Clackmannanshire Council | Comhairle Siorrachd
Chlach Mhanann

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

Meeting of
Clackmannanshire Council

Thursday 22 April 2021 at 9.30 am

Via Video Conference (MS Teams)

Partnership & Performance, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
Phone: 01259 452006/452004   E-mail: committees@clacks.gov.uk Web: www.clacks.gov.uk

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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.

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14 April 2021

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held via VIDEO CONFERENCE (MS TEAMS), on THURSDAY 22 APRIL 2021 at 9.30 AM.

NIKKI BRIDLE
Chief Executive

B U S I N E S S

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Clackmannanshire Council – Councillors and Wards

Councillors   ## Wards

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

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MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held via MS Teams, on THURSDAY 4 MARCH 2021 at 9.30 am.

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Dave Clark
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Craig Holden
Councillor Darren Lee
Councillor Helen Lewis
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor George Matchett
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 Colligan, Strategic Director (Transformation)
Chris Alliston, Senior Manager (Partnership & Performance)
Lindsay Sim, Chief Finance Officer
Murray Sharp, Senior Manager - Housing (Place)
Cherie Jarvie, Senior Manager – Partnership & Transformation (Partnership & Performance)
Alastair Hair, Team Leader – Workforce Development and Learning, (Partnership & Performance)
Nick McGann, Communications Officer (Partnership & Performance)
Lindsay Thomson, Senior Manager (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership and Performance)

The Provost welcomed Fiona Colligan, the new Strategic Director (Transformation) along to her first Council meeting.

CC.372   APOLOGIES

Apologies were received from Councillor Chris Dixon.

CC.373   DECLARATIONS OF INTEREST

None.

The Monitoring Officer reminded members of their obligation not to vote on Item 7 (Council Tax Setting 2021/22) if s112 of the Local Government Finance Act 1992 applies to them.

CC.374 MINUTE OF MEETING OF CLACKMANNANSHIRE COUNCIL 11 FEBRUARY 2021

The minutes of the meeting of the Clackmannanshire Council held on 11 February 2021 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 11 February 2021 were agreed as a correct record.

CC.375 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 11 FEBRUARY 2021

No Committee meetings had taken place since the last ordinary meeting on 11 February 2021.

CC.376 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought Council approval of recommendations which had been made by the Audit Committees of 3 December, 2020 and 4 February, 2021.

Decision

The Council agreed that:

1. From the Audit Committee of 3 December, 2020 in relation to the report entitled "Council Financial Performance 2020/21- August Outturn"

   a) Approves the additional capital budget of £0.100m to support the Bowmar regeneration project as set out in para 6.4 and 6.5 of the report

2. From the Audit Committee of 4 February, 2021 in relation to the report entitled "Council Financial Performance - October Outturn"

   a) Approves a virement within the General Fund Capital budget for learning estate projects as set out in paragraph 6.4 of the report.

3. From the Audit Committee of 4 February, 2021 in relation to the report entitled "Audit Committee Forward Plan 2021/22"

   a) Approves the forward plan as set out at Appendix 1 in the report.

The reports relating to Audit Committees are available on the Council's website.

Action
Chief Executive

CC.377 BE THE FUTURE UPDATE

The report, submitted by the Chief Executive, provided an update on progress achieved in relation to key activities outlined in the Council's Be the Future Programme. The report had a specific focus in respect of ongoing activity and developments in relation to the Workforce Programme. Additional updates were also provided in respect of the immediate priorities for the Strategic Director (Transformation) and a recent Bid to the Scottish Government's Regional Recovery and Renewal Fund.

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 noted:

1. Progress in establishing the Project Management office under the leadership of the fixed term Strategic Director (Transformation) (paragraph 3.4 in the report);

2. Plans to review internal officer governance structures in support of the Be the Future Board (paragraph 3.3 in the report);

3. Recent Transformation project updates presented to the Be the Future Board (paragraph 3.5 in the report);

4. Progress with the Workforce Programme of transformation activity (section 4 in the report);

5. Specific workforce development initiative updates set out in paragraph 4.4 in the report;

6. Bids totalling £152k submitted to the Regional Recovery and Renewal Fund (paragraph 5.3 in the report);

7. Discussions with Scottish Government to explore potential support to implement the Community Wealth Building action plan priorities agreed by Council in December 2020 (paragraph 5.4 in the report).

Councillor Derek Stewart joined the meeting prior to the next item of business.

CC.378   COUNCIL TAX SETTING 2021/22

The report, submitted by the Chief Finance Officer, sought approval for the level of Council Tax for the 2021/22 financial year

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:

1. Agreed to set the level of Council Tax for 2021/22 in advance of approving the General Fund Revenue and Capital Budget for 2021/22;

2. Agreed the level of Council Tax for 2021/22 at the same level as 2020/21, resulting in Band D Council tax of £1,304.63, and

3. Noted that a full General Fund Revenue and Capital budget will be presented to Council by 31 March 2021.

Action
Chief Finance Officer
Ends: 10:05 am

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

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Dave Clark
Councillor Denis Coyne
Councillor Chris Dixon
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Craig Holden
Councillor Darren Lee
Councillor Helen Lewis
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor George Matchett QPM
Councillor Jane McTaggart
Councillor Les Sharp
Councillor 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 Colligan, Strategic Director (Transformation)
Annmargaret Black, Chief Officer of Clackmannanshire and Stirling Integrated Joint Board
Chris Alliston, Senior Manager (Partnership & Performance)
Lindsay Sim, Chief Finance Officer
Murray Sharp, Senior Manager - Housing (Place)
Iain McDonald, Senior Manager - Environment (Place)
Michael Hilarion, Senior Manager - Property (Place)
Emma Fyvie, Senior Manager - Development (Place)
Cherie Jarvie, Senior Manager – Partnership & Transformation (Partnership & Performance)
Carla MacFarlane, Communications Officer (Partnership & Performance)
Pamela Morrison, Audit Scotland
Maariya Akhtar, Audit Scotland
Lindsay Thomson, Senior Manager (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership and Performance)

The Provost advised the Council of the passing of Harry Brown, former Provost of Alloa Town Council and expressed her sympathy for his family.

The Provost advised that as the previous day had been the National Day of Reflection, that the Council would observe a minutes silence to mark the first anniversary of the country going into lockdown and in remembrance of the people who had died during the coronavirus crisis.

CC.379   APOLOGIES

None.

CC.380   DECLARATIONS OF INTEREST

None.

CC.381   TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22

The report, submitted by the Chief Finance Officer presented the Council's Treasury Management Strategy Statement for 2021/22 and Prudential Indicators for 2021/22 to 2023/24.

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.   Approve the Treasury Management Strategy Statement for 2021/22 and prudential indicators for the years 2021/22 to 2023/24 in compliance with the Prudential Code requirements attached as Appendix A;

2.   Approve the revised Borrowing Strategy to support additional capital investment (paragraph 5.6);

3.   Note that no changes are proposed to the accounting policies for the Loans Fund (Appendix A, paragraph 1.3);

4.   Note that as part of the Council's commitment to Wellbeing Economy and Community Wealth Building, future investment decisions will consider ethical investment opportunities. (Appendix A, paragraph 5.1); and

5.   Note the investment portfolio position as at 31st January 2021 (Appendix B).

Action
Chief Finance Officer

CC.382   GENERAL SERVICES REVENUE AND CAPITAL BUDGET 2021/22

The report, submitted by the Administration, Chief Finance Officer and Chief Executive presented the Administration's General Services Budget for 2021/22. The report built on the regular update reports and briefings presented to Council and the Audit and Service Committees throughout the year, including those covering the Be the Future Transformation Programme. The Council's financial sustainability continued to be the focus of member and trade union briefings held during the year, especially in the context of the impact of the Covid-19 pandemic.

