



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 22 October 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.

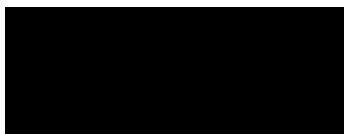
Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

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

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**14 October 2020**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held via MS TEAMS, on THURSDAY 22 OCTOBER 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<br>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 10 September 2020                                                                                                                                                                                                                                                                                           | 07              |
| b. Special Meeting held on Thursday 24 September 2020                                                                                                                                                                                                                                                                                   | 19              |
| 4. Committee/Forum/Board Meetings Convened Since the Previous Council Meeting on 10 September 2020 (For information only)                                                                                                                                                                                                               | --              |
| (i) Local Review Body 17 September 2020                                                                                                                                                                                                                                                                                                 |                 |
| (ii) Licensing Board Sub Committee 21 September 2020                                                                                                                                                                                                                                                                                    |                 |
| (iii) Local Review body 22 September 2020                                                                                                                                                                                                                                                                                               |                 |
| (iv) Planning Committee 1 October 2020                                                                                                                                                                                                                                                                                                  |                 |
| (v) Licensing Board 6 October 2020                                                                                                                                                                                                                                                                                                      |                 |
| 5. Coronavirus Response & Recovery – Debrief Process – report by Stuart Crickmar, Strategic Director (Partnership & Performance) (Copy herewith)                                                                                                                                                                                        | 27              |
| 6. Be the Future Update: Workforce Programme Update – report by Nikki Bridle, Chief Executive (Copy herewith)                                                                                                                                                                                                                           | 33              |
| 7. EU Exit Preparedness – report by Stuart Crickmar, Strategic Director (Partnership and Performance) (Copy herewith)                                                                                                                                                                                                                   | 49              |

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8. City Region Deal Update – report by Pete Leonard, Strategic Director (Place) (Copy herewith) 55

**Motion**

9. Notice of Motion in terms of Standing Order 16.0 – Procurement – motion submitted by Councillor Dave Clark (Copy herewith) 65

## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

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





**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held via MS Teams, on  
THURSDAY 10 SEPTEMBER 2020 at 9.30 am.**

**PRESENT**

Provost Tina Murphy (In the Chair)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Dave Clark  
Councillor Chris Dixon  
Councillor Kenneth Earle  
Councillor Ellen Forson  
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)  
Stuart Crickmar, Strategic Director (Partnership & Performance)  
Lorraine Sanda, Chief Education Officer  
Lindsay Sim, Senior Manager (Partnership & Performance)  
Chris Alliston, Senior Manager (Partnership & Performance)  
Cherie Jarvie, Senior Manager (Partnership & Performance)  
Debbie Carter, City Deal Programme Manager  
David Hunt, Programme Management Officer  
Rose Hetman, Strategy and Performance Adviser  
Lesley Baillie, Strategy and Performance Adviser  
Caroline Wylie, Head of Community Health and Care, Clackmannanshire & Stirling Health & Social Care Partnership  
Murray Sharp, Senior Manager (Place)  
Tom Reid, Audit Scotland  
Lindsay Thomson, Senior Manager (Partnership & Performance) (Clerk to the Council)  
Gillian White, Committee Services (Partnership and Performance)

**CC.319            APOLOGIES**

Apologies were received from Councillor Derek Stewart, Councillor Craig Holden and Fiona Duncan, Chief Social Work Officer.

**CC.320            DECLARATIONS OF INTEREST**

None.

**CC.321            MINUTE OF MEETING OF CLACKMANNANSHIRE COUNCIL  
25 JUNE 2020**

The minutes of the meeting of the Clackmannanshire Council held on 25 June 2020 were submitted for approval.

**Decision**

The minutes of the meeting of the Clackmannanshire Council held on 25 June 2020 were agreed as a correct record.

**CC.322            MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL  
10 JULY 2020**

The minutes of the special meeting of the Clackmannanshire Council held on 10 July 2020 were submitted for approval.

**Decision**

The minutes of the meeting of the Clackmannanshire Council held on 10 July 2020 were agreed as a correct record.

**CC.323            COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL  
MEETING ON 25 JUNE 2020**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 25 June 2020.

- (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, 24 July, 14 August and 1 September 2020

Councillor Kenneth Earle, Chair of the Clackmannanshire Licensing Board wished to put on record his thanks to the staff and members of the Licensing Board for their support and participation in the Licensing Boards for their consideration of applications for review and Licensing Board Sub Committees, where many occasional licence applications had been considered.

**CC.324            BE THE FUTURE UPDATE**

The report, submitted by the Chief Executive, provided an update on progress with the activities outlined in the Respond, Recover and Renew paper agreed by Council in June 2020. The report focussed 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.

**Motion**

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

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

**Decision**

The Council agreed:

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. 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;

The Council also agreed to note:

3. The Background information set out in section 3;
4. The outcome of the Health and Wellbeing survey undertaken and summarised at Appendix A and para 3.8;
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 );
6. The work undertaken by iESE to refresh the agreed Be the Future priority projects (section 5 and Appendix B);
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);
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);
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;
10. The agreed additional resources and associated costs to support ongoing response, recovery and renewal activity set out in table 1 and section 6; and
11. That a separate, detailed Finance update report is also on this Council meeting agenda (para 7.1).

#### **Action**

Chief Executive

#### **CC.325 CITY REGION DEAL UPDATE – SCOTLAND'S INTERNATIONAL ENVIRONMENT CENTRE**

The report, submitted by the Strategic Director (Place), presented 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 the 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.

#### **Motion**

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

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

## **Decision**

The Council agreed:

1. 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. 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.
3. 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.

## **Action**

Strategic Director (Place)

## **CC.326 CLACKMANNANSHIRE WELLBEING ECONOMY UPDATE**

The report, submitted by the Strategic Director (Place), provided Council with an update on progress of the Wellbeing Economy work, together with additional information on related activity.

## **Motion**

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

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

## **Decision**

The Council agreed to:

1. Note the general update on Wellbeing Economy progress.
2. Note and endorse the role the Centre for Local Economic Strategies (CLeS) will play in complementing the wellbeing economy through the Community Wealth Building Diagnostic exercise.
3. Note and endorse the role of the SIPHER Consortium (Systems Science in Public Health & Economics Research) as they undertake local virtual workshops to inform policy development.

## **Action**

Strategic Director (Place)

## **CC.327            SCHEME OF ESTABLISHMENT OF COMMUNITY COUNCILS**

The report, submitted by the Senior Manager (Legal and Governance) updated 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.

### **Motion**

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

Moved by Councillor Helen Lewis. Seconded by Councillor Donald Balsillie.

### **Decision**

The Council agreed:

1. To 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. To 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);
3. To 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;
4. 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
5. 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.

### **Action**

Senior Manager (Legal and Governance)

***Councillor Chris Dixon withdrew from the meeting following the introduction to the undernoted item of business.***

## **CC.328            DIGITAL STRATEGY – ENHANCING DIGITAL FOUNDATIONS**

On 18 April 2019, the 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.

The report, submitted by the Strategic Director (Partnership and Performance), sought 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.

## **Motion**

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

Moved by Councillor Donald Balsillie. Seconded by Councillor Helen Lewis.

## **Decision**

The Council agreed:

1. That the Council will subscribe to Enterprise Level 3 of Microsoft 365 Option c at paragraph 3.10;
2. Capital investment of £350,000 in 2020/21 to fund the initial purchase and implementation costs of Microsoft 365 Enterprise Level 3;
3. 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;
4. To note 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,
5. To note 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.

## **Action**

Strategic Director (Partnership and Performance)

***The Provost adjourned the meeting at 11.25 am. When the meeting resumed at 11.40 am, 14 members remained present.***

## **CC.329 ANNUAL REVIEW OF DEBTORS 2019/20**

The report, submitted by the Chief Finance Officer (S95 Officer) provided 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”. The presentation of the report is a key milestone in the preparation of the Council’s draft financial statements.

## **Motion**

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

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

## **Decision**

The Council agreed to:

1. Note the trends in income collection for 2019/20;
2. Approve the proposed write-off £807,727 as per 6.2 (Appendix B); and
3. Note and comment as appropriate on other matters raised in the report.

## **Action**

Chief Finance Officer

### **CC.330 ANNUAL TREASURY MANAGEMENT REPORT 2019/20**

The report, submitted by the Chief Finance Officer (S95 Officer) detailed 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.

#### **Motion**

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

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

#### **Decision**

Having considered the report, the Council agreed to note the Annual Report for 2019/20 on the Council's Treasury Management Activities.

### **CC.331 DRAFT FINANCIAL STATEMENTS 2019/20**

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 30<sup>th</sup> 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 coming forward to the next Council meeting to provide for a fuller consideration of recent information.

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.

#### **Motion**

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

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

#### **Decision**

The Council agreed to:

1. Note the 2019/20 draft financial statements;
2. Note that the draft financial statements were submitted for audit to the Councils external auditors;
3. Note that audited financial statements will be presented to the next appropriate Committee following conclusion of the audit, and
4. Note the contents of the report.

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Dave Clark.

### **Motion**

“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”

Moved by Councillor Dave Clark. Seconded by Councillor Kenneth Earle

**Amendment No. 1**

That Council :

- (1) Agree that the 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.
- (2) delete the remainder of the motion
- (3) add the following text to the motion

“This Council understands that the last six months have been exceptional circumstances which have prompted a new way of working and delivering services; notes the exceptional efforts of staff, the third sector and our communities in responding to the crisis; acknowledges that the pandemic is still on-going; understands that a national enquiry will take place into a number of areas relating to the response; agrees to bring forward a report which reviews its response to the public health emergency with a particular focus on lessons learned, new ways of working and planning for future events.”

Moved by Councillor Ellen Forson. Seconded by Councillor Les Sharp

**Voting on Amendment No. 1**

In terms of Standing Order 14.7, Councillor Matchett QPM asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 14 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

**For Amendment 1 (10)**

Provost Tina Murphy  
Councillor Darren Lee  
Councillor Les Sharp  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Helen Lewis  
Councillor Jane McTaggart  
Councillor Mike Watson  
Councillor Ellen Forson  
Councillor Graham Lindsay

**Against Amendment 1 (4)**

Councillor George Matchett QPM  
Councillor Dave Clark  
Councillor Kenneth Earle  
Councillor Kathleen Martin

On a division of 10 votes to 4, the amendment was carried.

