 year olds.
- Childminders would again be able to offer a maximum number of hours per week in agreement with parents (offered over a minimum of 38 weeks per year).

Childminders

Some families were using childminders to provide childcare and however none of the childminders were in partnership with the local authority therefore families did not receive their 600 hours entitlement. With this in mind, we established links with Scottish Child Minders Association (SCMA) to consider delivery of funded ELC places for three and four year olds and

eligible two year olds. As at October 2016, there were 71 childminders in Clackmannanshire, with an approximate number of 213 children accessing these services.

Local childminders were invited to an information session in January 2017 where some childminders were invited to take part in a small test of change. The trial involves four childminders becoming partners and parents being able to access their 600 hours entitlement with the childminder. Procedures are being tested out in how this partnership will work and how the quality of the service can be monitored. This test is ongoing.

Blended models of delivery could also be available to parents where children access ELC in a number of different settings during a week in line with family needs. Staff from all settings would need to work closely with each other to ensure that appropriate ELC was being offered to the child which continued and extended the learning taking place in all settings.

Additional delivery models

Following the Care Inspectorate guidance it will be possible to extend the capacity of some nurseries by providing more outdoor space than internal space. Children would spend a large proportion of their time outside but not full-time.

ELC building Programme

Background

Clackmannanshire Council has identified the need to provide additional spaces across a number of geographical areas in Clackmannanshire in order to deliver the 1140hours by 2020.

Alloa Cluster

Alloa is currently served by four primary schools, three with early year's provision; Park PS incorporating an adjacent nursery building, Sunnyside PS and Redwell PS and one early years centre ABC. The potential for expansion at Park PS needs to be developed to ensure future provision for Early Years is enabled by 2018/19. It is anticipated that no internal works are required at Redwell and Sunnyside. Some minor works are required to provide external areas at Sunnyside.

It is proposed that by 2020 **44** places will be added to the cluster.

Lornshill Cluster

Tullibody – this village is currently served by four primary schools. Two of which will be relocated to the new Tullibody South Campus due for completion in July 2019.

The Tullibody South Campus will incorporate a nursery for **140** pupils, double the existing provision. The two existing schools at Banchory and St Serfs are being retained and will continue to provide 80 nursery class spaces. Tullibody South (former Abercromby Primary School) is currently being procured through East Central Scotland Hub. Stage 1 has just been agreed with an indicative overall area of 633 square meters for early years incorporating an additional 275

square metres to enable the provision of 1140 hours from August 2019. A cost matrix is provided in Appendix 1, this is currently commercially sensitive and for indicative proposals only.

The village of Sauchie currently has one stand alone nursery, Sauchie nursery school; none of the existing three schools in Sauchie currently has nursery provision. The works required will incorporate the development of nursery provision at Craighbank PS and Deerpark PS to ensure future provision for Early Years is enabled by 2020. An additional **84** places will be created at Craighbank and Deerpark enabling Sauchie Nursery to deliver 1140 hours throughout the year. A further minor piece of works is required to be undertaken at Sauchie Nursery to enable full time provision to be piloted in 2017/2018, the requirement for a dining area and kitchen is currently being procured.

Clackmannan is served by Clackmannan PS which is currently being refurbished; an additional **15** places will be created.

It is proposed that by 2020 **169** places will be added to the cluster

Alva Cluster

This cluster is currently served by five primary schools, four with nursery classes. Minor adaptation's to Tillicoultry PS will be undertaken in 2019/2020, continuation of ongoing works at Alva PS will be complete in 2018/2019 with external works complete in 2019/2020. The Council are currently undertaking a view of options for Menstrie PS with works to be completed in 2019/2020. It is anticipated that no further works are required at Strathdevon. Muckhart PS will maximise outdoor opportunities and explore the possibility of an external kindergarten class. The internal nursery works at Alva PS are due for completion in 2017 and the preference is for works in Tillicoultry to be complete in 2018 and Menstrie in 2019.

Coalsnaughton is served by Coalsnaughton PS. where no work is anticipated. A pilot project is scheduled to start in October 2017.

It is proposed that by 2020, **71** places will be added to the cluster.

In Clackmannanshire overall a total of **284** additional places will be provided by 2020 this will add to the flexibility in the system to allow accessibility for families and allow for an element of expansion reflecting the current Local Development Plan.

An exercise was undertaken and options presented to address the overview provided in Figure 5 - Early Learning and Childcare Local Authority Profile.

A draft report has been prepared based on the information above and the requirements below for the four areas requiring the greatest works; Park PS, Menstrie PS, Craighbank PS and Deerpark PS. (A copy of the report is available on request)

The review for each establishment included, but was not restricted to, the following requirements:

1. Prepare an accommodation schedule in relation to the settlements above. It should be assumed that all places will be full time and space identified should be based on the age ranges identified. Space calculations for 3-5 years olds should be based on Schools Premises (General Requirements and Standards) (Scotland) Regulations 1967 to 1979. Space calculations for 2 year olds should be based on Care Inspectorate National Care Standards.
2. Options provided were as follows:
 - Determine if the current accommodation is sufficient in space and can be reconfigured:
 - Identify any shortfall in support accommodation, i.e. provision for dining, cloaks, parent room, flexible space, external space, toilets etc.
 - Identify indicative costs
 - If reconfiguration of the existing space is not possible, identify separate options to provide an extension:
 - Identify area of land required and location
 - Confirm additional m2 of building footprint required
 - Consider and identify impact on ancillary support accommodation i.e. kitchen/dining and external space
 - Identify indicative costs

Nursery Accommodation

The location of the provision should be considered to ensure it is accessible to all and that access routes are well lit and appropriate for use. Access to car parking, and pedestrian routes should be considered.

- Allow for integration with the early years primary stages in line with the Curriculum for Excellence if possible
- Entrance/reception/cloakroom
- Classrooms
- Snack preparation, art/crafts and quiet areas.
- Parents Room
- Flexible space – meeting space/nurture/general activities
- Pupil Toilets – mixed use.
- Nappy changing
- Disabled toilet
- Staff toilet
- Utility space
- Internal storage
- External Store

- External learning/play area - ensure direct access to a dedicated outdoor space. This space should comply as a minimum with the space identified in the School Premises Regulations. However it should be increased in size if possible to maximise safe outdoor learning and play opportunities.

Support Spaces

- Kitchen/dining – ensure sufficient provision for lunches to be provided for all.

The proposed changes and alterations will result in an additional **284** spaces available in Council premises.

Cluster community Facility name	Registered capacity	Proposed Capacity Changes	Additional spaces	Building works completed for August	1140 Available
Alloa					
ABC	88			2017	2017
Park NC	70	114	44	2020	2020
Redwell NC	70	70		2017	2020
Sunnyside NC	60			2017	2020
Kidzworld	26			2017	2017
Little Stars	13			2017	2017
	327		44		
Lornhill					
Abercromby NC (Tullibody South)	70	140	70	2019	2019
Banchory NC	40			2017	2019
Clackmannan NC	65	80	15	2018	2018
Sauchie NS	87			2017	2018
St Serfs	60			2017	2019
Craigbank NC	0	48	48	2019	2020
Deerpark NC	0	36	36	2019	2020
Flying Start	30			2017	2017
	312		169		
Alva					
Alva NC	40	60	20	2017	2019
Coalsnaughton NC	30			2017	2018
Menstrie NC	50	101	51	2019	2020
Strathdevon NC	35			2017	2020
Tillicoultry NC	80			2019	2019
Dollar Nursery School	33			2017	2017
	268		71		
CLACKMANNANSHIRE	907		284		

ELC Workforce Development

As part of our ELC workforce development the Clacks Early Years Academy (CEYA) was launched in August 2017. This is part of our drive to raise the quality of the early years workforce through growing our own staff. Eight Early Learning and Childcare Trainees have embarked on their two year Scottish Vocational Qualification Training. Over the next two years, they will work towards gaining their SVQ Social Services (Children and young People) SCQF at level 7. We have also recruited a team of four assessors who will gain their assessors award whilst assessing our Trainees. In addition eight other staff will have the opportunity to act as a mentor for the next two years. We intend starting another 10 trainees in August 2018 and a further 10 trainees in August 2019.

The opportunities for staff members to take on leadership roles is improving staff confidence and their motivation to engage in further training and qualifications.

Seven senior nursery workers and 3 practitioners are currently undertaking BA Childhood Practice. Opportunities for funding and support will continue to be offered to ELC staff.