Motion

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

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

Amendment

That Council agree

1. That a new recommendation is added (2.1.15) as follows:-

    2.1.15 To establish a "fabric fund" for which eligibility criteria will be developed and brought back to Council and to earmark a revenue reserve for the fabric fund of £111,000 for repairs and maintenance at the following facilities:- Centenary Hall, Tillicoultry; Coalsnaughton Hall; Devonvale Hall, Tillicoultry; Cochrane Hall, alva; Dumyat Centre, Menstrie; Tullibody Civic Centre; Burgh Mews (Glebe Hall), Alloa; and Clackmannan Hall.

2. That a new recommendation is added (2.1.16) as follows:-

    2.1.16 To establish a permanent circular economy officer post at a cost of £55,000 (subject to job evaluation) within the Economic Development Team.

3. That a new recommendation is added (2.1.17) as follows:-

    2.1.17 To fund the commissioning of feasibility study at a cost of up to £50,000 on the need for very sheltered housing provision in Clackmannanshire, as part of the review of the Housing Need and Demand Assessment (HNDA), which will be used to update the Local Housing Strategy (LHS) Strategic Housing Function.

4. That the proposed amendments increase the budget gap by £216,000, Council therefore agrees that recommendation 2.1.11 is amended to reduce the discretionary element of the transfer to the HSCP by the same amount thereby reducing the transfer from £19.875m to £19.659m.

5. That the section 95 officer makes consequential amendments to the proposed budget summarised at recommendation 2.1.2 and appendix C to reflect these amendments and sustain a balanced position.

Moved by Councillor Dave Clark. Seconded by Councillor Kenneth Earle.

Voting on the Amendment

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

For Amendment (5)
Councillor Dave Clark
Councillor Derek Stewart
Councillor George Matchett QPM
Councillor Kenneth Earle
Councillor Kathleen Martin

Against Amendment (13)
Provost Tina Murphy
Councillor Les Sharp
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Helen Lewis
Councillor Jane McTaggart
Councillor Mike Watson
Councillor Ellen Forson
Councillor Craig Holden
Councillor Graham Lindsay

Councillor Darren Lee
Councillor Denis Coyne
Councillor Chris Dixon

On a division of 5 votes to 13, the amendment was defeated.

Decision

The Council unanimously agreed:

1. the proposals for demand pressures (Appendix B);

2. the General Services Revenue Budget for 2021/22 (Appendix C);

3. the policy savings set out in Appendix D;

4. the 2021/22 Income and Charging Strategy and Register of Charges and the Schedule of Funding to Voluntary Organisations which maintain charges and awards in line with 2020/21 levels (Appendices E and F);

5. the utilisation of £0.885m from General Reserves (paragraph 7.13);

6. the utilisation of £0.729m Capital Receipts from the Capital Receipts Reserve (paragraph 7.13);

7. to top up the existing Transformation Fund by £0.091m from General Reserves (paragraph 7.9);

8. to commit £0.030m from the Transformation Fund to support the Community Wealth Building Workforce Development project (paragraph 7.14);

9. to establish an earmarked reserve of £1.200m to cover general in-year pressures and to top up the Organisational Change Fund by £0.200m from uncommitted reserves (paragraph 7.9);

10. the continued utilisation of Capital Receipts to fund the permitted element of severance costs (paragraph 7.16);

11. a net resource transfer of £19.875m for HSCP in respect of 2021/22 and to maintain the additional sum of £0.250m earmarked for transformation (paragraph 7.26);

12. the General Services Capital Programme (Appendix J);

13. that paragraph 5 of Standing Orders is amended to provide that the Leader is the service lead for transformation (and City Region Deal as previously agreed by Council) and to allocate responsibility for the financial strategy to the Depute Leader of Council;

14. that on undertaking the planned review of Standing Orders and the Scheme of Delegation during 2021/22, the revised Scheme explicitly reflects the role of Portfolio Conveners in respect of service led Transformation.

The Council also unanimously agreed to note:

*   the approved Transformation Programme (Appendix A)

    the policy priorities and investment highlighted in section 4 and, as embedded within this proposed Budget

- the level of Council Tax for 2021/22, resulting in Band D Council tax of £1,304.63, (Appendix H), as approved by Council on 4 March 2021

- that progress on the Be the Future Programme will continue to be reported regularly to Council through specific Be the Future update reports

- the summary of recent budget engagement activity detailed in section 5

- that there has been no increase to the weekly rent for the travelling persons site, recently transferred to HRA management (Appendix E)

- the anticipated level of uncommitted reserves of £3.968m by 31 March 2021, prior to setting the 2021/22 budget (paragraph 7.8)

- that £0.885m of uncommitted General Reserves have been applied in setting the 2021/22 budget

- that £0.729m of Capital Receipts have been applied in setting the 2021/22 budget

- that £0.301m remains within the Economic Stimulus Fund to support economic recovery

- the balance of £3.956m in uncommitted General Services Revenue reserves, after setting this budget, which equates to 3% of net expenditure in line with the minimum level set by the Council's approved Reserve Strategy (paragraph 7.13)

- the cumulative indicative gap of £13.656m to 2025 following setting this budget, and a funding gap of £5.980m in 2022/23 (Exhibit 10)

- that the budget proposed for 2021/22 aims to deliver the Scottish Government's settlement package measures (paragraph 7.20)

- the demand pressures for the HSCP totalling £2.222m (Appendix I)

- that the agreed Capital Programme will remain under review and any changes required as a result of the property asset review and/or finalised business cases will be reported to Council (paragraphs 9.5 and 9.8)

- that during 2021/22, the Council will work towards securing Living Wage accreditation.

Action
Adminstration, Chief Finance Officer and Chief Executive

CC.383 HOUSING REVENUE ACCOUNT BUDGET 2021/22 AND CAPITAL PROGRAMME 2021/22

The report, submitted by the Strategic Director (Place), presented the Housing Revenue account budget and Housing Capital Programme for the financial year 2021/22 and highlighted the key factors influencing the budget. The Housing Revenue Account (HRA) budget setting process is subject to statutory, regulatory and governance requirements. The report sought approval for the 2020/21 HRA Income and Expenditure revenue budget and rent levels, as defined within the Housing (Scotland) Act 1987.

Motion

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

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

Decision

The Council agreed to:

1. Approve the summary revenue budget 2021/22, as set out in Appendix 1;

2. Approve the Housing (HRA) capital programme 2021/22, as set out in Appendix 2;

3. Approve HRA Borrowing Requirement 2021/22 to 2024/25 and Earmarked Investment, as set out in appendix 4, noting that, subject to paragraph 3.23 - 3.26 of this report, a sum of £700k has been earmarked for a projected required investment in the Primrose Street Development in 2021/2022; and

4. Note that the service will be seeking external assistance to review the HRA Financial business plan during 2021/22.

Action
Strategic Director (Place)

The Provost adjourned the meeting at 11.00 am. When the meeting resumed at 11.05 am, 18 members remained present.

CC.384   LEISURE PROVISION IN CLACKMANNANSHIRE: UPDATE

Following Council's consideration of a paper entitled Leisure Provision in Clackmannanshire on 11 February 2021; the report, submitted by the Strategic Director (Partnership and Performance), provided an update.

