



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 10 September 2020 at 9.30 am

Via MS Teams



Clackmannanshire Council

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

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

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

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

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacks.gov.uk

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2 September 2020

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held via MS TEAMS, on THURSDAY 10 SEPTEMBER 2020 at 9.30 AM.

NIKKI BRIDLE
Chief Executive

B U S I N E S S

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Confirm Minutes of Meetings of Clackmannanshire Council (Copies herewith):	
a. Meeting held on Thursday 25 June 2020	07
b. Special Meeting held on Friday 10 July 2020	13
4. Committee/Forum/Board Meetings Convened Since the Previous Council Meeting on 25 June 2020 (For information only)	--
(i) Education Appeal Committee on 16 June 2020 (Reconvened 7 July 2020)	
(ii) Licensing Board on 3 July 2020	
(iii) Licensing Board Sub Committee on 10 July 2020, 24 July 2020, 14 August 2020 and 1 September 2020	
5. Be the Future Update – report by Nikki Bridle, Chief Executive (Copy herewith)	17
6. City Region Deal Update – Scotland's International Environment Centre – report by Pete Leonard, Strategic Director (Place) (Copy herewith)	45
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8. Scheme of Establishment of Community Councils – report by Lindsay Thomson, Senior Manager – Legal and Governance (Copy herewith)	59
9. Digital Strategy – Enhancing Digital Foundations – report by Stuart Crickmar, Strategic Director (Partnership and Performance) (Copy herewith)	65
10. Annual Review of Debtors 2019/20 – report by Lindsay Sim, Chief Finance Officer (Copy to follow)	75
11. Annual Treasury Management Report 2019/20 – report by Lindsay Sim, Chief Finance Officer (Copy to follow)	89
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Motion

13. Notice of Motion in terms of Standing Order 16.0 – Coronavirus Epidemic in Clackmannanshire – motion submitted by Councillor Dave Clark (Copy herewith)	(i)
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Clackmannanshire Council – Councillors and Wards

Councillors

Wards

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



**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held via MS Teams, on
THURSDAY 25 JULY 2020 at 9.30 am.**

PRESENT

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

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Fiona McOmish, Strategic Director (People)
Fiona Duncan, Chief Social Work Officer
Ann Margaret Black, Chief Officer, Clackmannanshire & Stirling Health & Social Care Partnership
Stuart Crickmar, Strategic Director (Partnership & Performance)
Lindsay Sim, Senior Service Manager (Partnership & Performance)
Chris Alliston, Senior Service Manager (Partnership & Performance)
Debbie Carter, City Deal Programme Manager
David Hunt, Programme Management Officer
Lindsay Thomson, Senior Service Manager (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership and Performance)

CC.303 APOLOGIES

Apologies were received from Provost Tina Murphy and Councillor Derek Stewart.

CC.304 DECLARATIONS OF INTEREST

None.

**CC.305 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL
27 FEBRUARY 2020**

The minutes of the special meeting of the Clackmannanshire Council held on 27 February 2020 were submitted for approval.

Councillor Dixon advised that he had been recorded as both present and having submitted apologies for the meeting. He confirmed he had submitted apologies for the meeting.

Decision

Subject to the above amendment, the minutes of the meeting of the Clackmannanshire Council held on 27 February 2020 were agreed as a correct record.

**CC.306 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
5 MARCH 2020**

The minutes of the special meeting of the Clackmannanshire Council held on 5 March 2020 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 5 March 2020 were agreed as a correct record.

**CC.307 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL
23 MARCH 2020**

The minutes of the special meeting of the Clackmannanshire Council held on 23 March 2020 were submitted for approval.

Decision

The minutes of the special meeting of the Clackmannanshire Council held on 23 March 2020 were agreed as a correct record.

**CC.308 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL
MEETING ON 19 DECEMBER 2019**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 5 March 2020.

- (i) Partnership & Performance Committee on 12 March 2020
- (ii) Emergency Decision Making Forum on 27 March, 3 April, 10 April, 20 April, 11 May, 26 May 2020
- (iii) Licensing Board on 11 June & 18 June 2020
- (iv) Education Appeal Committee on 16 June 2020

CC.309 COUNCIL GOVERNANCE

The report, submitted by the Senior Manager, Legal and Governance, proposed changes to Standing Orders, set out a revised timetable for meetings and updated Council on the meetings of the Emergency Decision Making Forum (EDMF).

Motion

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

Moved by Councillor Ellen Forson. Seconded by Councillor Helen Lewis.

Decision

Having agreed to suspend the provision in Standing Orders (paragraph 20.7) which required notice of changes to Standing Orders to be given at a preceding meeting, the Council agreed:

1. To approve the revised Standing Orders set out at Appendix 1 of the report;
2. The revised Council timetable set out at Appendix 2 of the report; and
3. To continue the EDMF over recess to respond to any decisions which need to be taken in response to the Coronavirus pandemic

Action

Senior Manager, Legal and Governance

CC.310 MEMBER APPOINTMENTS

The report, submitted by the Senior Manager, Legal and Governance, sought Council approval for some changes to the spokesperson roles held by the Administration and some changes to committee membership.

Motion

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

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

Decision

The Council agreed to:

1. The appointment of Councillor Craig Holden as the spokesperson for Housing and the Environment and convenor of the Place Committee;
2. That Councillor Jane McTaggart is no longer a member of the People Committee;
3. That Councillor Les Sharp is no longer a member of the Place Committee;
4. That Councillor Jane McTaggart is appointed as a member of the Place Committee;
5. The appointment of Councillor McTaggart as vice convenor of the Place Committee, replacing Councillor Donald Balsillie as vice convenor;
6. That Councillor Les Sharp is appointed as a member of the People Committee;
7. The appointment of Councillor Les Sharp as vice convenor of the People Committee, replacing Councillor Jane McTaggart as the vice convenor; and
8. The appointment of Councillor Donald Balsillie as vice convenor of the Partnership and Performance Committee, replacing Councillor Les Sharp as vice convenor

Action

Senior Manager, Legal and Governance

CC.311 RESPOND, RECOVER AND RENEW

The report, submitted by the Chief Executive, proposed a strategic outline to facilitate the Council's ongoing Covid-19 pandemic response and necessary recovery activity, whilst renewing the Council's agreed Be the Future Plan. The paper set out a range of principles which underpin the approach with the aim of maximising and streamlining activity to ensure resources are clearly focussed on agreed priorities.

Motion

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

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

Decision

The Council agreed to:

1. Note the background information set out in section 3;
2. The proposed approach set out in section 4;

3. Reaffirm the Be the Future workstreams of Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing (paragraph 4.4);
4. Endorse the initial priorities set out in paragraph 4.6 and agrees that this work continues to be developed to support the delivery of elected member engagement through the summer months;
5. Note that in the medium term, proposals will be shared with the Be the Future Board (paragraph 4.6) but that this position is unlikely to be achieved whilst the national emergency response remains in force due to the immediacy of the mobilisation required (paragraph 4.9);
6. The continued development of response, recovery and renewal activity during recess, through the development and delivery of virtual workshop sessions for all elected members. These workshops aim to review and document renewed (Be the Future) priorities, informed by recent experience and learning in responding to the COVID-19 emergency (paragraphs 4.9 and 4.10);
7. Note that it is likely that the EDMF will require to be convened during the summer recess, given the ongoing development of recovery action (paragraph 4.11);
8. Note the recent decision of EDMF which reflects the initial steps taken to review and increase capacity to support change (paragraph 4.13);
9. Note the initial range of workforce issues under consideration, including leadership development (paragraphs 4.12 to 4.17); and
10. Note the significant financial risks summarised in Section 5 and the potential need for Council to agree a funding strategy and /or potential review of the Council's current year budget (paragraph 5.13).

Action

Chief Executive

CC.312 CITY REGION DEAL UPDATE

The report, submitted by the Strategic Director (Place), provided Members with an update on progress of the City Region Deal, together with additional information on wider economic development related activity that is taking place within Clackmannanshire Council and across the Forth Valley region.

Motion

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

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

Decision

The Council agreed to:

1. Note that the City Region Deal was signed on 26 February 2020;
2. Note the general update on City Region Deal progress;

3. Note that SCREAB and REF are part of the formal CRD governance framework as submitted to Scottish and UK Government at full deal sign off and that the Joint Committee reviewed and approved the Terms of Reference for SCREAB on 9 June 2020 and delegated authority to the Senior Manager Legal and Governance, in consultation with the Chair and Vice Chairs of the Joint Committee to finalise the membership of REF;
4. Approve the changes to the terms of reference of the SCREAB as set out in Appendix 1;
5. Approve the changes to the name and terms of reference of the Stirling and Clackmannanshire Joint Commission (to be know as the Regional Enterprise Forum) as set out in Appendix 1;
6. Agrees to delegate authority to the Joint Committee to review and propose changes to the terms of references of groups which form part of the formal Governance Framework, including SCREAB and REF;
7. Note and endorses the wider regional economic development activity, and in particular the work on developing a Strategic Transportation Strategy and Spatial Strategy; and
8. Notes and endorses the work and next steps on Wellbeing Economy and Community Wealth Building and welcomes the Scottish Government's interest in Clackmannanshire.

Action

Strategic Director (Place)

CC.313 REVIEW OF THE CLACKMANNANSHIRE AND STIRLING INTEGRATION SCHEME

The report, submitted by the Senior Manager, Legal and Governance, advised Council on the statutory duty to review the Integration Scheme for the Clackmannanshire & Stirling Healthcare Partnership and provided an update on progress.

Motion

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

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

Decision

The Council agreed to:

1. Note the requirement to review the Integration Scheme (paragraph 3.6);
2. Note that an initial review of the Integration Scheme has been undertaken, (paragraphs 3.9 – 3.12);
3. Note that the existing Integration Scheme will remain in place until the review is completed; and
4. Note the actions being taken forward in June, if the emergency response to COVID-19 pandemic has reduced. (paragraphs 3.13 – 3.15).

CC.313 REGIONAL TRANSPORT TRANSITION PLAN

The report, submitted by the Strategic Director (Place), advised members on correspondence from the Cabinet Secretary for Transport, Infrastructure and Connectivity outlining plans for engagement with local authorities in the Edinburgh and Glasgow City Regions. The letter made clear the urgency and the scale of the public transport challenge which requires immediate joined up working to manage the operational interactions between the respective networks.

The Edinburgh and South East of Scotland Transport Appraisal Board which includes representatives of Transport Scotland and SEStran met in order to map the way forward. It was agreed to establish the South East of Scotland Transport Transition Plan Group and to invite both Clackmannanshire and Falkirk to attend given their role in SEStran. Representatives from Clackmannanshire and Falkirk joined the group on 10th June 2020.

Given the urgency of the transport challenge, the group will meet weekly in order to work together with Transport Scotland and SEStran to develop operational plans in response to the Covid-19 recovery.

Motion

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

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

Decision

The Council agreed to note that:

1. An operational South East of Scotland Transport Transition Group has been established in response to the letter issued by the Cabinet Secretary for Transport, Infrastructure and Connectivity as set out in Appendix 1; and
2. The terms of reference for the Group have been drafted as set out in Appendix 2.

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.

CC.314 EXEMPT MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL 17 MARCH 2020

The exempt minutes of the special meeting of the Clackmannanshire Council held on 17 March 2020 were submitted for approval.

Decision

The exempt minutes of the special meeting of the Clackmannanshire Council held on 17 March 2020 were agreed as a correct record and signed by the Provost.

Ends: 10:50 am



MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held Via MS Teams, on FRIDAY 10 JULY 2020 at 9.30AM.

PRESENT

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

IN ATTENDANCE

Nikki Bridle, Chief Executive
Fiona McOmish, Strategic Director, People
Stuart Crickmar, Strategic Director, Partnership and Performance
Lindsay Sim, Senior Service Manager, Partnership & Performance
Chris Alliston, Senior Manager HR and Workforce Development, Partnership and Performance
Carla MacFarlane, Communications Officer, Partnership and Performance
Lindsay Thomson, Senior Service Manager, Partnership and Performance (Clerk to the Council)
Lynne Clark, Members' Services, Partnership and Performance
Morgan Kerr, Members' Services Partnership and Performance

The Provost advised the meeting had been called at her request and invited the Council to agree to suspend Standing Order 7.2 which provides for five working days notice of the business on the agenda . The Clerk confirmed that the statutory notice period of three working days had been given. The Council unanimously agreed to suspend Standing Orders.

CC.315 APOLOGIES

Apologies were received from Councillor Chris Dixon and Councillor Derek Stewart.

CC.316 DECLARATIONS OF INTEREST

None.

CC.317 LEARNING ESTATE – URGENT MATTERS

The report, submitted by the Strategic Director (Place) and Chief Education Officer, informed Council of a number of property related issues that have arisen in the Alloa South learning estate; together with the implications that this has on the Council's ability to meet its statutory duties in relation to educational provision for the services in affected establishments. The paper set out the issues and identified a range of solutions for consideration.

Motion

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

Moved by Councillor Craig Holden. Seconded by Councillor Graham Lindsay.

Decision

The Council agreed to:

1. Note the issues with the Clackmannanshire Secondary Support Service building at Bedford Place, Alloa; and noted that the service will be temporarily relocated to the former St Bernadette's Primary School in Tullibody, pending further consideration of the issues at the Bedford Place premises and additional support needs in the wider estate strategy.
2. Note the options set out in Appendix A which had been considered but which were not suitable for recommendation.
3. Note that the Park Primary Nursery extension has been delayed due to COVID-19 restrictions, requiring urgent action to create accommodation space for two Primary 1 classes; and noted that the Primary Support Service which is currently located in Park Primary will be temporarily relocated to the former St Bernadette's Primary School in Tullibody in order to create this space, pending further consideration of additional support needs in the wider learning estate strategy.
4. Note that a number of financial risks have arisen with the Park Primary Nursery Extension project and that a separate paper is being prepared by officers with the intention of presenting the matter at a Special Council meeting to be scheduled at the end of July 2020.
5. Note that, subject to further specified structural roof strengthening works, the ABC Nursery building has been assessed as structurally safe for use in the short term and that the intention is to recommence early years' services at this location between August and October 2020.
6. Note that officers are assessing further options for the provision of early years' services currently provided at ABC Nursery beyond October 2020, and that a separate paper is being prepared with the intention of presenting the matter at a Special Council meeting to be scheduled at the end of July 2020.
7. The proposed refurbishment of the former St Bernadette's Primary School to enable the temporary relocation of CSSS and PSS establishments, thereby ensuring that the Council is able to meet its statutory educational duties relating to these pupils. Council had previously accepted that this site could form part of the wider learning estate strategy following options appraisal. This temporary use will not impact on that decision and an options appraisal will still go ahead in due course.
8. Fund the refurbishment works as follows:
 - Capital: £238,000 from the existing Capital plan, re-phasing the capital allocation for the Parking Management Scheme (£380,000) into 2021/20 financial year.

Revenue: The estimated costs of £307,000 to be funded from within the existing approved education budget, with any shortfall met from uncommitted reserves.

Action

Strategic Director (Place) and Chief Education Officer

CC.318 CHIEF EDUCATION OFFICER UPDATE: LOCAL PHASING PLAN

The report, submitted by the Chief Education Officer, presented the updated information on the Education Service Local Phasing Plan as required by the Scottish Government Advice note of 28 May 2020.

Motion

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

Moved by Councillor Graham Lindsay. Seconded by Councillor Craig Holden.

Decision

Having provided comment on the approach to developing the Plan as set out in the report, the Council agreed to:

1. Note the preparations which have been undertaken to date on the Education Service Local Phasing Plan ("the Plan") for the return of schools in August; and
2. Delegate authority to the Chief Education Officer to finalise the Plan and noted that this will require the Education Service to continue to respond quickly to emerging health and safety advice, and Scottish Government directives in relation to the safe opening of schools in August.

Action

Chief Education Officer

Ends: 10.54 am

Report to: Clackmannanshire Council

Date of Meeting: 10 September 2020

Subject: Be the Future Update

Report by: Chief Executive

1.0 Purpose

The purpose of this report is to provide an update on progress with the activities outlined in the Respond, Recover and Renew paper agreed by Council in June. The paper focusses on activity undertaken to date to establish a strategic and integrated approach to facilitate the Council's ongoing Covid-19 pandemic response and necessary recovery activity, whilst renewing the Council's agreed Be the Future Plan.

2.0 Recommendations

It is recommended that Council agrees:

- 2.1 the seven priorities set out within paragraphs 5.5 and 5.7, based on the feedback from iESE detailed in Appendix B and based on the reprioritisation of activity set out within the Be the Future Programme, the Organisational Redesign Plan and the Recovery Plan.
- 2.2 agrees funding of £58k from the Transformation Fund, in addition to the £520k previously approved, to provide the additional resources to support ongoing response, recovery and renewal activity set out in Table 1.

It is recommended that Council notes:

- 2.3. the Background information set out in section 3
- 2.4. the outcome of the Health and Wellbeing survey undertaken and summarised at Appendix A and para 3.8
- 2.5. the Recovery Framework and Plan as well as the strategic recovery themes highlighted for inclusion in the refreshed Be the Future priority projects (section 4)
- 2.6. the work undertaken by iESE to refresh the agreed Be the Future priority projects (section 5 and Appendix B)
- 2.7 that subject to agreement of the seven priorities detailed in paragraphs 5.5 and 5.7, work will be taken forward to prioritise and develop specific proposals within the context of the agreed Be the Future Framework (paragraph 5.6)

- 2.8 that arrangements are currently being developed to hold a workshop with iESE to feed back on the separate and broader review of transformation activity within the Council, feedback from which was delayed due to the pandemic (paragraph 5.9).
- 2.9 the progress made in respect of a range of previously approved Be the Future projects (paragraph 5.7) and the separate reports on this Council agenda which provide more detail on progress in specific projects.
- 2.10 the agreed additional resources and associated costs to support ongoing response, recovery and renewal activity set out in table 1 and section 6.
- 2.11 that a separate, detailed Finance update report is also on this Council meeting agenda (para 7.1).

3.0 Background

- 3.1. In June 2020, Council considered the Respond, Recover and Renew paper which set out the impact of COVID-19, the most significant public health emergency that the UK has faced in a generation. The paper had a particular focus on the impact of the pandemic on the delivery of the Council's agreed Organisational Redesign and Be the Future Plans, and what this might mean for our residents and communities.
- 3.2. The paper provided a summary of the key aspects of the Council's response activity to date and highlighted that it is likely that the response and recovery activity required will be both significant and need to be sustained over a long period of time. The paper also highlighted the positive examples of individual, community, staff and partner support, creativity and kindness across the County and the aim that recovery activity should build on this local proactivity and positivity.
- 3.3. The Council is playing a critical role in seeking to mitigate these local and regional impacts and has been working collaboratively with its partners to protect and support the most vulnerable in our communities in line with Scottish Government and Public Health (Scotland) advice.
- 3.4. Our recent discussions with partners, notably our Alliance and HSCP partners and Stirling University, in respect of the development of the City Region Deal project to establish Scotland's International Environment Centre, have demonstrated a shared ambition to build on the momentum and new ways of working implemented during the pandemic response, and to seek to evolve these into new and sustainable models for the future.
- 3.5. This is an extremely welcome base from which to build, however it is acknowledged that this needs to be progressed with a degree of pace to harness the potential of this current opportunity. Further detail is provided in section 5 on how this potentially time-limited opportunity is being taken forward.
- 3.6. This is a critical time for our communities, partners and the Council. In line with UK and Scottish Government advice, our staff, wherever possible are, and will remain, working from home. These measures are in line with the principles outlined in the Scottish Government's Route map. However, when taken in the context of the easing of restrictions and reaching Phase 3 of the Scottish Government's Roadmap, there is increasingly a need to manage expectations and clarify the arrangements for new and adapted ways of working.
- 3.7. Much effort is currently being invested in developing medium term approaches to provide a more sustainable and blended pattern of attendance for staff and elected members which minimises risk and ensures that health and safety requirements continue to be met as well as seeking to ensure that officers and elected members stay connected with colleagues

across the Council. This is not an easy balance to deliver in a context which has the potential to change at very short notice, and whilst remaining within social distancing parameters. This, in turn, has significant implications for how services are accessed and delivered for Clackmannanshire residents and communities.