Through our parenting programme 8 staff are undertaking PEEP City & Guilds this year.

Continued engagement with other employees throughout the council is being undertaken in partnership with UNISON to particularly engage with employees who may not traditionally be attracted to working in ELC.

Opportunities also exist for staff with a degree to retrain on the job as a primary teacher.

Staffing Models

The introduction of degree-level qualifications in Childhood Practice has delivered a mix of teachers and other graduate-level staff in early learning and childcare establishments and it is important to be clear on the respective roles of each, with a focus on deploying staff in ways which make use of their particular skills.

Evidence from research suggests the level of highly trained staff is important in terms of the quality of early learning and childcare and positive outcomes for children. It is not conclusive on the question of how much of a *teacher's* time is required to improve children's outcomes. There is no basis for setting a minimum threshold for what counts as access to a teacher in terms of FTE.

Current situation in Clackmannanshire

The staffing compliment in our early years establishments consists of senior early years workers, teachers, early years workers and learning assistants. Senior early years workers in Clackmannanshire are all registered with SSSC as lead practitioners and are required to hold a BA Childhood Practice. The senior early years workers have a management role, i.e. they lead the early years team.

The teachers role is enriching the learning experience within the early years team in the establishment. The teacher is counted into the staff child ratio in the nursery. Despite best efforts and a number of adverts it was not possible to recruit a teacher to all settings although this is still our intention. Other schools who were allocated a budget for a full time teacher for nursery could only recruit to part time.

Clackmannanshire Council works with four partner provider nurseries and they provide early learning and childcare (ELC) to 74 children aged between 3 years and 4 years which is approximately 7% of Clackmannanshire's nursery aged children. There is an agreement within the contract that the local authority facilitates teacher contact for these children. Currently we have 0.5 peripatetic teacher for partner access.

There are only two stand alone nurseries led by a Head of Centre the intention is to employ additional early years specialists across the

Additional Graduates

In 2018 seven additional graduates will be employed by the local authority and deployed to the nurseries in the most deprived areas. These graduates will be additional to the staff team and will like the teachers and the other senior early years workers have a responsibility for developing the curriculum, modelling good practice and closing the attainment gap.

High Quality ELC

In preparation for the 1140 hours e-learning journals have been introduced across the authority. This allows staff to track and monitor learning. This new way of working saves staff time compared to the traditional paper based booklet. The new method allows the inclusion of videos, photos in a much quicker work flow. It's online and electronic so it's possible to share with parents encouraging their involvement in their child's learning journey. The journals are updated during or just after an activity have taken place and can be shared immediately with the parent/carer. This allows working parent/carer to be involved in their child's learning. Parents are able to comment on the learning and share experiences and learning from home.

In order to support the applications for service to local authority we intend to introduce NAMS this will also support the private providers. It is also our intention to introduce three admission panels which will support the allocation of places across the cluster based on parental requirements. Clackmannanshire does not operate catchment nursery allocations however due to the size of the authority there is an assumption that children attend their catchment school nursery. A communication strategy is being developed to support parents with this change.

Individual children's needs are paramount. Using the Getting it Right principles currently children may be allocated additional hours to meet their needs and the needs of the family. It is our intention to continue this practice. Supporting families through our parenting programme and home visiting schemes.

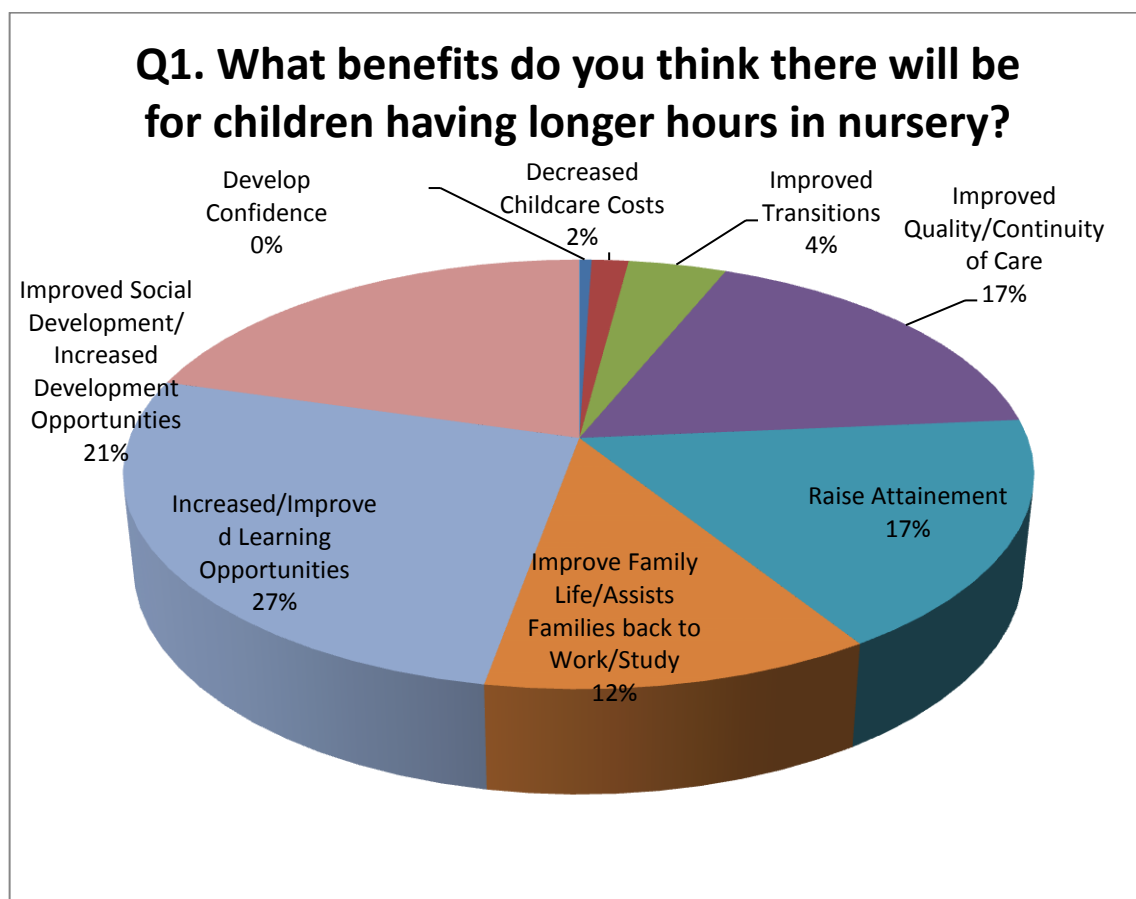
Moving forward it is our intention to register the whole year ELC establishments 2-12 in order that families can be supported across school holidays.

Project Management and Change Support

To ensure quality, support from the centre has been crucial to date. The permanent staffing is one service manager and one education support officer for ELC. To provide support during the introduction of service for eligible 2 years old in 2014, a secondment was offered to a senior early years worker who is still in post. Another senior was seconded last year 2016 to support the planning and training for the next phase. It is the intention to advertise and make these two posts permanent to support the phasing up to 2020.

Staff and Trade Union Engagement

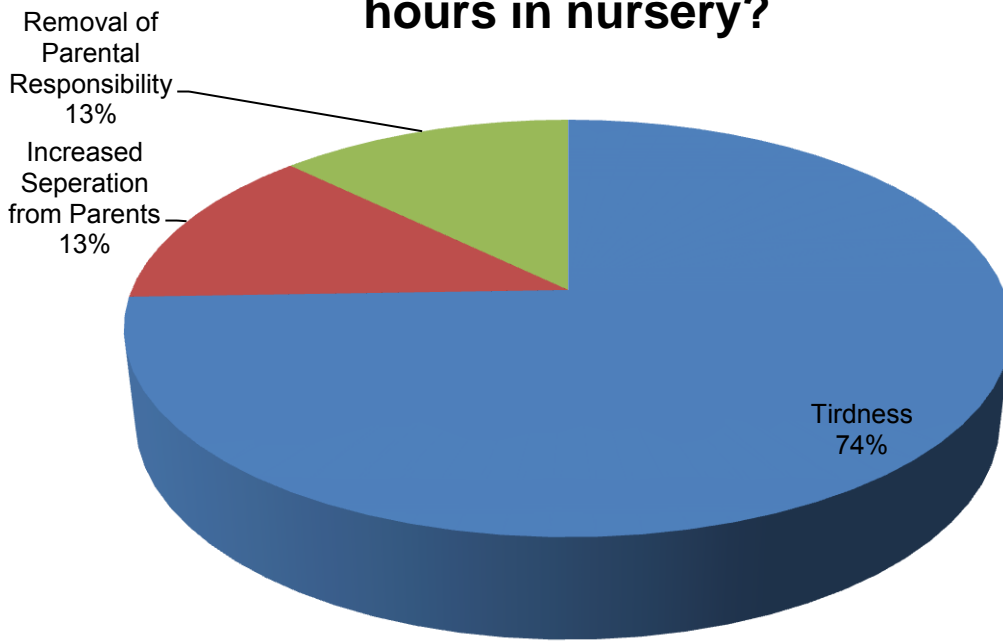
In August 2017 all early learning and childcare staff were invited to attend a meeting where the proposals for extending the service were discussed. This was a positive meeting and started the engagement with the staff. They were asked their opinions on the changes and asked to comment. Evaluation findings were as follows:



Exciting

Staff will know children better.