Motion

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

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

Amendment

That Council agree to add a new recommendation as follows:-

2.2   That Council agree that the working group referenced at paragraph 3.6 consult Zero Waste Scotland to explore whether the recommissioning of the current Leisure Bowl Facility is a desired option for future leisure provision or, alternatively, in the context of the Circular Economy of Buildings, how the onsite materials left after decommissioning of the Leisure Bowl building are recycled.

Moved by Councillor Dave Clark.

Councillor Holden raised a point of order that the amendment was contrary to Standing Order 17.1 in that it attempted to alter the decision made by Council at it's meeting held on 11 February 2021, which was within the six month period from the date of the original decision.

Councillor Holden asked for a recess. The Provost agreed to adjourn the meeting for a recess at 10.35 am. When the meeting resumed at 10.45 am, 16 members remained present. Councillor George Matchett QPM and Councillor Derek Stewart were not present at the meeting following the recess.

The Clerk advised that the wording of the amendment was not contrary to the decision made by Council on 11 February 2021 to cease current leisure provision from Alloa Leisure Bowl. Therefore, the amendment was competent.

Councillor Dave Clark moved the amendment which was seconded by Councillor Craig Holden.

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Voting on the Amendment

In terms of Standing Order 14.7, Councillor Dave Clark asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 16 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

For Amendment (3)
Councillor Dave Clark
Councillor Kenneth Earle
Councillor Kathleen Martin

Against Amendment (13)
Provost Tina Murphy
Councillor Les Sharp
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Helen Lewis
Councillor Jane McTaggart
Councillor Mike Watson
Councillor Ellen Forson
Councillor Craig Holden
Councillor Graham Lindsay
Councillor Darren Lee
Councillor Denis Coyne
Councillor Chris Dixon

On a division of 3 votes to 13, the amendment was defeated.

Decision

The Council unanimously agreed to note the contents of the paper.

Ends: 12:25 pm

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 22 April 2021

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0 Purpose

1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Partnership and Performance Committee of 11 March, 2021.

1.2. Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending of money not budgeted for (Scheme of Delegation 3.20).

1.3. Standing Order 8.4 requires that where a Committee passes a report to Council, the full Committee report shall not be included again on the Council agenda and that officers should prepare a brief report that refers to the relevant Committee report and recommendation(s).

2.0 Recommendations

2.1. It is recommended that Council:

1. from the **Partnership and Performance Committee** of **11 March, 2021** in relation to the report entitled "*HR Policies*"

   a) Approves the revised policies which are attached at Appendix 1 of the report.

2.2 The report relating to Partnership and Performance Committee is available on the Council's website.

3.0 Sustainability Implications

3.1. N/A

4.0 Resource Implications

4.1. Financial Details

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

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

4.4. Staffing

5.0 Exempt Reports

5.1. Is this report exempt? No

6.0 Declarations

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

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

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

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

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

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

None.

10.0 Background Papers

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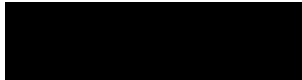
Yes √ (please list the documents below)   No ☐

a) Agenda, together with Minute of the Partnership and Performance Committee of 11 March, 2021

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	███████

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 22 April 2021

Subject: Remote Council and Committee meetings

Report by: Lindsay Thomson, Monitoring Officer

1.0   Purpose

1.1.   This brief report updates Council about the impact of the recently published Scottish Government Timetable for Easing of Restrictions on Council and Committee meetings.

2.0   Recommendations

2.1.   Council is asked to note that remote Council and Committee meetings will continue until at least August 2021 when a further update will be provided to Council at its meeting on 19 August 2021.

3.0   Considerations

3.1.   The Council has changed and adapted its decision making structure in order to respond to the challenges of the pandemic. Initially the Council moved to a model of Emergency Decision Making through the EDMF. In June 2020 the first remote meeting of Council took place using video conference technology. At this meeting, various changes were agreed to standing orders in line with the Coronavirus (Scotland) Act 2020 and to reflect the changes in practice.

3.2.   Committee meetings have also been held using video conference technology throughout the last year. This includes the Licensing Board, which dealt with a very high volume of applications as a result of the changes to the operation of on-sales premises during the pandemic. The Planning Committee has also ben able to consider applications with large numbers of attendees.

3.3.   It is recognised that there have been technical issues to overcome and that the use of technology can, in some cases, lengthen meetings. Work continues to try and address the challenges and to adapt our processes where possible.

3.4.   The recently published Scottish Government Timetable for Easing of Restrictions provides an indication of the way forward in terms of reinstating face to face meetings. The timetable suggests that there should be a phased return of office based workers from the end of June 2021 and it will be this

indicator which will guide the re-introduction of physical meetings. The Council's Senior Management Team is already taking forward work on analysis of staff work styles to accommodate the phased return. The return of physical Council and Committee meetings, elected members return to the building and the approach taken to how those meetings will be held will be aligned with the work on staff work styles.

3.5. The timetable is indicative at present and could be subject to review and change as the numbers of cases and vaccinations determine the speed at which restrictions can be eased.

3.6. On this basis it is proposed that the first Council meeting of session 2021/22 on 19 August 2021 will be held virtually but there will be a further update provided to that meeting which covers reinstatement of physical meetings. It is likely that there will need to be detailed risk assessments prepared to allow physical meetings to take place and those can be planned during summer recess.

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 x

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

9.0   Legality

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

10.0   Appendices

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

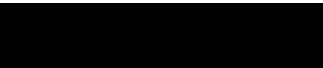None

11.0   Background Papers

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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Stuart Crickmar	Strategic Director Partnership & Performance	██████████

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 22 April 2021

Subject: Be the Future Update

Report by: Strategic Director (Transformation)

1.0   Purpose

1.1.   The purpose of this report is to provide an update on activity on the Council's Be the Future Programme with a focus on Programme capacity and the plans that the Strategic Director (Transformation) has developed to move the programme from the 'planning' to 'doing' stages.

2.0   Recommendations

It is recommended that Council notes:

2.1.   The engagement by the Strategic Director (Transformation) with Officers and partners to understand the operational context within which Be the Future is delivered (paragraphs 3.1 - 3.3).

2.2.   The approach that the Strategic Directors are taking through the Strategic Oversight Group for the Well-being Hub development to try-out new approaches to cross-functional working to deliver transformation (paragraph 3.4)

2.3.   Plans for the development of the Strategic Roadmap to provide the bridge between the approaches laid out in the 'Be the Future' plan and its full implementation (section 4.0).

2.4.   The consultation that took place with the Be the Future Programme Board 30 March 2021to consider the Strategic Roadmap (paragraph 4.5) and the offer to brief elected members on this approach (paragraph 4.6)

2.5.   Progress in establishing the Programme Management Office (PMO) since the last Council update. (paragraph 3.5)

3.0   Be the Future Programme Capacity

3.1.   The Strategic Director (Transformation) has been working with the other Strategic Directors and service managers to consider and plan for ways of working that will maximise the resources allocated to the Transformation

programme and establish the Transformation area structurally within the overall operating model.

3.2.   The Strategic Director has also met with staff involved in delivering the activities already underway in the programme including STRIVE, Digital Transformation, City Region Deal and the Workforce Development Programme and with those areas that are moving from action plan to delivery including Community Wealth Building and Well-being economy leads.

3.3.   The next phase of discussions will focus on wider engagement with partners, including extending the preliminary discussions with the Health and Social Care Partnership to consider the transformation outcomes that the partnership is seeking to deliver.