- 3.8. This work is being taken forward in consultation with trade union representatives and our recent TU/ Management meeting highlighted the challenges for some staff in working within this changed operating context. There is, however, also a number of staff who regard many of the changes made as positive. The COVID-19 Staff Wellbeing Survey undertaken in May (Appendix A) found that of the 1006 responses received 90% felt their mental well being was between fair and excellent, 62% had accessed the health and wellbeing section of our website, 60% responded positively when asked whether they felt support by the Council to balance work and caring responsibilities, 80% felt support by their manager or supervisor, 82% indicated they were having regular contact with their manager and, in general, respondents felt that homeworking had not negatively impacted on their productivity with only 20% of respondents feeling it had. Key to the success of this survey will be our commitment to benchmark these results and as such the content of the 2020 Staff Survey, due in October, will focus on the 3 thematic areas of the wellbeing survey.
- 3.9. At the UK level, we are already seeing localised surges in infection rates which are requiring the reintroduction of measures to protect communities. This pattern is anticipated for some time to come. This means that there is likely to be an ongoing cycle of stepping public services up and down depending on localised infection rates and the findings of the Test and Protect tracing activity. This aspect is discussed in a little more detail in Section 4 below.
- 3.10. In the June report, Council also acknowledged the integrated and flexible platform that its Be the Future Programme provides and the basis this provides from which sustainable public service delivery can be built in the light of the pandemic experience. On this basis, Council agreed that as the Council continues to develop its recovery phase of activity that this work is fully integrated within our Be the Future Programme and not seen as a separate activity.

4.0 Recovery Planning Update

- 4.1 As part of the Council's agreed MEOPs approach, there is a specific framework for developing clear recovery plans. These have been activated and work is being progressed in line with Scottish Government and Public Health Scotland (PHS) guidance with our local and regional partners including across all Council services.
- 4.2 The Council's recovery plan is based on the Scottish Government's four phase strategy, *Coronavirus (COVID 19): Scotland's route map through and out of the crisis*. Recovery planning in addition provides a link to Be the Future principles and plans, enabling transformational renewal where appropriate or necessary. A three-tier management approach has put been in place to support service recovery, led by the Strategic Director, Partnership & Performance, in outline as follows:
- **Strategic:** SLG/ESLG - Continually reviewing and agreeing the high level plan and allocating resources as required
 - **Tactical Recovery Group:** Senior Managers Forum - Maintaining an overview of, updating as necessary and ensuring delivery of the recovery plan, whilst minimising service disruption though ongoing business continuity planning;

- **Operation Recovery Group** - Ensuring that tactical arrangements are suitably and safely operationalised. This includes risk assessments, signage and other systems of working to ensure Covid-19 biosecurity.

4.3 Although business continuity planning seeks to minimise service interruption on a continuous improvement basis, periodic disruption, whether at a local, regional or national is likely for the foreseeable future. Sporadic outbreaks are anticipated as part and parcel of recovery, likely until such times as an effective vaccine is in place. Outbreak management will be responded to as per Public Health Scotland's guidance on the Management of Public Health Incidents. Local outbreaks will be led by NHS Forth Valley's Director of Public Health, supported by the Council and other partners as necessary.

4.4 To support services with outbreak management, in mid-August, briefings on procedures and contingency arrangements were held with head teachers and a number of desktop exercises looking at a range of scenarios were facilitated by the Council's emergency planning officer for senior managers.

4.5 In line with the approach described in section 3 above, operational and detailed activity is managed within the Recovery Framework and Plan. Strategic priorities are however, being integrated within the Be the Future Plan refresh as part of the work detailed in section 5 below. The key strategic themes identified from the Recovery Plan are as follows:

- **new ways of working:** for instance new models of education provision; strengthened partnership working models, including with communities and the third and voluntary sectors; new Health and Social Care models; digital solutions, including remote/home working and the establishment of virtual democracy and governance arrangements.

- **supporting economic recovery:** developing a Regional Economic Strategy within Forth Valley to maximise the opportunities for businesses and local employment; progressing critical elements of the City Region Deal such as Scotland's International Environment Centre (SIEC); promoting community wealth building and Wellbeing economy (these aspects are also covered in a separate update report also on this Council agenda).

- **financial sustainability:** supporting income maximisation for vulnerable communities and residents; securing longer term financial balance for Council and partnership service delivery.

- **workforce and elected members:** continued and evolving focus on health and safety; health and wellbeing; homeworking and minimising the risk of isolation; revisions to employment policies to reflect the evolving new work environment; communication, engagement and contact mechanisms for elected members, staff and managers; leadership development and training need analysis.

5.0 Be the Future Update

5.1 In June, Council reaffirmed its commitment to the three Be the Future core workstreams of:

- Sustainable Inclusive Growth
- Empowering Families and Communities
- Health and Wellbeing.

5.2 Council also agreed its support for activity to prioritise individual Be the Future projects within each of these three workstreams. Following the Council meeting, iESE were

commissioned to undertake a series of stakeholder engagement activities focussed on delivering this task. A range of stakeholder activity has been undertaken, at pace, as follows:

- three officer workshops to engage with the Extended Senior Leadership Group and senior managers
- a workshop with the Administration Group to focus on ensuring that there remains an alignment of priority Be the Future projects with policy priorities
- two elected member workshops to provide the opportunity for all Councillors to participate in the prioritisation exercise
- a workshop with Alliance partners to focus on priority projects which could be developed, delivered and led in partnership.

The officer sessions were facilitated by iESE supported by council officers whilst elected member and partner sessions were facilitated jointly by the Council Leader and iESE. The sessions were managed virtually using the functionality afforded by the Zoom application and were both productive and constructive.

- 5.3 The key output defined from this work is a report produced by iESE which incorporates greater detail on the feedback received from the facilitated discussions in all stakeholder groups, and once finalised, this will be shared with elected members. In the interim, Appendix B provides iESE's Executive Summary of the key findings from the work that has taken place during August. This, along with discussions between the facilitators and the Chief Executive, provides the basis from which refined priorities are now proposed. This approach has been adopted with a view to sustaining as much of the momentum established during the Covid-19 response phase, as possible.
- 5.4 Overall, the feedback is considered to be reassuring with all issues identified having been previously reported and included in the separate Organisational Redesign Plan, the Be the Future Programme or the Recovery Plan. This activity has, however, provided the opportunity to integrate reprioritisation of activity across all of these plans in order that scarce Council and partner resources can be targeted to best effect. It has also provided a valuable insight into the extent to which the planned work to embed and communicate the Be the Future ambitions and the Council vision and values should be prioritised.
- 5.5 Having reviewed the 'key takeaways' from the iESE work, seven priorities have been identified. These have also been shared with trade union colleagues as part of ongoing engagement:
- **People and Place Hub pilot:** to address the development of a 'localism' or place based approach, work had already commenced to develop a programme of related projects under the People and Place Hub pilot initiative. Work to date has been between Council and HSCP officers but includes the strategy for engaging a wide range of local and national stakeholders, including Strathclyde University, Alliance partners, Communities, Columba 1400, Stirling University, Scottish Government and the Hunter Foundation, in both the development and delivery of proposals. Work is currently being taken forward with the University of Strathclyde to develop workshops for delivery in late September, the output from which will be used to engage with potential partners and funders.

- **City Region Deal and Scotland's International Environment Centre and Sustainable ageing proposals:** to address issues relating to economic recovery and economic development both locally and from regional and national perspectives. This range of activity includes work to provide employment opportunities, support families and provide skills development capacity locally, as well as to provide a stronger economic footprint for the area within the Forth Valley Region and nationally. There has been significant recent activity to expedite the refinement of the original proposals in the economic context of the pandemic. Further detail is provided on SIEC in a separate report which appears on this agenda. A similar paper will be brought forward to Council in the near future on sustainable ageing proposals and the alignment with housing and health and care strategies

- **STRIVE pilot:** this is well underway with the pilot being proposed to be extended from six to twelve months (see para 5.7 below) to facilitate the further development of partnership learning and to maximise the opportunity to consider how the redesign of multi agency service delivery can be developed to capitalise on the earlier intervention, prevention and improved outcomes the pilot is suggesting have the potential to be secured

- **Income maximisation:** this aspect is focussed on mitigating the impacts of poverty as well as ensuring the financial sustainability of the Council as an organisation. The reprioritisation activity will include additional activity to ensure that a transparent programme of related activity is in place through the Be the Future Programme

- **Digital strategy as an enabler:** Again, work has already been progressed in this regard as part of the Be the Future Programme with the agreement of the Digital Strategy in April 2019. Additionally there is a separate paper on this Council agenda and a further paper on the meeting scheduled for the 24 September to progress additional aspects of the agreed Strategy. Activity levels and the importance of this aspect, including data analysis, has been highlighted significantly during the Council's Covid-19 response phase which has provided a positive and catalytic effect on taking forward potentially significant changes in how services are delivered, how we engage both internally and externally and how our staff are deployed. The importance of the potential for digital exclusion and the need for blended models has also been highlighted

- **Workforce:** the Council was updated in June on a significant range of issues that require to be addressed to further develop sustainable employment models, employment policy and procedures and the associated and significant culture change that this represents. This has also been highlighted as a priority area in the feedback from the iESE discussions. The Council's experience of the Covid-19 response phase also suggests a need to prioritise how we maximise the opportunity for staff empowerment through effective and streamlined governance arrangements and better sustain supports for employee wellbeing within the new operating context.

Council is requested to approve these six priorities, along with that proposed in paragraph 5.7, within the context of its previously agreed Organisational Redesign Plan and Be the Future Programme.

5.6 Subject to agreement of these seven priorities set out in paragraphs 5.5 and 5.7, work will be prioritised within the Be the Future Programme, with progress being monitored through the agreed Framework which comprises the Be the Future Board and Council. Key planned activities include:

- the development of programme and project specifications for each of the priorities
- the allocation of resources to co-ordinate and lead key projects

- the development of options appraisals and/or specific business cases to support recommendations for change, investment and/or savings

- regular progress monitoring information.

5.7 The iESE work also highlighted a lack of knowledge and/or sightedness on many aspects of these previously agreed plans across the stakeholder groups leading to some suggestions to incorporate additional activity which is already embedded within the agreed plans, for instance STRIVE, Anti-poverty approaches and community leadership and governance. This is not an unexpected finding, given that work planned to embed and develop awareness of these aspects had stalled following the budget in February given the immediate incidence of the Covid-19 pandemic. This finding reinforces the need for this activity to be prioritised and this priority is therefore proposed as the seventh recommended priority in addition to the six captured in paragraph 5.5 above. Given this is critical to establishing a sense of common purpose, it is proposed that more detail will be reported to a future meeting of Council on proposed activities.

5.8 Whilst there may be a perception that much transformation activity was stalled during the Covid-19 response phase, this has not been the case in all areas. The following section highlights some of the activity and progress which has been sustained during this period to develop the previously agreed priority Be the Future projects, including:

- **STRIVE pilot (Safeguarding through Rapid Intervention):** It is proposed that the project is extended to the end of March 2021. The project was initially set up as an eight week pilot from Monday 3rd February 2020. As a direct response to the outbreak of COVID-19 in mid-March, STRIVE extended its eligibility criteria to also respond to referrals where an individual, family or household was experiencing one or more significant welfare concerns either directly or indirectly related to COVID-19 (known as STRIVE+). Since the start of the pilot, STRIVE and STRIVE+ has managed over 100 cases. This extension will provide partners with sufficient time to plan and commit resource until the end of the financial year, enabling the continued evaluation of a full year of learning. Formal evaluation of the STRIVE project will make recommendations to be considered as part of Clackmannanshire Council and Clackmannanshire Alliance's strategic transformation plans.

- **Empowering Families and Communities**, in partnership with the Scottish Government Social Renewal Advisory Board, developing the concept of a "Community-Around-the-Child" approach building on existing work of the Social Innovation Partnership

- A whole systems approach to **transforming Mental Health services** and supports for children and young people (Tell us Once Forum, Counselling in schools, Transforming ASD assessment, Developing a holistic model of staff wellbeing and support)

- **Collaborative Family Support Services**, working in partnership across Children's Services and Council wide, with third sector partners and other public services. The Intensive Family Support Service, set up during COVID is now feeding in to this development

- **Transforming the Secondary Curriculum**, incorporating the lessons and experience of COVID particularly in relation to skills and experience, environmental issues, wellbeing, outdoor learning, volunteering and social citizenship in partnership with Columba 1400, Inspiring Scotland and MCR Pathways-

- work to develop the joint approach to delivering the **Place and Wellbeing Economy Diagnostic** with Scottish Government. An update is provided in a separate report on this Council agenda

- **Learning Estate Strategy** –Early stage of development of visioning and moving to options/feasibility of Connecting people, places and learning with an initial focus on the potential to develop a campus model pilot.

5.9 Prior to the start of the Covid-19 pandemic, iESE had also worked with Council officers and members on a separate piece of work as part of a broader review activity of Council transformation. The presentation of this work was delayed in light of the pandemic, however, arrangements are now being made to arrange a workshop for iESE to present findings which will inform the further development of the Be the Future Programme during the Autumn.

6.0 Resourcing update

6.1 As priorities are agreed, it is necessary to ensure that the Council's resources are deployed in line with these priorities. However, as outlined to the EDMF and Council, it has been clear for some time that additional resources are required to ensure that Clackmannanshire Council as an organisation is able to continue to respond to this emergency whilst simultaneously undertaking critical recovery and renewal activity.

6.2 At Council in June, elected members were updated on the recent decisions of the EDMF, from its meeting on 15 June:

- To delegate a further £200k from the Transformation Fund to support the work outlined in this report. This funding is to be used in conjunction with that previously delegated to support transformation at directorate level, creating a total delegated fund of £520k.
- As detailed in paragraph 4.2, a Recovery Co-ordinator post has been established, on a fixed term basis, at Senior Manager level to co-ordinate the Council's ongoing response and recovery activity.
- The vacant Improving Outcomes Manager post to be advertised on a permanent basis to augment senior management capacity within the People Directorate.
- Arrangements to be put in place to permanently recruit to the Strategic Director (People) post which is currently filled on a secondment basis until February 2021.
- To establish appropriate Appointments' Committee arrangements to take forward the recruitment of the Strategic Director (People) and Improving Outcomes Manager posts.
- To delegate to the Chief Executive and/or relevant Strategic Director the appointment of any fixed term internal and/or additional senior management resource from the £520k earmarked reserve, with this arrangement being reviewed in six months time.

6.3 Since June, the following progress has been made against each of these aspects:

- an exercise has been undertaken across each service portfolio to identify immediate and medium term resourcing needs. The total immediate needs resource requirement, even when framed on a prudent basis, significantly exceeded the available £520k delegated to the Strategic Leadership Group. These proposals have, therefore, been further prioritised and Council is asked to approve a further £58k additional investment from the Transformation fund to allow senior management to secure the revised priority resources detailed in Table 1.

- the interviews for the Recovery Co-ordinator were held on the 5 August and an external appointment made. Pre employment checks are underway and it is hoped the successful candidate will commence, at the latest, October 2020. This is funded by the additional non-ringfenced element of Scottish Government Covid allocation

- interviews for the vacant Improving Outcomes Manager were undertaken on 18 August and an external appointment made. Pre employment checks are underway and it is hoped the successful candidate will commence, at the latest, by the end of October 2020

- The assessment Centre for the appointment of the Strategic Director (People) was held on the 19 August with final interviews scheduled for 11 September.

- Strategic Directors, in partnership with HR and Workforce Development, are developing job profiles for each of the key resource requirements identified. These will then be evaluated in line with Council processes and thereafter advertised internally and externally simultaneously.

6.4 Table 1 below details the immediate priority resourcing requirements approved by the Senior Leadership Group in respect of the delegated EDMF/ Council authority. The table sets out each post, its duration and cost as well as an update on the progress in implementing recruitment arrangements. These resources are critical to the delivery of the priority work highlighted in section 5 of this report:

Table 1: Priority additional resources agreed by SLG August 2020

Role	Number of posts	Estimated cost (£000)	Duration of appointment
Economic Development Officer	1	90	18 months fixed term
Project managers	2	180	18 months fixed term
Business analysts	2	158	18 months fixed term
Quantity Surveyor	1	90	18 months fixed term
Policy Officer	1	60	18 months fixed term
TOTAL	7	578	N/A

6.5 Additionally, the funding position for existing corporate transformation was reviewed- the Programme Manager (Transformation) and Programme Management Office Administrator.

6.6 Additionally work is in hand to identify alternate resourcing approaches and those currently being explored include:

- Place and Wellbeing Economy diagnostic and Community Wealth building work with Scottish Government and SIPHER has been providing in kind support which is allowing

work to progress and this in kind support is anticipated to continue. A separate report is also included on this Council agenda which provides more detail

- SIEC, a range of discussions in hand with City Region Deal RPMO as well as UK and Scottish Governments to seek access to additional resource and expertise. A separate report is also included on this Council agenda which provides more detail

- partnership work initiated to develop a project proposal in respect of the establishment of an integrated service delivery hub pilot, creating the potential for partnership mutual aid and partner and community leadership of transformation

- actively engaging with Strathclyde University and Hunter Foundation to explore opportunities for community partnerships based on a shared vision, values and a collective responsibility

Alongside this work to identify alternate additional capacity, work is also being undertaken to look at the specific opportunities to flexibly deploy our staff and/or redesign our service delivery and structures. SLG has identified two initial priorities building on existing activity, these are: STRIVE and partnership working options; and Community Learning and Development to enhance community liaison aspects of the role. Arrangements are now being put in place to take initial discussions forward with these services and trade union representatives.

6.7 Staff and trade union colleagues have continued to be flexible in supporting requests for redeployment at various times. Many staff have already willingly been redeployed into new duties and/ or have taken on additional duties during the emergency response phase of the Council's activity and the proposed approach aims to build on this positive commitment. The numbers of staff redeployed varies over time relative to operational need. However, at the time of writing, 36 staff were redeployed into other roles and duties in support of the Council's ongoing response and recovery activity.

7.0. **Financial Considerations**

7.1. The balance on the Transformation Fund is £890k. Commitments of £590k (£520k delegated for staffing and £70k Programme manager) have been approved with a further £58k requested in this report. This leaves an uncommitted Transformation Fund balance of £242k. The iESE review work (£7.5k) detailed has been funded from the available Organisational Change Fund balance.

7.2 The Council also considered in June, a range of financial risks alongside analysis of the expenditure to date against the tranches of additional funding received from the Scottish Government in respect of the pandemic response activity. A significant amount of more detailed work has now been completed and there are two separate reports on this Council agenda which cover the key issues raised: Council Finance Update and HSCP Mobilisation Plan update.