## **Amendment No. 2**

That Council agree to amend the motion as amended by Amendment No. 1:

- (1) To delete “agrees to bring forward a report which reviews its response to the public health emergency with a particular focus on lessons learned, new ways of working and planning for future events.”

from the motion as amended and to replace it with

- (2) Council agrees to delegate authority to the Audit Committee to review the outcome of the national Inquiry, when available, and the Council’s own emergency planning debrief process and
- (3) That following the Audit Committee’s scrutiny of the Inquiry and debrief process, to receive a report from the Audit Committee making recommendations to Council about any further review activity which is required for Clackmannanshire Council.

Moved by Councillor Martha Benny. Seconded by Councillor Mike Watson

### **Voting on Amendment No. 2**

In terms of Standing Order 14.7, Councillor Matchett QPM asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 14 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

#### **For Amendment 2 (10)**

Provost Tina Murphy  
Councillor Darren Lee  
Councillor Les Sharp  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Helen Lewis  
Councillor Jane McTaggart  
Councillor Mike Watson  
Councillor Ellen Forson  
Councillor Graham Lindsay

#### **Against Amendment 2 (4)**

Councillor George Matchett QPM  
Councillor Dave Clark  
Councillor Kenneth Earle  
Councillor Kathleen Martin

On a division of 10 votes to 4, the amendment was carried.



## **Decision**

The Council agreed:

1. That the 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.
2. That this Council understands that the last six months have been exceptional circumstances which have prompted a new way of working and delivering services; notes the exceptional efforts of staff, the third sector and our communities in responding to the crisis; acknowledges that the pandemic is still on-going; and understands that a national enquiry will take place into a number of areas relating to the response.
3. To delegate authority to the Audit Committee to review the outcome of the national enquiry, when available, and the Council's own emergency planning debrief process; and
4. That following the Audit Committee's scrutiny of the enquiry and debrief process, to receive a report from the Audit Committee making recommendations to Council about any further review activity which is required for Clackmannanshire Council.

## **Action**

Chief Executive

Ends: 13:20 hrs





**MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held via MS Teams, on THURSDAY 24 SEPTEMBER 2020 at 9.30 am.**

**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 Graham Lindsay  
Councillor Kathleen Martin  
Councillor George Matchett QPM  
Councillor Jane McTaggart  
Councillor Les Sharp  
Councillor Derek Stewart  
Councillor Mike Watson

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Pete Leonard, Strategic Director (Place)  
Stuart Crickmar, Strategic Director (Partnership & Performance)?  
Lorraine Sanda, Strategic Director (People)  
Fiona Duncan, Chief Social Work Officer  
Lindsay Sim, Senior Manager (Partnership & Performance)  
Chris Alliston, Senior Manager (Partnership & Performance)  
Cherie Jarvie, Senior Manager (Partnership & Performance)  
Murray Sharp, Senior Manager (Place)  
Chief Inspector Audrey Marsh, Police Scotland  
Emma Fyvie, Senior Manager (Development)  
Lawrence Hunter, Energy and Sustainability Strategy Officer  
Wendy Forrest, HSCP Head of Strategic Planning and Health Improvement  
Ewan Murray HSCP Chief Financial Officer  
Lee Robertson Solicitor  
Lindsay Thomson, Senior Manager (Partnership & Performance) (Clerk to the Council)  
Melanie Moore, Committee Services (Partnership and Performance)

Pastor David Fraser, Religious Representative (Appointed Member)  
Rev Sang Y Cha, Religious Representative (Appointed Member)

The Provost advised Council that a special meeting had been called so that the business for September could be split over two meetings – 10 and 24 September 2020. Standing Orders provide that special meetings agendas should be restricted to items requiring a decision before the next ordinary meeting and it was noted that this did not apply to every agenda item on this agenda. Notwithstanding, those items did require to be considered by Council given their strategic importance. On this basis and the Provost invited Council to agree to suspend Standing Order 6.6 (concerning the agenda for special meetings) and this is unanimously agreed.

**CC.333 APOLOGIES**

Apologies were received from Councillor Chris Dixon and Councillor Helen Lewis

**CC.334            DECLARATIONS OF INTEREST**

None.

**CC.335            CLACKMANNANSHIRE LOCAL POLICE PLAN 2020 - 2023**

The report, submitted by the Strategic Director, Partnership and Performance was presented to Council for consideration. Chief Inspector Audrey Marsh was in attendance to answer questions.

**Motion**

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

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

**Decision**

The Council agreed to approve the Clackmannanshire Local Policing Plan for 2020-23.

**Action**

Strategic Director (Partnership and Performance)

**CC.336            HEALTH AND SOCIAL CARE PARTNERSHIP (HSCP) REMOBILISATION PLAN AND RENEWAL PLAN**

The report, submitted by the Chief Officer, Health and Social Care Partnership, presented to Council the Health and Social Care Partnership Re-mobilisation Plan and Renewal Plan as part of the response to COVID-19.

**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 note:

1. The approach laid out in the two Plans;
2. The activity being undertaken by HSCP officers to progress the work through existing planning and oversight structures to ensure progression of activity;

**Action**

HSCP Chief Officer

***The Provost adjourned the meeting at 10.25 am. When the meeting resumed at 10.35 am, 15 members remained present.***

### **CC.337 COUNCIL GOVERNANCE**

The report, submitted by the Senior Manager Legal and Governance, presented a number of matters to Council relating to the scheduling of Council and Committee meetings and also sought authority to review Standing Orders.

#### **Motion**

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

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

#### **Decision**

The Council agreed:

1. To change the date of the December Council meeting from 17 December 2020 to 10 December 2020
2. That the Emergency Decision Making Forum (EDMF) should continue as a permanent committee to take decisions in an emergency, noting that it is likely to meet only in exceptional circumstances.
3. To note that the usual cycle of committee meetings will begin from next month and all that all meetings will continue to be held using MS Teams until at least January 2021 when there will be a further review and
4. To note that this paper gives notice for a proposal to change to Standing Orders for the next full meeting of Council in October 2020.

#### **Action**

Senior Manager, Legal and Governance

### **CC.338 FINANCE UPDATE**

The report, submitted by the Chief Finance Officer, provided Council with an update on key issues impacting Council in the current and future years. The key issues covered within the paper are:

- The current year's outturn position for the Council, as at June 2020, in respect of both General Fund (GF) and Housing Revenue Account (HRA) revenue and capital budgets;
- The achievement of savings to date, for the current financial year 2020/21.
- The impact of COVID-19;
- Proposed strategy to ensure a balanced position for 2020/21, including the presentation of a new capital budget for 2020/21 and an update on the Council's reserves position;
- An indicative budget timetable for 2021/22;
- Some specific additional requests for Council governance to support the delivery of priority activity.

#### **Motion**

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

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

## Decision

The Council agreed to approve:

1. The amendments to the Capital Budget for 2021 financial year and revised Capital Budget for 2020/21 (set out in paragraphs 3.12 & 3.13 and Appendix 13);
2. A contribution of £100k from the capital programme as the Council's contribution to the running costs of the City Region Deal Regional Programme Management Office (RPMO) (paragraphs 3.11 and Table 1);
3. The proposed strategy to deliver financial balance for the current financial year, noting that regular updates will be provided through a Budget Strategy report to each Council meeting (paragraph 4.4);
4. The proposed earmarked reserve of £1.5m from uncommitted reserves to cover additional COVID spend in 2020/21 as a contribution to delivering a balanced budget position for the current year (paragraph 4.10);
5. Additional funding for the HSCP for support to the CFO, £5k from uncommitted reserves for 2020/21 and ongoing increase of £10k from 2020/21 (paragraph 6.2);
6. To delegate a sum of £250k from uncommitted reserves to the Senior Leadership Group to allow additional resources to be implemented in respect of priority resourcing needs/residual unmet need previously reported (paragraph 6.3);
7. To increase the Transformation Fund by £500k (new balance £742k) to facilitate the delivery of planned work required to deliver transformation proposals (paragraph 6.5);
8. To improve revenue spend of up to £29,635 for the City Region Deal Flexible Skills Project (paragraph 6.5).

The Council agreed to note:

1. The significant impact of the Covid-19 pandemic on both capital and revenue outturns and the delivery of planned savings, alongside the range of continuing uncertainties in respect of localised outbreak, impacts, potential additional funding and fiscal flexibilities (sections 3 and 4);
2. The GF revenue spend is forecasting an overspend of £2.511m for the year to 31 March 2021;
3. That the Clackmannanshire locality of the Health and Social Care Partnership (H%SCP) is forecasting an underspend for the year of £(0.478)m;
4. That the GF Capital Programme has had a fundamental review for the 2020/21 year and future years are being reviewed in detail as part of budget preparations for 2021/22;
5. That the HRA forecast revenue surplus over budgeted surplus for the year is £(0.221m) to 31 March 2021;
6. That the Capital programme for HRA is currently forecasting an underspend of £(0.585)m;
7. Progress in delivering the £3.343m savings programme (for 2020/21), is currently forecast as 72%, by 31 March 2021;
8. the forecast financial commitments against Covid-specific funding as at 19 June;

9. The HRA revenue and capital virements of £19k and £50k respectively to fund essential homeworking equipment which have been undertaken in line with financial regulations (paragraph 3.20 and Table 3);
10. The requirement to maintain a balanced budget (paragraph 4.4);
11. The 2020/21 Budget timetable;
12. That subject to the approval of the requests detailed in paragraphs 6.2 to 6.5 the balance remaining on the Council's uncommitted revenue reserves is £0.03k above minimum level and is equivalent to £3.880m or 3% of net expenditure.

**Action**

Chief Finance Officer

**CC.338 LEARNING ESTATE: PROGRESS REPORT**

The Provost congratulated Lorraine Sanda on her recent post of Strategic Director (People).

The report, submitted by the Strategic Director (Place) and the Chief Education Officer provided provided Council with an update on the position reported at the special meeting of council on 10 July 2020 and presented further information on ABC Nursery and Park Primary Nursery, and also the CSSS building at Bedford Place in Alloa. The report also provided an update on the works at the former St Bernadette's Primary School, now known as The Orchard, Tullibody.

**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:

1. To note that there will be a consultation in terms of the Schools (Consultation) (Scotland) Act 2010 (the 2010 Act) for ABC Nursery;
2. The consultation will contain a proposal to close ABC Nursery permanently;
3. To note that the consultation proposal will be prepared by education officer in consultation with the People and Place Convenors;
4. To rephase £1,013,876 of the existing 2020/21 budget for Park Primary Nursery extension into 2021/22 and approve an additional £463,009 of capital funding for this project with 2021/22;
5. Subject to approval of the above notes that the legal contract with Hub East Central Scotland Ltd ("hubbo") (due to expiry on 31 December 2020) will be extended to an appropriate date and the value increased to £8,362,252 to facilitate the works to Park Primary/Nursery School together with other outstanding ELC bundle works.
6. To note that a further report on the Bedford Place building will come to Committee/Council as appropriate.