3.4.   The Strategic Directors have agreed that the Strategic Oversight Group for the Well-being Hub development will be used as a forum to explore ways that the principles of the Be the Future programme (Customer-focus; Empowerment; Continuous improvement & innovation; Locality focus) can be amplified. The outcomes of this will be reported to Council in future updates.

3.5.   The establishment of the PMO is progressing. Recruitment to the posts previously approved by Council has resulted in an internal appointment to the PMO Administration role and external appointments have been made to the Project Manager and Business Analyst roles. The Strategic Director will go back out to market for the remaining posts (1 Project Manager and 1 Business Analyst). The job role for the person who will head the PMO is now in development and following job evaluation and approval will go forward for recruitment.

3.6.   The PMO will drive the transformation activity in a planned, managed and collegiate way through deployment of expertise to deliver:

- Project managers who support the organisation's adoption of the Be the Future toolkit and framework and who will work across priority projects in the Programme to manage and support successful delivery;

- Business analysts who inform the design and development of the Programme and projects, who use evidence and data analysis to recommend solutions throughout the project lifecycle and who analyse and measure the impact and outcomes of the Programme so we continue to learn and adapt;

- Communications expertise who will develop our strategic approach to managing internal and external communications that will support adoption of new ways of working, knowledge exchange and shared learning and that engages our people in being the future;

- Fundraising expertise that ensures that the opportunities to leverage additional investment and capacity throughout the Programme lifetime are realised for the Council and our partners.

4.0 Strategic Roadmap

4.1.   The Be the Future Plan provides a blue-print for a consistent focus on our key themes - Sustainable inclusive growth, Empowering families and Communities; and Health and Well-being. The transformation journey we have laid out is an ambitious 10 year programme which will be delivered during a period of significant challenge in Clackmannanshire. The investment that was approved by Council demonstrates an on-going commitment to delivering this programme.

4.2.   However, many transformation programmes fail, not because of lack of commitment, but because they do not succeed in creating the bridge between the vision and the execution. The means to create this bridge is to develop the strategic roadmap that explains exactly where we are heading and how we will get there.

4.3.   The Strategic Roadmap is developed using a methodology that ensures that there is consensus on destinations, timescales and outcomes against which we can measure progress. It will be the key communication tool for the Be the Future programme and our transformation journey.

4.4.   The Strategic Roadmap is made up of the following components:

- **Destination** - Maps out the problems and opportunities & creates a list of challenges & strategic outcomes that the leadership is aligned & committed to reaching.

- **Scope** - Prioritises to create a clear scope and objectives which will deliver the strategic outcomes & resolve the challenges. This will also identify what will not be tackled.

- **Enablers** - Identifies the conditions needed or must-do initiatives required to provide the foundations for the plan.

- **Plan** - Establishes the course of action, milestone plan & investment plan to deliver on the strategic outcomes in the timescale agreed.

- **Resource** - Develops capacity & resource plans to deliver the agreed outcomes in the Strategic Roadmap.

- **Execution** - Develops the model, structures & principles for execution of the programme. This includes the Strategic Communications plan that will underpin the Roadmap.

- **Governance** - Establishes how decisions will be made & the Strategic Roadmap supported. This will also layout how investment decisions will be made.

- **Performance** - Defines the models and processes for measuring progress towards the strategic outcomes. Articulates how benefits will be measured & risk managed.

4.5.   The Be the Future Programme Board was presented with this approach at the Board meeting 30 March and consulted on their views. There was broad

support for this approach and agreement that this aligned with the principles of the Be the Future programme. It was agreed that the initial horizon for the Strategic Roadmap should be Summer 2023.

4.6.   The Strategic Roadmap for the Be the Future Programme will be developed over the coming months. Elected members will be invited to be involved in this process and can seek a briefing on the approach. A verbal update on progress will be provided at the Council meeting in April alongside this paper.

5.0   Sustainability Implications

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

6.0   Resource Implications

6.1.   Financial Details

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

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

6.4.   Staffing

7.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

8.0   Equalities Impact

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

Yes ☐   No **X**

9.0   Legality

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

10.0   Appendices

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

None

11.0   Background Papers

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

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

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

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	███████

CLACKMANNANSHIRE COUNCIL

Report to: Council

Date of Meeting: 22 April 2021

Subject: Workforce Programme – Staff Survey 2020

Report by: Stuart Crickmar: Strategic Director – Partnership & Performance

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1.0   Purpose

1.1.   To provide Council with details of the 2020 Staff Survey, highlighting the key themes and actions arising from the report supplied by our independent researchers - Craigforth.

2.0   Recommendations

Council are asked to

2.1.   **Comment** and **challenge** on the paper as appropriate; and

2.2.   **Note** the contents of the staff survey report, and acknowledge proposed work to address identified areas of development.

3.0   Considerations

3.1.   Clackmannanshire Council undertook its most recent staff survey in November to December 2020.

3.2.   Over this period, 712 responses were received, giving a council wide response rate of 27%. Whilst the response rate is lower than that of 2019 (43%) our independent researchers confirm that this remains a strong response, producing statistically valid results.

3.3.   The reduction in response rate across the Council may be linked to the challenges which the Coronavirus pandemic has created within the organisation. This includes challenges with promoting engagement with the survey, in distributing and arranging paper surveys where staff members, in the main, were home working or experiencing significant changes to their usual working patterns, or where competing priorities reduced staff ability to complete the survey.

3.4. Despite these challenges, in preparation for the survey Council Officers undertook a significant amount of preparatory work. Managers at all levels were provided with frequently asked question documents, toolbox talk scripts, and a promotional materials pack for their individual areas. Additionally, regular reminders about the survey were issued via management cascade, all staff emails and the clacks.gov.uk/staff site, in addition to c600 paper surveys being issued directly to staff home addresses (where these otherwise would have been distributed directly via managers).

3.5. The survey report (attached at **Annex A**), provides detail on the engagement levels of our employees, both at an organisational and directorate level. Direct comparisons are made to both the 2019 survey results (in terms of staff engagement), and those of the 2020 COVID wellbeing survey undertaken in May of that year. This provides a useful baseline both in terms of wider engagement, and the more specific impacts of the pandemic on our workforce.

3.6. As such, the survey report for 2020 concentrates on three themes - wellbeing, communication and homeworking (rather than the usual five engagement themes of previous years[1]). However, it should be noted that in order to provide a continuum to previous years, overall engagement indicators have been retained.

3.7. For 2020, the overall staff engagement level for the organisation is 69.9%, which is a 12% improvement from our initial staff survey of 2018.

3.8. Feedback from staff is most positive on feeling a sense of achievement for the work they are undertaking, being treated with dignity and respect, making decisions, and receiving support from managers (with at least three quarters of staff responding to the survey having a positive view on these areas).

3.9. The survey report notes improvement as being needed with regards to staff feeling supported by the Council as an employer (distinct from s3.8 which refers to individual managers), information sharing, and mental wellbeing (whilst 50% of respondents noted good mental health, a similar amount described their wellbeing as 'fair' or 'poor').

3.10. A range of comments were also received which focus on how the Council could support working from home, as well as more generally in relation to such topics as access to technology, communication, and improving wellbeing. These anonymous comments will be addressed via a short life survey working group (See s4.2) with outputs feeding into the Council's ongoing Workforce Programme.

4.0   Next steps

4.1. The results outlined at **Annex A** of this report will be pivotal in supporting the ongoing work with the Council's Workforce Programme. Most notably, this will include work to support the physical and psychological wellbeing of our staff,

---

[1] Council wide staff surveys since 2018 have focussed on employee voice, engaging managers, health and wellbeing, integrity and leaders.

revised internal communications techniques, workforce planning, and wider workforce development initiatives.