8.0 **Sustainability Implications**

8.1 N/A

9.0 **Resource Implications**

9.1 *Financial Details*

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

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

9.4 Staffing

10.0 Exempt Reports

10.1 Is this report exempt? No

11.0 Declarations

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

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

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

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

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

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

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

12.0 Equalities Impact

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

13.0 Legality

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

14.0 Appendices

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

Appendix A: Be the Future Programme

Appendix B: iESE - Post Covid-19 Executive Summary

15.0 Background Papers

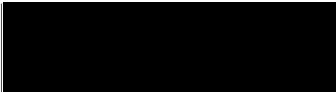
15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

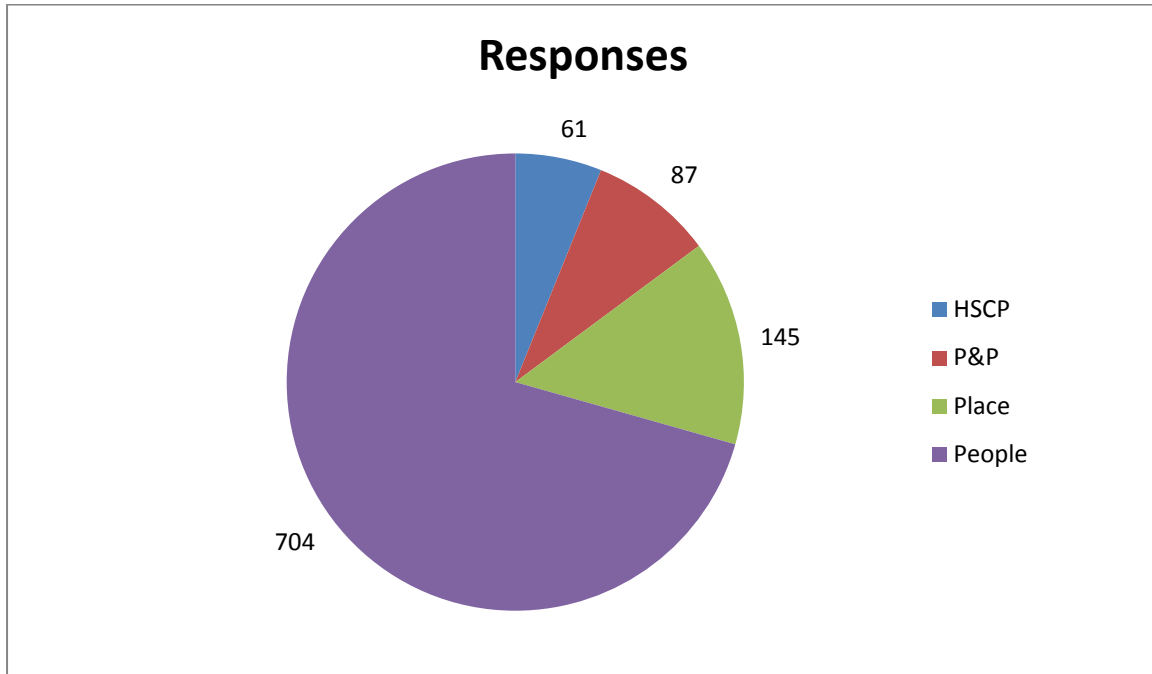
NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

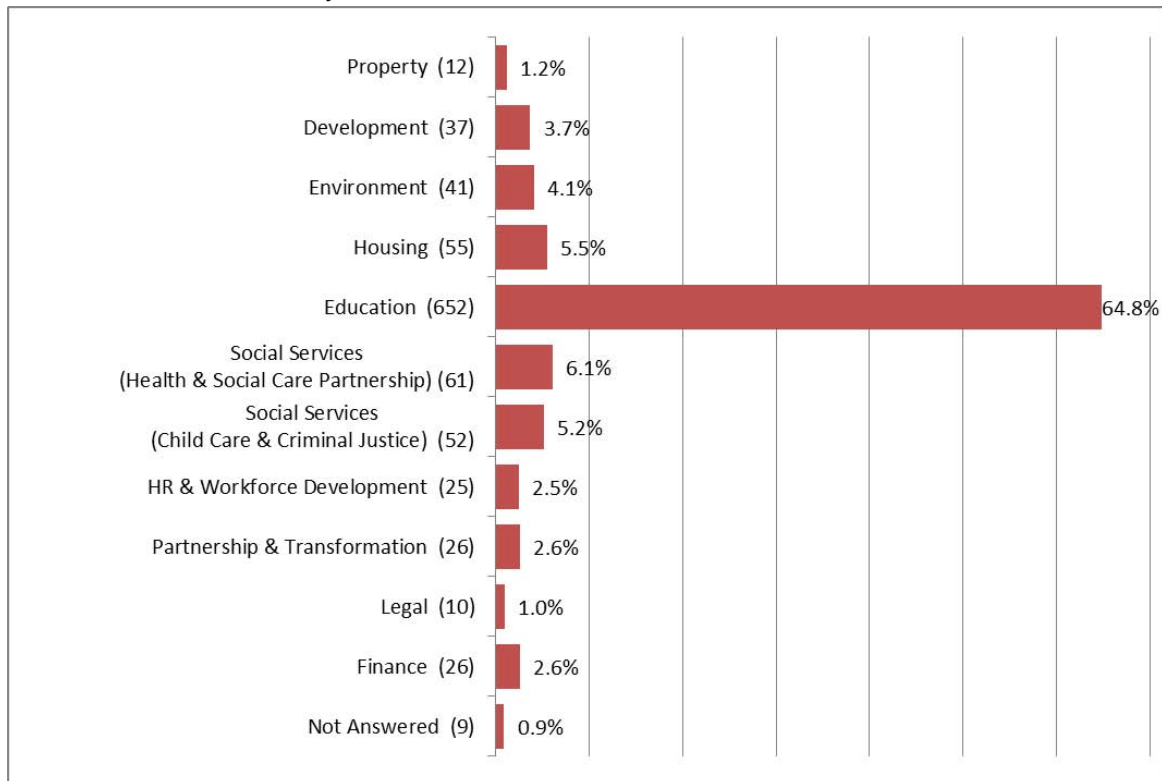
NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

APPENDIX A: Survey Results (Council Wide)

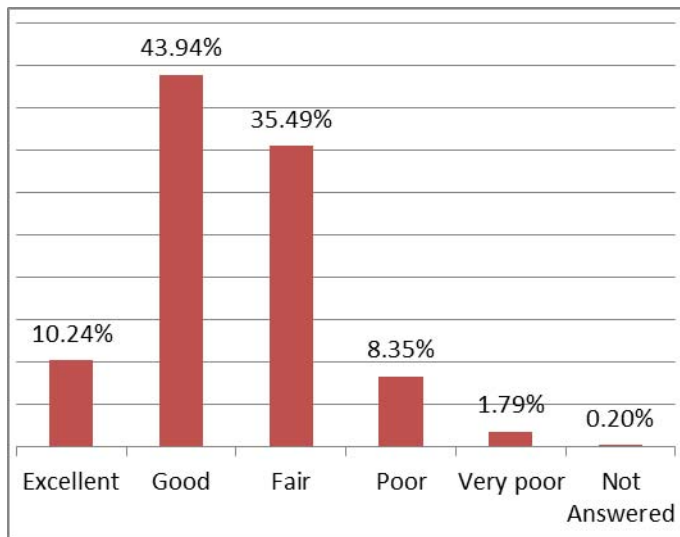
Response Breakdown



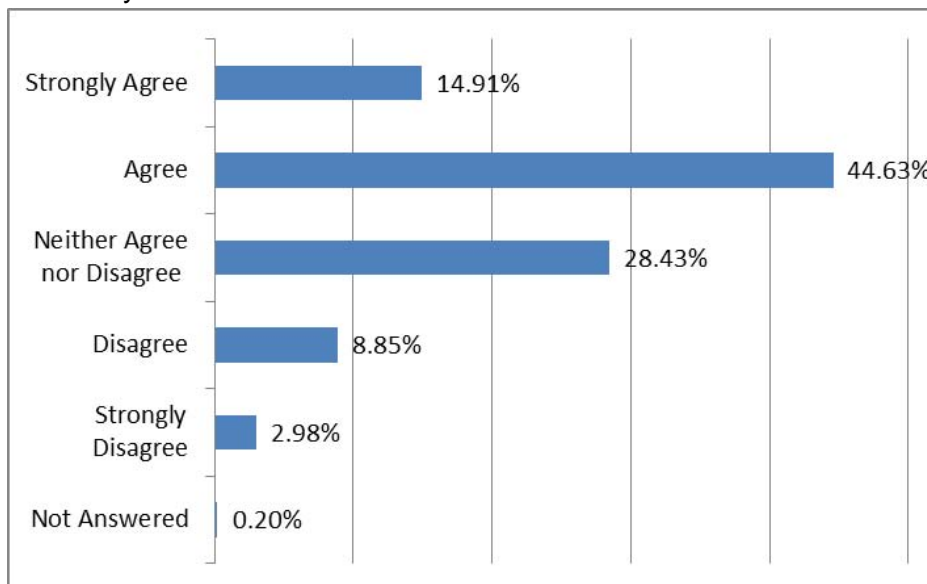
1: What service area do you work in?



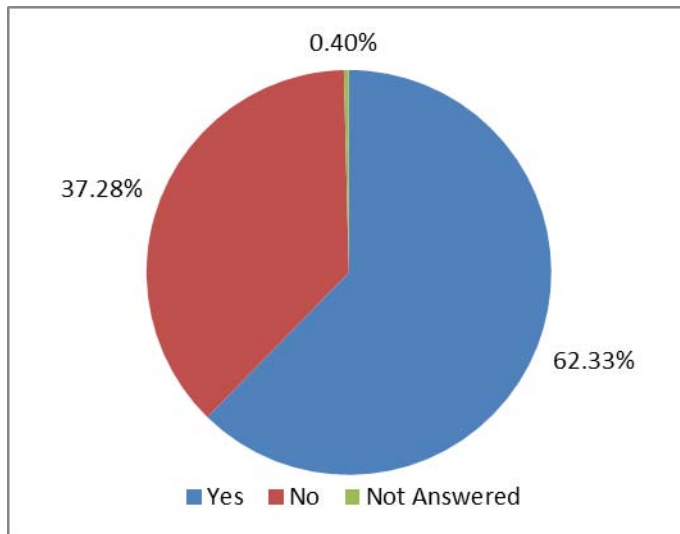
2: How would you rate your mental wellbeing right now?



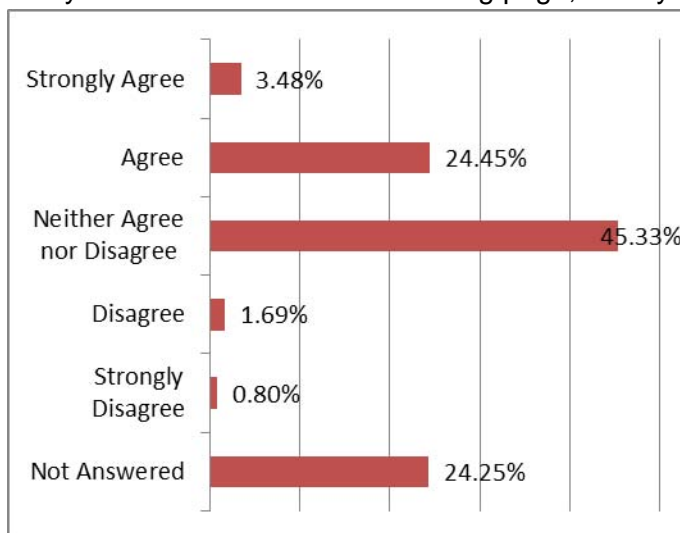
3: Do you feel supported by the Council to balance your work and caring responsibilities effectively?



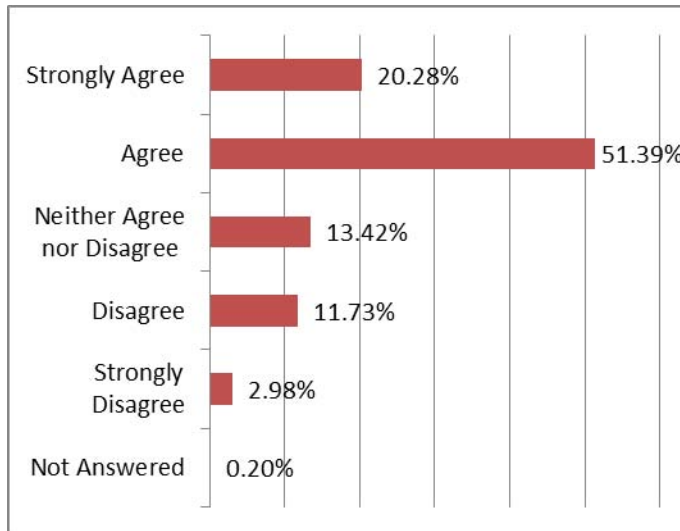
4: The Council has a wellbeing section for staff on the clacks.gov.uk/staff website. This has tips on how to look after yourself during lockdown. Were you aware of this page?



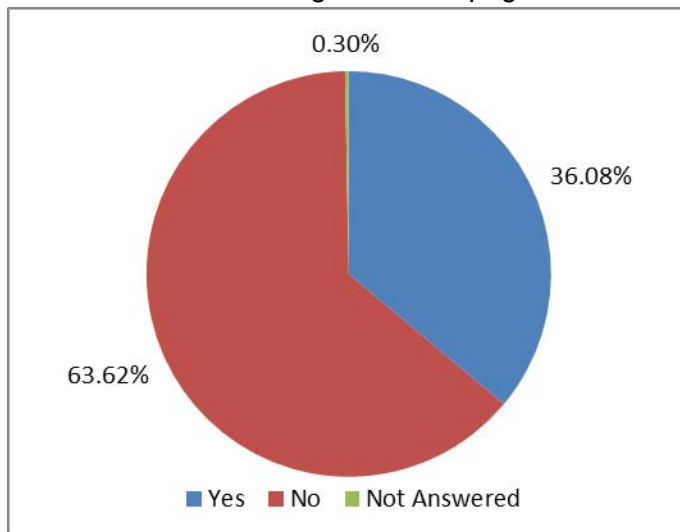
5: If you have accessed the wellbeing page, have you found the information useful?



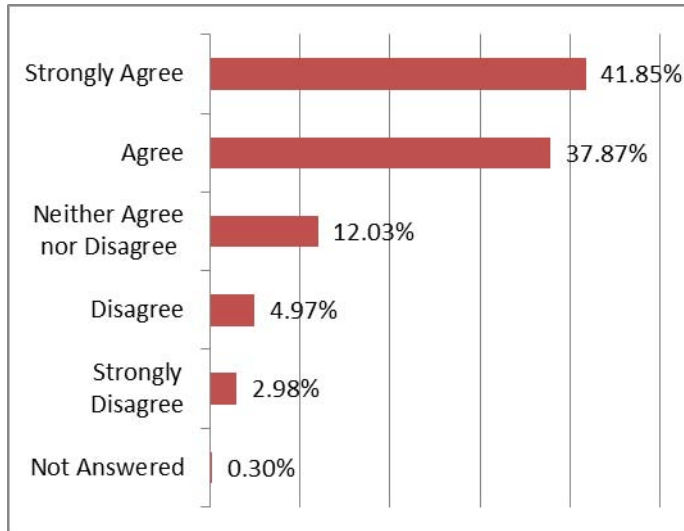
6: Would you agree that you are being kept up to date with the latest information from around the organisation?



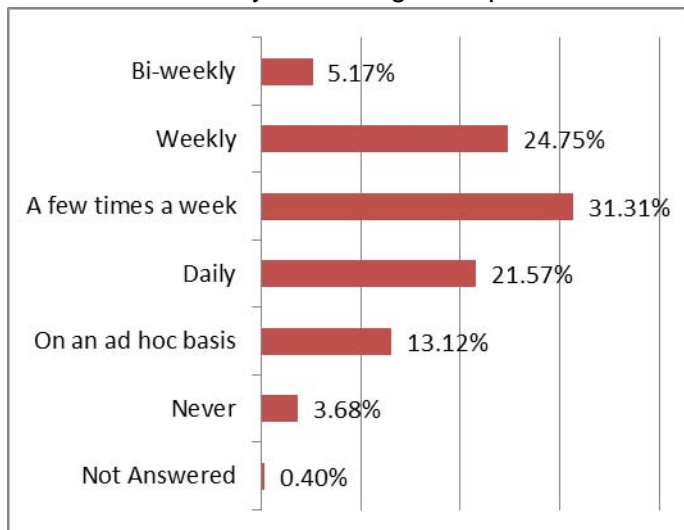
7: Were you aware that briefings for staff from the Senior Leadership Group (SLG) are available on the clacks.gov.uk/staff page under the Management Briefings section?



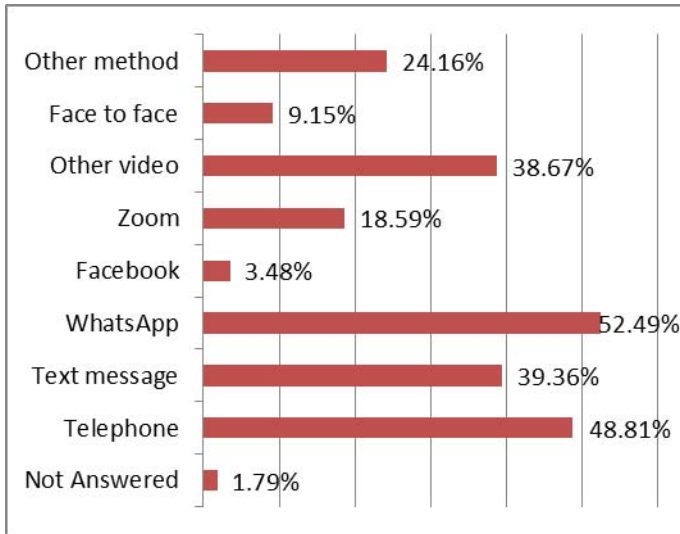
8: Do you feel supported by your manager / supervisor?



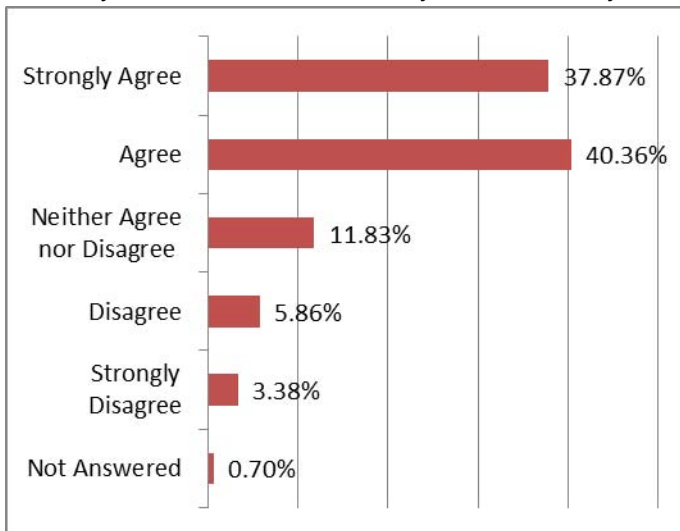
9: How often does your manager keep in contact with you?



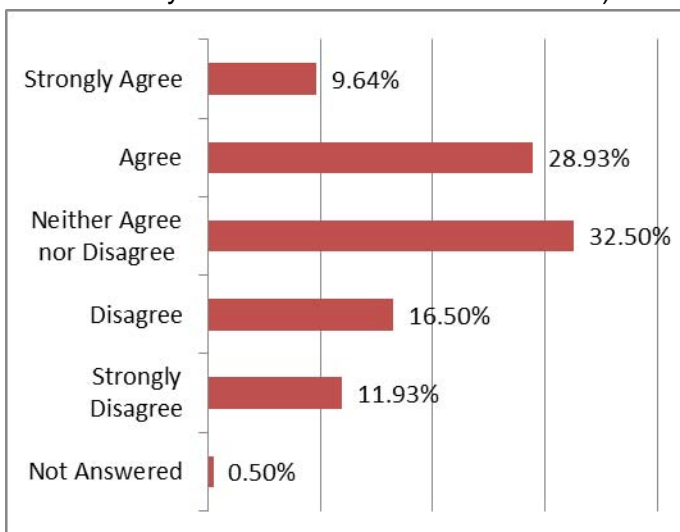
10: What communication tools does your manager use to keep in touch with you?



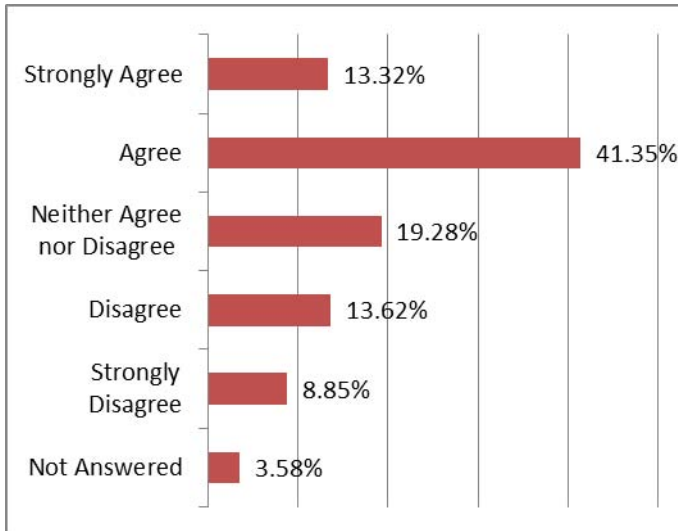
11: Do you feel that the contact you have with your manager is adequate?