**Action**

Strategic Director (Place) and Chief Education Officer

**CC.339 CHILDREN'S SERVICES PLAN 2020-23**

The report, submitted by the Chief Social Work Officer, updated Council with regard the Children's Services Plan 2020-23 in terms of the option of deferring the new plan. This will enable the service to amend and adapt the plan following a consultation process that includes the COVID response and the outcomes of The Independent Care Review - The Promise, so that a new two year Children's Services plan 2021-23 can be produced.

**Motion**

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

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

**Decision**

The Council agreed:

1. To note that work on the 2020-23 Children's Service Plan had been progressing until the outbreak of Covid-19;
2. To note that the Scottish Government had advised councils that they can take up the option of deferring finalising the new plan;
3. To note that deferral will allow the partnership the opportunity to undertake proper consultation and will also allow the plan to address the impacts of COVID 19 on children and to incorporate the outcome of the Independent Care Review – The Promise;
4. To note that, Clackmannanshire Council will submit a statement to Scottish Government by 30 September 2020 setting out its intention to defer finalisation of the new plan. The statement will then be published on the Council's website;
5. To note the revised timetable for developing and finalising a new two-year plan (2021-23) is 30 April 2021 and note that the plan will therefore be considered by Council at its meeting on 22 April 2021.

**Action**

Chief Social Work Officer

**CC.340 CITY REGION DEAL – REGIONAL ENERGY MASTERPLAN**

The report, submitted by the Strategic Director (Place), provided Council with a summary of, and progress with, the Regional Energy Masterplan, a project which forms part of the Stirling and Clackmannanshire City Region Deal.

**Motion**

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

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



**Decision**

The Council agreed to:

1. Note the objectives and outputs of the Regional Energy Masterplan project;
2. Note and endorse progress to date and the approach being taken by the Project Delivery Group to start work on the Regional Energy Masterplan.

**Action**

Strategic Director (Place)

Ends 12.08 hours



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**Report to Clackmannanshire Council**

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**Date of Meeting: 22 October 2020**

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**Subject: Coronavirus Response & Recovery – Debrief Process**

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**Report by: Strategic Director, Partnership & Performance**

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**1.0 Purpose**

- 1.1. Following agreement of Council on 10 September 2020 to conduct a debrief on the Council's response to the global Coronavirus pandemic, the purpose of this report is to outline a number of next steps in that process.

**2.0 Recommendations**

- 2.1. It is recommended that Council notes the approach as set out in the report.

**3.0 Considerations**

- 3.1. The UK went into lockdown on 23 March 2020 in order to combat an exponential increase in the pace and prevalence of the Coronavirus, thereby preventing our NHS and associated services becoming overwhelmed.
- 3.2. The unprecedented nature of the pandemic required a similarly unprecedented response effort from the Government and third and public sector organisations, to support vulnerable people, communities and indeed the economy. Appendix 1 provides an infographic that includes some aspects of the myriad elements of response the Council supported.
- 3.3. In late May 2020, with virus prevalence significantly reduced, the Scottish Government introduced its four phase Route Map to Recovery. Over the course of the summer, the Council worked to reintroduce a wide range of services to re-open the economy, with significant and particular efforts to restart face to face education, which continues to remain operational.
- 3.4. As more is learnt about the Coronavirus, it would appear that it is here to stay, and it is a disease that humanity will need to live with in perpetuity. At the time of writing, no vaccine exists; therefore, outbreak management will inevitably become part and parcel of daily life, the consequences of which will continue to create disruption, uncertainty and increased demands on Council services for a prolonged, undetermined period.

- 3.5. At the time of writing, the Route Map has been to all intents and purposes paused at Stage 3, and further restrictions have been introduced across Scotland in order to contain a rapidly accelerating resurgence of the virus. This has meant that the focus of Council officers has temporarily swung away from recovery back to response. This pattern of recovery-response-recovery we now expect will become the norm for the foreseeable future.
- 3.6. These circumstances are undoubtedly unprecedented in the context of modern civil contingency management where the patterns would normally follow a short period of response, then recovery and in most circumstances a return to business as usual with weeks if not days. Once business as usual had been established, a debrief and lessons learned exercise would normally inform future planning on a continuous improvement basis.
- 3.7. The nature and trajectory of the current pandemic is uncertain and unprecedented; until such times as a vaccine is widely available, society and as a consequence, Council services are not likely to return to what could be described as business as usual. This fundamentally changes the landscape for civil contingency management, which has become business as usual, with on-the-job learning being part of new daily routines at every level of the organisation.
- 3.8. On the basis of good practice on 10 September 2020, the Council agreed, to a debrief on the Council's response to the pandemic as follows:
- To delegate authority to the Audit Committee to review the outcome of the national enquiry, when available, and the Council's own emergency planning debrief process; and
  - That following the Audit Committee's scrutiny of the enquiry and debrief process, to receive a report from the Audit Committee making recommendations to Council about any further review activity which is required for Clackmannanshire Council.
- 3.9. To initiate the debrief/lessons learnt to date process, the following is proposed over the course of the next 6 months to identify key lessons learnt to date to help shape ongoing management of the pandemic within Clackmannanshire:
- A workshop format with Senior Leaders Forum;
  - A workshop format with partners, including relevant members of the Local Resilience Partnership;
  - A survey of Elected Members;
  - A review of any available national lessons learned to date.
- 3.10. Subject to operational response demands, it is the intention to report the findings of this initial work to Audit Committee before the 2021 summer recess.

#### 4.0 Sustainability Implications

- 4.1. The Council's response to and recovery from the global Coronavirus pandemic will be an inherent component of ongoing sustainability of local public services.

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

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

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

##### 5.4. *Staffing*

#### 6.0 Exempt Reports

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

#### 7.0 Declarations

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

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

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

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

#### 8.0 Equalities Impact

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

**9.0 Legality**

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

**10.0 Appendices**

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

Appendix 1 – Infographic Illustrating Clackmannanshire’s Initial Coronavirus Response

**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 |
|-----------------|--------------------|--------------------|
| Stuart Crickmar | Strategic Director | 2127               |

**Approved by**

| NAME            | DESIGNATION                                  | SIGNATURE                                                                             |
|-----------------|----------------------------------------------|---------------------------------------------------------------------------------------|
| Stuart Crickmar | Strategic Director Partnership & Performance |  |

# Clackmannanshire Council

## Essential Services

During the Covid-19 Pandemic

### Education

**6,502**

food grab bags distributed during summer holidays



**674** laptops to access digital learning given to pupils in need

### Business & Self Employed Grants

Applications processed

**814**



Grants awarded:

**£7.209 million**

### Shielding

**1,911** calls made to people who were shielding & offers of support made



### STRIVE

**127** referrals received by STRIVE project providing early stage intervention for individuals and families

### Employability



**252** people receiving support to access employment and training

### Social Media

**2,035**

messages received on Twitter & Facebook



### Ensuring Business Compliance with Guidance & Regulation



**421** Compliance Assessments carried out

**120** Business Advice requests dealt with

September 2020



Clackmannanshire Council

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

Comhairle Siorrachd Chlach Mhanann





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**Report to: Clackmannanshire Council**

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**Date of Meeting: 22 October 2020**

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**Subject: Be the Future Update: Workforce Programme Update**

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**Report by: Chief Executive**

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## **1.0 Purpose**

- 1.1 The purpose of this report is to provide an update on progress achieved in relation to the activities outlined in the Council's reprioritised Be the Future Programme. This report has a specific focus on the development of the Workforce Programme of activity which was agreed by Council as one of the seven refreshed Be the Future priorities on the 10 September 2020.
- 1.2 This update report also complements separate papers previously submitted to Council on the 10 and 24 September in respect of the City Region Deal, including Scotland's International Environment Centre; Skills and Inclusion, the development of the Regional Energy Masterplan, and progress towards implementing our Digital Strategy. This thematic and routine approach to reporting aims to ensure that Council is regularly updated on progress and allows for appropriate governance to be sought as required.

## **2.0 Recommendations**

It is recommended that Council agree:

- 2.1 to fund £20k from the Transformation Fund to develop an action plan to re-establish the Council's GIS (Geographic Information System) capacity which is a key enabler in developing ongoing response, recovery and place based transformation proposals (paragraph 5.4).
- 2.2 to fund £122k from the Transformation Fund and £80k from the non-ringfenced Covid funding from Scottish Government to appoint an additional fixed term Strategic Director level resource for 18 months to focus on ongoing response and recovery activity and transformation priorities (paragraphs 5.5 and 5.6).
- 2.3 to establish an Appointments' Committee to take forward the recruitment of the fixed term Strategic Director (Transformation).

- 2.4 to provide nominations for the Appointments' Committees in line with political balance (two Administration (SNP) representatives, one Labour representative and one Conservative representative).

It is recommended that Council notes:

- 2.5. the background information set out in paragraphs 3.1 to 3.5.
- 2.6. the Workforce Programme and progress to date summarised in Appendix A and paragraphs 3.6 to 3.8.
- 2.7. the Case Study on Health and Safety learning and improvement highlighted in Table 1.
- 2.8. the arrangements for the annual staff survey, taking account of the particular focus on Health and wellbeing (Paragraphs 3.9 to 3.12).
- 2.9. the work being progressed to develop internal communications arrangements for staff and elected members (Section 4 and Appendices B and C).
- 2.10. the agreed additional resources and associated costs to support ongoing response, recovery and renewal activity set out in Table 2 and Section 5.
- 2.11. the update on the Recovery Coordinator post appointment and the consequential release of £79k of committed funds (Paragraph 5.7).
- 2.12. that subject to the agreement of recommendations 2.1 and 2.2, the remaining balance of £600K on the Transformation Fund (Paragraph 6.1).