4.2. However, in making best use of the information presented to us it is considered essential to seek the wider views of both staff and trade unions. As such, a short life working group will be convened to look at the staff survey results in more detail (specifically including anonymised comments) with the outputs being included as both enablers to directorate workforce planning, and in the progression of projects sitting under the workforce programme (such as staff induction, communications for hard to reach staff, and wider staff wellbeing).

4.3. Additionally, work will also be undertaken with colleagues in the Council's communication team to ensure a comprehensive communication plan which highlights survey results, and how the contributions made by staff to this process are so critical in developing the Council's 'Be the Future' vision.

5.0   Sustainability Implications

5.1.   None.

6.0   Resource Implications

6.1.   Financial Details

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

Yes ☒

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

6.4.   Staffing

6.5.   None.

7.0   Exempt Reports

7.1.   Is this report exempt?   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 ☑)

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that they can thrive and flourish ☐

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

None.

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".

ANNEX A: 2020 Staff Survey report

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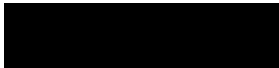
11.1   Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes ☐ (please list the documents below)   No ☒

Author(s)

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NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	▮▮▮▮▮

Clackmannanshire Council

Staff Experience Survey 2020

Lead author: Chris Thornton
February 2021

Craigforth

CONTENTS

Clackmannanshire Council
Staff Survey 2020

Employee views are positive across most aspects of their working lives, and show improvement on the 2019 survey for some key indicators.

Feedback is most positive on feeling a sense of achievement in their work, being treated with dignity and respect, making decisions, and support from managers

Views are less positive about support from the Council as an employer, information sharing and mental wellbeing

Employee engagement continues to improve, and is strongest for People and HSCP directorates.

This report presents results from a survey of all Clackmannanshire Council employees. Results are based on 712 responses, a 27% response rate.

Survey Themes

Employees are positive across most aspects of their engagement with the Council as an employer. Views are most positive about having a sense of achievement, being treated with dignity and respect, contributing to the Council's goals and making decisions about their role. At least three quarters have a positive view on these aspects of their work.

Views are more mixed on employee mental wellbeing. While 50% reported good mental wellbeing, a similar proportion described their mental wellbeing as 'fair' or 'poor', and a fifth do not feel supported by the Council to undertake their work effectively.

Nearly three quarters (72%) feel supported by their manager, most (71%) feel they have enough contact with their manager, and most (58%) feel they are kept up to date with information from around the Council. However, all of these measures show a poorer result than reported earlier in 2020.
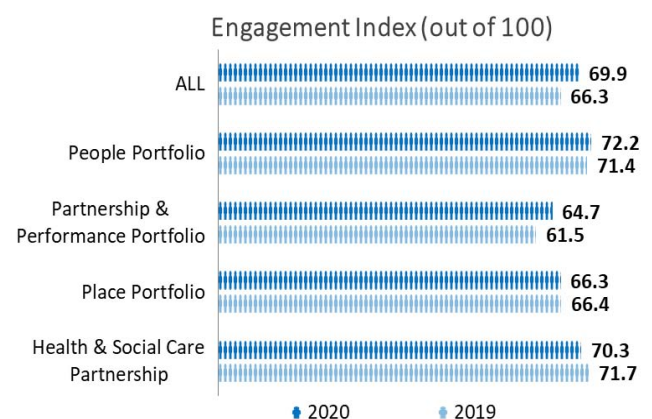
Employees generally feel that they have the tools they need to work effectively from home, and feel that homeworking has not had a negative impact on their productivity. However, more than

a quarter (27%) feel they do not have the tools they need, and nearly a fifth (18%) that they are less productive when working from home.

Employees offer a range of suggestions about how they could be supported to work more effectively from home - primarily focused on access to technology or software, and communication with managers and colleagues. There is also a perceived need to address these and other issues to improve employee wellbeing in the context of the Covid-19 pandemic.

Employee Engagement

A score of 69.9 (out of 100) represents a 12% improvement since 2018 in employee engagement with the Council as an employer. Engagement is particularly strong for People and HSCP employees. Ensuring employees feel valued and get the support they need to work effectively would have the most positive impact on employee engagement.

Engagement Index (out of 100)

	2020	2019
ALL	69.9	66.3
People Portfolio	72.2	71.4
Partnership & Performance Portfolio	64.7	61.5
Place Portfolio	66.3	66.4
Health & Social Care Partnership	70.3	71.7

■ 2020   ■ 2019

INTRODUCTION

1. This report presents results from a survey of Clackmannanshire Council employees conducted in late 2020.

Survey approach

2. This is the third Council-wide employee survey since the Council refreshed it's engagement survey approach in 2018 (with previous surveys conducted in 2013, 2012, 2011, 2010).

3. Survey content was revised from the 2019 survey, maintaining a core of comparable questions from the 2018 and 2019 surveys alongside new questions reflecting the impact of the Covid-19 pandemic on the Council's workforce and working arrangements. Specifically, the survey asked employees to indicate their views on a series of statements relating to their engagement with the Council as an employer, on their mental health and wellbeing, on communication and support from their manager, and on homeworking.

4. The survey was administered through a combined web-based and postal survey approach. Craigforth distributed all postal survey packs and web survey invites in early November 2019, with the survey closing on 18 December 2020. All survey responses were returned direct to Craigforth to maintain confidentiality, using reply-paid envelopes for direct return of postal surveys and Craigforth's survey platform for web responses. Survey materials made clear that the Council did not have sight of any individual responses, nor information on which employees had or had not responded to the survey, and that reporting would avoid disclosure of any individual's views.

5. Survey fieldwork was designed to maximise accessibility. All employees had the option to respond via the websurvey or request a hard copy questionnaire, or to complete the survey by phone with a member of Craigforth's research team. Survey resurvey response was also supported by communication from the Council to employees emphasising the importance of the survey in assessing employee experience.

Survey response and robustness

6. Against the 2,629 survey packs issued to Council employees, a total of 712 responses were received - equivalent to an overall response rate of 27%. This represents a 16-point fall from the response achieved by the 2019 survey. A fall in survey response is perhaps unsurprising given the change in working arrangements across many Council services as a result of the Covid-19 pandemic, and the increased pressure on employees. Moreover, 27% remains a strong response for a survey of this kind, and is broadly in line with that achieved by Council staff surveys prior to 2019.

7.   As Figure 1 shows, survey response rates varied across Council directorates. Response was strongest for Partnership & Performance directorate staff with a response rate of 44%, and was lowest for Place staff at 20%. This variation in survey response is not unusual for employee surveys, and is likely to reflect in part the impact of varying working environments. For example, the lower Place directorate response is primarily due to a lower response from Property and Environment employees who are less likely to have a dedicated office working space. Survey responses were weighted against the profile of all Clackmannanshire Council employees prior to analysis to minimise the impact of response bias.