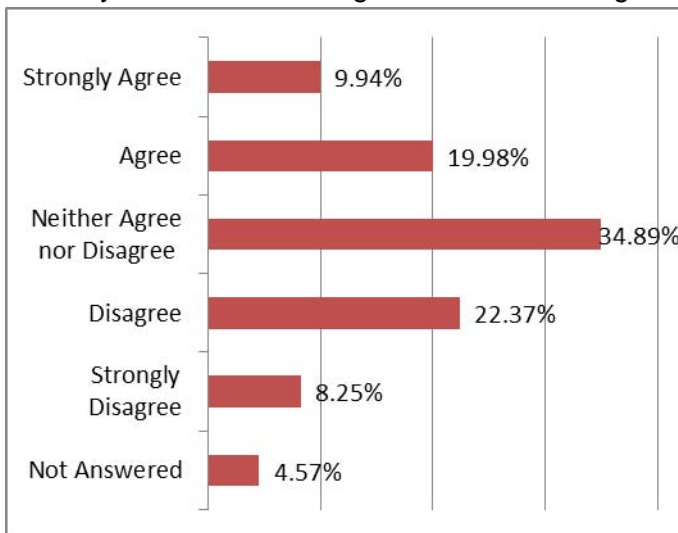
12: Would you find a staff Facebook page useful? (This would be a closed group and only accessible by Clackmannanshire Council staff)



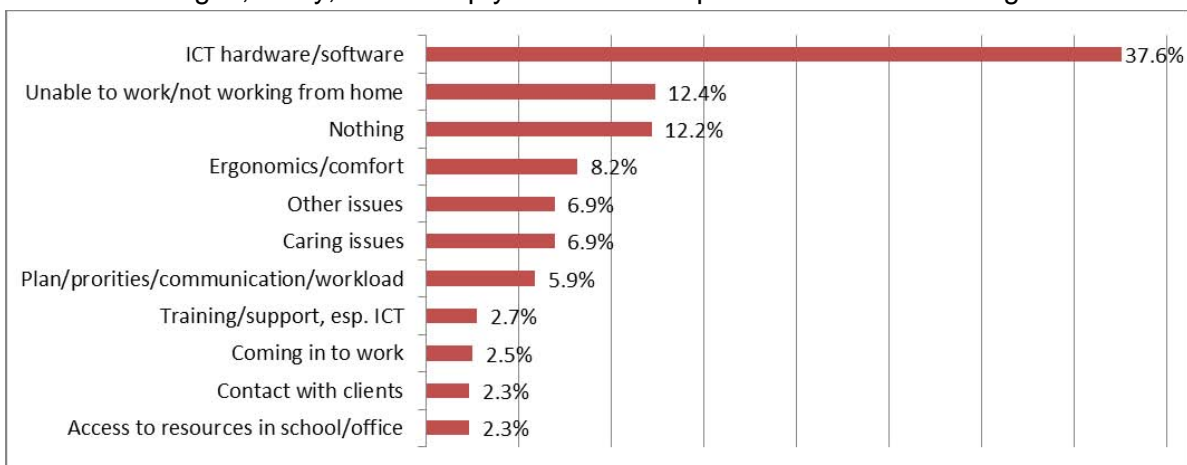
13: Do you have the tools you need to work effectively from home?



14: Do you feel that working from home has negatively affected your productivity?



15: What changes, if any, would help you to be more productive when working from home?



ANNEX B: Tabular Directorate Results (%)

How Would You rate your mental well being	Council	HSCP	P&P	People	Place
Excellent	10.24	4.92	11.49	9.10	17.93
Good	43.94	45.90	43.68	43.00	47.59
Fair	35.49	37.70	33.33	37.90	24.14
Poor	8.35	9.84	5.75	8.50	8.97
Very Poor	1.79	1.64	4.60	1.40	1.38
Not Answered	0.20	0.00	1.15	0.00	0.00

Do you feel supported by the Council to balance your work and caring responsibilities effectively	Council	HSCP	P&P	People	Place
Strongly Agree	14.91	14.75	20.69	12.50	23.45
Agree	44.63	44.26	43.68	45.70	40.69
Neither Agree or Disagree	28.43	24.59	22.99	30.40	23.45
Disagree	8.85	9.84	9.20	8.80	8.97
Strongly Disagree	2.98	6.56	3.45	2.60	2.07
Not Answered	0.20	0.00	0.00	0.00	1.38

The Council has a wellbeing section for staff. This has tips on how to look after yourself during lockdown. Were you aware of this page	Council	HSCP	P&P	People	Place
Yes	62.33	73.77	89.66	54.70	77.93
No	37.28	26.23	10.34	45.00	21.38
Not Answered	0.40	0.00	0.00	0.30	0.69

If you have accessed the wellbeing page have you found the information useful	Council	HSCP	P&P	People	Place
Strongly Agree	3.48	4.92	13.79	2.10	3.45
Agree	24.45	39.34	33.33	21.20	28.97
Neither Agree or Disagree	45.33	39.34	40.23	46.70	46.21
Disagree	1.69	0.00	2.30	1.70	2.07
Strongly Disagree	0.80	0.00	2.30	0.40	2.07
Not Answered	24.25	16.39	8.05	27.80	17.24

Would you agree that you are being kept up to date with the latest information from around the organisation	Council	HSCP	P&P	People	Place
Strongly Agree	20.28	21.31	28.74	20.00	16.55
Agree	51.39	55.74	47.13	53.70	42.07
Neither Agree or Disagree	13.42	4.92	6.90	13.80	19.31
Disagree	11.73	14.75	13.79	10.80	13.10
Strongly Disagree	2.98	3.28	2.30	1.70	8.97
Not Answered	0.20	0.00	1.15	0.00	0.00

Were you aware that the briefings from the SLG are available on the website under Management Briefings	Council	HSCP	P&P	People	Place
Yes	36.08	40.98	75.86	24.70	64.14
No	63.62	59.02	24.14	75.10	35.17
Not Answered	0.30	0.00	0.00	0.10	0.69

Do you feel supported by your manager/supervisor	Council	HSCP	P&P	People	Place
Strongly Agree	41.85	29.51	36.78	42.90	46.21
Agree	37.87	32.79	41.38	39.30	32.41
Neither Agree or Disagree	12.03	14.75	9.20	11.50	14.48
Disagree	4.97	16.39	9.20	3.80	2.76
Strongly Disagree	2.98	6.56	3.45	2.30	3.45
Not Answered	0.30	0.00	0.00	0.10	0.69

How often does your manager keep in contact with you	Council	HSCP	P&P	People	Place
Bi-Weekly	5.17	8.20	2.30	5.40	3.45
Weekly	24.75	24.59	25.29	24.00	28.28
A few times a week	31.31	18.03	27.59	33.70	28.97
Daily	21.57	14.75	18.39	24.00	15.86
On an ad hoc basis	13.12	21.31	22.99	10.40	17.93
Never	3.68	11.48	3.45	2.30	5.52
Not Answered	0.40	1.64	0.00	0.00	0.00

What communication tools does your manager use to keep in touch with you	Council	HSCP	P&P	People	Place
Other Methods	24.16	19.67	42.53	22.40	22.70
Face to Face	9.15	26.23	8.05	5.80	19.31
Other video chats	38.67	4.92	8.05	53.10	3.45
Zoom	18.59	9.84	27.59	21.00	5.52
Facebook	3.48	0.00	2.30	4.50	0.69
Whatsapp	52.49	3.28	27.59	65.60	27.59
Text	39.36	40.98	36.78	38.50	46.21
Telephone	48.81	60.66	51.72	42.30	73.79

Do you feel that the contact you have is adequate	Council	HSCP	P&P	People	Place
Strongly Agree	37.87	22.95	33.33	39.30	40.69
Agree	40.36	36.07	41.28	42.50	32.41
Neither Agree or Disagree	11.83	21.31	12.64	10.80	12.41
Disagree	5.86	8.20	6.90	5.30	6.90
Strongly Disagree	3.38	9.84	4.60	1.80	6.21
Not Answered	0.70	1.64	1.15	0.30	1.38

Would you find a staff Facebook page useful	Council	HSCP	P&P	People	Place
Strongly Agree	9.64	9.84	12.64	8.50	13.79
Agree	28.93	39.34	21.84	28.60	30.34
Neither Agree or Disagree	32.50	31.15	31.03	32.70	31.72
Disagree	16.50	13.11	17.24	17.60	13.10
Strongly Disagree	11.93	6.56	16.09	12.20	11.03
Not Answered	0.50	0.00	1.15	0.40	0.00

Do you have the tools you need to work effectively from home	Council	HSCP	P&P	People	Place
Strongly Agree	13.32	6.56	22.99	14.50	4.83
Agree	41.25	27.87	28.74	50.00	14.48
Neither Agree or Disagree	19.28	21.31	21.84	15.20	35.86
Disagree	13.62	16.39	9.20	13.60	15.17
Strongly Disagree	8.85	18.03	13.79	4.70	22.76
Not Answered	3.58	9.84	3.45	2.00	6.90

Do you feel working from home has negatively affected your productivity	Council	HSCP	P&P	People	Place
Strongly Agree	9.94	3.28	5.75	11.20	9.66
Agree	19.98	11.48	8.05	24.40	9.66
Neither Agree or Disagree	34.89	45.90	39.08	31.10	46.21
Disagree	22.37	18.03	20.69	24.30	16.55
Strongly Disagree	8.25	6.56	19.54	6.80	9.66
Not Answered	4.57	14.75	6.90	2.10	8.28

What changes, if any would help you to be more productive when working from home	Council	HSCP	P&P	People	Place
Unable to work/not homeworking	12.40	30.77	10.26	4.72	16.88
Other Issues	6.90	0.00	12.82	7.55	5.19
Contact with Clients	2.30	0.00	2.56	3.14	0.00
Nothing	12.20	15.38	7.69	14.78	3.90
Caring Issues	6.90	3.85	2.56	9.75	3.90
Plan/Priorities/Communication/Workload	5.90	7.69	7.69	6.60	1.30
Access to resources in school/office	2.30	0.00	0.00	3.46	0.00
Ergonomics/Comfort	8.20	0.00	15.38	9.75	3.90
ICT Hardware/software	37.60	34.62	33.33	36.16	55.84
Coming into work	2.50	7.69	7.69	0.00	0.00
Training/Support esp. ICT	2.70	0.00	0.00	4.09	1.30

Clackmannanshire Council

Post Covid-19 Alignment Workshops

Executive Summary

17/08/2020

Executive Summary

iESE designed and developed a facilitated workshop approach around three core (subset) questions delivered to 5 stakeholder groups; ESLG, SMF, Administration, Alliance, and Elected Members. The three questions covered:

- Q 1 - Individual experience and learning from Covid.
- Q 2 - Review and prioritization of the BtF and recovery projects.
- Q 3 - Evaluation of the opportunities for external programme leadership.

Q 1 Key Takeaways

- New ways of working have been positive for both council officers, members, community stakeholders and service users. Management and operational processes need to reflect on this.
- There has been a significant shift in culture in the Council and community that has seen empowerment and has valued proactive behaviours. This should be enhanced and retained.
- Efficiency has been achieved by using streamlined governance processes rather than a traditional approach.
- There were improvements in partnership working across voluntary and 3rd sector community. This should be maintained by developing lean processes that sustain interdependency.

“There has been a cultural change since the start of Covid. We became a more trusting, empathetic, and caring organisation with a sense of freedom. Making mistakes and learning from them has become more acceptable. How can we maintain and grow this? We really do not want to go back to the way things were.”

Q2 Key Takeaways

- Participants endorsed the projects in the BtF Plan.
- Participants agree the need to prioritise and plan to reflect impact, resources, and potential delivery dates. This is to spread resources and maximise impact.
- Anti-Poverty and STRIVE were highlighted as priorities within the agreed plan.
- Supporting economic recovery was also highlighted as a short, medium- and long-term priority to avoid the impact of post-Covid-19 societal challenges.
- All stakeholders agreed that new ways of working adopted recently should be developed as a priority so as not to lose the momentum built up during the Covid-19.

“The devil will be in the detail regarding how we do these things. We need to empower individuals, so they stop waiting for permission and start acting with independence. We need to keep the momentum that has been started.”

Q3 Key Takeaways

- Stakeholders agreed there should be a strong emphasis on localism and place-based approaches.
- There are examples of localism on a relatively large scale – CRD, Regeneration of Alloa town centre, Village, and small-town initiative, for example.
- There is a need to build a shared definition and common language around localism and place based approaches.
- Culturally, the Council has more to do to develop its own capacity to build local community activism, through initiatives like the People and Place Pilot.

“There should be a big emphasis on going local.....Culture will not go back to the way things were so localism will look different from what it was....”

Recommendations

Focusing on localism and the continual development of the local economy. Using the purchasing power of the Council to stimulate the local economy. Look to other examples of how this has developed – e.g. East Ayrshire or Eastbourne. iESE can advise on the best examples. Continually reviewing how services can be best delivered either from inside or outside the council. The People and Place Hub Pilot, CRD and the SIEC are good examples of projects that will develop Clackmannanshire. STRIVE is also a good example of multi-agency collaboration which should be continually developed.

Income maximisation focused on mitigating the impacts of poverty as well as ensuring the financial sustainability of the Council as an organisation. Review health and social care spend – (CareCubed for Adults and Children’s services).

Digital strategy as an enabler – several suggestions on how IT could play a part in sustaining new ways of working not limited to home working. Develop new ways of working through modelling blended working on a strength/needs-based approach. To include management process and behaviours to support the model. Developing an interconnected network to include suppliers and partners across sectors. Build management operation and communication systems to include the wider community. iESE can support with management data usage and decision making across the stakeholder cohort.

Workforce Development - Develop a continuous Cultural improvement programme, building on the experiences of the Covid-19 crisis. This should be a continuum of development. iESE can support Clackmannanshire on developing cultural development programmes.

Undertake planned work to embed Be the Future vision, principles and corporate values which was stalled due to the Covid-19 pandemic. This work should engage with internal and external partners and stakeholders as a priority.

Report to Clackmannanshire Council

Date of Meeting: Thursday 10 September 2020

Subject: City Region Deal Update – Scotland’s International Environment Centre

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report presents an update to Council on the development of Scotland’s International Environment Centre (SIEC) under the Stirling and Clackmannanshire City Region Deal. While the vision, purpose and intended outcomes from SIEC remain undiminished, the delivery plan for achieving those requires major revision. This is to reflect recent national policy developments, the findings from a sustained programme of business and stakeholder engagement since original SIEC plans were prepared, and the financial impact of the COVID-19 pandemic on the ability of the Council and the University of Stirling to implement the SIEC programme as originally proposed.

2.0 Recommendations

- 2.1. Council is recommended :
- 2.2. To note the revised programme for the first four years of SIEC as set out in paragraph 3.7 and that a formal change request has been submitted to, and accepted by, the Scottish and UK Governments in this regard.
- 2.3. To note commencement of discussions between Clackmannanshire Council and the University of Stirling with a view to the establishment of a company to offer services to businesses through SIEC. To note that full recommendations for consideration will be brought to Council (and the University) as an outcome of those discussions.
- 2.4. To approve the repurposing of up to £250k of the £1m capital budget earmarked by Council for the SIEC development, in order to enable rapid progress with establishing operational premises within Alloa, as part of the Council’s leveraged contribution to City Region Deal funding. The forecast profile of spend is up to £100k in the current Financial Year, and up to £150k in 2021-22.

3.0 Considerations

- 3.1. The original plans for the development of Scotland's International Environment Centre (SIEC) were prepared in 2017 and 2018. They envisaged a partnership between the University of Stirling, Clackmannanshire Council, and Forth Valley College to establish a SIEC as the anchor development to stimulate the growth of a large scale science, innovation and business campus in Alloa. SIEC would focus on environmental research and innovation, in partnership with companies.
- 3.2. The vision and purpose of SIEC remain unchanged: through innovation and partnership, SIEC will deliver transformational change in business practice, in order that the protection and enhancement of our natural resources becomes an enabler of economic prosperity, inclusive growth, and wellbeing.
- 3.3. The sequence and nature of delivery actions in the early years of the SIEC programme, however, have been rethought. The impact of the Covid-19 pandemic makes the need for SIEC all the greater. As we recover from the health emergency, we face an economic emergency, a climate emergency, and an urgent need to build resilience in community health and wellbeing. We must move at pace. The initial plans for SIEC, therefore, have been revisited in order to identify the most rapid path to supporting sustainable economic recovery. This requires swift deployment of innovative technology and a programme of targeted support for businesses to access and benefit from that technology through the creation of new products, services, jobs and training.
- 3.4. This change in approach has been stimulated by national policy developments, including the call to demonstrate leadership in responding to the climate emergency and the work of the Scottish Government's Infrastructure Commission and Just Transition Commission. It reflects the findings from a sustained programme of business and stakeholder engagement undertaken since the original Outline Business Case was prepared for the City Region Deal documentation.
- 3.5. The change in approach takes full account of the financial impact of the COVID-19 pandemic on the ability of the delivery partners and collaborative businesses and organisations to implement the SIEC programme as originally proposed. That financial impact as currently evaluated is likely to result in a delay to commencing the SIEC programme as originally proposed of at least two to three years. Such a delay is not consistent with the ambitions of the Council or the University, nor with optimising support for regional economic recovery.
- 3.6. Our core commitment remains unchanged: we are building an innovation community in the Forth Valley that will drive the creation of a net zero regional economy which will stand as a global exemplar. The original Business Case for the SIEC programme envisaged initial development of a research and policy centre on the University Campus and the longer term planning and development of a major new innovation and business campus in Alloa. While both these objectives remain within the programme, in the light of the impact of Covid-19 attention has been switched to fast tracking those elements of the SIEC programme that have the greatest potential to support economic recovery in the short term.

3.7. Accordingly, a revised programme is proposed for the first four years of SIEC that prioritises the rapid development and deployment of:

- The Forth Valley Environmental Resilience Array (ERA), to create a regional scale living laboratory that enables enhanced environmental management and business innovation in low emission, sustainable technologies, products and services (see paragraph 3.9);
- A bespoke programme of business services and support to ensure companies, and in particular SMEs, are able to benefit fully and rapidly from the technology (see paragraph 3.13).

3.8. A formal change request for this revised SIEC programme was submitted to the Scottish and UK Governments and has been agreed by them. The revised programme is being incorporated into the City Region Deal implementation plan and financial profile for approval by Joint Committee.

The Forth Valley Environmental Resilience Array (ERA)

3.9. The Environmental Resilience Array (ERA) will be the first component of the novel technological infrastructure to be developed and implemented through SIEC. ERA will create a world-leading regional scale living laboratory in the Forth Valley. ERA will deliver:

- A full catchment, river and estuary monitoring array using in-situ, airborne and satellite sensor technologies linked to real-time, high speed data processing, analytics and visualisation;
- A unique facility for system scale environmental management and regulation, covering water, air and soil conditions;
- A test bed for business innovation, through which companies develop the technologies, products and services for a net zero economy.
- The capability to ensure business and community resilience against environmental harm.
- A global exemplar which is replicable and scalable.

3.10. A demonstrator project for ERA has been implemented in partnership with BT, SEPA, Scottish Water, Diageo, 3DEO and TwoWorlds, supported by the Forth Valley Chamber of Commerce, SNH and the Forth Estuary Forum. It is testing use cases for drinking water quality, bathing water quality, early warning and monitoring of floods, and environmental compliance for the brewing and distilling industry. The demonstrator project commenced in August 2020, with the outcomes intended to inform directly the development of the full scale ERA in 2021 and 2022.

3.11. The core of the Environmental Resilience Array has two principal capital components:

- Full system scale sensor array (£3.2m capital cost).
- High performance data processing, analytic and visualisation hub (£2.1m capital cost).

- 3.12. Subject to Business Case approval, it is proposed that this investment is funded through the initial two years of the City Region Deal SIEC programme (commencing January 2021). Rapid infrastructure development will be possible, since ERA will not require new build premises. The in-situ elements of the sensor array are deployed in the field, while the data hub could readily be housed in existing premises in Alloa.

A Bespoke Programme of Business Services and Support

- 3.13. In order to ensure the fastest and greatest possible impact on economic recovery from the City Region Deal investment, it is proposed rapidly to establish an operational SIEC, delivering a range of services to businesses. The range of services will include industry led research; green business start-up and scale up; facilitated access to technology and expertise; consultancy support; and participation in an open innovation community.
- 3.14. The design of the service offer has been, and will continue to be, directly informed by business requirements. SIEC is being co-created with business as successful, sustainable commerce must be the route to a zero-carbon economy and a just transition. An extensive programme of business and stakeholder engagement was undertaken in the second half of 2019, and engagement with large companies and regional SMEs has continued virtually throughout the Covid-19 lockdown, in partnership with Forth Valley Chamber of Commerce. A strong evidence set of business needs on which to develop the SIEC service offer has been assembled.
- 3.15. The delivery of SIEC business services requires revenue. Under the initial SIEC plans, it was anticipated that the operating structure would grow steadily over time as revenue streams expanded based on the new infrastructure funded through the City Region Deal investment. Given the imperative to support economic recovery, however, it is proposed that SIEC business services provision should be fast started. This will enable direct support to be provided to businesses in the short term, while the revenue streams that will ultimately make the SIEC operation self-sustaining are built over the next few years.
- 3.16. A full income and expenditure model is being developed for SIEC operations and will be presented in a revised Business Case through the City Region Deal governance structure. It is expected that the business services will be provided through a Limited Company, to be formed by the delivery partners. The details of the company structure, governance and operating model require to be discussed and agreed between the Council and the University.
- 3.17. As SIEC operations are directly focused on research and innovation, a request has been submitted to the Scottish Government that the company start-up costs for 2020-2024 are capitalised against the City Region Deal SIEC investment and accelerated. Subject to approval, it is hoped to have the SIEC business service company operational by April 2021.
- 3.18. To support the early establishment of suitable operational premises within Alloa, the Council is asked to re-purpose up to £250k of the £1m earmarked by the Council for the SIEC development. This would be phased £100k 2020/21 and £150k 2021/22.