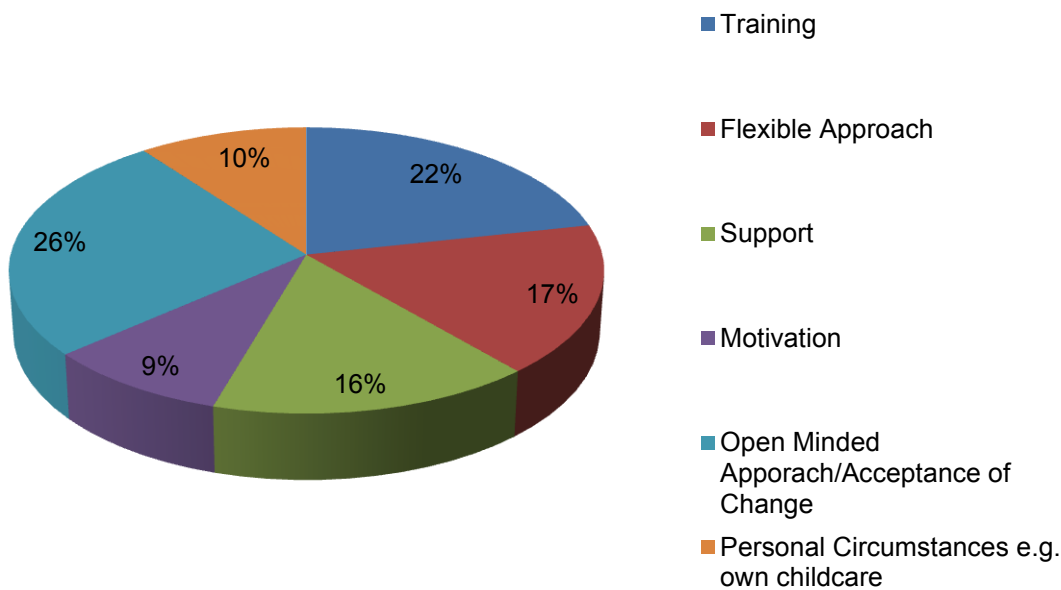
Q1. What impact do you think there will be for children having longer hours in nursery?



Children may be tired?

Children will have time to revisit learning.

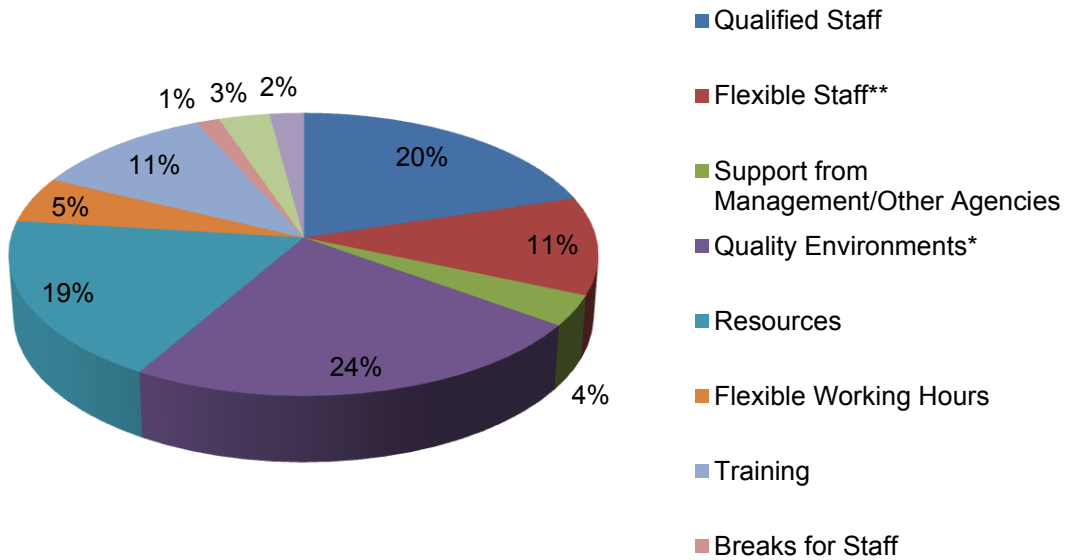
Q3. What do you think you will need to change to enable the expansion?



Parents should be supported at home not just in nurseries

Ongoing staff consultation required

Q2. What "tools" do you need to make this happen?



Non contact time essential

What are compressed hours?

Further workshops took place to allow staff to fully discuss the issues they say for 1140 hours and the solutions that they can find. This has been extremely helpful in discussing the plan and any changes to working conditions that may be required.

Some staff have expressed an interested in working year long contracts instead of term time only and it is our intention to allow staff to volunteer for changes before brining in new staff. Different staff terms such as compressed hours have appealed to staff and union colleagues. This is being taken forward incrementally.

Phasing up plan

Several phasing up projects are planned over the next few years to maximise our flexibility for 1140 hours in 2020.

Year	Development	Outcome	Additional staffing required
August 2017	Refurbishment of Alva Nursery Class Childminders partnership working	Additional 20 full time spaces created places Parents are able to buy additional sessions within the school day. 4 childminders accepted into a trial contract to deliver 600 hours.	3 early years workers and 1 learning assistant from August 2017 Additional cleaning and catering staff 8 trainees recruited
October 2017	Sauchie Nursery offers full year provision	Parents able to purchase time during the school holidays if required. This is the first stage in moving Sauchie Nursery towards full year provision. Lunches will be provided to all full time children	Head, Deputy and senior moved to full year contract from August 2017 Additional catering and cleaning staff
January 2018	Coalsnaughton Nursery Class pilots 1140 hours for all eligible 3 and 4 year olds.	All eligible 3 and 4 year olds attend 9 a.m. to 3 p.m. each day during term time. This provides the Local Authority with the opportunity to study and review how 1140 hours could work and gather data and evidence. All full time children will be provided with lunch	1 additional Early Years worker Additional catering staff and cleaning hours
August 2018	Clackmannan Nursery Class reopens after a refurbishment	Additional capacity created to offer 21 additional spaces. With the outdoors proposed to be registered this would allow 1140 hours from this time term time 8am to 6pm Full time places offered with lunch provided	5 EYW 1 LA Additional catering staff and cleaning hours 10 trainees to be recruited
August 2018	7 additional graduates	Additional graduates placed in Clackmannan NC, Sauchie NC, Banchory NC, Abercromby NC,	7 additional BA graduates

		Park NC, Sunnyside NC & Coalsnaughton NC.	
August 2018	Sauchie Nursery offers full year 8 a.m. -6 p.m.	Parents able to purchase additional hours over and above their 600 hours free entitlement Some families will be able to access their 1140 across the year	9 EYW required Staff have the opportunity to change to full year contract. 1 additional Learning assistant Additional catering and admin staff hours
August 2019	Tullibody South Campus opens	New nursery with 140 places will open offering 1140 hours from the onset. Nursery opens 8 a.m. – 6 p.m. All children will have lunch	1 head of establishment, 1 deputy head of establishment, 1 Learning Assistant, 18 additional Early years workers. 1 admin officer 10 trainees to be recruited Additional catering and admin staff hours
August 2019	Term time 8 a.m.- 6 p.m. offered at Park NC, Alva NC & Tillicoultry NC	Parents able to purchase additional hours term time. All children will have lunch	2 additional Learning assistants 12 additional Early Years Workers Additional catering and admin staff hours
August 2020	New nursery provisions at Craigbank Nursery class and Deerpark Nursery Class will open term time only	An additional 70 places will become available in the Sauchie area and will be offered as 9 a.m. to 3 p.m. term time. This will free up capacity at Sauchie Nursery to offer 1140 hours over full year as well as term time. All children will be offered lunch	2 senior early years workers, 2 nursery teachers, 2 learning assistants, 9 early years workers 10 trainees to be recruited Additional catering and admin staff hours
August 2020	All remaining nurseries offer 1140 hours on a term time basis 9 a.m. – 3 p.m. only Redwell NC, Sunnyside NC, Strathdevon NC, St. Serf's NC & Banchory NC.	Within each learning community there will be a variety of 1140 hours available for parents. Parents then apply to the nursery that offers the flexibility they need. Parents are also able to use childminders for blended childcare.	10 early years workers Additional catering and admin staff hours