Figure 1: Survey response
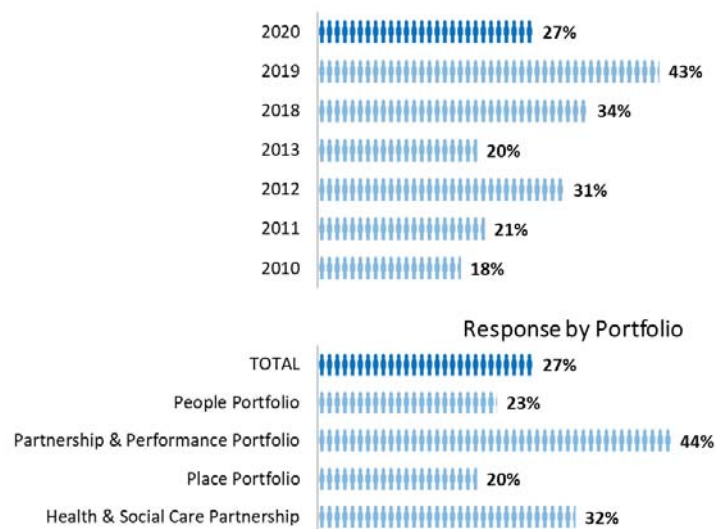
8.   As a result of the response rate, the volume of survey responses is sufficient to produce robust survey results. Confidence intervals are the standard means of expressing the extent to which survey results are representative of the wider population (in this case all Council employees). The overall confidence interval for the survey is ±3.7%. As an example, this means that if 50% of respondents feel valued for the work they do, we can be 95% confident that the true value is between 46.3% and 53.7%.

9.   Figure 2 presents an overview of the profile of survey respondents in terms of directorate, working environment and length of employment (based on respondents' self-reporting). This is broadly in line with that reported by the 2019 survey, although it is notable that more than a quarter of respondents (27%) indicated that they are currently working from home. For the great majority of these respondents, this has been the result of a change in working arrangements due to the Covid-19 pandemic.

Figure 2: Profile of survey respondents (n=712)

Directorate			Number	%
People Directorate			369	52%
Partnership & Performance Directorate			75	11%
Place Directorate			119	17%
Health & Social Care Partnership			74	10%
Prefer not to say/no response			75	11%
Working environment	**Current**		**Pre-Covid 19**	
Working from home	190	27%	12	2%
An office	98	14%	277	39%
A school	271	38%	261	37%
A depot or facility	20	3%	29	4%
Outdoors or a vehicle	28	4%	26	4%
Visiting people's homes	17	2%	20	3%
Prefer not to say	88	12%	87	12%
Time…	**with Council**		**in current job**	
Less than 1 year	45	6%	68	10%
1-4 years	108	15%	181	25%
5-9 years	106	15%	131	18%
10-19 years	196	28%	143	20%
20+ years	164	23%	53	7%
Prefer not to say/No response	93	13%	136	19%

This report

10.   The remainder of this report sets out key findings across the main survey themes. This includes comparison with previous surveys where relevant – including the 2018 and 2019 staff surveys, and a Covid-19 focused survey conducted in summer 2020. All questions have been cross tabulated across a range of respondent subgroups, including directorate and working environment. We highlight significant variation where relevant, based on 95% confidence intervals.

11.   We have also used five statements from the first survey question to produce an 'Engagement Index' score for each employee, to reflect their level of engagement and commitment to the Council as an employer. These scores are discussed later in this report under 'Engagement Index'.

12.   We round percentages up or down to the nearest whole number. For some questions this means that percentages may not sum to 100%. Similarly, aggregate figures presented in the text such as the combined percentage of 'strongly agree' and 'agree' responses may not sum to results presented in figures and tables due to rounding.
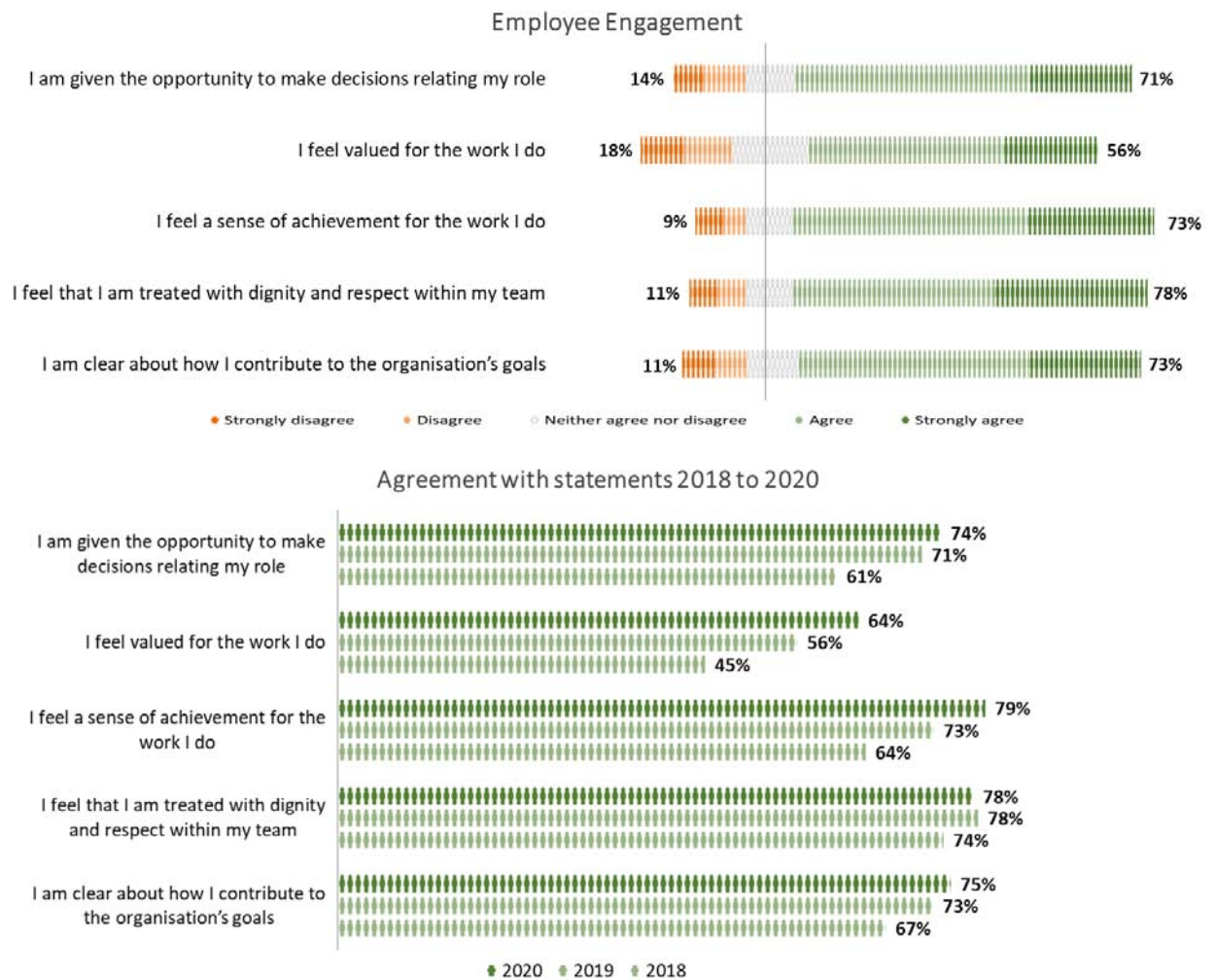
SURVEY THEMES

13.   The survey asked employees to indicate the extent to which they agree or disagree with a series of statements across five themes. This section sets out key findings in relation to each of the following themes:

❖   Employee engagement;

❖   Mental health and wellbeing;

❖   Communication;

❖   Homeworking; and

❖   Council vision and values.

Employee engagement

14.   The survey first asked employees to consider a series of five statements under the theme of 'Employee engagement'. As Figure 3 over the page shows, employees are positive in their views on most aspects of this theme, with a majority of employees agreeing with each of the statements.

15.   Views are most positive in relation to employees feeling a sense of achievement for the work they do, and feeling that they are treated with dignity and respect:

❖   "I feel a sense of achievement for the work I do" - 79% agree.