SIEC Outputs, Outcomes and Benefits

- 3.19. A full Benefits Realisation Plan for SIEC is being prepared, set against the matrix of objectives and outcomes that has been established for the Deal. That will be presented in the revised Business Plan and will articulate the Council and University's ambitions for wealth creation, business growth, enhanced innovation, high value jobs, skills training and sustained progress towards a net zero regional economy. It remains a core objective that the opportunities created through SIEC will benefit all citizens, including those currently furthest distant from high value training and work.
- 3.20. Discussions are underway between the University and Forth Valley College with a view to developing a skills programme as part of the early stages of the SIEC project. The emerging regional economic strategy and the review of further and higher education provision by the Scottish Funding Council provide important opportunities to build skills provision within SIEC. Green technologies and services skills have been identified as key requirements by companies through the SIEC business engagement work.
- 3.21. The development of a large scale innovation community centred on SIEC, physically located in Alloa remains a key objective. This will include business incubation and grow-on space, a skills training facility, and large scale environmental research and development facilities, as originally planned. The formal Business Case process will require a site options appraisal for this development to reflect the economic, policy and environmental landscape in which SIEC will operate. The master planning for the development of SIEC over the full ten years of the Deal Investment Programme, and beyond will be a priority activity in 2021-22.

4.0 Sustainability Implications

- 4.1. Sustainability considerations will feature as part of the site/premises selection process for the initial location of the innovation hub within Alloa.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes ✓
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes ✓

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

This report is consistent with the Be the Future core workstream of Sustainable Inclusive Growth.

It relates to existing policy decisions taken on the City Region Deal, and in particular, the Council's financial contribution in support of Scotland's International Environment Centre.

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Pete Leonard	Strategic Director (Place)	Extension : 2533

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Report to Clackmannanshire Council

Date of Meeting: 10 September 2020

Subject: Clackmannanshire Wellbeing Economy Update

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report provides Members with an update on progress of the Wellbeing Economy work, together with additional information on related activity.

2.0 Recommendations

- 2.1. It is recommended that Council:

2.1.1. Notes the general update on Wellbeing Economy progress.

2.1.2. Notes and endorses the role the Centre for Local Economic Strategies (CLeS) will play in complementing the wellbeing economy through the Community Wealth Building Diagnostic exercise.

2.1.3. Notes and endorses the role of the SIPHER Consortium (Systems Science in Public Health & Economics Research) as they undertake local virtual workshops to inform policy development.

3.0 Considerations

Clackmannanshire Wellbeing Economy

- 3.1. As part of the City Region Deal Update Report to Council on the 25th of June an introduction was provided to the work Scottish Government (Economic Development Directorate) and Clackmannanshire Council officials are doing to develop an approach to whole-system thinking and evidence-based policy decisions that can support the growth of a wellbeing economy for Clackmannanshire. The promotion of a wellbeing economy forms an integral part of the recovery work being undertaken as part of the Council's Be the Future Programme.

- 3.2. The work is structured around Scottish Government's recently revised Inclusive Growth Outcomes Framework.



- 3.3. Stage 1 is now complete. Scottish Government colleagues, using published data and data provided in both the LOIP and City Region Deal Regional Inclusive Growth Diagnostic, analysed the high level data. This work generated a number of key themes which are currently being investigated at greater depth in Stage 2. These themes are closely aligned to existing priorities. They are:

- Productivity & economic output including jobs & business density
- Labour market outcomes (Fair Work), but particularly outcomes for females
- Sustainable place including; transport, housing, digital, schools etc.
- Outcomes for young people
- Health and wellbeing (which will also link to a number of themes above)
- Poverty
- Climate and the environment

- 3.4 Stage 2 takes a deeper dive into the root causes of the issues for each theme. It identifies existing policy and actions in relation to themes and examines their nature and sufficiency. As part of stage 2, two surveys are being conducted: one for businesses; and one for community groups and public sector organisations. The purpose of these surveys is, primarily, to gather both quantitative and qualitative data on the impact of COVID-19.

- 3.5 The business survey closed on the 7th August and is currently being analysed by Social Researchers within Scottish Government. Early feedback is that Scottish Government Officials are pleased with the quality of responses. The resulting report should be available later in September.

- 3.6 The community survey is currently live and the results of that are expected in October or early November.

- 3.7 In July a group of officers, including the Chief Executive, were invited to do a presentation jointly with Uzma Khan, Deputy Director, Economic Policy and Capability and the Wellbeing Project Lead for Scottish Government. The presentation was to the SG Place and Wellbeing Economy Steering Group.

This is a relatively newly formed group which is comprised of Directors and Deputy Directors from across a number of Scottish Government Directorates.

3.8 The presentation outlined:

1. The project approach,
2. The reasons why Clackmannanshire is an ideal place to conduct this work,
3. The context of Clackmannanshire
4. Policy areas which would be useful to explore consistent with the agreed 'Be the Future' aims.

3.9 This has generated interest in the work from a number of directorates and officials are working together to ensure this interest can be harnessed effectively.

Community Wealth Building Centre for Local Economic Strategies (CLeS)

3.10 Since outlining the Community Wealth Building approach in the Council Paper for June Scottish Government have confirmed resource for CLeS to conduct a Community Wealth Building Diagnostic exercise for Clackmannanshire.

3.11 The diagnostic will look at current local data and practice under each of the five pillars of Community Wealth Building and provide a report which will help inform strategic planning and local action.

The five pillars are:

1. Plural ownership of the economy: seeking to develop a more diverse blend of ownership models
2. Making financial power work for local places: seeking to increase flows of investment within local economies
3. Fair employment and just labour markets: positively impacting on the prospects and incomes of local people
4. Progressive procurement of goods and services: developing dense local supply chains
5. Socially productive use of land and property: deepening the function and ownership of assets to ensure that any financial gain is harnessed by citizens

3.12 Local authorities have key roles to play as an anchor institution themselves and as a strategic partner of other anchor institutions who may already be a part of local Community Planning structures.

The SIPHER Consortium (Systems Science in Public Health & Economics Research).

3.13 SIPHER is a major investment by the UK Prevention Research Partnership (UKPRP), which brings together scientists across six universities, three government partners at local, regional and national level, and ten practice

partner organisations. SIPHER's vision is a shift from *health policy* to *healthy public policy*. This means all policy sectors working together to tackle health inequalities and improve the health of the public.

- 3.14 SIPHER are working in three locations in the UK. Two specific cities in England and also in Scotland, where the focus of the work is inclusive economic growth; i.e. policies that promote a more equitable distribution of economic benefits and opportunities across places and communities.
- 3.15 This includes work to develop a thorough understanding of partners' policy priorities and processes, synthesis of existing data and evidence, new data analytics infrastructure, complex systems modelling, cost-benefit analysis and multi-criteria decision support.
- 3.16 As part of the Wellbeing Economy Project SIPHER will be conducting work in Clackmannanshire which will support the development of both local and national policy. This will include a detailed systems analysis and stakeholders will be involved in the process through virtual workshops and will be engaged in understanding the results and what that might mean for policy.

The role of the Wellbeing Economy in Economic Recovery

- 3.17 The Scottish Government is dedicating significant resources to Clackmannanshire Council, using it as a testbed for its future rollout of Wellbeing economy policy across the country. In this regard, Clackmannanshire is currently leading the way for the rest of Scotland. This work is of key importance to economic recovery as it takes a whole system approach and identifies what does and does not work for our area allowing the Council and its partners to adopt policies and approaches that have a greater chance of being effective and improving the lives of people who live and work here.
- 3.18 The Covid 19 pandemic is being built into this work to ensure that its impacts are understood and mitigated effectively. The wellbeing economy approach will change the way we and our partners think and work in future and will be key to our success.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

Sustainable Inclusive Growth
Empowering Families and Communities
Health and Wellbeing

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

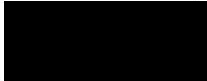
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Emma Fyvie	Senior Manager (Development)	Extension : 2577

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Report to Clackmannanshire Council

Date of Meeting: 10 September 2020

Subject: Scheme of Establishment of Community Councils

Report by: Senior Manager Legal & Governance

1.0 Purpose

- 1.1. This report updates Council on the election which was due to take place in September for community councils and provides an interim way forward for those community councils at risk of dissolution.

2.0 Recommendations

It is recommended that Council

- 2.1. Note that council officers are not able to support community council elections which were due to take place in September 2020 as a result of the coronavirus impacts of the current community council election processes and that officers will continue to consider when it may be safe to hold an election process anticipated to be in the summer of 2021,
- 2.2. Note that the inability of community councils to have new members elected places a number of community councils at risk of not being able to operate in accordance with the minimum numbers required in the Scheme of Establishment for Community Councils (the Scheme)
- 2.3. Note that as a result of the low number of elected members of community councils that the community councils are not able to co-opt additional members without breaching the elected member/co-opted member ratio requirements in the Scheme
- 2.4. Agree that, as a consequence of the inability to deliver elections, the Council will not pursue suspension of any of the community councils on the basis of any breach of the co-option provisions in paragraphs 8.10 and 8.11 of the Scheme, continuing to recognise those councils as the voice of their communities and
- 2.5. Agree to begin a focussed consultation process in accordance with the statutory requirements to amend the Scheme on arrangements for community councils in circumstances such as pandemics and other unexpected events.

3.0 Considerations

- 3.1. Community councils play a very important role for their communities. They have certain statutory responsibilities but they also undertake a much wider community role than set out in the statute and are often at the heart of community initiatives. The Council recognises the important role that they play and has agreed that community empowerment is one of the main drivers of transformation in the “Be the Future” agenda. In addition, community councils continue to play a critical role supporting their local areas during the COVID-19 pandemic and some have been involved in essential service delivery initiatives, including food delivery and supporting shielding people.
- 3.2. Community councils exist within the framework set out in the Scheme. This Scheme was approved by Council on 12 April 2018, following a statutory consultation process. In the consultation process consideration was given to additional opportunities for people to fill vacancies on community councils. In the final version an amended interim election process was agreed rather than top-up elections. The consultation process recognised that need to have co-option but also accepted that there needs to be safeguards to ensure legitimacy.
- 3.3. Many community councils have been preparing for the election process in September 2020. It is understood that two community councils; Menstrie and Tullibody, Cambus & Glenochil are very low in membership and had been relying on an election process to improve their numbers. In addition Alloa, Alva and Tillicoultry, Coalsnaughton & Devonside have numbers close to the minimum or need new members to continue to replace the capacity to operate. All of these community councils may need to use co-option in breach of the Scheme to continue to operate until a permanent solution is identified.
- 3.4. The main concern about holding an election process at present is the nomination process. There has been an assessment that nominations posed one of the most significant risks as currently there is a requirement to have 2 subscribers on a paper form. There was also concern about the ability of those with underlying health conditions or in the shielding category to participate and therefore be excluded from the nomination process which may have constituted direct discrimination. The current Scheme did include a provision that elections would take place in September 2020 however it also provides discretion to the Council on when to hold these elections.
- 3.5. A number of other local authorities have also decided not to proceed with elections at this time including Perth & Kinross and Scottish Borders. It is understood that the main considerations were the safety of everyone involved and the perceived non-essential nature of the community council election process. It appears that there are also a number of local authorities who have also determined not to enforce the Scheme where community councils are taking a pragmatic approach to membership.
- 3.6. On the basis that an election cannot take place, officers considered other options to allow community councils to increase their membership without an election and where there was no or limited co-option opportunities provided by the current Scheme. There were a number of mechanism identified as set out below:

- 3.6.1. **Option 1 - Officer amendment of the current Scheme.** This would have been a quick solution. However it is not possible for officers to amend the Scheme. The Council's current Scheme of Delegation reserves this power to Council as it concerns a Scheme required by law. In addition there are a number of other issues identified below which also apply to officer amendment.
- 3.6.2. **Option 2 Council amendment of the current Scheme** It is not possible for Council to amend the scheme as that is not provided for in the Local Government Scotland Act 1994. The Act only allows for new schemes to be laid and does not provide for a process of alteration of existing schemes. The 1994 Act was not amended by the coronavirus legislative changes although there were changes made to other election events including by-elections.
- 3.6.3. **Option 3 - Council approval of a new Scheme** It would be possible to proceed with a new scheme to change the co-option requirements but the statutory consultation requirements are extensive, in three parts and would take a minimum of 6 months. This would not address the issue of membership in the short term.
- 3.6.4. **Option 4 Council agreement not to invoke suspension as a result of non-compliance with co-option provisions (recommended option)** The provisions for suspension are contained in paragraphs 12.2, 12.3 and 12.4 of the Scheme and allow the Council to suspend a community council if the community council recruit members in breach of the provisions of paragraph 8.10 and 8.11. This option seeks Council approval for officers not to exercise this power in these particular circumstances of no elections due to COVID-19 where any co-option is done to ensure that the community council can continue to operate. In practice there would be an expectation that any co-option process would be carried out in accordance with democratic standards. The Council recognises that this is a temporary measure in response to the particular circumstances of COVID-19, it gives the community councils control over their membership to allow them to be sustainable and can be implemented immediately
- 3.7 On the basis that there is no other viable option to quickly amend the Scheme, and in order to give those community councils identified in this report some comfort and legitimacy in a situation which is not of their making, it is recommended that Council agree not to pursue suspension should the community councils co-opt new members in breach of paragraph 8.10 of the Scheme. This paragraph provides that co-opted members must not make up more than one third of the total members. The minimum and maximum numbers of members will continue to apply.
- 3.8 As part of the process of option assessment, officers consulted community councils on the options to address low membership. In the past contested elections have been in the minority and the majority of the current community council membership was elected unopposed. That said, community councils were in agreement that the electorate must be given the opportunity to determine who represents them on their community council in order that the community council continues to act in the interests of the community. It was considered imperative that public communication of the elections and membership decisions such as additional co-option were carefully planned

and that whatever course of action is agreed, accountability to the community is paramount.

- 3.9 Finally it is recommended that the Council agrees to undertake a focussed and formal consultation on the Scheme to include some provisions to deal with situations such as this pandemic and to future proof the scheme for nomination and election process. It may be that that a new Scheme could include provisions similar to those in the polling places review, giving delegation to officers to change co-option or ratios arrangements in an emergency or situation outwith the control of the Council.

4.0 Sustainability Implications

- 4.1. None identified

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

It is noted that members of the local community may challenge co-option decisions which are not in the accordance with the Scheme notwithstanding any Council decision not to suspend.

10.0 Appendices

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

11.0 Background Papers

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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Thomson	Senior Manager Legal & Governance	2084

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Monitoring Officer	
Stuart Crickmar	Strategic Director Partnership & Performance	

Report to Council

Date of Meeting: 10 September 2020

Subject: Digital Strategy – Enhancing Digital Foundations

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. On 18 April 2019, Council agreed a Digital Strategy 2019-25 as a key enabler of *Be the Future*. Whilst the principles of that strategy remain relevant, the emergence of Coronavirus (COVID-19) as a global pandemic has necessitated an extremely rapid shift to digital.
- 1.2. The purpose of this report is to seek approval for expenditure on a key project that will enable accelerated progression towards objectives set out in the Digital Strategy, whilst supporting essential elements of COVID-19 recovery and enabling ongoing business continuity.

2.0 Recommendations

- 2.1. It is recommended that Council:
 - 2.1.1. agrees that the Council will subscribe to Enterprise Level 3 of Microsoft 365 Option c at paragraph 3.10;
 - 2.1.2. agrees capital investment of £350,000 in 2020/21 to fund the initial purchase and implementation costs of Microsoft 365 Enterprise Level 3;
 - 2.1.3. agrees capital investment of £50,000 in 2020/21 to fund a further supporting laptop and PC purchase and replacement programme and an ongoing capital funding investment of £50,000 per annum to continue the replacement programme;
 - 2.1.4. notes ongoing revenue costs of approximately £250,000 per annum from 2022/23 (£125,000 in 2021/22) for Microsoft 365 Enterprise Level 3 and agrees use of £90,000 from the Transformation Fund in 2021/22 to enable project initiation; and,
 - 2.1.5. notes that officers will work with Digital Office Scotland in preparation for the 2021/22 budget to fully define a 5 year benefits realisation plan that will deliver M365 efficiencies and benefits to the Council.

3.0 Considerations

- 3.1. On 18 April, 2019, Council approved a Digital Strategy, a key aim of which is “Transformation through enabling a significant shift to digital”.
- 3.2. The strategy recognises that Digital Transformation is driving significant changes across all aspects of society; that it is a key theme for Scottish Government and an important component of transformation for all local authorities. The principles expressed in the strategy are aligned with principles contained in the Scottish Local Government Strategy, ensuring the approach we take in Clackmannanshire is consistent and will integrate with developments across the wider public sector.
- 3.3. The Digital Transformation work stream focuses on three areas of work aligned with the Scottish Local Government Digital Partnership work streams, namely:
 - a) Digital Leadership: equipping all employees with the skills to provide leadership in Digital Transformation;
 - b) Digital Foundations: building Strong technology platforms which enable the council to transform how it works; and
 - c) Digital Services: redesigning services around customers taking advantage of digital technologies.
- 3.4. Digital transformation is a cornerstone of national and Council modernisation, particularly in the context of economic development and recovery. During the course of the last few years, the Council has progressively upgraded a number of core systems, which have been moved to the cloud, including management information systems relating to finance, human resources, health and safety, payroll and revenues. Work is currently underway on the housing management information system, with the social work system, the next immediate priority.
- 3.5. Our basic Digital Foundations however require modernisation to enable the Council to collaborate and communicate more effectively internally and with partners. As part of a national drive to create a consistent platform for public sector collaboration, Digital Office Scotland, are supporting members to understand and deliver the transformational potential of M365 as a foundation for modernisation, and have supported a number of councils, including Clackmannanshire to secure MS Teams on a ‘guest’ basis at minimal cost during the first 6 months of the pandemic.
- 3.6. When the UK went into lockdown on 23 March 2020 as a result of the global pandemic (which is likely to continue for an unknown period), there was an almost overnight necessity for a rapid shift to digital service delivery, placing significant strain on the Council’s existing digital foundations. Whilst these have coped to date, there is a requirement to update our operating system with some urgency to ensure ongoing business efficiency, compliance with national security standards and continuity in the face of a period of uncertainty.

Microsoft 365

- 3.7. In recent months, the Council has adapted the way it works and the ways it delivers services. This has included significant numbers of staff across all service areas working remotely and using collaboration tools to keep in touch with colleagues as well as delivering services to customers and collaborating with partners digitally. Virtual meetings, video conferencing and paperless working has become the norm as we go about our daily work, however, this is not necessarily as integrated as a modernising 21st Century organisation requires. Whilst digital transformation was undoubtedly envisaged, this was perhaps not at the pace that has become necessary in the last 6 months.
- 3.8. The Council's current platform relies on Windows Server 12 which has an end of life of October 2022 and needs to be upgraded and replaced. In addition the current Microsoft Office 2010 platform (Word, Excel and Powerpoint) ceases to be supported in October 2020. This means that 'do nothing' is not an option – at the very least the MS Office platform needs to be upgraded to a modern, supported platform that ensure compliance with national public sector security requirements.
- 3.9. Notwithstanding the need to replace MS Office 10 (now) and Windows 12 (within 2 years at most), given how the global pandemic has changed, and will continue to change the way we communicate and deliver services, there is a strong case within the context of *Be the Future* priorities to modernise the workplace at this point by consolidating legacy systems and migrating to a cloud based solution which offers a step change in applications and features.
- 3.10. Two options have been considered (b and c). Do nothing (a) is not a viable option given the requirement to replace MS Office 10.
 - a) Do nothing - having an unsupported version of Microsoft Office is not a viable option.
 - b) Upgrade to Microsoft 365 Pro Plus (Office 19) and maintain Lotus Notes e-mail and calendar.
 - c) Upgrade to Enterprise Level 3 of Microsoft 365. (Lotus Notes would need to be retained for a period of time to enable a period of migration and to continue to support the Social Work systems until such point that a new management information system (MIS) is implemented).
- 3.11. It should be noted that the licence for Lotus Notes would need to be retained in both options to some extent, however, a saving would be made on Option c at the point e-mail migration is complete and the Social Work system is replaced (the current Social Work MIS, which needs to be replaced is based on a Lotus Notes database). In option b, Lotus Notes would be retained indefinitely, and investment in licences for a corporate standalone video conferencing system, such as MS Teams or Zoom, would also be required. (Through an arrangement with Digital Office Scotland, MS Teams has been provided free of charge to local authorities for 6 months following the initial Corona virus response).