		All children will be offered lunch	
August 2020	Menstrie NC opens as a full year 8am to 6pm provision for ages 2-5	An additional 50 places. All the children will be offered lunch	1 head of establishment, 1 deputy head of establishment, 1 senior early years worker, 1 Learning assistant, 10 early years workers, 1 admin officer Additional catering and admin staff hours
September 2020	All eligible two to 5 year olds will be able to access 1140 hours across Clackmannanshire		

Stakeholders Engagement Plans

The central team will support the phasing up plan the engagement plan includes:

Date	Engagement
20/9/17	Consultation with authority wide Parent Forum
5/10/17	Briefing for Council leader and portfolio holder
November 2017	Briefing sessions for elected members
November 2017	Council Meeting
January 2018	Consultation with Childminders
March 2018	Report on trials to parents and elected members
August 2018	Full Staff meeting (Sharing the Agenda)
August 2019	Individual parent survey and focus groups for parents
Individual dates to be arranged	Consultation with establishment parent councils
On going	Links to local Community Partnership Plans
On going	Information sharing with parent/cares
On going	Bi partite union meetings

Plan prepared by Jane Rough

28 September 2017

Appendix 2

Revenue and Capital budget relating to the increase to 1140 hours has been allocated for 2017-2018

EARLY YEARS ADDITIONAL FUNDING TRACKER 2017/18				
		SG Revenue	Allocation free school meals	SG Capital Funding
ADDITIONAL FUNDING				£277,000.00
		£194,000.00		
			£41,673.00	
EARLY YEARS EXPENDITURE	Alva expansion			£40,000.00
	Set up costs for Alva NC	£15,000.00		
	Modern Apprentices/trainees	£90,000.00		
	LIFT (SLT)	£24,000.00		
	Minor works			£10,000.00
	Sauchie Nursery School - modular unit			£220,000.00
	Staff training	£12,000.00		
	Additional central staff to support expansion	£30,000.00		
	ELC lunch trials food and equipment			£41,673.00
	Additional staff costs Sauchie	£23,000.00		
	Feasibility for future works			£7,000.00
		£194,000.00	£41,673.00	£277,000.00

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 9th November 2017

Subject: Budget Strategy Update

Report by: Depute Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report provides an update on the fiscal outlook, updates financial planning assumptions, and provides an update on the delivery of approved savings in 2017/18. The report also includes a fuller update on the preparation of the Budget and consultation arrangements for 2018/19.

2.0 Recommendations

2.1 It is recommended that Council notes:

- a. the fiscal outlook set out in paragraphs 3.1 to 3.7
- b. the refined median financial planning scenario set out in Exhibit 1, based on the financial planning assumptions set out in paragraph 4.2
- c. the high levels of uncertainty which currently prevail with regards the likely level of local government funding and how this potentially impacts the accuracy of the indicative forecast gap (paragraphs 4.3 to 4.5)
- d. the planned dates for the UK Autumn Budget (22 November 2017) and Scottish Draft Budget (14 December 2017)
- e. the scheduled all member briefing on 20th December following the local government individual settlement announcement (paragraph 4.5)
- f. progress in implementing 2017/18 approved savings, including Targeted Voluntary redundancy (paragraphs 4.6 to 4.12)
- g. work currently in hand to support the preparation of the 2018/19 budget (paragraphs 4.14 to 4.15)
- h. the Council's targeted Budget consultation activity running from November 2017 to February 2018 (paragraphs 4.16 to 4.18)
- i. Budget preparation feedback and milestones planned for October and November member briefings (paragraphs 4.14 and 4.16).

- j. The Budget Consultation insert in the annual residents' newsletter, Focus (paragraph 4.16 and Appendix D).

3.0 Fiscal outlook

3.1 There have been two Fiscal Affairs Scotland (FAS) Updates since the last report to Council. The two briefings consider a number of issues, including:

- 'Scotland's Budget: 2017' Fraser of Allander annual report
- UK led economic factors affecting future budgets
- Institute of Fiscal Studies new study: 'The local vantage: how views of local government finance vary across councils'.

3.2 The Fraser of Allander (FoA) report is a comprehensive document which covers:

- The outlook for different elements of the Scottish Budget, based on different scenarios
- Spending commitments and constraints, alongside the implications for 'non-protected' budgets
- Longer term spending pressures and how they might be addressed by changes to tax and spending patterns in the future.

3.3 Key findings within the report include:

- 2017/18 represents a relatively good year for budgets
- The budget prospects for the next two years (2018/19 and 2019/20) are worse
- Demographics and health pressures mean that continued protection of some large budgets such as pensions and the NHS is likely to result in below average budget settlements for 'non-protected' budgets
- Local Government is likely to remain one of these 'non-protected' budgets
- Within the overall local government revenue settlement, the FoA highlight the likely difference between money available for (i) education and (ii) the rest of the budget. The former is a key priority of the Scottish Government and it is therefore, likely that it will either be protected or increased. This means that all non-education areas of the revenue budget will be hit harder than for local government as a whole.

3.4 The FoA report also highlights the high degree of continuing uncertainty over budget forecasts. It indicates that the full range of its 'downside', 'central' and 'upside' scenarios is equally likely to occur. Alongside this, the point is also made that changes in the UK level political landscape since the March 2017 UK Budget could mean that forecasts turn out to be overly pessimistic. These messages are consistent with previous reports to Council and relate to the uncertainty over whether there will be an

easing of austerity measures. This is unlikely to be resolved until after the UK Autumn Budget on the 22nd November and the Draft Scottish Budget for 2018/19, on the 14th December 2017.

3.5 Over the last two months there has been considerable debate over the potential pay settlement for public sector and how this affects future budgets. In England and Wales the UK Government has agreed the following:

- An average 1.7% increase for prison officers, backdated to April 2017
- A standard 1% pay rise for the police, with an extra , one-off, 1% added for the next 12 months for federated ranks and above
- Increases will be funded within existing departmental budgets
- Wider flexibility for all public sector workers from next year (2018/19), based on (i) areas of skill shortage, (ii) recommendations of pay review bodies.

These changes have not diminished calls for potential strike action and generally low levels of positivity following seven years of pay controls. This position is exacerbated by UK inflation levels remaining above the target level of 2%. As a consequence, a 1 or 2% pay increase is still likely to represent a fall in real term wages.

3.6 The high CPI inflation rate of 2.9% in August 2017 also had an impact on exchange rates, with Sterling reaching a 12 month high against the US Dollar. The Bank of England Monetary Policy Committee (MPC) voted 7-2 to keep interest rates unchanged in September but also noted that inflation and labour market conditions were pushing it towards a future rate raise 'over the coming months'. If this came to fruition, this would be much sooner than had been previously thought likely, i.e. the end of 2018.

3.7 The IFS new study highlights a number of key findings. Of particular significance is that it indicates that councils with social care responsibilities generally have a more negative view of the change in service quality that has been evident over the last two years than those councils who do not manage these services. This position is consistent with survey finding which highlight adult social care to be the area of most concern to councils. This is also consistent with the current local context in Clackmannanshire for the delivery of adult social care services through the Health and Social Care Partnership.

4.0 Budget Strategy Implementation

4.1 At the September meeting of Council, refreshed financial planning assumptions in respect of pay inflation were applied to Council financial planning scenarios. These scenarios resulted in a wide range of potential indicative funding gaps from £13.8m to £15.8m for 2018/19 alone. A key objective of this exercise was to highlight for Council that small percentage changes in key financial planning assumptions can have a significant cash impact on the forecast gap.

4.2 Exhibit 1 presents a revised median scenario which indicates a funding gap of £13.1m for 2018/19 and £28.7m for the three years cumulatively to March 2021.