### **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 Programme, and what this might mean for our residents and communities.
- 3.2. In September 2020, Council considered the outputs from the shortlife activity undertaken in partnership with iESE and our partners to reprioritise activity across the Council's previously agreed Organisational Redesign Plan, the Be the Future Programme and Recovery Plan. A key aim in determining these refreshed priorities has been to allow scarce Council and partner resources to 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 also needs to be prioritised.
- 3.3. Following review Council agreed, at its meeting held 10 September 2020 the following seven core priorities:

- People and Place Hub pilot
  - City Region Deal including Scotland's International Environment Centre and Sustainable ageing proposals
  - STRIVE (Safeguarding through rapid intervention) pilot
  - Income maximisation
  - Digital strategy as an enabler
  - Workforce
  - Embedding vision, values and Transformation with internal and external stakeholders.
- 3.4. The report to Council also indicated that, subject to agreement of these seven priorities, work would be prioritised within the Be the Future Programme, with progress being monitored through the agreed governance Frameworks which comprise the Be the Future Board and Council. Key planned activities to populate this monitoring and evaluation framework were highlighted, including:
- 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.
- 3.5. This report focuses on providing an update on the development of the Workforce Priority and Programme of activity which has been developed in consultation with staff and trade union representatives. It also covers several aspects of planned work to develop embed and promote a shared understanding of, and commitment to, the Council's vision, values and transformation. The report consolidates and integrates recovery, support and transformation activity previously set out in the Council's Strategic Workforce Plan, Organisational Redesign Plan and the Covid-19 Recovery Plan.
- 3.6. Appendix A summarises the high level programme of activity, which currently comprises 33 projects. It has four overarching themes, drawn from the Strategic Workforce Plan:
- Positive and inclusive organisational culture (12 projects)
  - Sustainable and resilient workforce (5 projects)
  - Our workforce feels supported, empowered, respected and engaged (8 projects)
  - Our workforce has the knowledge, skills and behaviours capable of meeting future demands (8 projects).

3.7. The programme identifies the Project manager and timescales for each activity. An evaluation of the current status of each project is also included, summarised as follows:

- 16 of 33 projects have been completed
- 3 of 33 projects are underway or ongoing
- 3 of 33 projects are subject to a slight delay against milestones due to Covid-19 recovery planning
- 11 of 33 projects have been revised as a consequence of our experience and learning from the Covid-19 pandemic to date.

It is anticipated that this remains a dynamic plan with activity and priority being regularly reviewed in the light of learning, progress and our operating context. It is also envisaged that this activity is a critical enabler for all other activities, hence its prioritisation from both a recovery and transformation perspective. This integrated Programme is now being embedded within the agreed Be the Future Monitoring and Evaluation Framework.

3.8. There is already positive progress evident, with over 50% of the previously approved actions, having been completed. This work includes:

- **PRD process:** The establishment of a new digital PRD process designed to promote good conversations between managers and staff, with particular focus on skills, training, and well being. This has been implemented across services, including with the Chief Executive (who undertakes the process in collaboration with the Council Leader and Group Leaders). This process is a critical feature in supporting staff to understand the the golden thread between the work our staff do and how it contributes to the Be the Future priorities and ambitions.
- **Healthy Working Lives:** We reviewed our approach to Healthy Working Lives, and undertook work in support of achieving the Silver standard for the organisation. H&S and HR colleagues undertook a full review of current well-being initiatives, identifying areas for development and adding to the range of support currently available for staff. The Council was officially certified as having regained the silver standard in late 2019 and continues to work towards maintaining and exceeding this standard for the future.
- **Leadership Development:** As part of the Be the Future programme we have realigned our Senior Management Forum (SMF) group to form a more collaborative and innovative network for our senior leaders. The new Senior Leadership Forum (SLF) will offer opportunities for safe and challenging discussion, with the aim of promoting shared ideas and innovative practice. This change also aims to support the Council's pandemic recovery work by providing a space for reflection and discussion, and aims to support a more cohesive and supported leadership group.

- **Fair Work Framework:** As part of the working together forum (management and trade union representatives), work was undertaken to review the 5 dimensions of the Fair Work Framework namely effective voice, opportunity, security, fulfilment and respect; and show how the Council, as an employer, can demonstrate meeting the recommended supportive practices of the framework. In addition work was undertaken to identify further improvement actions that would allow the Council to demonstrate and strengthen our commitments to achieving the vision of Fair Work. Our review identified that across each of the dimensions we are able to demonstrate how we are meeting the supportive practices examples which include: Trade Union recognition; collective bargaining; communication and consultation arrangements; robust recruitment and selection procedures; promotion and progression practices that are open and equally attainable by all; paying the Living Wage; worklife balance policies; Sick Pay and Pension arrangements; investment in learning and personal development and career advancement; Health, Safety and well-being policies; and Organisational Policies and practices on Dignity at Work that foster a culture of respect.

3.9. Our learning to date from the Council and partner response to the Covid-19 pandemic has also informed the priority themes which are reflected within this Workforce Programme, resulting in a number of revisions to planned activity. These themes include:

- Health and safety, incorporating homeworking, minimising isolation and supporting good mental health
- Effective communications
- Leadership and flexible skills development.

The Case Study below highlights how we have worked with Trade Union colleagues and staff feedback to inform our learning from the initial phases of our Covid-19 response to continuously improve on our approach.

**Table 1: Case study on H&S in Kilncraigs operational HQ building**

**CASE STUDY: HEALTH AND SAFETY – Kilncraigs HQ**

Significant priority has been placed on ensuring the safety of service users, staff and visitors to our operational buildings in the light of Covid-19 restrictions. Since April, over 50 operational buildings have been subject to a risk assessment process to ensure compliance with restrictions and guidance from Scottish Government and Public Health Scotland, and to provide reassurance for those who need to attend.

At Kilncraigs, the Council's Administrative Headquarters, a range of measures were introduced at an early point which included: undertaking capacity assessments for individual rooms to ensure social distancing requirements can be implemented; clear staff messaging, enhanced building signage, a new operational homeworking policy, enhanced cleaning regimes; one way system, and access to appropriate PPE and sanitising products in workspaces.

With the easing of restrictions on Scottish Government's route map, as more services recommenced, it has been necessary to further review some of these measures. Based on feedback from staff and joint working with trade union colleagues, additional enhanced measures have been introduced which include:

- hourly monitoring and recording of staff numbers on each floor compared with capacity limits
- testing and roll out of the Paxton 'app' for the Kilncraig's door entry system which enables real time monitoring of staff numbers and enables roll call functionality as part of our fire drill/ incident management procedures
- introduction of QR codes across our estate, ensuring visitor details are recorded when attending our premises
- introduction of online 'near miss' reporting to enable our staff to quickly and easily report breaches of health and safety and/or Covid security.

- 3.10 In the September update report to Council, details were provide of the outcome of the Council's COVID-19 Staff Wellbeing Survey which was undertaken in May. At that time, the survey found that of the 1006 responses received 90% felt their mental well being was between fair and excellent. This was a positive response and outcome across our workforce. However, much has happened since May, including more recently, increasing local and national infection rates and a pausing of the Scottish Government's Coronavirus Route Map, alongside the reintroduction of localised measures to restrict the transmission of the virus.
- 3.11 The Council undertakes an annual staff survey in order to understand employee perceptions across a range of themes. The staff survey is a critical enabler in helping us to understand what we need to do to support staff, ensure they are engaged and listened to, and to make the Council a great place to work. However, with the recent effects of the pandemic being felt across all our directorates we recognise that staff welfare and support is more critical than ever; particularly across the themes of communication, health and well-being, and home working practices Many of these themes are equally applicable to elected members.
- 3.12 As such, working in collaboration with the staff survey providers, changes have been made to the Council's 2020 staff survey to provide greater focus on these important themes and to create a natural follow on from the Staff Health and Well Being Survey undertaken in May 2020. In doing so it will be

possible to identify where staff focussed approaches need to be developed and improved, in addition to providing crucial supporting evidence to the workforce development initiatives currently underway via the Workforce Programme which embeds the Strategic Workforce Plan (2019-22). The 2020 staff survey will be undertaken across the Council in late October 2020, with full reporting to Council and trade union colleagues at the start of the new year.

- 3.13 It is anticipated that sustaining the positive staff feedback and outcomes reported in May is likely to be challenging, given the informal evidence of the varied experiences many people are sharing in the workplace. In the interim, prior to the availability of the survey outcome, work is also being undertaken to continue to enhance the signposting of the range of available supports, such as those for health and wellbeing, or both staff and elected members.

#### **4.0 Internal Communications**

- 4.1 The Workforce Programme set out in Appendix A, highlights a considerable range of areas where Council has agreed that we need to develop a shared understanding of the Council's vision, values and transformation ambitions. This work was originally planned to start in March this year, following agreement of the Be the Future Programme at the Council's Budget meeting. This activity was subsequently deferred in order to allow resources to be diverted onto priority work responding to the Covid-19 pandemic.
- 4.2 One of the earliest and most consistent aspects of learning from staff and partners during the pandemic has been that the clear sense of a common purpose and shared priority considerably enhanced the effectiveness and efficiency of finding solutions, even within such a challenging context. This is a lesson that has a much broader application and that the Council's developing approach seeks to build on.
- 4.3 The Council's ambitious Be the Future programme sets out our commitment to deliver sustainable public services by improving the economic performance of Clackmannanshire and creating conditions which ensure that our people, places and businesses enjoy the benefits of greater prosperity and wellbeing. Delivering on these ambitions is, therefore critical to supporting recovery from the pandemic in Clackmannanshire.
- 4.4 The Council's greatest assets in communicating its vision for the future to our communities are elected members and staff. To do this effectively, it is important that clear and consistent messaging is developed to ensure that staff and elected members are aligned with, and understand, the Council's values and vision and transformation ambitions.
- 4.5 To support this we need to communicate clearly and openly with employees and elected members. Our draft Be the Future internal communications plan sets out how we will engage with our staff and elected members on our transformation journey, our vision and values, our culture and our workforce priorities. It is planned to engage with Trade Union representatives, elected

members and staff to find out if there are any other suggestions that should be included.

- 4.6 To deliver on the Plan, it is proposed that we will use traditional tools such as staff intranet, member and staff briefings and newsletters alongside more modern methods such as video and internal social media. Appendix B highlights a high level summary of the different types of activities that are planned to improve our Communications in respect of:
- individual Be the Future projects
  - Values and culture
  - Workforce communications on training and skills development, service and corporate initiatives.
- 4.7 Two versions of the proposals are provided which recognise activities we are able to start now, within our current IT environment, and enhanced communications tools and approaches as we develop our digital approaches which will start with the migration to Microsoft 365.
- 4.8 One specific activity which is currently being developed is the creation of high level graphics to highlight how individual projects and activities contribute to the delivery of the priorities and ambitions of the Council and its partners. This activity aims to show the significant level of integration and consistency that exist within the Council's strategic planning framework. This is often referred to as 'The Golden Thread' and is a critical tool in helping managers and staff understand how their activity contributes to the delivery of overall Council and partner ambitions and priorities. Appendix C sets out a visual representation of these priorities across the Strategic Planning framework.
- 4.9 An early priority in this process is the mapping of priority activity set out within the LOIP, Be the Future Corporate Plan and Be the Future Programme. This mapping activity is ongoing and will also be a useful input to future discussions with our partners and stakeholders as the basis for considering and maximising the opportunities to streamline our planned activity.
- 4.10 This work on internal communications is being prioritised, however, further work will be developed to support more consistent and effective external communications when this work is suitably progressed.