- 3.12. Option c is the preferred option as it provides a platform for significantly improved efficiency and integration of business processes within the Council and across partner agencies, particularly within the context of HSCP, where both Stirling Council and NHS FV have adopted, or are in the process of adopting M365. Option c provides:
- a. Applications that can be accessed from any device and from any location with an internet connection which enables remote, home and flexible working.
 - b. A suite of Microsoft tools that the workforce are familiar with using including Word, Excel and PowerPoint.
 - c. Communication and collaboration tools:
 - Teams/Skype for Business which provides video conferencing, an instant messaging function and is useful for cross department collaboration and sharing and co-authorising documents and reports.
 - Yammer which acts as a social network for the workforce to ensure that key messages can be shared on a 'news feed' and all staff can be kept up to date with the information they need to do their jobs.
 - d. Enables sharing of mailboxes, calendars, contacts and document editing in real time, making scheduling meetings quick and easy and shared mailboxes mean that multiple people can access the same mailbox. Calendar and emails are synced across devices.
 - e. Provides SharePoint which means that documents and reports can be accessed and worked on by any member of staff and shared as a link in an email. Multiple users can edit documents stored in SharePoint in real time which makes retrieving, accessing and co-authoring reports easy, and storage less costly.
 - f. Secure cloud storage with secure environment and robust security measures which is reliable with 24/7 Microsoft support available as part of subscription. Files stored in the cloud are backed up regularly.
 - g. Tools to automate common business processes across the Council through drag and drop workflow functionality.
- 3.13. Appendix 1 outlines the features available in both options, whilst Appendix 2 outlines an appraisal of both options and indicative costs. Whilst the capital costs of both options are similar, Option c has a significantly higher ongoing revenue cost resulting from the additional features such as the integrated e-mail/calendar systems, MS Outlook and collaboration tools such as Teams, SharePoint, Yammer and cloud based technology.
- 3.14. Option c, will incur additional recurring revenue costs of circa £247,000 per annum. Year 1 to October 2021 will be included in the initial capital outlay. A revenue budget of circa £125,000 will be required to cover the remainder of 2021/22, and from 2022/23 onwards circa £247,000 per annum.

- 3.15. Microsoft 365 will necessitate a move away from thin client technology, which uses Wyse Terminals, to greater use of PCs and laptops. To support an ongoing laptop/PC replacement programme, a capital budget of £50,000 per annum would be required, commencing with an additional £50,000 investment in 2020/21.
- 3.16. Whilst moving to a cloud based managed service brings a host of necessary modernisation, environmental and organisational resilience benefits, it shifts the ongoing balance of cost from capital to revenue, thus creating a demand pressure in the short term. Implementation of M365 will enable modernisation of organisational practices and efficiencies, however, this will need to go in step with the adoption of new ways of working, including more efficient management information practices, reductions in print, paper and travel, and reduced IT infrastructure and property costs, all of which will take further time to quantify and realise. Officers will work with Digital Office Scotland in the run up to the 2021/22 budget to fully define a benefits realisation plan that optimises M365 benefits and efficiencies savings over the course of a 5 year plan. At this stage, an estimated pump priming investment of £90,000 is required from the Transformation Fund for 2021/22.

4.0 Conclusion

- 4.1. The adoption of M365 would represent an important and fundamental step for the Council in delivering its Digital Strategy as a transformational component of *Be the Future*. It will provide a platform for ongoing modernisation, enabling increased ability to collaborate and integrate across partnership boundaries into the medium to long term. Furthermore it will strengthen organisational resilience and minimise business continuity risks, particularly during an ongoing and unprecedented global pandemic, the duration of which is still unknown.

5.0 Sustainability Implications

- 5.1. The Digital Strategy supports Council transformation through Council's *Be the Future* programme. Implementation is integral to the Council's long term financial and environmental sustainability, through increased efficiency and carbon reduction potential, particularly as a result of reduced travel, print, utility and infrastructure costs.

6.0 Resource Implications

6.1. Financial Details

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

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

6.4. Staffing

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

Clackmannanshire Council Corporate Plan 2018/22

Clackmannanshire Council Digital Strategy 2019-25

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

Appendix 1: Microsoft 365 Options

Appendix 2: Microsoft Options Appraisal

12.0 Background Papers

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

which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127
Cherie Jarvie	Senior Manager, Partnership & Transformation	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	

Appendix 1- Microsoft 365 Options

Office 365 ProPlus	Office 365 Enterprise E1	Office 365 Enterprise E3	Office 365 Enterprise E5
<p>Office applications plus cloud file-storage and sharing. Business email not included.</p>	<p>Business services—email, file storage and sharing, Office Online, meetings and IM, and more. Office applications not included.</p>	<p>All the features of ProPlus and Enterprise E1 plus security and compliance tools, such as legal hold, data loss prevention, and more.</p>	<p>All the features of Enterprise E3 plus advanced security, analytics, and voice capabilities.</p>
<p>Office applications</p>	<p>Office applications</p>	<p>Office applications</p>	<p>Office applications</p>
 <p>Outlook Word Excel PowerPoint OneNote Access (PC only)</p>	<p>(Not included)</p>	 <p>Outlook Word Excel PowerPoint OneNote Access (PC only)</p>	 <p>Outlook Word Excel PowerPoint OneNote Access (PC only)</p>
<p>Services</p>	<p>Services</p>	<p>Services</p>	<p>Services</p>
 <p>OneDrive</p>	 <p>Exchange OneDrive SharePoint Skype for Business Microsoft Teams Yammer</p>	 <p>Exchange OneDrive SharePoint Skype for Business Microsoft Teams Yammer</p>	 <p>Exchange OneDrive SharePoint Skype for Business Microsoft Teams Yammer</p>
			 <p>Power BI Pro</p>

Appendix 2 – Microsoft 365 Option Appraisal
Assessment of Options B & C

	Option B	Option C
Pros	<p>Would provide upgraded Microsoft Office suite (word, excel, powerpoint).</p> <p>Would enable national security compliance requirements.</p> <p>Migration and possible disruption to services likely to be minimal.</p> <p>Lower annual revenue costs.</p> <p>Applications will be familiar to workforce.</p>	<p>Offers Microsoft Office Suite (Word, Excel, Access and Powerpoint) and also range of collaboration and communication tools.</p> <p>Offers integrated outlook email and calendar functions</p> <p>Preferred national platform for Digital Office Scotland.</p> <p>Would enable national security compliance requirements.</p> <p>Partners and several other Councils already using or deploying M365 enabling more integrated working.</p> <p>Offers enhanced cloud storage and security functions</p> <p>Enables remote and flexible working.</p> <p>Subscription service with annual costs based on the number of user licenses required.</p> <p>Other savings and carbon reduction benefits possible due to new ways of working enabled.</p> <p>Increased resilience and business continuity with 365 offsite support</p>
Cons	<p>Stand alone Lotus Notes would be retained for email and calendar functions.</p> <p>Standalone collaboration and communication tools, such as MS Teams, would need to be purchased separately.</p> <p>Does not enable nor drive new ways of working, and would inhibit digital modernisation.</p> <p>Unlikely to enable efficient collaboration across partnership boundaries.</p> <p>Does not enable pace of modernisation being adopted elsewhere in the public sector nor drive other financial or non financial benefits.</p>	<p>More costly model in terms of initial implementation costs and ongoing revenue costs.</p> <p>Migration potentially disruptive for services in short term.</p> <p>Requires a large scale information management project prior to migration.</p> <p>Risk that applications and features are not well used by the workforce, and benefits potential is sub-optimised creating a demand pressure beyond the short term.</p> <p>Rollout would need to be accompanied by a learning and development programme to drive digital modernisation and optimise customer and organisational benefits.</p>

Costs for Options B & C

	Option b		Option c (preferred)
Year 1 capital costs		Year 1 capital costs	
MS 19 purchase	£344, 543	M365 Licenses (1200)	246, 912
Lotus Notes	£70,000	Migration Costs	£80,000
		Training	£20,000
		Lotus Notes	£70,000
Total	£414, 543	Total	416, 912
Ongoing annual revenue costs		Ongoing annual revenue costs	
Lotus Notes	£70,000	M365 subscription	£246, 912
Corporate video collaboration licence	£100,000 (est)	Lotus Notes (whilst required)	£70, 000
Total	£170,000	Total	£316, 912

Report to **Clackmannanshire Council**

Date of Meeting: 10 September 2020

Subject: **Annual Review of Debtors 2019/20**

Report by: **Chief Finance Officer (S95 Officer)**

1.0 Purpose

- 1.1. To provide council with the annual update on income collection and to propose the 'write-off' of those debts which are deemed as irrecoverable or 'bad debts'.
- 1.2. The presentation of this report is a key milestone in the preparation of the council's draft financial statements.

2.0 Recommendations

- 2.1. It is recommended that the council;
 - 2.1.1. Note the trends in income collection for 2019/20,
 - 2.1.2. Approve the proposed write-off £807,727 as per 6.2 (Appendix B),
 - 2.1.3. Note and comment as appropriate on the other matters raised in the report.

3.0 Background

- 3.1. Responsibility for the collection and recovery of income due to Clackmannanshire Council principally lies with the Finance and Revenues Service currently within the Partnership & Performance Directorate. All income collected by the service is done so in accordance with the Council's Corporate Debt Recovery and Write-Off Policy. The Council also uses Sheriff Officers to administer collection on the Council's behalf and following a tender process at the end of 2019/20, Stirling Park have been retained to provide this service.
- 3.2. This report analyses collection performance, updates members on actions taken, and proposes the write-off for the financial year.

- 3.3. During the year bills and invoices totalling £75.574m were issued by the Council, a slight decrease from £77.237m issued in 2018/19. The following paragraphs set out the details for each income stream.

4.0 Council Tax Collection

- 4.1. In 2019/20, Council Tax bills totalling £31.888m were issued to 24,805 households. The total income received for Council Tax in 2019/20 was £30.154m (including water and sewerage).

- 4.2. The key indicator of performance for Council Tax collection is the in-year collection rate. This represents the total amount of Council Tax collected as a percentage of the total amount billed. In 2019/20 the in-year collection rate was 95.74%. This is a small decrease of 0.17% on the recorded collection rate of 95.91% in 2018/19.

- 4.3. The decrease in collection rate follows trends in other local authorities as discussed at recent Institute of Revenues Rating and Valuation (IRRV) forums. The collection rate has been impacted in part by increases in charges and the number of Council Tax Reduction (CTR) claims along with the impact of Universal Credit.

- 4.4. Throughout the year we have continued to review processes and look for ways to improve processing efficiency. We work closely with the Department of Work & Pensions (DWP) and the Council has fully embedded its ATLAS information system which is used to ensure that all CTR cases are identified and processed.

4.5 Sundry Debt Collection

- 4.6. A sundry debtor is the name given for invoices raised for chargeable council services. This can include social work services such as MECS or provision such as additional nursery sessions. However, large invoices for Health and Social care to the NHS and Stirling Council are also raised using the same approach. Individual services themselves are responsible for raising the invoices with payments monitored by Finance and Revenues, and where invoices remain unpaid, reminders are issued, and recovery action taken where appropriate.

- 4.7. During 2019/20 invoices totalling £7.236m were issued by the Council with an in-year collection rate of 82.39%. This is a reduction on the collection rate for 2018/19 (89.35%). Collection performance can fluctuate due to the timing and issuing of invoices. Where invoices are raised in the final quarter of the year there is less time prior to the year-end for payments to be made and/or recovery action to begin. This is different from Council Tax where demand notices are issued at the start of the financial year, and recovery action can proceed throughout the year.

- 4.8. During 2019/20, sundry debt aged over 90 days has increased from 60% to 72%. This represents a number of challenging debts such as care home charges where there could be a charge against the property to clear the invoice debt therefore deferred to future years. A corporate debt recovery proposal is being developed to identify improvements in this area.

4.9. Non Domestic Rates (NDR) Collection

4.10. Clackmannanshire Council are required to bill and collect Non Domestic Rates (NDR) on behalf of the Scottish Government. Income is then pooled and distributed to Councils, under the rates pooling system. During 2019/20 the council billed businesses for rates totalling £17.001m. The collection rate for 2019/20 as a percentage of the total billed was 95.55%. This is a decrease of 0.48% on previous collection rate (96.03%).

4.11. The current Rates legislation means that in-year recovery cannot begin until October of the billing year, slightly curtailing recovery action. However, this is currently under review by the Scottish Government with the expectation that NDR billing will be aligned with Council Tax in future years.

4.12. Housing

4.13. The total gross rental liability for 2019/20 payable by almost 5,000 council tenants and associated lock-ups was £19.670m. The following sections sets out details for each of the categories. Appendix A summarises the arrears position for Housing debts broken down by category for the years 2017/18 to 2019/20.

Current Rent Arrears

4.14 The table below provides a full breakdown of current rent arrears.

	2017/18	2018/19	2019/20	Change
Total Arrears Value	£789,143	£773,936	£916,696	£142,760
Average value per case	£571	£519	£459	(£60)
Total Number of UC cases in arrears at year end	611	884	1,251	367
Total Arrears Value at year end	£455,914	£550,028	£697,126	£147,098
Average value per case	£747	£622	£557	(£65)
Non UC claimants in arrears	772	641	747	106
Total Arrears value for non UC cases	£333,229	£239,720	£219,570	(£20,150)
Average value per case	£432	£374	£294	(£80)
Total Number of UC claimants at year end	697	1,043	1,518	475
% UC claimants in arrears	88%	85%	82%	(3%)

Former Tenant Arrears

4.15 Tenancies end for a variety of reasons including abandonment, eviction or death. When there is a balance on the account these arrears can be difficult to collect if for example, there is no forwarding address, or the deceased has no estate.

- 4.16 During the year 310 (43.9%) of the 706 tenancies ended had an outstanding rent balance, amounting to £224,544. This equates to an average former tenant arrear of £724. This represents an average decrease of £115 of debt at tenancy end compared with 2018/19 (£839). The total outstanding rent balance has decreased by £35,617 from the previous year.
- 4.17 Greater use has been made this year of Stirling Park Sheriff Officers for the collection of these accounts, and internal review of collection processes continues with consideration being given to all alternative forms of collecting these accounts due.
- 4.18 The Housing Service has also recently implemented a new system to assist with arrears management. Rentsense is a software system which has a series of complex algorithms that analyse tenants' transactional history, coupled with a predictive analytical application that then predicts which tenants may or may not pay their rent. It then produces a list of tenants which should be contacted that week in relation to their rent account.
- 4.19 This system will focus effort by officers and enable staff to spend more time providing help and support to tenants who need it. With housing staff all having laptops and additional screens and with Rentsense being cloud based, officers are able to have the application viewable while they are discussing the situation with the tenants and can also make changes and update the core housing system, without losing the Rentsense customer view. This project was delayed due to COVID-19 but went live on 11th August.

Housing Benefit Overpayments

- 4.20 An overpayment of Housing Benefit (HB) occurs when an individual receives an award of benefit that is then deemed not to have been due. This can occur for a variety of reasons, including claimant error, fraud, and a backdated change in circumstances or Local Authority (LA) error. For existing HB claimants any overpayment can be recovered from on-going entitlement, but for others, customers are required to make arrangements to repay. HB overpayment accounts are also sent to Sheriff Officers for collection.
- 4.21 At the end of 2019/20 there were outstanding Housing Benefit overpayment accounts totalling £0.977m. This is a decrease of £178k in this financial year.
- 4.22 Fraud and Error overpayments are a significant focus for the DWP and they have recently engaged with ourselves, and reviewed the end to end overpayment process.. The findings of this indicated that additional resources are required, however these are expected to be financed by the income gains and debt reductions. The DWP performance team revisited in July 2020 to verify their findings and refine their business case and this will be taken forward by the service during 2020/21.

5 Overall Debt Position

5.1 The following table shows the current debt position for all income streams.

Debtor	2017/18 £000	2018/19 £000	2019/20 £000
Council Tax	10,843	11,236	11,662
Sundry Debtors	3,236	3,237	2,756
HRA Debts	2,938	3,071	3,162
Total Gross Debtor	17,017	17,544	17,580
Total Provision	(12,065)	(13,262)	(13,656)
Total Net Debtor	4,952	4,282	3,924

5.2 The Council's debtors' position is reported as both a gross and net position. The gross debtor reflects the total amount due to the Council.

5.3 The net debtor reflects the amount that the Council realistically expects to recover. The difference between these two figures is the debtor provision which is a prudent calculation of debt that is not expected to be recovered. The net debtor position is recognised as the best reflection of debts that can be recovered.

5.4 For 2019/20, the figures are draft and still subject to audit. They also incorporate the proposed write-off detailed within this paper to show a comparable position of the gross and net debtors over the three years. Each year there is adequate provision made against the debtor. The key indicator for debtor performance is that of net debtor, which is not affected by any write-off.

6 Irrecoverable Debt for Write-Off

6.1 Each financial year the council is required to propose accounts for write-off from each income stream in accordance with the Corporate Debt and Write-off Policy.

6.2 The table below highlights the proposed write-off from each income stream along with a comparison of the accounts approved for write-off in financial year 2018/19.

Type of Debt	Approved Write Off 2018/19		Proposed Write Off 2019/20	
	Number of accounts	Value £	Number of accounts	Value £
Council Tax	915	316,377	977	325,959
NDR	52	141,728	65	286,729

Sundry Debt	30	21,322	68	64,593
Former Tenant Arrears	60	71,699	50	81,548
Housing Benefit Overpayments	28	62,900	43	48,898
Total	1,085	614,026	1,203	807,727

- 6.3 Accounts can be proposed for write-off for a number of reasons including;
- Deceased – where the customer has died and left no estate.
 - Sequestration – The customer has applied for and been awarded bankruptcy and there is unlikely to be any dividend for creditors.
 - Untraceable – No up to date contact information is available for the customer and all means of contacting them have been exhausted.
 - Small Balance – The balance outstanding on the account is small and it is not deemed cost effective to pursue.
 - Management Write-Off – Management have agreed to the write-off of the debt due on a particular case due to the individual circumstances of the customer.
 - Time Lapsed – Where the debt has prescribed under the Prescription and Limitation Act Scotland 1973 and it has been more than 5 years since last contact with the customer.
- 6.4 Appendix B gives a breakdown of reasons for the proposed write-off of debts in each income stream. Overall, there has been an increase in the value of proposed write-off this year of £194k along with a slight increase in the number of accounts of 118. Appendix C shows the detailed Debtors position for each income stream.

7 Sustainability Implications

7.1 None

8 Resource Implications

8.1 *Financial Details*

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

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

8.4 *Staffing*

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

9 Exempt Reports

9.1 Is this report exempt? Yes No

10.0 Declarations

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

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

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

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

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

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

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

Clackmannanshire Council Debt Recovery and Write Off Policy – June 2018

11.0 Equalities Impact

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

Yes No

12.0 Legality

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

13.0 Appendices

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

Appendix A- Review of Housing Income Collection Performance

Appendix B – Irrecoverable Debt for Write-off

Appendix C – Detailed Debtors Position to March 2020

14.0 Background Papers

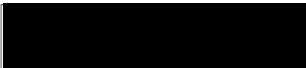
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
James Moore	Supervisor	5128
Frances Malloy	Supervisor	6223
Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Strategic Director (Partnership and Performance)	

ANNUAL DEBTORS REVIEW 2019/20

REVIEW OF INCOME COLLECTION PERFORMANCE

1.0 Housing

- 1.1 The Housing Debtor relates to all income collected in relation to the Housing Service, including residential, lock up and garage rents, re-chargeable repairs and Housing Benefit Overpayments. The Housing Debtor can be broken into the following different categories.