Exhibit 1: Indicative funding gap 2018/19 to 2020/21

	2018/19 £000	2019/20 £000	2020/21 £000
Net expenditure	124,894	130,025	135,212
Net Funding	111,823	109,095	106,552
Cumulative indicative Funding Gap	13,071	20,930	28,660

The key financial planning assumptions underpinning this forecast indicative gap are:

- a 3% increase in the level of Council Tax
- 2% pay inflation
- cash reduction in General Revenue Grant of 5%
- demand pressures capped at cash value of £3 million
- that the additional £1.217 million received for 2017/18 has been baselined
- recurrent share of £250 million additional social care funding has been baselined
- the additional 0.5% pay inflation proposed for teachers in 2017/18 has not been baselined in the absence of formal agreement on the proposal.

- 4.3 As previously indicated (paragraph 3.4), there remains a high degree of uncertainty over key financial planning assumptions making it extremely challenging to accurately forecast the most likely outcome. A significant factor is the level of General Revenue Grant (GRG) that the Council will receive. The current forecast assumes a reduction of 5% in GRG when compared with the current year. This is broadly consistent with the level of reduction the Council received in December 2016 (prior to the allocation of an additional £1.217 million). In reality, the settlement figure could be lower or higher than this, for instance a settlement figure which represented a reduction of 3.5% would result in an indicative funding gap for 2018/19 of £12.0m, whilst a reduction of 7% would produce an indicative funding gap of £14.5m.
- 4.4 Clearly there is also significant scope for variations in key financial variables other than the GRG figure. However, variations in this variable are likely to result in more significant and material variances in the forecast indicative gap.
- 4.5 Following the announcement of the Scottish Draft Budget and individual council settlement figures scheduled for the 14th December, elected members will be updated on the impact of the settlement on the Council's forecast gap. A provisional date of Wednesday 20th December has been set for this briefing. Alternatively, if there is a delay in the receipt of the information, a written briefing will be provided to elected members as soon as possible after receipt of the Council's figures.

Implementation of 2017/18 savings

- 4.6 The delivery of savings approved in the 2017/18 budget is being closely monitored. This is particularly important, given the more challenging experience of the Council in delivering its 2016/17 budget savings, and the potential scale of the indicative funding gap for 2018/19.
- 4.7 Detailed information on delivering the Council's General Services and Housing Revenue Account revenue and capital budgets will continue to be provided in the Council's corporate monitoring outturn reports. However, this report focuses on the implementation of Council approved savings. To obtain the full picture it is necessary to consider these two sources in parallel.
- 4.8 Progress in delivering approved savings is summarised in paragraph 4.9, and Appendices A, B and C provide additional detail in relation to policy savings, management efficiencies and the delivery of savings previously agreed in 2016/17 respectively. The Appendices provide a Red, Amber or Green flag which denotes:
- RED: Not implemented/ not possible to implement
 - AMBER: Work progressing to implement saving/ partial saving
 - GREEN: Saving implemented in full/ anticipated to be implemented in full.

Commentary is also provided for all Amber and Red flagged savings to provide further explanation of current progress for elected members.

- 4.9 To date a total of £3.16m (53%) of the £5.95m approved saving figure is on track to be delivered in full (Green) and a further £2.17m (37%) of savings where work is progressing to implement saving/ or a partial saving will be delivered (Amber). This leaves £0.62m (10%) of savings which are being forecast as unachievable (Red). The progress with delivering these savings will continue to be monitored especially in the case of Amber classified savings, where partial achievement of savings can only be quantified with greater certainty for future outturns. Officers are also endeavouring to find compensating savings wherever agreed savings are now forecast as unachievable. Summarised details of progress set out in Appendices A, B and C is as follows:
- 40% (£790K) of policy savings have been/ are expected to be implemented in full (Green Appendix A)
 - 55% (£1.497m) of management efficiencies have been/ are expected to be implemented in full (Green Appendix B)
 - 70% (£877k) of 2016/17 savings have been/ are expected to be implemented in full (Green Appendix C)
 - 37% (£723k) of policy savings are in the process of being implemented and/ or will result in a partial saving (Amber Appendix A)
 - 42% (£1.153m) of management efficiencies are in the process of being implemented and/ or will result in a partial saving (Amber Appendix B)

- 23% (£291k) of 2016/17 savings are in the process of being implemented and/ or will result in a partial saving (Amber Appendix C)
- 22% (£438k) of policy savings have not been implemented and/ or will not be possible to implement (Red Appendix A)
- 3% (£87k) of management efficiencies have not been implemented and/ or will not be possible to implement (Red Appendix B)
- 7% (£94k) of 2016/17 savings have not been implemented and/ or will not be possible to implement (Red Appendix C).

Managed Contraction in the Cost of Employment

4.10 Another significant focus of review activity is the monitoring of progress with regards the implementation of Targeted Voluntary Redundancy (TVR) savings. The budget incorporated savings of £391k which has at this stage resulted in projected savings of £381k and a potential impact for 117 members of staff (this includes both staff approached as part of a pool as their role has been identified as 'at risk' and individual members of staff within specified roles that are not part of a pool).

4.11 To date the following progress has been made:

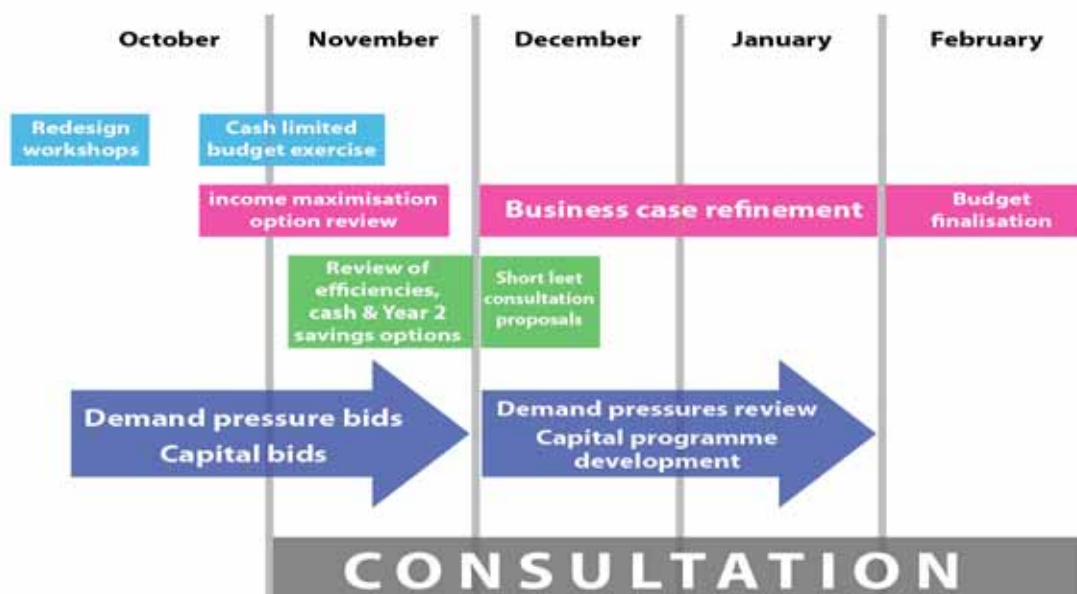
- 38 affected members of staff received personal letters and met with their managers to discuss the offer of TVR. Of these 16 members accepted their offer of TVR, 12 members of staff rejected, did not take up the offer of TVR or are no longer employed by the Council and 10 TVRs were not progressed as budget savings were realized from the identified TVR pool.
- 69 affected members of staff have recently received their offers of TVR having been approved by Clearing House. These offers have not been progressed as timeously due to delays at LGPS Falkirk where resource was directed to ensure issue of pension statements by the statutory deadline of 31/08/17
- 10 members of staff are awaiting further information on their individual offer
- vacancies continue to be scrutinised to maximise the potential pool of roles available to staff who are placed on redeployment
- a number of other temporary roles are being identified for staff on redeployment.

4.12 In addition the budget included £463k from service redesign. To date, £378k has been or is projected to be achieved based on vacancies and/or take up of voluntary severance. The achievement of the balance of £85k savings is dependent on further interest/ take up of voluntary severance, or vacancies.

Budget 2018/19

4.13 There is a range of Budget preparation work currently in hand. This is summarised in Exhibit 2 below and further information is provided in paragraph 4.14 below.