❖   "I feel that I am treated with dignity and respect within my team" - 78% agree.

16.   Employees are also positive about how they contribute to the organisation's goals, and being given the opportunity to make decisions:

❖   "I am clear about how I contribute to the organisation's goals" - 75% agree.

❖   "I am given the opportunity to make decisions relating my role" - 74% agree.

17.   Views are somewhat more divided on whether staff feel valued for the work they do. The majority of respondents (64%) are positive on this measure, but nearly a fifth or respondents (18%) do not feel valued for their work. However, it should be noted that this is the only one of the five employee engagement measures to show a significant improvement in employee views since the 2019 survey: an 8-point improvement.

18.   Survey results show relatively little variation in employee engagement results across the four directorates. The only significant variation is in how clear staff are about their contribution to the organisation's goals; People staff are most positive on this, and Place staff the least positive.

Figure 3: Employee engagement staff views

Employee Engagement

Statement	Strongly disagree / Disagree	Agree / Strongly agree
I am given the opportunity to make decisions relating my role	14%	71%
I feel valued for the work I do	18%	56%
I feel a sense of achievement for the work I do	9%	73%
I feel that I am treated with dignity and respect within my team	11%	78%
I am clear about how I contribute to the organisation's goals	11%	73%

● Strongly disagree   ● Disagree   ○ Neither agree nor disagree   ● Agree   ● Strongly agree

Agreement with statements 2018 to 2020

Statement	2020	2019	2018
I am given the opportunity to make decisions relating my role	74%	71%	61%
I feel valued for the work I do	64%	56%	45%
I feel a sense of achievement for the work I do	79%	73%	64%
I feel that I am treated with dignity and respect within my team	78%	78%	74%
I am clear about how I contribute to the organisation's goals	75%	73%	67%

● 2020   ● 2019   ● 2018

Mental health and wellbeing

19.   The survey asked employees a series of questions relating to their mental health and wellbeing at present, and support from the Council around their wellbeing.

20.   As Figure 4 over the page shows, employees are somewhat mixed in relation to their mental wellbeing at present. While half of respondents (50%) described their mental wellbeing as 'excellent' or 'good', around a third (34%) described their mental wellbeing as only 'fair' and 15% described their mental wellbeing as 'poor' or 'very poor'.

21.   These ratings are broadly similar across key respondent groups, with survey results showing no significant variations. Results are also similar to those reported by the Covid-19 survey conducted in summer 2020, where a little more than half of respondents (54%) described their mental wellbeing positively.

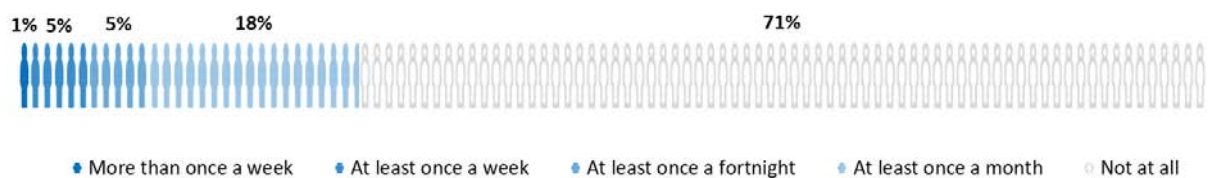**Figure 4: Rating of mental wellbeing right now**
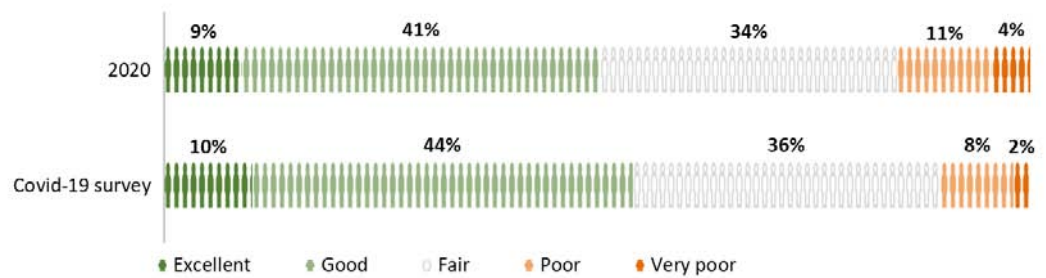
22. Around half of employees (51%) feel supported by the Council to undertake your work effectively (Figure 5), and around a fifth (19%) do not feel supported. This balance was broadly consistent across key respondent groups. However, these findings indicate a significant 13-point fall from the 2019 staff survey, where 64% of respondents indicated that "I get the support I need to do my job well".

Figure 5: Whether feel supported by the Council to undertake work effectively
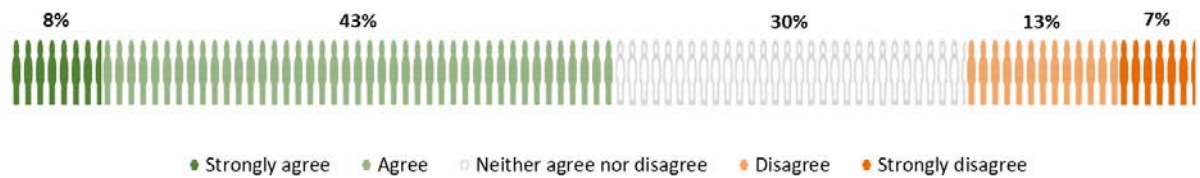
23. The Council provide information to support staff wellbeing through the Council website. As Figure 6 shows, around 3 in 10 employees (29%) have accessed these webpages. This includes around a tenth (11%) who accessed these webpages at least once a fortnight. Survey results show some significant variation in these findings across key respondent groups. In particular, HSCP and Partnership & Performance employees, and those who currently work from home are most likely to have accessed the Council's wellbeing pages. In contrast, People employees, those working in schools and those working outdoors, in a vehicle or visiting people's homes are least likely to have accessed this information.

Figure 6: Whether have accessed the staff wellbeing pages on the Council website

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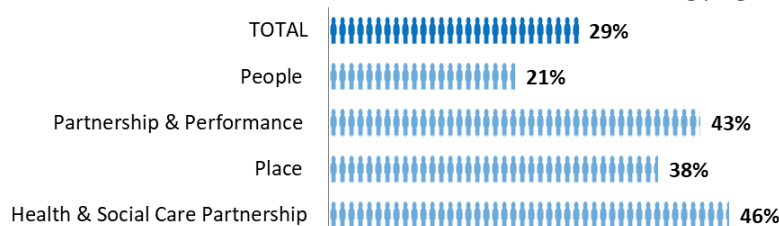
Communication

24.   The survey also asked a series of questions around communication between employees and their manager, supervisor and/or the organisation more widely.

25.   As Figure 7 shows, the majority of employees (58%) agree that they are kept up to date with the latest information from around the Council. This finding varied across key respondent groups; People and HSCP employees are most positive, and Place employees are least positive about being kept up to date. These results also represent a significant decrease over the last year in employees who feel kept up to date by the Council, a reduction of 13 points since the Covid-19 survey.