HRA arrears position 2017/18 to 2019/20

	2017/18 £000	2018/19 £000	2019/20 £000
Current tenant arrears	894	774	917
Former tenant arrears	816	1,018	1,143
HB Overpayments	1,099	1,155	977
Rechargeable Repair	101	99	99
Other Miscellaneous	28	25	26
Total Gross Debtor	2,938	3,071	3,162
Provision	(2,416)	(2,683)	(2,905)
Total Net Debtor	522	388	257

- 1.2 The majority of this debt is accounted for within the Housing Revenue Account, with the exception of Housing Benefit Overpayments which are included in the general fund account.
- 1.3 For 2019/20 the gross Debtor has increased by £91,000.
- 1.4 The key measure of performance for current tenant rent arrears is expressed as the percentage of gross rent arrears as measured by the Scottish Social Housing Charter. For 2019/20 this was 10.13%, a slight increase from performance in 2018/19 of 9.05%. The roll out of Universal Credit has had, and will continue to have, a significant impact on rent arrears. Housing rent is managed by the Tenancy Management Team and Housing Officers are working closely with tenants to help them to sustain their tenancy and pay their rent.

ANNUAL DEBTORS REVIEW 2019/20
IRRECOVERABLE DEBT FOR WRITE-OFF

1.0 Overall Debt

- 1.1. The following table identifies the proposed write-offs for each income stream for 2019/20, together with a comparison of the write off approved for 2018/19. The 2019/20 Statement of Accounts reflects the net debt position.

Proposed write-offs for 2019/20

Type of Debt	Approved Write Off 2018/19		Proposed Write Off 2019/20	
	Number of accounts	Value £	Number of accounts	Value £
Council Tax	915	316,377	977	325,959
NDR	52	141,728	65	286,729
Sundry Debt	30	21,322	68	64,593
Former Tenant Arrears	60	71,699	50	81,548
Housing Benefit Overpayments	28	62,900	43	48,898
Total	1,085	614,026	1,203	807,727

Council Tax and Water Charges

- 1.2. The following tables split the proposed write-offs for Council Tax and Water Charges by reason for the write off.

Reason	2018/19		2019/20	
	No of Accounts	Total £	No of Accounts	Total £
Deceased	478	110,572	487	112,860
Sequestration	375	178,445	304	134,660
Untraceable	0	0	0	0
Small Balance	3	6	0	0
Management W/O	0	0	0	0
Outwith Jurisdiction	33	15,548	17	24,420
Sherriff Officer Uncollectable	0	0	1	3
Gone Away	26	11,806	168	54,016
TOTAL	915	316,371	977	325,959

ANNUAL DEBTORS REVIEW 2019/20

IRRECOVERABLE DEBT FOR WRITE-OFF

The proposed write off for Council Tax compared with 2018/19 has only slightly increased by £9,588, an equivalent of 6% and increase of 62 cases. The largest increase relates to Gone Away accounts (142 cases) which are those that have no forwarding address.

50% of the council tax accounts being proposed for write-off are due to death of the debtor leaving no estate. Whilst 31% of the council tax accounts being proposed for write-off are due to people being sequestrated or going into bankruptcy.

Non Domestic Rates (NDR)

- 1.4. The following tables split the proposed write-offs by reason for the write-off. Full case records are retained by the Revenues Team for audit purposes.

Year	2018/19		2019/20	
	No of Accounts	Total £	No of Accounts	Total £
Moved away/Untraceable	14	12,103	22	64,991
Deceased	0	0	2	3,201
Sequestration/liquidation	18	72,454	10	61,937
Immaterial Balances	0	0	0	0
Trust Deed	3	6,788	0	0
Cease Trading	14	44,483	15	120,402
In Administration	3	5,900	0	0
Sheriff Officer Write Off	0	0	16	36,198
Total	52	141,728	65	286,729

- 1.5. There has been an increase in the value of proposed write-offs from £141,728 in 2018/19 to £286,729 for 2019/20, and an increase in the number of cases from 52 to 65. The majority of cases continue to be those who have gone into Sequestration/Liquidation or have ceased trading. In terms of ceased trading, this is not exclusive to Clackmannanshire but is being experienced across Scotland. This area is being discussed at officer practice forums to see if legislation can be altered to place responsibility onto owners to inform local authority of business tenant changes.

ANNUAL DEBTORS REVIEW 2019/20
IRRECOVERABLE DEBT FOR WRITE-OFF

Sundry Debt

- 1.6. Sundry debtors has been subject to ongoing review, with Finance and Revenues working to reconcile files sent to Sheriff Officers and to ensure all debtor status's are updated. There has been an increase in the number of accounts being proposed for write-off, 30 to 68 and a corresponding increase in the value from £21,322 in 2018/19 to £64,593 for 2019/20. Details of proposed write-offs by reason are shown in the table below.

Reason	Actual 2018/19		Proposed 2019/20	
	Number	£	Number	£
Deceased	10	3,599	24	13,758
Sequestration	2	2,624	11	14,261
Untraceable	7	6,052	12	8,492
Administration/Dissolved	2	3,615	0	0
Small Balance	1	41	4	301
Other	8	5,391	17	27,781
TOTALS	30	21,322	68	64,593

Former Tenant Rent Arrears

- 1.7. The following tables show the proposed write-offs for Former Tenant Arrears for dwellings and lock-ups split by reason type.
- 1.8. The number of former tenant arrears accounts proposed for write-off this year has decreased by 10 from the 60 last year. As noted last year, each individual account was fundamentally reviewed and analysed ensuring the focus wasn't on cases where the chance of recovery was limited.

ANNUAL DEBTORS REVIEW 2019/20
IRRECOVERABLE DEBT FOR WRITE-OFF

Reason	Proposed 2018/19		Proposed 2019/20	
	Number	Total £	Number	Total £
Deceased	8	6,860	0	0
Untraceable	0	0	2	7,227
Prescribed	44	46,610	48	74,321
Sequestered	8	18,229	0	0
In Prison	0	0	0	0
Long Term Care	0	0	0	0
Small Balances	0	0	0	0
Abandonment/Management Write Off	0	0	0	0
TOTALS	60	71,699	50	81,548

Housing Benefit Overpayments

Write-offs for 2019/20 have reduced from £62,900 last financial year, to £48,898 this year. However the number of accounts has increased from 28 to 43 with the largest increase being within Time Elapsed accounts. The movements for each category are detailed below.

Actual 2018/19			Proposed 2019/20		
Reason	Number	Total £	Reason	Number	Total £
Abandoned	0	0	Abandoned	0	0
Deceased	3	7,111	Deceased	2	1,897
In long term care	0	0	In long term care	0	0
Sequestered	7	20,989	Sequestered	5	10,917
Time Elapsed	15	28,398	Time Elapsed	35	35,248
Untraceable/ Unknown	3	6,402	Untraceable/ Unknown	1	836
TOTAL	28	62,900	TOTAL	43	48,898

ANNUAL DEBTORS REVIEW 2019/20
DETAILED DEBTORS POSITION TO MARCH 2020

Overall Debtor Position

1.1. The table below details the debt position of the main council income source and the provision made against each. There have been slight increases across all income streams and increases in provisions for both Council Tax and Rents. The provision for Sundry Debtors has reduced in line with a reduction in the overall level of debt.

Debtor	2017-18		2018-19		2019-20	
	£000		£000		£000 ¹	
Council Tax	10,843		11,236		11,662	
Provision	(8,300)	2,543	(8,996)	2,240	(9,245)	2,417
Rent	2,938		3,071		3,162	
Provision	(2,416)	522	(2,683)	388	(2,905)	257
Sundry Debtors	3,236		3,237		2,756	
Provision	(1,349)	1,887	(1,583)	1,654	(1,506)	1,250
Total Net Debt		4,952		4,282		3,924

¹ These figures are draft and are still subject to change as part of the 2019/20 external audit of the Council's Financial Statements

Report to: Council

Date: 10 September 2020

Subject: Annual Treasury Management Report 2019/20

Report by: Chief Finance Officer

1.0 Purpose

- 1.1 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. This report details the treasury management activities for the Council for the year ended 31 March 2020 and how this compares to the 2019/20 Treasury Management Strategy Statement set in March 2019.

2.0 Recommendations

- 2.1 It is recommended that the Council note and consider this Annual Report for 2019/20 on the Council's Treasury Management activities.

3.0 Considerations

- 3.1 This report meets the requirements of the Scottish Government's investment regulations, the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 3.2 During 2019/20 the following reports were required to be reported to Council:
- annual treasury management and investment strategy (The Treasury Management Strategy Statement (TMSS) for 2019/20, which included the Annual Investment Strategy was approved by Council on 6th March 2019)
 - a mid-year treasury update report (Treasury Management Update at 30th September 2019 submitted to the Council on 19th December 2019)
 - an annual review following the end of the year describing the activity compared to the strategy (this report).

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

3.3 The report covers the following areas:

- The Economy and Interest Rates
- Interest Rate Forecast
- Investment Outturn for 2019/20
- Borrowing Requirement and Debt
- Borrowing Outturn for 2019/20
- Compliance with Treasury and Prudential Limits

The Economy and Interest Rates

- 3.4 Economic growth in during 2019/20 has been volatile with quarters 1 and 3 showing growth of 0.5% whilst quarter 2 reported negative growth of 0.2% and quarter 4 remained level at 0.0%. The uncertainties, both in timing and agreement, over the UK's departure from the EU had a significant impact on economic forecasts at the beginning of the year. Although the UK left the EU on 31st January 2020 there is still uncertainty on whether a trade deal will be achieved by the end of 2020. The Covid-19 outbreak in February/March lead to the closedown of whole sections of the economy and the introduction of various schemes by the Government to support jobs and businesses.
- 3.5 The Monetary Policy Committee (MPC) has a Government set target to keep inflation at 2%. Inflation remained under 2% during 2019/20 with its lowest level of 1.4% in December raising to 1.8% in January and ending the year at 1.5% in March 2020. The Bank of England's latest forecasts for inflation in 2020 and 2021 of 0.6% and 0.5% are well below the target of 2% and are a reflection of the substantial reduction of economic activity caused by the measure to reduce Covid-19 outbreak and uncertainty over economic recovery (Monetary Policy Report May 2020).
- 3.6 The unemployment rate of 3.9% is the lowest level since 1975. Wage inflation was higher than CPI inflation which meant that consumer spending power is a real terms increase. However the recent fall in economic activity has lead to a sharp drop in the number of people in work with the MPC forecasting the unemployment rate to rise to 9% in quarter 2 of 2020/21 (Monetary Policy Report May 2020).

Interest Rate Forecast

- 3.7 The Council's treasury advisors - Link Asset Services, have provided the following interest rate forecast which is in line with the economic outlook set out in paragraphs 3.4 to 3.6 above.

Table1: Investment Forecast provided by Link Asset Management

Quarter Ended	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
June 2020	0.10	1.90	2.50	2.30
Sept 2020	0.10	1.90	2.50	2.30
Dec 2020	0.10	1.90	2.50	2.30
March 2021	0.10	2.00	2.60	2.40
June 2021	0.10	2.00	2.60	2.40
Sept 2021	0.10	2.00	2.60	2.40
Dec 2021	0.10	2.10	2.70	2.50
March 2022	0.10	2.10	2.70	2.50

- 3.8 The forecast for interest rates within the 2019/20 TMSS was that the Bank Rate would rise from 0.75% to 1.0% in June 2019 with a further rise of 0.25% in March 2020 to 1.25% at the end of the year. For the Mid Year Treasury Management Update the forecast was that the Bank Rate would remain at 0.75% for 2019/20. Due to uncertainty over Brexit in the year as noted in paragraphs 3.4 and 3.5 above, the MPC maintained the Bank Rate at 0.75% until 11th March 2020 when it was reduced to 0.25% followed by another reduction to 0.1% on 19th March 2020. This was part of a number of measures announced by the Chancellor of the Exchequer, the MPC and HM Treasury to support the economy through the economic disruption caused by the spread of Covid-19 and the measures taken to contain the spread of the virus.

Investment Outturn for 2019/20

- 3.9 As at 31st March 20/20, the Council held investments of £28.1m made up of £18.8m short-term cash and cash equivalents held with banks and £9.3m of investments held mainly in Clackmannanshire Regeneration and Coalsnaughton NHT Project. Appendix 1 shows the analysis of the investment portfolio as at 31st March 2020.
- 3.10 The Council's treasury indicator and limit for investments for 2019/20 was that the maximum principal sum invested for a period greater than 364 days (long-term) was £12m. The approved limits within the Annual Investment Strategy relating to investments were not breached during 2019/20.
- 3.11 As at 31st March 2020 the Council held immediately available cash balances of £16.8m (£11.9m 2018/19). The average level of funds available for investment during the period to 31st March 2020 was £10.7m. During the year, a deposit of £5m was returned to the Council, one £5m deposit was invested for over six months, one £5m deposit was invested for one month and one £2m deposit was invested for over six months.
- 3.12 During 2019/20 investment rates remained low. Long term investment rates were decreasing for most of April to September, rising slightly in November but falling back in January. Investment rates also fluctuated during February and March due to the coronavirus outbreak in the UK with rates rising initially,

falling and then rising again. The benchmark investment returns over the 12 months ending 31st March 2020 are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2019/20

Benchmark	Benchmark Return
7 day	0.53%
1 month	0.56%
3 month	0.63%
6 month	0.70%
12 month	0.80%

3.13 The Council's budgeted cash investment return for returns on investments placed for periods up to 100 days for 2019/20 was 1.15%, which was driven by the interest rate forecast at the start of 2019/20 as noted above. The Council achieved an actual investment return of 0.70% (£113k) on all investments for the year ended 31st March 2020. This comprised of two £5m six month investments with returns of 1.0% and 1.13%, one £2m six month investment at 0.95%, one £1m two month investments at 0.8%, one £2m one month investment at 0.95% and one £5m one month investment at 0.95%. All medium term investments out performed the benchmark return. A return of 0.54% was also achieved on everyday cash balances which was 0.01% more than the benchmark return for 7 day investments. The future prospect for interest rates during 20/21 is low however, the Council will continue to look at opportunities during 2020/21 to optimise its investment income in line with interest rate and cashflow forecasts.

Capital Outturn for 2019/20

3.14 The Council's capital expenditure plans are a key driver of treasury management activity. The TMSS for 2019/20 provided estimates of the total capital expenditure, split between General Fund Services and Housing Revenue Account (HRA), for 2019/20 and the following four financial years. The outturn for 2019/20 against budget is shown below:

Table 3: Capital Outturn 2019/20

	Approved Budget 2019/20 £000	Actual Spend to 31 March 2020 £000	(Under)/Over Spend £000
General Fund Services	22,489	14,159	(8,330)
Housing Revenue Account	8,701	6,549	(2,152)
Total	31,190	20,708	10,482

- 3.15 The underspends on the General Fund are mainly due to rephasing of spend on large projects spanning multiple financial years such as Kilncraigs BPRA payment, City Region Deal, Digital Infrastructure Project and delays in the delivery of purchased vehicles. The HRA underspend is mainly due to delays on roof & render upgrading works, window replacement and electrical systems works. The unspent budget relating to re-phasing will be carried forward into 2020/21.

Borrowing Requirement 2019/20

- 3.16 Capital expenditure that is not financed by the use of capital receipts, capital grants, developers contributions or directly from revenue, will increase the Capital Financing Requirement (CFR) of the Council. The calculation of the CFR is therefore intended to reflect the Council's underlying need to borrow for capital purposes and it is used as a key measure in treasury management decisions for this reason. Increases in the borrowing requirement are offset by the Loans Fund Principal Repayments. This is the amount required to be charged to revenue for previous borrowing and it is charged over the life of the asset. The net figure is the increase in the CFR. The CFR is shown in the table below split between the General Fund and HRA.

Table 4: Borrowing Requirement (CFR) 2019/20

	31 March 2019 Actual £000	31 March 2020 Budget £000	31 March 2020 Actual £000
General Fund	121,325	123,455	121,509
HRA	23,655	23,818	23,046
Total	144,980	147,273	144,555

- 3.17 Overall the CFR for 2019/20 has decreased by £0.4m from 2018/19. The General Fund CFR has decreased by £0.4m due to in year Capital expenditure of £4.2m offset by Loans Fund and Lease repayments of £4.0m. The HRA CFR has decreased by £0.6m due to Loans Fund Principal Repayments. HRA capital expenditure has been funded by revenue and grant funding therefore has not increased the CFR. The CFR for both General Fund and HRA is less than budgeted due to underspends on both capital programmes as shown in table 3 offset by a reduction in the Loans Fund Principal Repayments.

During 2019/20, the Council reviewed and amended its Loans Fund policy. The amendments aimed to smooth the repayment profile of debt over the average life of the assets and as a consequence have reduced the loans fund principal repayments for 2019/20. Further details of the policy are set out in the Treasury Management Strategy Statement 2020/21 approved by Council in February 2020.

Ratio of financing costs to net revenue stream

- 3.18 The Council is required to make estimates of the ratio of capital financing costs to its net revenue stream i.e. the estimate of total income which will be committed towards meeting future costs of borrowing. This ratio is required to assess the affordability of capital investment plans and to provide an indication of the impact of the capital investment plans on the Council's overall finances.

For the General Fund this is the ratio of financing costs of borrowing against net expenditure financed by Government Grant and Council Tax. For the HRA the indicator is the ratio of financing costs to gross rental income.

The outturn for 2019/20 is as follows:

Table 5: Ratio of financing costs to net revenue stream 2019/20

	2019/20 Budget	2019/20 Actual
General Fund	7.72%	5.47%
Housing Revenue Account	14.80%	9.67%

Borrowing Outturn for 2019/20

- 3.19 Borrowing activity is constrained by the prudential indicators for CFR and gross borrowing and by the authorised limit. The Council needs to ensure that gross debt does not, over the medium term, exceed the CFR. An over borrowed position is permissible in the short term to allow for early borrowing for future years and recognition of slippage and other funding becoming available but the Council must return to an under borrowed position in future years.
- 3.20 During the year the Council repaid £0.063m towards a SALIX loan.
- 3.21 Repayments of £1.227m were also made in the year toward the Council's PFI and finance lease.
- 3.22 During the period to 31st March 2020, capital expenditure was funded by a new long-term loan from the PWLB of £5m undertaken in March 2020.
- 3.23 The Council's external borrowing position as at 31st March 2020 is illustrated in the undernoted table:

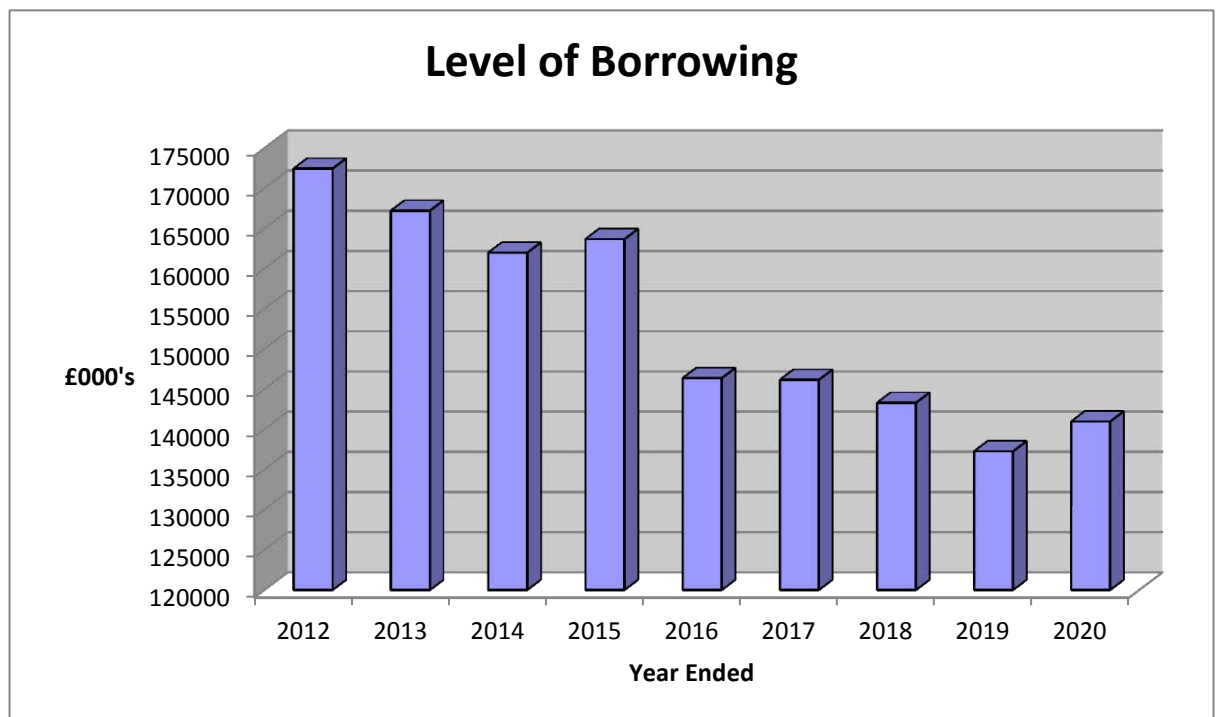
Table 6: External borrowing at 2019/20

	Actual March 2019 £000	Actual March 2020 £000
Public Works Loan Board	72,513	77,512
Market Loans	18,875	18,812
LOBO Loans	5,000	5,000
Other long term liabilities	40,374	39,147

Total	136,762	140,471
CFR	144,980	144,555
(Under)/Over borrowing	(8,218)	(4,084)

- 3.24 In line with the Prudential Code, the Council is in an under borrowed position as at 31st March 2020.
- 3.25 The maturity structure of the PWLB loans, Market loans and LOBO loans are set out in Appendix 2. This also details the upper and lower limits for each category of loan as set out in the 2019/20 TMSS and shows that the Council has not breached these limits.
- 3.26 In 2012 the Council put in place a policy to minimise long term debt. To ensure debt is minimised, the capital programme should be set so that the level of borrowing does not increase over the longer term. The following chart illustrates the actual level of debt at the end of each year up to 31 March 2020.