## **5.0 Resourcing Update**

- 5.1 As priorities are agreed, it is necessary to ensure that the Council's resources are deployed effectively and 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.



5.2 In September, Council agreed to:

- delegate a sum of £250k from uncommitted reserves to the Senior Leadership Group to allow additional resources to be implemented in respect of priority resourcing needs/residual unmet need previously reported; and
- to increase the Transformation Fund by £500k (new balance £742k) to facilitate the delivery of planned priority work required to deliver transformation proposals.

5.3 Following these approvals, the Senior Leadership Group has undertaken a further review of resourcing pressures to identify critical additional capacity that is required to deliver ongoing response, recovery and transformation work. This item of business is kept under regular review, given the volatility and ongoing uncertainty around a range of local and national requirements. Table 2 below details the immediate priority resourcing requirements considered and approved by the Senior Leadership Group in respect of the delegated sum of £250k. The table sets out each post, its duration and cost. There is unanimous agreement amongst the Senior Leadership group that these resources are critical to the delivery of the priority work highlighted in this and previous update reports to Council:

**Table 2: Priority additional resources agreed by SLG August 2020**

| <b>Role</b>                                       | <b>Number of posts</b> | <b>Estimated cost (£000)</b> | <b>Duration of appointment</b>                                    |
|---------------------------------------------------|------------------------|------------------------------|-------------------------------------------------------------------|
| <b>Asset Management Officer*</b>                  | <b>1</b>               | <b>94</b>                    | <b>18 months fixed term</b>                                       |
| <b>Assistant Learning and Development Adviser</b> | <b>1</b>               | <b>37</b>                    | <b>24 months fixed term (partially funded by Training Budget)</b> |
| <b>Revenues Project Officer*</b>                  | <b>1</b>               | <b>40</b>                    | <b>12 months fixed term</b>                                       |
| <b>Senior Project Officer (Redesign)*</b>         | <b>1</b>               | <b>63</b>                    | <b>12 months fixed term</b>                                       |
| <b>TOTAL</b>                                      | <b>4</b>               | <b>234</b>                   | <b>N/A</b>                                                        |

\* Dependant on outcome of Job Evaluation

5.4 In order to support the Council in developing its place-based transformation options and proposals, and to facilitate more robust analysis of local data and trends, additional expertise is required to re-establish the Council's GIS capability and capacity. It is proposed to establish a fixed term

appointment/procurement to undertake an initial assessment of the current capacity and capability and to develop an action plan to implement the necessary improvements. It is proposed that this discrete appointment would be of 12 week duration at an estimated maximum cost of £20k which is requested from the Transformation Fund.

5.5 Council is also requested to approve a fixed term appointment of an additional Strategic Director post for 18 months (Cost £202K). This post will:

- provide greater corporate resilience across response and recovery work
- support the development of specific priority transformation proposals based on the seven recently agreed priority programmes (Council 10 September)
- create additional resilience and cover in respect of deputising arrangements for both the Chief Executive (as nominated deputy) and Strategic Directors.

This post is requested following the significant impact that the lack of immediate access to/lack of availability of senior team members has had during the pandemic response, in particular, for instance through illness and/or isolating periods.

5.6 It is proposed that this appointment is advertised both internally and externally and as a potential secondment opportunity on a simultaneous basis. The appointment would follow the usual chief officer recruitment process through a formal Appointments Committee. This report requests Council to agree to initiate this process with the establishment of an Appointments Committee. The Job Profile is currently being drafted in line with the existing Strategic Director profiles and will be submitted to the Appointments Committee for approval alongside the job pack prior to recruitment. The post will be funded through non-ringfenced elements of Covid Funding received from the Scottish Government (£80k) and from the Transformation Fund (£122k).

5.7 Additionally, new roles for the Council in responding to the pandemic continue to be advised, for instance in respect of the Isolate and Support Scheme and to support Test & Protect contact tracing activity. This is placing significant demands on a range of council services, including some acute pressures in aspects of support services such as finance and legal. Work is currently being undertaken to confirm that additional resourcing in these areas could be funded on a fixed term basis from the available residual balance of the uncommitted non-ringfenced funding received from Scottish Government.

5.8 In September, Council was advised that following the interview process held in early August to appoint a Recovery Co-ordinator, an external appointment had been made. It was anticipated that the successful candidate would join the Council in October 2020. Subsequently the candidate has, unfortunately, confirmed that they are unable to take up the post. The Strategic Director (Partnership and Performance) is re-evaluating the priority resourcing needs and in the interim, the £79k allocation from the non-ringfenced element of Scottish Government Covid allocation has been released.

## 6.0 Financial Considerations

- 6.1 The current uncommitted balance on the Transformation Fund is £742k. This report proposes additional expenditure of £142k (£122k to recruit an additional fixed term Strategic Director and £20k to develop an action plan to re-establish the Council's GIS capability). Subject to approval of these requests, this would leave an uncommitted Transformation Fund balance of £600k. A further £80k is requested from the Council's non-ringfenced Covid funding as a contribution to the costs of appointing additional response and recovery resource.

## 7.0 Sustainability Implications

- 7.1 N/A

## 8.0 Resource Implications

### 8.1 *Financial Details*

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

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

### 8.4 *Staffing*

## 9.0 Exempt Reports

- 9.1 Is this report exempt? No

## 10.0 Declarations

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

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

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

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

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

Our communities will be resilient and empowered so

that they can thrive and flourish

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

**11.0 Equalities Impact**

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

Yes  No

**12.0 Legality**

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

**13.0 Appendices**

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

Appendix A: Workforce Programme  
Appendix B: Communications Plan  
Appendix C: Be the Future: 'Demonstrating the Golden Thread'

**14.0 Background Papers**

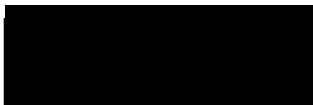
14.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No
























**Author(s)**

| NAME         | DESIGNATION     | TEL NO / EXTENSION |
|--------------|-----------------|--------------------|
| Nikki Bridle | Chief Executive | 452002             |

**Approved by**

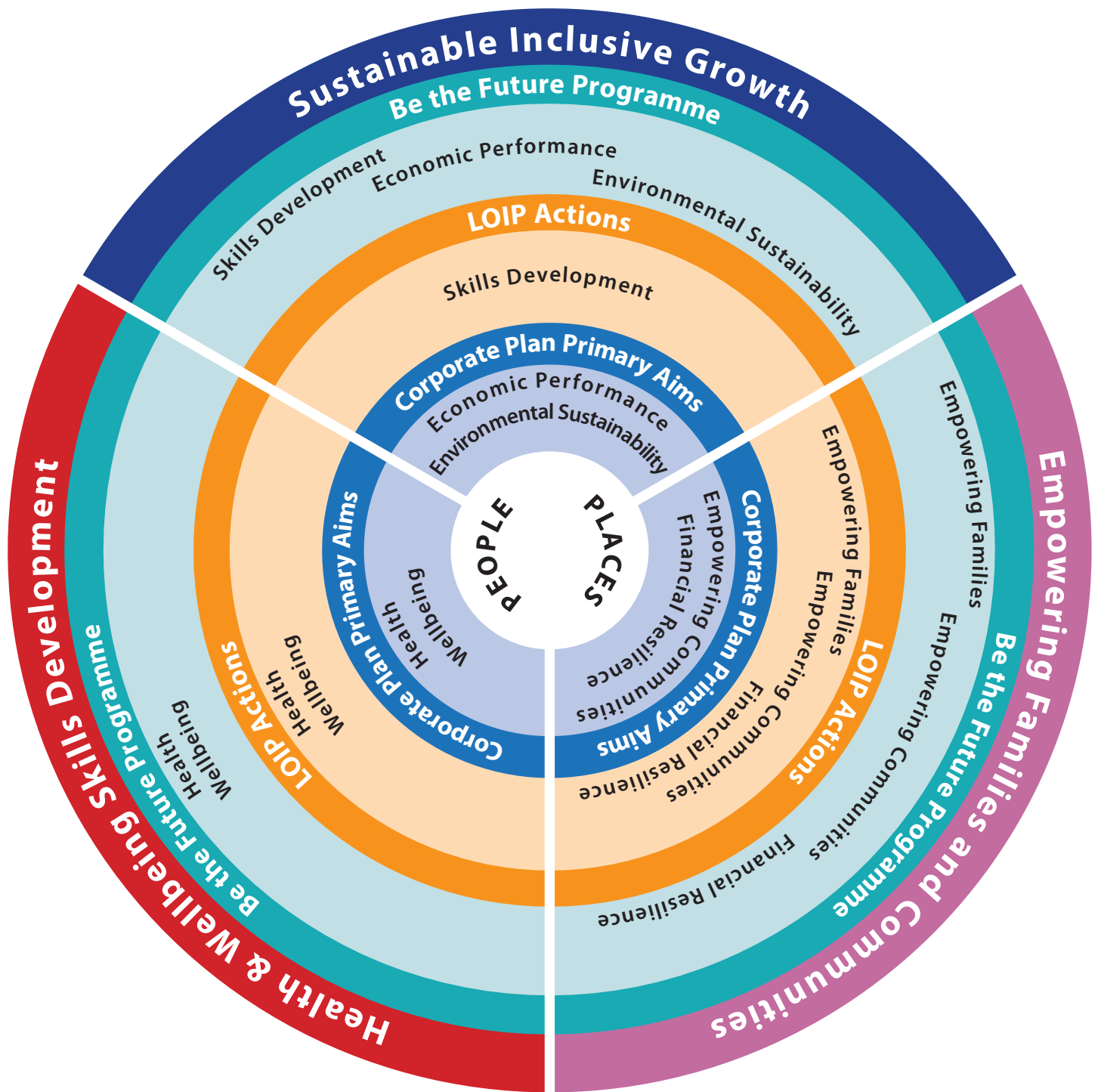
| NAME         | DESIGNATION     | SIGNATURE                                                                             |
|--------------|-----------------|---------------------------------------------------------------------------------------|
| Nikki Bridle | Chief Executive |  |