Exhibit 2: Budget 2018/19 timeline and key activities



4.14 The key strands of budget preparation work in hand include:

- Redesign workshops:** During October a draft organisational design has been discussed as part of engagement and consultation activity with both trade union representatives and managers across the Council. The sessions have been led by the Chief Executive and the Council's Organisational Development Adviser. The aim is for the feedback provided to be used to inform proposals prior to their presentation to elected members.
- Cash Limited Budget exercise:** During October and November, chief officers are modelling potential proposals based on a 6%, 10% and 12% equivalent reduction in budget. Each service has been provided with a cash target they should meet (having accommodated any demand pressures anticipated for 2018/19). There will be a series of challenge sessions held during November with some elected members to review these proposals
- Income maximisation Options:** The Council has participated in a review with other Scottish councils to identify potential opportunities to increase Council income (which is a key strand of the Council's approved Budget Strategy). The work is being facilitated by the Chief Accountant based on the sessions she attended with Price Waterhouse Coopers (PWC). The sessions involve individual chief officer discussions based on their existing budget holder responsibilities. A range of potential options will be considered including; commercial opportunities and alternative delivery models such as trusts and partnership models. This is the first year this exercise has been carried out more formally and it is intended to build on this for future years. This exercise is in addition to the annual review of the income and charges policy.
- Annual review of demand, trends and outturns:** Each year as part of budget preparation a range of review activity is undertaken to establish whether in year efficiencies and cash savings could be proposed as permanent budget savings for future years. Additionally this review work includes proposals for improving

how we deliver services and confirms that previously approved savings that have a planned impact for the coming financial year are deliverable.

- 4.15 Exhibit 2 indicates that all of these activities have been scheduled to be completed by the end of November. Once all of the outputs have been collated from each of the activities outlined above, the resultant schedule forms the long list of officer proposals which are put forward to elected members for consideration in support of the preparation of the 2018/19 Budget. The long list is scheduled to be shared with elected members at the briefing scheduled for the 27th November 2017.

Consultation

- 4.16 Work has also been taken forward to develop the Council's targeted consultation activity ahead of the budget in February 2018. The approach comprises:

- **Awareness raising** of the Council's financial context and the magnitude of the decisions facing elected members on behalf of the communities they represent. It is intended that a special Budget pullout will be produced as part of the annual residents' newsletter, Focus. This information will also be available online and at the Council's main operational buildings across our communities, as well as being sent to all residents. The pullout also signposts how to participate in the consultation activities. The insert is set out at Appendix D. The distribution of the newsletter will commence on the 27th November.
- **Targeted consultation activity** will be based on a schedule of officer proposals which will be shared at the member briefing on the 27th November (paragraph 4.15). Proposals will be released for consultation in two tranches on the 27th November and 15th December 2017. The overall consultation will run from the 27th November 2017 until the 2 February 2018. The consultation feedback will be consolidated and shared with elected members ahead of the Budget setting meeting in February 2018.

- 4.17 There will be two main mechanisms used for obtaining consultation feedback from the targeted consultation activity and these comprise:

- **On line survey:** a general on line survey will be open from the 27th November. It will focus on what are the impacts of proposals; are there any amendments or mitigations that we should consider against individual proposals; and, what are the potential alternative proposals to what has been presented.
- **Targeted surveys:** These will take place with communities of interest (for instance specific service user groups or staff) and communities of place (i.e. specific localities) depending on the list of proposals derived from officers' current activities.

- 4.18 The proposed consultation approach also aims to sustain and improve on the profile of the Equalities Impact Assessment work routinely undertaken alongside the preparation of budget proposals. This year, it is intended that the process will be corporately facilitated by officers within Strategy and Customer Services in order that all necessary information is collated efficiently and co-ordinated within the central point from which it

will subsequently be prepared for public access.

5.0 Conclusions

- 5.1 This report provides an update on the fiscal outlook with a particular focus on the impact of pay inflation, the high CPI rate of inflation which pertains and the level of uncertainty that continues to prevail over the likely level of local government settlement for 2018/19.
- 5.2 The Council's indicative funding gap is shown at Exhibit 1 and suggests an indicative gap of £13.1million for 2018/19 and £28.7 million cumulatively to the end of March 2021.
- 5.3 The report also details progress made in implementing 2017/18 approved savings, including the level of TVR which has been accepted compared with that which was planned.
- 5.4 More detail is provided on the range of budget preparation activities that are currently underway. The outputs from a number of activities will be pulled together to provide a long leet of officer proposals on which the budget can be based in February 2018. The long leet will be available to elected members from the 27th November.
- 5.5 The report also details the Council's approach to its targeted round of Budget consultation which is due to commence following the Council meeting, in late November.

6.0 Sustainability Implications

- 6.1. N/A

7.0 Resource Implications

7.1 Financial Details

- 7.2 Accountancy has been consulted and has agreed the financial implications as set out in the report.

8.0 Exempt Reports

- 8.1 Is this report exempt? No

9.0 Declarations

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

(1) Council Policies(Please detail)

Budget Strategy

10.0 Equalities Impact

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

11.0 Legality

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

12.0 Appendices

Appendix A	Schedule of 2017/18 Policy savings
Appendix B	Schedule of 2017/18 Management Efficiency savings
Appendix C	Schedule of 2016/17 savings with 2017/18 impact
Appendix D	Draft Budget Consultation Booklet

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)

Fiscal Affairs Scotland	September briefing
Fiscal Affairs Scotland	October briefing
Budget Strategy Update	September 2017
Clackmannanshire Council	Corporate Financial Performance Monitoring

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Depute Chief Executive	
Elaine McPherson	Chief Executive	

POLICY

Appendix A

Service	Saving Type	Reference	Saving Description	Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Description
				£	£	£	£	
Education	Policy	EDU 178 005	School crossing patrols	2,789	2,789	0	0	
Education	Policy	EDU 178 006	Sports Development Charges (academic year)	18,750	18,750	0	0	
Education	Policy	EDU 178 011	Music Tuition Fees	2,818	2,818	0	0	
Education	Policy	EDU 178 006	School efficiencies	200,000	200,000	0	0	
Corporate	Policy	COU 178 013	Capital Programme	129,000	129,000	0	0	
Corporate	Policy	COU 178 019	Refresh Income and Charging Strategy and Rates	60,000	60,000	0	0	Saving expected to be achieved but dependant on demand. Will be monitored throughout the year
D&E	Policy	DAE 178 011	Review of Council Depots	155,000	0	80,000	75,000	Saving of £155K this year based on staffing changes in security, mailroom and stores. As reported elsewhere on the agenda the full saving will not be achieved this year. There is a compensatory cash saving from the closure of Lime Tree House of £93,210.
D&E	Policy	DAE 178 004	Street Lighting	110,000	43,600	66,400	0	Full saving will be achieved over the life of the replacement project but likely that 30k may be rolled forward to 18/19.
D&E	Policy	DAE 178 001	Glenochil Prison Partnership Working.	6,000	6,000	0	0	
Housing	Policy	HCS 178 001	B&B Places	78,000	78,000	0	0	
Housing	Policy	HCS 178 008	Harmonise TU facilities time	11,236	11,236	0	0	
R&G	Policy	RAG 178 006	School meals	12,000	0	12,000	0	Implemented but saving may be impacted if take-up of school meals is reduced.
R&G	Policy	MCB RAG 039	Review of working week, role flexibility and other terms and conditions	363,000	0	0	363,000	Unsocial hours expenditure in 2016/17 was approx. £320k indicating potentially lower saving value. Council will have to dismiss and re-engage staff.
Social Services	Policy	SW 178 001	Respite care for adults	50,000	50,000	0	0	
Social Services	Policy	SW 178 002	Adult social work	542,000	0	542,000	0	Proceeding. Review activity underway. Can be impacted by unforeseen changes in demand for services. Budget forecasts indicate service levels continue to outstrip the budget.
Social Services	Policy		Children's Social Work	150,000	150,000	0	0	Proceeding - can be impacted by unforeseen events; plans in place for a further 3 young people to return from high cost placement home.
SCS	Policy	SCS 178 001	Review and target funding to voluntary organisations	37,500	37,500	0	0	
SCS	Policy	MCB SCS 006a	Roll out of hub model: Community and leisure Facilities	23,000	0	23,000	0	Working group set up to progress. Design and timeline issues being worked through. There will be a need for community engagement.
TOTAL				1,951,093	789,693	723,400	438,000	