Chart 1: External debt (actual)



- 3.27 The chart shows that overall there has been a reduction in cumulative external debt of 18% between March 2012 and March 2020, proving that over the longer term the Council is not increasing its level of debt. Repayments towards PFI and finance leases also contribute to this reduction of the Council's overall level of external debt on an annual basis.

Limits for External Debt

- 3.28 The Council is required to set an authorised limit for external debt which includes external borrowing (gross of investments) and other long term liabilities such as finance lease obligations. The limit provides a maximum

figure that the Council could borrow at any given point during each financial year. The Council also set an operational boundary for external debt which is lower than the authorised limit as it is based on an estimate of the most likely level of external borrowing at any point in the year.

Table 5: Authorised Limit for External Debt 2019/20

	2019/20 £000
Authorised Limit for External Debt	160,000
Operational Boundary for External Debt	150,000
Gross External Debt as at 31st March 2020	140,471

- 3.29 The Council did not exceed the authorised limit or the operational boundary during 2019/20 and was £9.5m below the operational boundary as at 31st March 2020.

Borrowing in advance of need

- 3.30 The Council has not borrowed in advance of need in the year ended 31st March 2020 and has no intention to borrow in advance in 2020/21.

Debt Rescheduling

- 3.31 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken.

Compliance with Treasury and Prudential Limits

- 3.32 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.
- 3.33 During the year the Council has operated within the treasury and prudential indicators set out in the Council's TMSS and in compliance with the Council's Treasury Management Practices. The Prudential and Treasury Indicators are shown at Appendix 2.

4.0 Conclusions

- 4.1 Throughout 2019/20 the Council has complied with its legislative and policy requirements.
- 4.2 In March 2020, the Council took out a new long-term loan from the PWLB of £5m.
- 4.3 During the year repayments of £0.063m towards long term debt and £1.227m towards PFI and Finance leases were made reducing other long term liabilities.
- 4.4 The Council achieved an actual return on investment of 0.70% generating income of £0.113m from short term cash investments.

5.0 Sustainability Implications

5.1 None

6.0 Resource Implications

6.1 *Financial Details*

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

Yes

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

Yes

6.4 Staffing

6.5 None

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** (Please tick)

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

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

Treasury Management Policy Statement and Practices

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?

N/A Yes No

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

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

Appendix 1 – Investment Portfolio as at 31st March 2020

Appendix 2 - Prudential and Treasury Indicators as at 31st March 2020

12.0 Background Papers

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

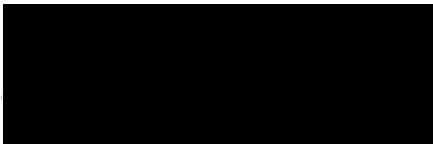

Yes (please list the documents below) No

Treasury Management Strategy 2019/20 - report to Council March 2018

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Corporate Accountant	2256
Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	
Stuart Crickmar	Strategic Director Partnership and Performance	

APPENDIX 1: Investment Portfolio as at 31st March 2020

Borrower	Principal £000	Interest Rate	Start Date	Maturity Date
Bank of Scotland Plc	2,000	0.25%		32 day call
Bank of Scotland Plc	3,035	0.15%		Instant Access
Royal Bank of Scotland Plc	13,747	0.10% (balances above £1m)		Instant Access
Other Accounts	32			
Total Cash and Cash Equivalents	18,814			

Short Term Investments	Principal £000
Coalsnaughton NHT 2012 LLP	2,499
CSBP Clackmannanshire Investments Ltd	1
Clackmannanshire Regeneration LLP	4,906
Total Short Term Investments	7,406

Long Term Investments	Principal £000
Coalsnaughton NHT 2012 LLP	1,859
Total Long Term investments	1,859

TOTAL INVESTMENTS	28,079
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APPENDIX 2: Prudential and Treasury Indicators as at 31st March 2020

Treasury Indicators	2019/20 Approved Budget £000	2019/20 Outturn at 31 March 2020 £000
Authorised limit for external debt	160,000	160,000
Operational boundary for external debt	150,000	150,000
Gross external debt*	140,980	140,471
Investments	26,288	28,079
Net borrowing	114,692	112,392

*As at 31st March 2020, Gross external debt consisted of £101.324m fixed rate borrowing and £39.147m liabilities in relation to PFI and finance leases

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 st March 2020 £000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	475	0.5%
12 months to 2 years	25% - 0%	63	0.1%
2 years to 5 years	50% - 0%	3,958	3.9%
5 years to 10 years	75% - 0%	5,321	5.3%
10 years and above	100% - 0%	91,507	90.2%
Total Fixed Rate Borrowing		101,324	100.0%

APPENDIX 2: Prudential and Treasury Indicators as at 31st March 2020

Prudential Indicators	2019/20 Approved Budget £000	2019/20 Outturn at 31 March 2020 £000
Capital expenditure - General Fund Services	22,489	14,159
Capital expenditure - Housing Revenue Account	8,701	6,549
Capital Financing Requirement (CFR) - General Fund	123,455	121,509
Capital Financing Requirement (CFR) - HRA	23,818	23,046
Annual change in CFR - General Fund	(1,761)	184
Annual change in CFR - HRA	(3,099)	(609)
In year borrowing requirement	6,293	3,605
Ratio of financing costs to net revenue stream - General Fund	7.72%	5.47%
Ratio of financing costs to net revenue stream - HRA	14.80%	9.67%

Report to: Clackmannanshire Council

Date of Meeting: 10 September 2020

Subject: Draft Financial Statements 2019/20

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. The Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is defined as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom prepared by the CIPFA/LASAAC Joint Committee.
- 1.2. The Code specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of the Council, including group financial statements where Councils have material interests in subsidiaries, associates or joint ventures. The financial statements aim to identify the key factors affecting the finances of the Council and that affect the physical resources that the Council can control to provide services.
- 1.3. The Local Authority Accounts (Scotland) 1985 Regulations require the Chief Finance Officer, as the Council's s95 officer, to prepare the Statement of Accounts as soon as practicable after the end of each financial year and to submit for Audit to the Councils External Auditor. This is normally by the 30th June, however due to COVID 19 pandemic, this was extended in agreement with the External Auditors. A Management Commentary is included within the accounts that presents the collective view of those charged with governance and apply relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Management Commentary is signed by the Leader of the Council, Chief Executive and Chief Finance Officer (as s95 officer). The Management Commentary includes the financial outlook for the Council. However, there is also a separate Finance Update report on coming forward to the next Council meeting to provide for a fuller consideration of recent information.
- 1.4. The Council's Draft Financial Statements also include the annual Remuneration Report, and the Annual Governance Statement (AGS) which is signed on behalf of the Council by the Leader of the Council and the Chief Executive. Improvement actions associated with the AGS are incorporated within routine performance reporting using the Pentana system.

2.0 Recommendations

Council is asked to:

- 2.1. note the 2019/20 draft financial statements;
- 2.2. note that the draft financial statements were submitted for audit to the Councils external auditors;
- 2.3. note that audited financial statements will be presented to the next appropriate Committee following conclusion of the audit, and
- 2.4. otherwise note the contents of the report.

3.0 Considerations

- 3.1. The accounts have been prepared in accordance with proper practices as set out in the *Code of Practice on Local Authority Accounting in the United Kingdom 2019/20*. The Financial Statements show the actual figures for 2019/20 and the comparable figures for 2018/19.

Revenue Outturn

- 3.2. The financial results for 2019/20 are positive and provide a platform from which to address the challenging times ahead. Against the background of reducing resources the Council has successfully delivered services within budget.
- 3.3. Gross revenue expenditure for the year was £122.615m. This represents the running costs of the Council and indicates the significant size and complexity of the organisation.
- 3.4. The surplus achieved in the year compared to budget was £5.154m. This includes carry-forward earmarked reserves of £3.816m for ring-fenced areas of spend such as PEF, ELCC and DSM. This results in a net underspend of £1.338m compared to budget which is a favourable movement on the overspend of £0.282m reported to Audit Committee in February 2020.
- 3.5. The General Fund started the year with a balance of £8.581m. The balance at 31 March 2020 is £11.857m. £1.878m was utilised from earmarked general reserves, and new earmarked reserves of £3.816m were created. These movements along with the underspend of £1.338m results in a net increase in general reserves of £3.276m.
- 3.6. Of the £11.857m balance at 31 March 2020, £5.632m is earmarked for specific purposes, much of which is for use either by individual services or to meet corporate liabilities. This committed balance can be summarised as follows:

Devolved School Management (DSM)	£0.499m
Pupil Equity Funding (PEF)	£0.554m
Early Learning & Childcare (ELCC)	£0.463m
Ring-fenced Housing & Community Safety Grants	£0.626m
Organisational Change Fund	£0.230m
Employment Fund	£1.528m
Transformation Fund	£1.000m
Miscellaneous commitments	£0.732m
Total	£5.632m

- 3.7 The Council's Reserves Strategy stipulates that it should retain uncommitted reserves at a minimum level of 3% of budgeted net expenditure, based on 2020/21 approved budget this equates to a figure of £3.850m. At the end of 2019/20, uncommitted reserves are £6.225m, therefore, £2.375m in excess of this minimum reserve figure which represents a level of 4.8% of budgeted net expenditure.
- 3.8 At the end of 2019/20, the Clackmannanshire locality of the Health and Social Care Partnership overspend was £0.957m before application of any agreed risk share. It was agreed by the three partners to contribute to the overspend on the basis of voting shares as has been done in previous years. This equated to an additional contribution of £0.239m (25%) over the amount budgeted. The final outturn reflects the additional contribution made by the Council towards the overspend.
- 3.9 The Housing Revenue Account achieved a surplus within the year of £7.097m against a budgeted surplus of £4.894m, £2.203m greater than budget. This is a movement of £1.928m greater than the forecast figure of £5.169m reported to Audit Committee in February 2020. During the year £6.176m of this surplus has been used to fund capital expenditure which reduces the requirement to borrow and a net amount of £0.140m was transferred to the General Fund as consideration for the purchase of Glentana Mill and transfer of land in Tullibody to the General Fund. This has resulted in a net contribution to reserves of £0.781m. The outcome of these in year results is that the opening housing reserve balance of £3.722m at the start of the year, has increased to £4.503m as at 31st March 2020, which equates to 23% of 2020/21 budgeted Housing Rents. This is £3.709m above minimum reserves of 4% which will be used to offset future capital expenditure and reduce the requirement to borrow.

Other Reserves

- 3.10 The opening balance on the Capital Receipts Reserve was £3.597m. Of this balance, £0.518m was earmarked capital element of the Employment Fund. In the year £0.087m has been utilised to fund the statutory element of voluntary severance leaving a balance of £0.431m earmarked for the Employment Fund.
- 3.11 During 2019/20 receipts of £0.605m were received as a consequence of asset sales during the year. £2.041m was also transferred to General reserves as per the approved budget in 2019/20. Of the remaining balance, £1.160m has been identified to support the 2020/21 approved budget leaving an uncommitted balance of £1.591m.
- 3.12 The opening balance on the Capital Grants and Contributions Unapplied account was £2.813m. Within this balance was earmarked receipts of £0.500m for the Transformation Fund. During the year £0.025m has been utilised from the Fund leaving a balance of £0.475m. In the year, £0.976m has been utilised for Early Learning & Childcare developments and £0.882m has been added for new grants to be used in future years, leaving a balance at 31 March 2020 including earmarked of £2.694m.

Pensions Liability

- 3.13 The estimation of the Council's net liability in respect of pensions payable is a complex set of judgements. It requires estimates of the life expectancy of scheme members, assumptions about changes in retirement ages and expected returns on pension fund assets such as stock market investments. The Council engages actuaries to provide expert advice about prevailing assumptions.

- 3.14 As a result of the latest valuation of our Pension accounts in accordance with International Accounting Standard 19 (IAS19), the net liability within the Balance Sheet reduced to £97.9m compared to £121.0m at March 2019. This reduction in liability is primarily due to an increased return on scheme assets.

Provisions

- 3.15 There have been no new provisions created in the year. Movements on Provisions in the year are set out below.
- 3.16 The provision to cover the Council's estimated costs relating to the residency of 5 individuals was released in full during the year following confirmation that this claim was no longer being pursued.
- 3.17 The Council made payments of £12k in the year in respect of Equal Pay claims. Additional funds of £8k were added to the provision to offset these payments. The Council's provision has now been fully utilised and no known future costs.
- 3.18 The provision for Municipal Mutual Insurance Limited (MMI) was established in 2012/13 on the advice of our insurers to cover a potential 30% levy triggered under the Scheme of Arrangement in respect of the winding down of the former MMI. This exposure relates back to former District and Regional Council operations. £2k was paid out during the year and a re-assessment of the liability at the year end determined that the short term provision was sufficient at £5k and the long term provision should be increased by £23k to £44k.

Contingent Liabilities

- 3.19 In order to reflect as yet potential uncertain and/ or unquantified timing and liabilities issues, aspects of those matters referenced in respect of Equal Pay and Insurance set out in paragraphs 3.17 and 3.18 above, are also reflected in the draft financial statements as contingent liabilities. In addition to this, the potential for claims of Historic Sexual Abuse remain as contingent liabilities. No Contingent Assets have been identified as at 31 March 20.

Capital Expenditure and Financing

- 3.20 During 2019/20 the Council spent £20.71m on Capital Expenditure across both General Fund and HRA. Of this, £20.67m was invested in its own assets with £0.040m granted to third parties including Common Good. This reflects an underspend of £10.5m on the approved budgeted programmes for both HRA and General Fund, and an increase in the projected underspend of £2.4m reported to Audit Committee in February 2020.
- 3.21 Capital expenditure in the year has been financed by capital receipts (£0.016m), government grants and contributions (£10.3m) and direct revenue funding (£6.2m). The remaining balance of £4.2m was funded through external borrowing.
- 3.22 The Councils gross external debt as at March 2020 stands at £140.4m, an increase of £3.7m from the position as at March 2019. This was as a result of undertaking £5m PWLB borrowing offset by repayments in the year towards finance leases and loans of £1.3m. Further detail is provided in the Annual Treasury Report also on this agenda.

Group Accounts

- 3.23 Group accounts are required to be prepared and included in the financial statements. The council's group accounts consist of; Clackmannanshire and Stirling Integration Joint Board, Central Scotland Valuation Joint Board, Coalsnaughton NHT, Common Good and CSBP Clackmannanshire Investments Ltd.

Public Inspection

- 3.24 Following submission to the External Auditor the draft accounts were made available for public inspection on the Councils website.
- 3.25 Following conclusion of the External Audit, the Council's final audited Financial Statements will be presented to the next appropriate Committee along with the External Auditors Report.

4.0 Conclusion

- 4.1 The results for the year are positive against the backdrop of the current economic climate. A surplus has been achieved in the year on General Fund which ensures our uncommitted reserves remain in excess of the Council's minimum level. This position is an improvement on that previously forecast at Budget setting in March 2020 due to a more favourable outturn than anticipated at that time. The position although favourable remains challenging in light of the current financial circumstances and the recent COVID19 Pandemic.
- 4.2 Regular updates on progress in implementing the Budget Strategy and performance monitoring has been provided to Elected members through Council and Committee reports during the year. These reports included management actions within services and corporately to improve the outturn position.
- 4.3 In summary, the Council has consistently applied its agreed budget, finance and investment strategies throughout 2019/20.

5.0 Sustainability Implications

- 5.1 Not applicable

6.0 Resource Implications

6.1 Financial Details

- 6.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 6.3 Finance have been consulted and has agreed the financial implications as set out in the report. Yes

6.4 Staffing

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

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

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

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

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

Draft Financial Statements 2019/20

12.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ashley MacGregor	Corporate Accountancy Team Leader	2058
Elizabeth Hutcheon	Management Accountancy Team Leader	6214
Lindsay Sim	Chief Financial Officer	2022

Approved by

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

Councillor Dave Clark

Ward 2 Clackmannanshire North (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
Telephone: 01259 452241 Mobile: 07725 643201
Email: daveclark@clacks.gov.uk



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 13
ON THE AGENDA**

**Motion for Clackmannanshire Council
Meeting on 10th September 2020**

This Council grieves those who have lost their lives during the Coronavirus Epidemic in Clackmannanshire. It finds particularly distressing the number of our vulnerable elderly citizens who have died in residential care and is resolved to learn from events in an atmosphere of transparency and frankness. This Council agrees to carry out an independent inquiry with the following terms of reference so that as far as possible the Council can ensure that such circumstances never prevail again and that future lives will be secured. The cost of the enquiry will be in the region of £25000 and it will be resourced from the non-ring fenced governmental monies made available to manage the Coronavirus crisis. Should this resource be insufficient, the Council's non committed reserves will act as the resource. The services of expertise will be sought through a process of procurement with an expected date of report to be May 2021.

The terms of reference for the inquiry are:

1. When information on the consequences of Coronavirus became apparent did the Council act with sufficient urgency with reference to its schools and the care sector.
2. Was the Council Emergency Plan adequate in dealing with the crisis and was the Council's plan sustainable for an incident which lasted a number of months.
3. Did the Council have sufficient staffing capacity and skill to manage the incident
4. Did the Council have sight of the emergency plans of the private care sector. Did the Council assess their adequacy. Did they cover the effect of the pandemic on the private sector's workforce. If the plans were found to be inadequate, what steps did the Council take.
5. What care services do the Council commission? Since the coronavirus epidemic has the Council taking contractual action against any care provider it commissions from?
6. What information did the Council receive in relation to the process for testing patients at discharge into care homes and was the Council aware of any patients being discharged into a care home in Clackmannanshire who were either displaying symptoms or who had a positive test.
7. At what point was PPE made available to Council employed care staff and was this PPE provided early enough and was it to a sufficient level. Did the Council provide PPE to any external organisation and if so, on what basis and at what point.
8. Did any Council employed care staff fail to use PPE in accordance with the risk assessments and if so what were the consequences of that failure.

9. Were Health and Safety risk assessments undertaken in all Council owned care Settings and were these assessments complied with by Council/ HSCP staff
10. Was there guidance offered by the Health and Social Care Partnership staff to private Care Services and was it complied with.
11. What arrangements were put in place by Clackmannanshire Council when “Test and protect” was introduced and were those arrangements implemented in practice.
12. Was information sharing between the Council and other reporting bodies such as NHS, effective and was information shared internally effectively and in accordance with the law.
13. What measures were in place to support Clackmannanshire staff during the pandemic and were those measures effective.
14. What other lessons need to be learned for the future
15. Was Clackmannanshire Council adequately prepared for a possible second wave of coronavirus

A black rectangular redaction box covers the signature of the councillor. A small portion of the signature, appearing to be the letter 'D', is visible above the top edge of the box.

Councillor Dave Clark
Leader of the Opposition Group
Ward 2, Clackmannanshire North