| Reference Document                                                                              | Action                                                                                                                                                                                   | Project Manager           | Due Date | Status        | Narrative                                                                      |
|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------|---------------|--------------------------------------------------------------------------------|
| <b>Positive &amp; Inclusive Organisational Culture</b>                                          |                                                                                                                                                                                          |                           |          |               |                                                                                |
| Strategic Workforce Plan                                                                        | Review our Core Competency Framework so as to link in with Council values                                                                                                                | OD Advisor                | Sep-21   | Overdue       |                                                                                |
| Strategic Workforce Plan                                                                        | When preparing leadership Management Development proposals, ensure our approach incorporates opportunities for all levels of management.                                                 | OD Advisor                | Nov-20   | COVID Revised |                                                                                |
| Strategic Workforce Plan                                                                        | Leadership and Management Development approach to include both transformational change, and resilience training                                                                          | OD Advisor                | Jul-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | Evaluate communication channels for 'hard to reach' groups in order to improve engagement                                                                                                | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| Strategic Workforce Plan                                                                        | Explore options for capturing staff ideas on an on-going basis (staff suggestions)                                                                                                       | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| Strategic Workforce Plan                                                                        | Ensure our Corporate Plan, vision and values are visible to staff, and form part of their day to day work                                                                                | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| Strategic Workforce Plan                                                                        | In line with Policy Group schedule of work review the Council's recruitment procedures to ensure a clear link to our vision and values                                                   | Senior Manager - HR & WFD | Sep-19   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | New corporate values: Be the Future                                                                                                                                                      | Communications Officer    | May-19   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | Leadership Development in place: ESLG                                                                                                                                                    | OD Advisor                | Jul-20   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | Planned Senior Leadership Forum following recruitment                                                                                                                                    | OD Advisor                | Jan-21   | Underway      |                                                                                |
| Organisational Redesign Framework                                                               | Management charter and action plan for ESLG                                                                                                                                              | Unknown                   | Unknown  | Unknown       | Updated required on action                                                     |
| Recovery Plan (COVID-19)                                                                        | Leadership development and training needs analysis                                                                                                                                       | OD Advisor                | Apr-21   | COVID Revised | Cross references with row 31 - Council wide skills audit                       |
| <b>Sustainable and Resilient Workforce</b>                                                      |                                                                                                                                                                                          |                           |          |               |                                                                                |
| Strategic Workforce Plan                                                                        | Undertake a matching exercise, designed to explore how the Council currently meets the Fair Work Framework dimensions, and the work required for future alignment                        | Senior Manager - HR & WFD | Dec-19   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | Creation of a Workforce Strategy (Strategic Workforce Plan)                                                                                                                              | OD Advisor                | Jul-19   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | Significant refresh and new workforce policies e.g. carers ,menopause, various H&S                                                                                                       | Senior Manager - HR & WFD | Feb-20   | Complete      |                                                                                |
| Recovery Plan (COVID-19)                                                                        | Continued and evolving focus on health and safety; homeworking; and minimising risk of isolation                                                                                         | H&S Advisor               | Ongoing  | Underway      | Work being undertaken via the LRP                                              |
| Recovery Plan (COVID-19)                                                                        | Revisions to employment policies to reflect the evolving new work environment                                                                                                            | Senior Manager - HR & WFD | ongoing  | Ongoing       | All existing policies on cyclical review process.                              |
| <b>Our workforce feels supported, empowered, respected and engaged</b>                          |                                                                                                                                                                                          |                           |          |               |                                                                                |
| Strategic Workforce Plan                                                                        | Undertake a review of our approach to Healthy Working Lives, including viability of achieving the Gold Standard                                                                          | H&S Advisor               | Oct-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | Create a Communications Strategy for all in-house Health & Well Being initiatives                                                                                                        | Communications Officer    | Oct-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | Undertake Portfolio based analysis of future staff survey results in order to understand hotspots and areas of action                                                                    | OD Advisor                | Jan-21   | COVID Revised | 2019 analysis to be undertaken and incorporated into 2020 staff survey results |
| Strategic Workforce Plan                                                                        | Undertake a review of our communications strategy, with a view to developing our approach to cascades of important information, and building approaches for 'hard to reach' staff groups | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| Organisational Redesign Framework                                                               | Reinvigorating communications                                                                                                                                                            | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| Organisational Redesign Framework                                                               | Staff Survey baseline: Collaborative action planning with Tus and Staff                                                                                                                  | OD Advisor                | Jan-19   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | Development of employee voice initiatives                                                                                                                                                | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| Recovery Plan (COVID-19)                                                                        | Communication, engagement and contact mechanisms for elected members, staff and managers                                                                                                 | Communications Officer    | Dec-21   | COVID Revised |                                                                                |
| <b>Our workforce has the knowledge, skills and behaviours capable of meeting future demands</b> |                                                                                                                                                                                          |                           |          |               |                                                                                |
| Strategic Workforce Plan                                                                        | Undertake a Council wide workforce analysis in order to identify training, skills gaps and behavioural competencies                                                                      | OD Advisor                | Apr-21   | COVID Revised |                                                                                |
| Strategic Workforce Plan                                                                        | Create a structured approach to promotion of all L&D activities, to increase uptake, and increase breadth of opportunity for all staff                                                   | OD Advisor                | Aug-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | Promote communication and social skills courses on the Clacks Academy for all managers and leaders                                                                                       | OD Advisor                | Mar-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | The Council's transformation programme should consider workforce development and OD / LD requirements at project initiation stage, and within all business cases                         | OD Advisor                | Aug-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | Undertake a review of our 360 Development Tool with a view to a staggered roll out across all management levels                                                                          | OD Advisor                | Sep-21   | Overdue       |                                                                                |
| Strategic Workforce Plan                                                                        | Roll out the revised Digital PRD process to all staff                                                                                                                                    | OD Advisor                | Sep-19   | Complete      |                                                                                |
| Strategic Workforce Plan                                                                        | Roll out of the Chief Executive PRD process                                                                                                                                              | OD Advisor                | Sep-19   | Complete      |                                                                                |
| Organisational Redesign Framework                                                               | New PRD Process                                                                                                                                                                          | OD Advisor                | Sep-19   | Complete      |                                                                                |

| Staff    | Be the Future projects                                                             |                                                                                     |                                                                                     |                                                                                     |
|----------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|          | Webinar                                                                            |    |    |    |
|          | Infographics illustrating project plans                                            |                                                                                     |                                                                                     |    |
|          | Infographics illustrating project plans for briefing                               |                                                                                     |    |    |
|          | Images                                                                             |    |    |    |
|          | Video messages about Be the Future projects embedded and shared via Yammer.        |                                                                                     |                                                                                     |    |
| Managers | Build an elected members section on intranet containing information and briefings. |                                                                                     |                                                                                     |    |
|          | Values & Culture                                                                   |                                                                                     |                                                                                     |                                                                                     |
|          | Infographics telling a different story behind each value                           |                                                                                     |                                                                                     |  |
|          | Infographics                                                                       |                                                                                     |  |  |
|          | Images                                                                             |  |  |  |
| Members  | Workforce                                                                          |                                                                                     |                                                                                     |                                                                                     |
|          | Infographics                                                                       |  |  |                                                                                     |
|          | Infographics on workforce                                                          |                                                                                     |                                                                                     |  |
|          | Build an elected members section on intranet containing information and briefings  |                                                                                     |                                                                                     |  |
|          | Video messaging                                                                    |  |                                                                                     |  |

# Current/Future Comms with current IT system

| Staff                                                                                                                                                                                                         | Managers | Members |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|
| <b>Be the Future projects</b><br>(Communication tools we can use to share the message)                                                                                                                        |          |         |
| Managers briefing                                                                                                                                                                                             |          | ●       |
| Cascade briefing from SL                                                                                                                                                                                      |          | ●       |
| Briefings from SLF                                                                                                                                                                                            |          | ●       |
| Intranet                                                                                                                                                                                                      | ●        | ●       |
| Members Service update newsletter                                                                                                                                                                             |          | ●       |
| SLF Blog                                                                                                                                                                                                      | ●        | ●       |
| Team meetings with managers either face-to-face (where possible) or through Teams                                                                                                                             |          | ●       |
| Team meetings with staff either face-to-face (where possible) or through Teams                                                                                                                                |          | ●       |
| <b>Values &amp; Culture</b>                                                                                                                                                                                   |          |         |
| Staff wellbeing programme through the Health and Wellbeing Group – introduce yoga sessions. Encourage staff through staff suggestions boxes to suggest ways Clacks Council could improve their working lives. |          | ●       |
| Promote to members through SLF blog the work being carried out for employee wellbeing.                                                                                                                        |          | ●       |
| Promote to staff Clacks Council's affiliation with Healthy Working Lives etc.                                                                                                                                 |          | ●       |
| Clackmannanshire 5 – top 5 stories of the week from across the Council                                                                                                                                        |          | ●       |
| <b>Workforce</b>                                                                                                                                                                                              |          |         |
| Digital training on Microsoft 365 and Teams                                                                                                                                                                   | ●        | ●       |
| Social media training                                                                                                                                                                                         | ●        | ●       |
| Training for staff managing remote teams                                                                                                                                                                      |          | ●       |
| Annual Staff Survey and production of an action plan from feedback. Action plans should be communicated to staff through manager briefings and posted on the intranet.                                        |          | ●       |





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**Report to: Clackmannanshire Council**

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**Date of Meeting: 22 October 2020**

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**Subject: EU Exit Preparedness**

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**Report by: Strategic Director Partnership and Performance**

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## **1.0 Purpose**

- 1.1. This report provides an update on the work being taken forward by Council in preparation of the end of the EU Withdrawal period on the 31<sup>st</sup> December 2020. This work is set in the context of the Reasonable Worst Case Scenario risks published by Scottish Government in 2019 and the Yellow Hammer assumptions published by the UK government also in 2019.

## **2.0 Recommendations**

- 2.1. Council is asked to note, challenge and comment on the report as appropriate.