MANAGEMENT EFFICIENCIES

Appendix B

Service	Saving Type	Reference	Saving Description	Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Description
				£	£	£	£	
Education	Management Efficiencies	EDU 178 017	Education staff budget	605,758	0	605,758	0	One year cash saving looking at secondary school management structures have been agreed. Discussions are ongoing with staff in central education team about changes in structure. This will be looked in detail in October 2017.
Corporate	Management Efficiencies	COU 178 017	Business process efficiencies	200,000	0	200,000	0	Work is ongoing to assess the attribution of procurement savings and the Chief Accountant is leading work on income maximisation
D&E	Management Efficiencies	DAE 178 002	Environmental Health efficiencies	10,000	10,000	0	0	
D&E	Management Efficiencies	DAE 178 003	Trading Standards efficiencies	8,000	8,000	0	0	
D&E	Management Efficiencies	DAE 178 005	Fleet Review	83,720	0	83,720	0	Reduction in fleet asset is taking place but unlikely to achieve full savings in 17/18
D&E	Management Efficiencies	DAE 178 010	Review of Street Care	12,280	7,400	4,880	0	Unlikely to achieve full saving based on quarter one outturn projections.
D&E	Management Efficiencies	DAE 178 023	Business Loans fund	40,000	40,000	0	0	
D&E	Management Efficiencies	DAE 178 015	Waste treatment and refuse collection	110,000	0	110,000	0	Saving based on historic trend data and projections. Team Leader monitoring actual vs forecast position during year. Quarter 1 outturns reporting underspend in refuse collection.
D&E	Management Efficiencies	DAE 178 020	Standby for School Alarms	20,000	0	0	20,000	Delay in implementation due to staff absence. Interim staff cover being recruited.
D&E	Management Efficiencies	DAE 178 018	Catering Service efficiency and income	300,000	285,000	15,000	0	Saving likely to be met
D&E	Management Efficiencies	DAE 178 009	Building Standards Efficiencies	59,594	59,594	0	0	
D&E	Management Efficiencies	DAE 178 013	D&E Vacancy management	70,000	70,000	0	0	
D&E	Management Efficiencies	DAE 178 014	Storage lease (Meals on Wheels)	8,000	8,000	0	0	
D&E	Management Efficiencies	DAE 178 016	Modern Apprentice	40,000	40,000	0	0	
Housing	Management Efficiencies	HCS 178 003	Housing Budget realignment	53,543	53,543	0	0	Currently looking to achieve although monitoring in the months ahead will be required.
Housing	Management Efficiencies	HCS 178 004	Staffing: Housing	46,128	46,128	0	0	
Housing	Management Efficiencies	HCS 178 005	Housing budget realignment	600,000	600,000	0	0	
Housing	Management Efficiencies	HCS 178 006	Housing Staffing costs	29,000	29,000	0	0	
Housing	Management Efficiencies	HCS 178 007	CCTV	15,000	15,000	0	0	
Housing	Management Efficiencies	HCS 178 008	Budget realignment (assets)	67,000	0	0	67,000	Moved across to Education. Discussions ongoing regarding charging this post to Capital
R&G	Management Efficiencies	RAG 178 001	Technology efficiency	40,000	12,000	28,000	0	Work ongoing but unlikely that saving will be fully met
R&G	Management Efficiencies	RAG 178 002	Training Budget	30,000	30,000	0	0	
R&G	Management Efficiencies	RAG 178 003	Voluntary Severance	250,000	164,187	85,813	0	This is a corporate saving and will come from approved VSs in all services not already provided for in agreed savings. VS is still open to any staff coming forward. VS will be publicised throughout the year £104k achieved in year. £84k 2nd year effect.
R&G	Management Efficiencies	RAG 178 004	Flexible working	20,000	0	20,000	0	This will continue to be monitored.
R&G	Management Efficiencies	RAG 178 005	External Audit Fee	4,000	4,000	0	0	
SCS	Management Efficiencies	SCS 178 002	Strategy & Customer Services vacancy management	11,242	11,242	0	0	
SCS	Management Efficiencies	SCS 178 003	Strategy & Performance grant finder	3,600	3,600	0	0	
TOTAL				2,736,865	1,496,694	1,153,171	87,000	
					55%	42%	3%	

Budget Savings 2017/18
2016/2017 Year 2 Savings

Appendix C

				Year One Saving (2017/18)	2017/18 Saving Green	2017/18 Saving Amber	2017/18 Saving Red	Notes
				£	£	£	£	
Education				58,073	58,073	0	0	
Corporate				197,884	22,500	175,384	0	
Development & Environment				430,038	345,138	35,000	49,900	30% TVR Savings unachieved
Housing				55,587	55,587	0	0	
Resource & Governance				201,069	131,825	69,244	0	
Social Services				192,293	137,165	10,833	44,295	Unachieved TVR Savings
Strategy & Customer Services				127,138	127,138	0	0	
TOTAL 2016-17 Year 2 Savings				1,262,082	877,426	290,461	94,195	

Transforming Council Services: Taking Clackmannanshire Forward



Our Context

Clackmannanshire Council is operating in a very challenging environment. At a national level, the outlook for the UK economy is uncertain, and will likely remain so as Britain exits the European Union.

As efforts to reduce the national debt continue, there is no sign that the pressures on public sector spending will let up for the foreseeable future. This is at a time when demands on services are increasing.

For example, we expect to see the costs of health and social care to rise significantly over a period when the proportion of our older people is set to increase by 32%.

At the same time, our working age population is set to decrease by over 12%. With around 27% of children in Clackmannanshire living in poverty, and 2,700 workless households, changes to the benefits system will likely contribute to additional financial pressures.

This context means that ongoing public sector reform is essential to ensure the sustainability of services.

The changes that the Council now must make may have a considerable impact on our customers, our communities and our employees.

How we spend our money

Here's some examples of how we spend our budget

£30 million on services for older people, vulnerable adults and child protection



£3.8 million on waste and recycling



£52 million on schools and nurseries



£1.6 million on road and path repairs, and street lights



Our Priorities: Taking Clackmannanshire Forward

In September 2017, the Council and its partners endorsed four long term outcomes for Clackmannanshire which aim to ensure equality of opportunity for all:

- Clackmannanshire will be attractive to businesses and 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

The Council is fully committed to these outcomes, and will focus on these through its modernisation programme, Taking Clackmannanshire Forward.

Taking Clackmannanshire Forward will bring about significant changes in the way Council services are delivered in the next 5 years. It is likely that more services will be delivered digitally, with fewer staff working from fewer offices providing fewer direct services but in more joined up and cost effective ways. With the Council delivering fewer services, community empowerment will become even more important. It will be vital for the Council, with its partners, to continue to work together with communities to address the challenges that lie ahead.

To ensure the sustainability of essential Council services, Taking Clackmannanshire Forward adopts a three step approach:

- 1 focus on clear priorities and target resources to greatest effect
- 2 transform services, to improve their responsiveness and accessibility
- 3 be as efficient and effective as possible in everything that we do.



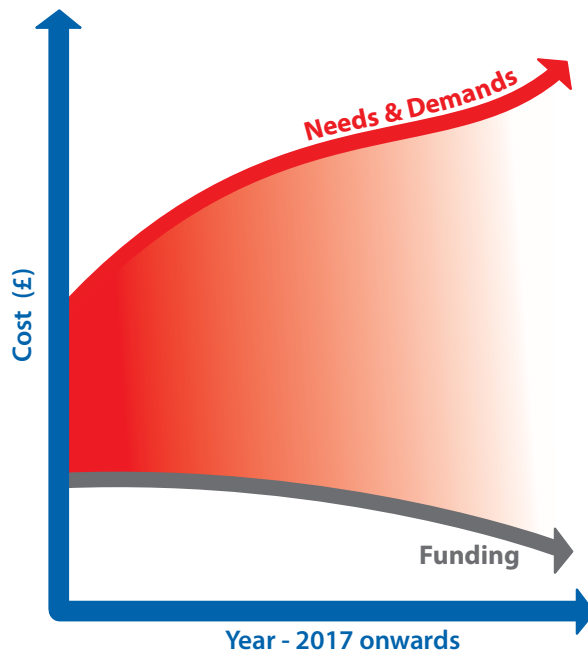
Our Challenges

The combination of increased demand for services and reductions in public spending means that the Council can't carry on doing everything it currently does in the same way. The level of funding we receive continues to be insufficient to pay for the services we currently provide and the Council by law has to balance its budget.