## **3.0 Considerations**

- 3.1. The UK withdrew from the EU on 31 January 2020, as the EU and the UK both ratified the Withdrawal Agreement reached last October. The UK did this by way of the EU Withdrawal Agreement Act 2020. This Act also sets in UK law that the present Transition Period must end on 31 December of this year. Until then, while the UK is no longer a Member State, the EU budget, EU law and rules such as on state aid, as well as EU rules on freedom of movement, continue to be binding in the UK.
- 3.2. Negotiations for a longer-term UK-EU27 free trade and partnership agreement have continued throughout the summer and must be finalised by the European Council Summit of 15-16 October to allow sufficient time for ratification by each side. If a deal is to be reached, guidance published by both sides suggests that it may be a limited deal, with significant changes on trade in goods and particularly services, border controls, worker mobility, transport and fisheries. If the timelines outlined above are not met, there is a risk that no deal will be agreed by the 31<sup>st</sup> December 2020.
- 3.3. In September 2019 the UK government published its so called Yellow Hammer papers which set out the main risks associated with leaving the EU with no deal in place. These assumptions were later published and can be found at:  
<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/>

- 3.4. In October 2019 the Scottish Government created a set of similar risk assumptions for Scotland which provided guidance on the Reasonable Worst Case Scenarios arising from a no deal position and the actions being taken to prepare for these risks. These were later published and can be found at <https://www.gov.scot/publications/scottish-government-overview-no-deal-preparations/pages/2/>
- 3.5. A significant amount of work has been undertaken to review these risks and required mitigations in Scotland and by each Local Authority, and other partners across the public sector. This work commenced in 2019 and has been reviewed on a number of occasions since then, with new guidance and information emerging periodically and helping to shape assumptions for Scotland. In Clackmannanshire each risk has been assessed to determine the local impact on the Councils ability to continue delivering services, and the possible local impact on our communities too.
- 3.6. Since March 2020 the UK and much of Europe has been responding to the Coronavirus global pandemic. This has had an inevitable impact on EU Exit preparations, the potential risks and mitigations which may or may not have a compounding effect for local communities. Reflecting on the pandemic recovery journey Local Authorities have once again reviewed their preparedness for EU Exit and the likely implications from the 1<sup>st</sup> January 2021.
- 3.7. At the time this report is being prepared there is no detail of the deal that may emerge. Details on many aspects of EU Exit however have been published which has helped to shape our understanding of potential local impacts. This has covered aspects including immigration, border control arrangements and necessary work on items of legislation required to be put in place which has been taken forward by both UK and Scottish Governments.
- 3.8. In Clackmannanshire we have undertaken work to review our EU Exit Risks and Mitigations framework. This work was completed in September, and aimed to reflect learning from Covid Pandemic recovery, reflecting any changes to the Reasonable Worst Case Scenario Risks and also our preparedness taking into cognisance work undertaken over the past 6 months around Pandemic recovery.
- 3.9. This work has identified a number of themes which remain an ongoing risk for Clackmannanshire. These are set out below with a brief description of the potential impact and work being undertaken to mitigate that impact.
  - a) Capacity, Layering and Concurrent Events
- 3.10 This theme reflects the Councils capacity to respond to multiple events taking place at the same time given our relative size and capacity of services. EU exit will take place at a time that pandemic recovery work is ongoing along with the usual seasonal pressures the Council faces over the winter months. It is recognised that this would place additional demand across all Council services.

3.11 The Council has undertaken significant work to help mitigate this risk. This has included a review of business continuity plans, training and exercising for key managers and services through established IMT arrangements; joint work through regional and local multi-agency partnerships and review of key strategies, plans and contingency arrangements. Preparedness and response around EU Exit risks are aligned with existing Covid recovery arrangements to minimise duplication and pressures on key services. Mutual aid arrangements are in place with neighbouring Councils to assist if required.

b) Border arrangements; Travel and Goods and Supplies

3.12 This theme reflects on the impact that border arrangements and potential disruptions to goods, supplies and services may have on the delivery of Council services. New arrangements affecting the import and export of goods and commodities, is likely to impact the Council in key service areas. Impacts may include disruption to the supply chain and delays and also potentially rising costs of commodities and goods associated with supply and demand factors and increased administrative costs facing suppliers. Impacts on local Environment Health and Trading Standards services are also likely to increase with additional pressures on regulation, controls and compliance.

3.13 Impacts on local businesses, particularly SMEs, are likely to compound for many the challenges brought by the Pandemic. Their ability to be able to respond is critical and work is ongoing with partners to raise local awareness of the changes affecting border arrangements and importing and exporting of goods. Work is underway to link local businesses with nationally available support, advice and guidance on EU Exit and new border arrangements. Work has been undertaken in the Council to map particular pressures and put in place contingency plans.

c) Wider Economic Impacts for Clackmannanshire

3.14 Linked to the previous one this theme is focussed on the wider economic factors for Clackmannanshire. Clackmannanshire's economic profile reflects a number of measures suggesting lower economic resilience when compared to neighbouring authorities. A lower jobs to people ratio; lower employment rates; lower business base and GDP and higher levels of economic inactivity.

3.15 Local businesses have already faced a challenging 2020/21 as a result of the pandemic and EU Exit challenges may compound these pressures with implications on the wider economy. Conversely EU Exit may provide opportunities for local businesses to diversify or extend into new markets. As with Covid, it may be some time before we see economic impacts taking effect.

d) Impacts on Vulnerable People and Food Supply

3.16 Again, linked with the previous theme there is risk of a disproportionate impact from EU Exit on the vulnerable families and communities in Clackmannanshire. Again, this is likely to compound an already difficult vulnerability and poverty picture for Clackmannanshire. There is a risk of increased costs for goods, supplies and services, including potentially around fresh food supplies. Coupled with wider economic impacts some families and communities already struggling financially may see those issues increase.

Along with our local partners, we have seen significant progress being made around food insecurity in Clackmannanshire, through our pandemic response and recovery activity. This work has ensured that Clackmannanshire is better resilient and better prepared to respond to particular challenges or concerns around food availability or costs.

e) Immigration and the Scottish Workforce

- 3.17 This theme covers new immigration arrangements, citizens rights and how that might impact on the local workforce delivering critical services. New immigration arrangements come into force on the 1<sup>st</sup> January 2021, although processes for applying for 'settled status' and 'right to remain' have been in place since 2019. Work has been undertaken since then with partners to raise awareness of the new arrangements and the support available to assist non UK EU citizens to apply to remain in the UK.
- 3.18 Work has been undertaken by Council services to support members of our workforce who might be impacted by new rules and information pages have been updated on our website and shared regularly with employees and through social media channels. Business Continuity plans have reviewed significant risks in the availability of workforce in key sectors and contingency plans prepared.

f) Other risks under review

- 3.18 This theme includes an increase in demonstration and disorder; information and data and impacts on financial services. These are risks which are informed through situational awareness and will be monitored through various multi-agency partnerships over the course of the coming months.

Conclusions

- 3.19 This report provides an update on the work being taken forward to prepare the Council for EU Exit.

**4.0 Sustainability Implications**

4.1.

**5.0 Resource Implications**

5.1. *Financial Details*

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

Yes

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

Yes

5.4. *Staffing*

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

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

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

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

## 8.0 Equalities Impact

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

## 9.0 Legality

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

## 10.0 Appendices

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

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)**

| <b>NAME</b>   | <b>DESIGNATION</b>                            | <b>TEL NO / EXTENSION</b> |
|---------------|-----------------------------------------------|---------------------------|
| Cherie Jarvie | Senior Manager Partnership and Transformation | 2365                      |

**Approved by**

| <b>NAME</b>     | <b>DESIGNATION</b> | <b>SIGNATURE</b>                                                                    |
|-----------------|--------------------|-------------------------------------------------------------------------------------|
| Stuart Crickmar | Strategic Director |  |

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**Report to Clackmannanshire Council**

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**Date of Meeting: 22 October 2020**

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**Subject: City Region Deal Update**

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

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**1.0 Purpose**

- 1.1. This report provides Members with an update on progress of the City Region Deal. It outlines the steps being taken to enable the Stirling and Clackmannanshire City Region Deal partners to reach agreement with the UK and Scottish Governments on a revised Implementation Plan and Financial Profile for the Deal, in order to secure an Offer of Grant for Year 1 of the Deal.
- 1.2. The report also provides brief updated project summaries for each of the investment themes.

**2.0 Recommendations**

- 2.1. It is recommended that Council notes:
  - 2.1.1. the progress set out in the report
  - 2.1.2 that discussions are taking place with the Scottish and UK Governments on a revised Financial Profile, and;
  - 2.1.3 that governance for any additional borrowing requirement for Clackmannanshire Council will be sought via the usual budget processes at the appropriate time.

**3.0 Considerations**

- 3.1. The City Region Deal Full Deal was signed on 26 February 2020, committing the Regional Partners to the Implementation Plan and Financial profile that formed the Deal documentation. The Grant Offer Letter, which is issued annually to Regional Partners, is the legal document that ties the partnership to delivery and spend in that Financial Year.
- 3.2. Deal partners are working to secure an Offer of Grant from the Governments for Year 1 of the Deal as soon as possible, with the intention being for the Joint Committee to sign off a revised Implementation Plan and Financial

Profile at its meeting on 3 November 2020. Until an Offer of Grant has been made and accepted, no investment funding can flow from the governments into the Deal programme. Securing an Offer of Grant in November, therefore, would support three months of Deal delivery in Year 1 (December 2020-Mar 2021).

- 3.3. A report to the Council's meeting of 25 June 2020 set out three workstreams of activity to enable the terms and condition of an Offer of Grant to be met. These were:
- Business continuity review/revised implementation plans.
  - Finalised governance arrangements in line with the Deal documentation, in particular the Stirling and Clackmannanshire Economic Advisory Board (SCREAB) and the Regional Enterprise Forum (REF).
  - Benefits Realisation.

### ***Business Continuity Review and Revised Implementation Plans***

- 3.4. The aim of the business continuity process is to understand and address the impacts created by COVID-19 on the deal delivery implementation plan and financial profile. A revised implementation plan for each of the investment themes has been developed for consideration by the Joint Committee on 3 November. This sets out an updated project summary, financial profile, key milestones, outcomes and targets, and project risks and mitigations. Updated project summaries can be seen in Appendix 1.
- 3.5. The impact of COVID delays on project delivery has in turn impacted upon the overall financial profile, with less spend forecast for years 1 and 2 and increased spend in subsequent years, especially years 3 and 4. The details of the new financial profile are still under discussion with the Scottish and UK governments; however it is apparent that Deal partners are likely to see a requirement for increased levels of borrowing.
- 3.6. Authority for increasing spend profiles, if this is required, rests with the partners and not with the Joint Committee. The Joint Committee's terms of reference currently provide that the Joint Committee will approve the breakdown of the financial contribution and distribution of funding provided it remains within the total allocated funding.
- 3.7. The General Services Revenue and Capital Budget paper to Council on 27 February 2020 asked Members to note that the agreed Capital Programme would remain under review and any changes required as a result of City Deal or other priorities will be reported to Council.
- 3.8. As any additional borrowing requirement for Clackmannanshire Council is likely to be some years away, formal Council governance for this will be sought via the usual budget processes at the appropriate time.

### ***Governance***

- 3.9. The Stirling & Clackmannanshire City Region Deal Governance Framework was developed for full deal sign off in February 2020. This framework notes that the SCREAB and Joint Commission (since renamed the Regional Enterprise Forum) would be established after the deal signing.



- 3.10. At its meeting of 25 June 2020, the Council agreed to revised terms of reference for the Stirling and Clackmannanshire Regional Economic Advisory Board (SCREAB). It also approved changes to the name and terms of reference of the Stirling and Clackmannanshire Joint Commission, now known as the Regional Enterprise Forum. The Council also agreed 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.
- 3.10. The Joint Committee formally approved the terms of reference for SCREAB and REF at its meeting of 9 June 2020, and Officers are now working to establish the groups.

### ***Benefits Realisation***

- 3.11. The City Region Deal will act as a driver to advance equality and fairness throughout the region improving access to a variety of opportunities for target groups currently facing exclusion. It will ensure that the Deal contributes to inclusive growth for the region and acts as a catalyst for transformational change.
- 3.12. The Benefits Realisation Plan (BRP) is a strategy that outlines the benefits that are to be delivered by the City Region Deal Portfolio, for whom, and how Deal partners aim to do this. It will outline the measures that will be used to report on progress and the impact that each investment theme has made over the next 15 years.
- 3.13. The BRP provides guidance and direction to CRD Programmes and Projects by articulating a strategic framework covering the lifespan of the Deal. Every project that will receive funding from the City Region Deal will be different and will have the potential to contribute to the delivery of a range of benefits in a variety of ways. The BRP provides the strategic framework that will ensure all funded programmes and projects are strategically aligned maximising the overall benefits that will be delivered by the full City Region Deal investment portfolio.
- 3.14. As a condition of the Grant Offer Letter, progress against the Benefits Realisation Plan will be formally reviewed by the Scottish City and Growth Deal Working Group every financial quarter. It will also feature at the centre of the Annual Report and the Annual Conversation as outlined in the City Region Deal Governance Framework.
- 3.15. Supporting the BRP for the Deal is a Monitoring and Evaluation Framework, which articulates the intended impact of the City Region Deal and will demonstrate the performance of the Deal over time. It will also form the basis of reporting and decision making toolkits for the Joint Committee and Programme Boards to ensure a 'benefits led' approach within the Deal.
- 3.16. The Benefits Realisation Plan and Monitoring and Evaluation Framework were agreed by Joint Committee on 29 September 2020.

## **Next Steps**

- 3.17. A report outlining the outcome of the Joint Committee meeting of 3 November will be brought to the 10 December Council meeting, together with programme-level progress update.

## **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*

5.5.

## **6.0 Exempt Reports**

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

## **7.0 Declarations**

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

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

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

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

## 8.0 Equalities Impact

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

Yes  No

## 9.0 Legality

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

## 10.0 Appendices

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

Appendix 1 : Project Summaries

## 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) |  |



**Investment theme - Transport, Connectivity and Low Carbon**

**Active Travel Routes**

Stirling and Clackmannanshire Councils have developed a draft Active Travel Strategy which outlines a candidate list of projects which will reduce carbon, improve connectivity, and contribute to inclusive growth across the city region. These projects will provide strategic linkages across both local authority areas, focusing on linking key population and education centres as well as linking the more rural communities whilst also considering tourism related opportunities that can be enhanced. The strategy outlines an agreed methodology to quantitatively and qualitatively assess the projects and ranks them in order of delivery priority. This strategy and methodology has been agreed with Transport Scotland. The next key step is for officers from both Councils to jointly undertake a priority ranking of projects.

**Regional Energy Masterplan**

Through collaborative working between Stirling and Clackmannanshire Councils, and wider stakeholder engagement, this project will develop a Regional Energy Masterplan (REM) that will support activity to tackle the climate emergency while meeting the energy needs of our local communities and businesses in both Council areas.

The REM will identify strategically important energy opportunities across the area, leading to investment in infrastructure that will deliver:

- reduced energy demand
- increased energy efficiency;
- increased renewable and low carbon energy generation; and
- decarbonisation of energy used across the City Region.

The REM will provide a strategic overview of the City Region, which can be split by Local Authority area then further divided into area-based zones/schemes within each Council area to ensure local energy solutions are tailored to different circumstances and to support local decision making. The REM will take a whole system energy approach to identify strategically important energy projects and activities, prioritised using agreed weighting in line with local and national priorities and targets. The projects and activities will be sub-divided into 5-year programmes over a 25-year timeframe.

The project has been identified for consideration for November Joint Committee for approval. As such, the project spend and delivery timescales have been re-profiled in line with a later approval date.

**Investment Theme – Scotland’s International Environment Centre**

**Scotland’s International Environment Centre**

Through innovation and partnership, SIEC will deliver a transformational change in business practice in order that the protection and enhancement of natural resources becomes an enabler of economic prosperity, just transition and wellbeing. To support economic recovery, the initial plans for SIEC have been phased to focus on the 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. An innovation community in the Forth Valley will be established that will drive the creation of a net zero regional economy that will stand as a global exemplar. Further plans to establish a Research & Policy Centre on the University campus and the longer term planning and development of a major new innovation campus in Alloa are also within the longer term project plan, but priority is being given to fast-tracking elements of the project that have the greatest potential to support economic recovery.

## Investment theme - Skills and Inclusion

### **Flexible Skills Programme**

This project is one of two that constitute the Regional Skills & Inclusion Programme. In response to the impacts of the COVID crisis the Flexible Skills Project will look to focus on both the Deal's revised Capital Programme and wider economic recovery. As set out in the OBC the programme will work with capital projects to identify how they can maximise their skills and inclusion outcomes, matching these to the target groups and, where appropriate, support delivery through the funding of specific interventions and barrier removal. In addition the programme will support and facilitate the development of the wider strategic Skills Pathways Plans as set out in the OBC. The Full Business Case will set out any planned revision of activity in response to a significantly changed strategic environment. Programme participants who will directly benefit will be drawn from a defined target group to support the inclusive nature of the Deal. It complements the Inclusion Workers and Investment Fund project by providing opportunities that can be used to develop participants' confidence and skills and help them to progress ultimately into work.

### **Inclusion workers and investment fund**

To complement the work of the Flexible Skills programme, a team of Inclusion Workers will support individuals and groups of excluded members of the community throughout the region to improve engagement with regional opportunities. Working with our partners, we will provide support from early years right through to retirement. An investment fund will act as an enabler to participants of the inclusion programme, allowing them to be supported to access to opportunities through the removal of barriers such as transport, childcare and accredited training. This project has become more significant regionally as part of a range of responses to the coronavirus pandemic.

### **Clackmannanshire Lone Parents Programme**

The UK Government has identified £100k of funding to support lone parents in Alloa South & East. This is a customer group and geography that face particular barriers to participation in the labour market. The funding will be used for lone parents from the identified geography. The specific use of the funding is yet to be agreed.

## Investment theme: Capital Fund for Clackmannanshire

In order to help achieve an investment balance across the region, the UK Government will invest £8 million (capital) in projects in Clackmannanshire to be developed collaboratively with Clackmannanshire Council and other local partners as part of the City Region Deal. The Clackmannanshire Commission invited proposals in late 2018 and their recommendations were shared with UK Government early in 2019. Notification of the UK Government's deliberation on investment options has been received and will be considered at a meeting of the Clackmannanshire Commission. Successful projects will be required to go through a formal on-boarding process via the usual Deal governance arrangements.

## Investment theme: Culture, Heritage and Tourism

### **Developing culture, heritage and tourism assets**

The Heads of Terms for the Stirling and Clackmannanshire Deal in May 2018 set out the shared vision by regional partners to make the City Region "a highly desirable place to live, work and visit: an attractive place in which to invest financial, human and social capital". As part of this vision, it was recognised that there were very significant opportunities to strengthen the regional economy's offering, by making investment in culture, heritage and tourism an integral part of the deal. These can contribute to making it a successful destination attracting new visitors, new businesses and new investment, delivering jobs and building a reputation for strong

and effective partnership. Proposals within this programme will be developed with awareness of the benefits of maximising sustainable transport options for accessing new and upgraded Culture, Heritage, and Tourism assets.

The commitments outlined at this stage were that regional partners will work together with the private sector and national agencies to develop a programme of investments based around the potential for projects to grow the regional economy and deliver inclusive growth. Subject to approval of a programme business case, the Scottish Government will make available up to £15 million of capital grant investment to develop and augment key economic assets in culture, heritage and tourism.

### **Investment theme: Digital**

#### **Digital District Phase 2 – Digital Hubs.**

The Digital District is a programme of investment and skills to transform and benefit urban, rural and disadvantaged areas of the region. Within 10 years, the Stirling and Clackmannanshire City Region aims to be recognised as one of the UK’s leading areas for digital technology and as a centre of excellence for digital skills and education across a number of sectors.

Key commitments include £2 million investment to ensure the roll out of digital hubs in our rural areas. Sites for new digital hubs include Callander, Cowie and Clackmannanshire.

This will be supported by a programme of skills development and training, involving businesses, schools, Forth Valley College, University of Stirling and local partners.





**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



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Council**

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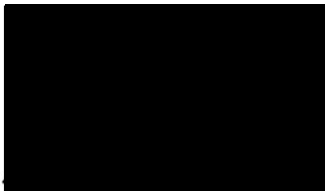
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**THIS PAPER RELATES TO  
ITEM 9  
ON THE AGENDA**

**Motion Clackmannanshire Council  
22<sup>nd</sup> October 2020**

**Procurement Motion**

This Council acknowledges the enormous strain on Clackmannanshire's already fragile economy due to the Coronavirus lockdown and will use our own Procurement potential to its fullest to regenerate that economy both in the short and long term. We will also use our influence on our partner agencies to do likewise. This Council recognises our staffing complement is inadequate to accomplish such a complex task with the urgency needed and will look to the 2021 - 2022 budget to appoint additional skilled staff to enable this critical task to be undertaken.



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

12<sup>th</sup> October 2020

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