Since 2011 Clackmannanshire Council has made £36 million of savings and used £15 million of reserves to sustain services, but our challenging context means we estimate we have another £28 million savings to find over the next 3 financial years.

The Council has no choice but to reduce spending, which will include reducing, and in some cases stopping services that our customers have become accustomed to.

We do have some choices however on which services are reduced and how services of the future are delivered.



How to play your part in transforming your Council and sustaining vital services

The Council believes strongly in working with local communities and is committed to including customers, stakeholders and partners in every aspect of our work. That's why we are consulting with you on the difficult and important decisions that have to be made about Council services. Council officers have developed a range of proposals, on which we want your feedback.

We want your views on what impacts proposed changes will have on you and your community. These will be available on the front page of the Council website from 27 November along with information on how you can feedback your views. The feedback from the consultation will be made available to all councillors prior to the Council making final decisions on the budget in February 2018.

Our challenges

It is estimated that the Council will have to save £28 million over the next three years.



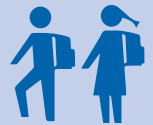
Over the last seven years the Council has saved £36 million.

There has to be a focus on providing care for the elderly and vulnerable adults as the proportion of older people is expected to increase by 32%.



In Clackmannanshire around 27% of all children are living in poverty which is around 2,400 of our children – a figure well in excess of the national rate in Scotland.

Children make up around 9,000 of the current population of Clackmannanshire with around 3,900 on the primary school roll and 2,800 on the secondary school roll.



There are around 2,700 workless households in Clackmannanshire with approximately 2,000 children living in these households.

The number of people of working age in Clackmannanshire is set to drop by 12.5% from 2014 to 2039.

New technology provides the council with an opportunity to deliver services in more effective ways. More services will be available online with less need for face-to-face interaction with Council staff.



Report to: Council

Date of Meeting: 9th November 2017

Subject: Consolidation of Forthbank and Kelliebank depots

Report by: Head of Housing & Community Safety

1.0 Purpose

- 1.1. To agree amendments to the budgets for depot consolidation and approved savings

2.0 Recommendations

- 2.1. The Council is asked to agree:
- 2.1.1. To remove saving DAE 178 011 from this year's approved budget.
 - 2.1.2. That the £600K capital budget identified for the consolidation of depots is not required and should be released.
 - 2.1.3. That the Forthbank depot remains open.
 - 2.1.4. That a capital budget of £315K should be made available to fund necessary improvements at the Kelliebank and Forthbank depots, to be funded from savings on depot consolidation.
- 2.2. And to note that overspend on budget saving DAE 178 011 will be offset by cash savings made through disposal of Lime Tree House.

3.0 Budget Savings DAE 178 011

- 3.1. Budget item DAE 178 011 attributed a saving of £155K this year, and £45K next year from staff costs associated with the consolidation of depots. As discussed below, savings were based on staffing changes in security, mailroom and stores.
- 3.2. This saving involved the closure of the Forthbank depot and the Ward Street equipment store, moving all operations to Kelliebank. Due to staffing changes and amendments to duties, responsibility for the implementation of this item transferred to the Head of Housing & Community Safety. Having held discussions with the staff involved and looked closely at the business case, it is considered that the full staffing savings cannot be achieved in the short term. Moreover, the actual saving (£51K) on rates, utilities and repairs from

closing Forthbank does not justify the capital expenditure, and offers no practical advantages, and many downsides which are covered in section 4.

- 3.3. £75k of the agreed saving was the replacement of three (from four) 24/7 security staff with remotely monitored CCTV. Following procurement and implementation, CCTV cameras become operational in September. All four staff were offered voluntary severance and two accepted, resulting in total savings of £31K. If redeployment opportunities can be identified the full budget saving for this function will be achieved in future years.
- 3.4. One 30 hour post in the Health and Social Care Partnership equipment stores has recently been vacated. The savings will be in the region of £9K. This leaves three staff in this area. There is an ongoing review of equipment stores and other accommodation across the HSC partnership area. If suitable alternatives can be identified there may be opportunities for savings in future years.
- 3.5. There is a pilot study ongoing looking at mailroom costs which has taken longer than originally expected for various reasons. When completed this will provide a better indication of the savings that may be realised in this area from staff and postage costs.
- 3.6. The cost of the operation of the social work store at Ward Street was also deleted from the budget from 1st April. This property is leased from a third party. The lease on this property will terminate on 1st December. Rental and service costs result in an overspend on this budget of £17K. There will however be a full saving on this budget in future years.
- 3.7. There may be some compensatory savings (up to £20K) on the actual running costs of Forthbank if last year's trend is followed but this will not be quantified until the year end.
- 3.8. However, the budget had also allowed the full year operational costs of Lime Tree House. The property was disposed of prior to the year end, resulting in an underspend of £93,210 which will offset the overspend.

4.0 Capital Budget

- 4.1. Capital programme item A55 provided for £600K of capital expenditure over two years to complete the consolidation of the depots. Detailed costs, site investigations, drawings etc., were not available at the time this budget was set. The major expenditure in this was the requirement to provide a 2000 tonne capacity salt barn at Kelliebank for the winter maintenance programme. This was estimated to cost up to £250K. Since then, site investigations have been completed which confirm that the ground consists of made up material over very soft clay, and so piling foundations will be required. No further work has been undertaken due the likelihood of incurring additional abortive costs on professional fees.
- 4.2. 19 operatives currently work out of Forthbank. They would require additional welfare facilities to be provided at Kelliebank – toilets, showers, drying room, lockers, canteen area etc. This would mean the new training / meeting area

in the recently completed extension would have to be given over to this use, along with other areas of an already near full building.

- 4.3. Parking and yard space is also required for several vehicles, plant, equipment and workshops (including: 5 * 18 tonne vehicles; 7 * 7.5t vehicles; 3 * JCBs; Gritter body x 1; spinners x 6; plough x 7; trailers; rollers; traffic light equipment; gas bottles; small tools; building materials; signs and barriers).
- 4.4. The parking and storage in the yard area is already under pressure from the existing traffic, and this increase particularly of HGVs adds to the risks.
- 4.5. It is therefore recommended that the Forthbank depot remains open, and that the capital budget identified for the consolidation of the depots is released.

5.0 Maintenance to Depots

- 5.1. It is proposed that £315K of the £600K earmarked for consolidation be used to carry out essential works to both depots.
- 5.2. It is necessary to upgrade the security cameras and the fencing at Forthbank so that depot can function effectively. £40K is the estimated cost of these works. The roads staff report that they had been asking for some years for an upgraded security fence and improved camera system. Fencing works were being considered last year but put on hold due to the proposal to close the depot. Break-ins are a common occurrence with diesel fuel been taken from the vehicles. The winter season is the worst period for thefts.
- 5.3. Work is also required to resurface the hardstanding area at Kelliebank, and to mark out pedestrian walkways and a new one way system (£100K). The current surface is badly damaged and the lack of markings presents a risk to health and safety compliance.
- 5.4. The heating system is now over 20 years old, and replacement is estimated to be in the region of £33K. The large blow heaters in the workshops have recently been condemned and replacements are estimated to be in the region of £40K. Replacement of the leaking asbestos workshop roof will be a further £45K. There is also work required to accommodate the washing facility for the Social Work equipment service as a result of the relocation of the Ward Street stores. The Fleet Services offices also need to be enlarged to accommodate additional staff recently appointed.
- 5.5. In total, the costs of works to both depots are estimated at £315K, which includes a sum for contingencies. This will be required over two years, with £190K required this financial year

6.0 Sustainability Implications

- 6.1. Efficient heating systems and supporting upgrade works will reduce carbon emissions and energy consumption. Recycled materials will be used as appropriate.

7.0 Resource Implications

7.1. Financial Details

The full financial implications of the recommendations are set out in the report

Yes ✓

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

Yes ✓

7.2. Staffing

Works will be completed using internal and external resources. It is not intended to recruit additional staff.

8.0 Exempt Reports

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

9.0 Declarations

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

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

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

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

10.0 Equalities Impact

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

Yes No ✓

11.0 Legality

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

Yes ✓

12.0 Appendices

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

Background Papers

- 12.2. 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


General Services Revenue and Capital Budget 2017/18

<http://www.clacks.gov.uk/document/meeting/127/774/5623.pdf>

Author(s)

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Approved by

Ahsan Khan	Head of Housing and Community Safety	
Nikki Bridle	Depute Chief Executive	