Figure 7: Whether feel kept up to date with latest information from around the organisation
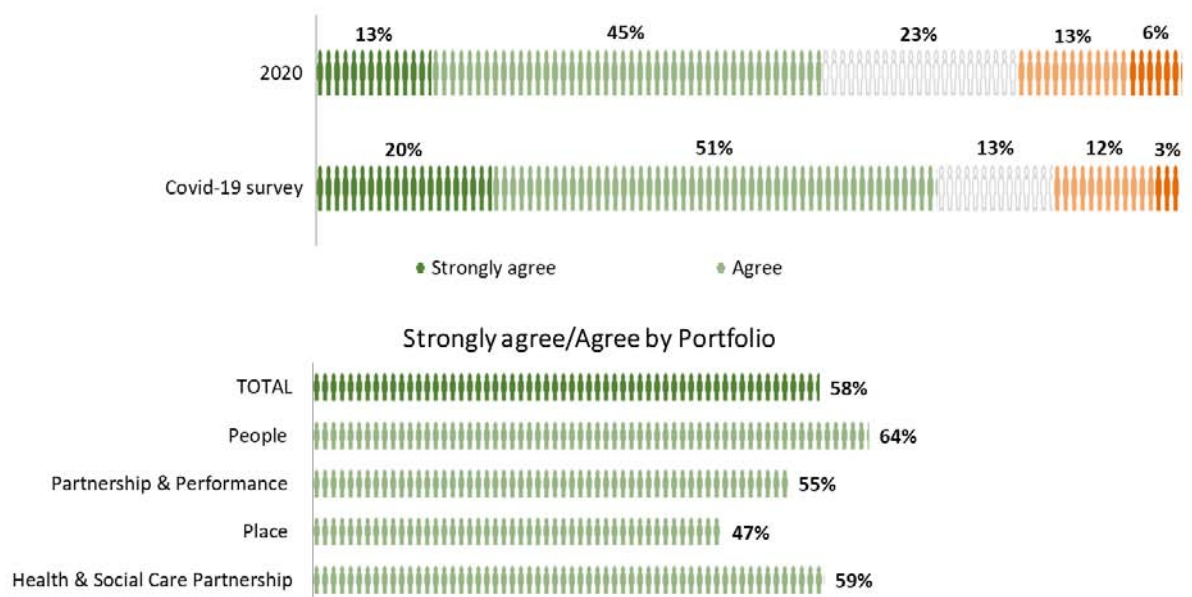
26.   Employees are generally more positive about support from their manager or supervisor. As Figure 8 shows, nearly three quarters of employees (72%) feel supported by their manager or supervisor, with only 13% disagreeing with this. This finding is broadly consistent across key respondent groups but represents an 8-point reduction since the Covid-19 survey.

Figure 8: Whether feel supported by manager/supervisor
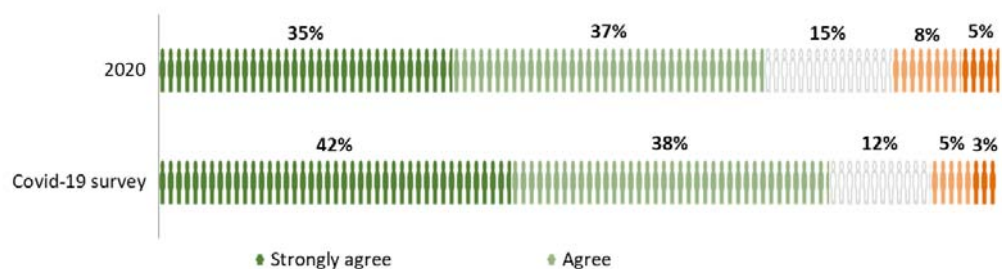
27.   The frequency and nature of contact between employees and their managers has been significantly affected by the Covid-19 pandemic, and in particular the proportion of employees across some services who continue to work from home. The survey asked a series of questions around how managers keep in contact with employees (Figure 9), and the extent to which employees feel they have had enough contact with their manager (Figure 10).

28.   Survey findings indicate that the majority of employees (64%) are contacted by their manager at least once a week, including nearly half (46%) who receive contact at least several times a week and a quarter (27%) who receive daily contact. This represents a 14-point reduction since the Covid-19 survey in the proportion of employees who have weekly contact with their manager, and a 7-point reduction in those who have contact at least several times a week. Survey results also show some variation across key respondent groups, with those working outdoors, in a vehicle or visiting people's homes generally having less frequent contact with their manager. However, survey results show no significant variation in frequency of contact between those working from home, in an office or in a school.

29.   In terms of how managers keep in contact with employees, this is most commonly face to face (mentioned by 66% of employees) or by telephone (55%). Digital options such as WhatsApp, SMS or MS Teams are each used for around a third of employees. Survey results again show some variation in these findings dependent on employees' working environment. For example, face to face contact is more common for those working in a school or an office, while telephone and MS Teams are more common for those working from home.

Figure 9: Contact with manager

Frequency of contact

Communication methods used by managers
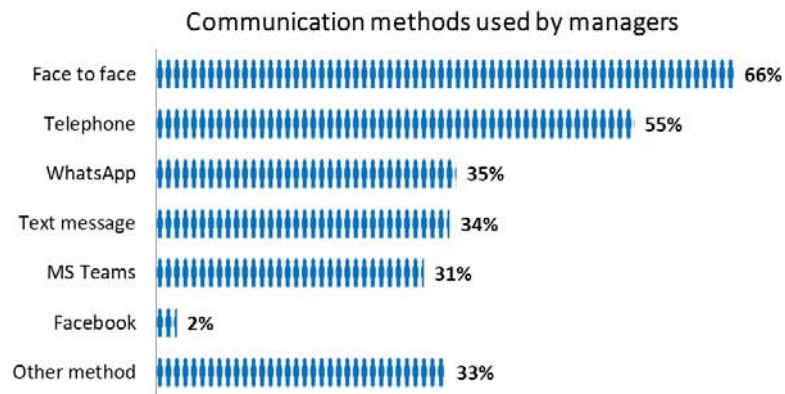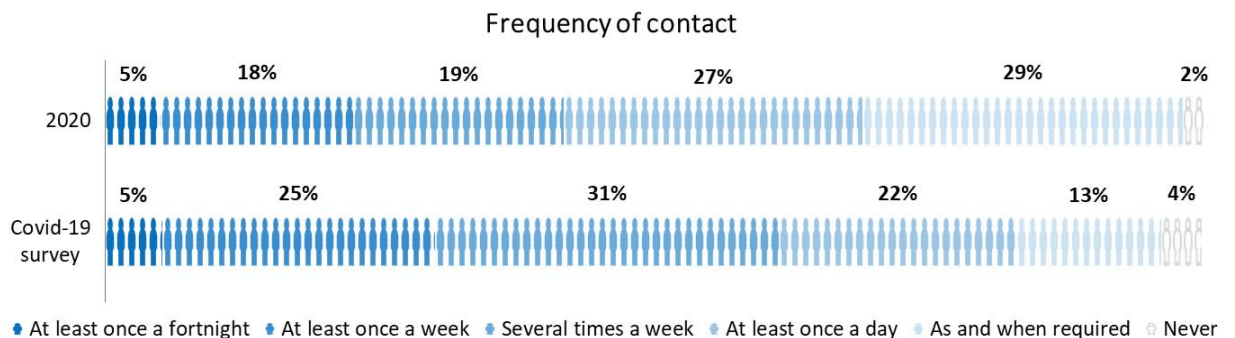
30.   As Figure 10 shows, the majority of employees (71%) feel they have enough contact with their manager, and only 13% disagree. However, this represents an 8-point reduction since the Covid-19 survey.

31.   Survey results also show some variation across key respondent groups, with People employees most positive about their level of contact with their manager, and Place employees least positive. This shows some correlation with employees' frequency of contact with their manager; Place employees generally reported less frequent contact with their manager. However, it is notable that employees' working environment does not appear to have a significant impact for views on their level of contact with their manager.

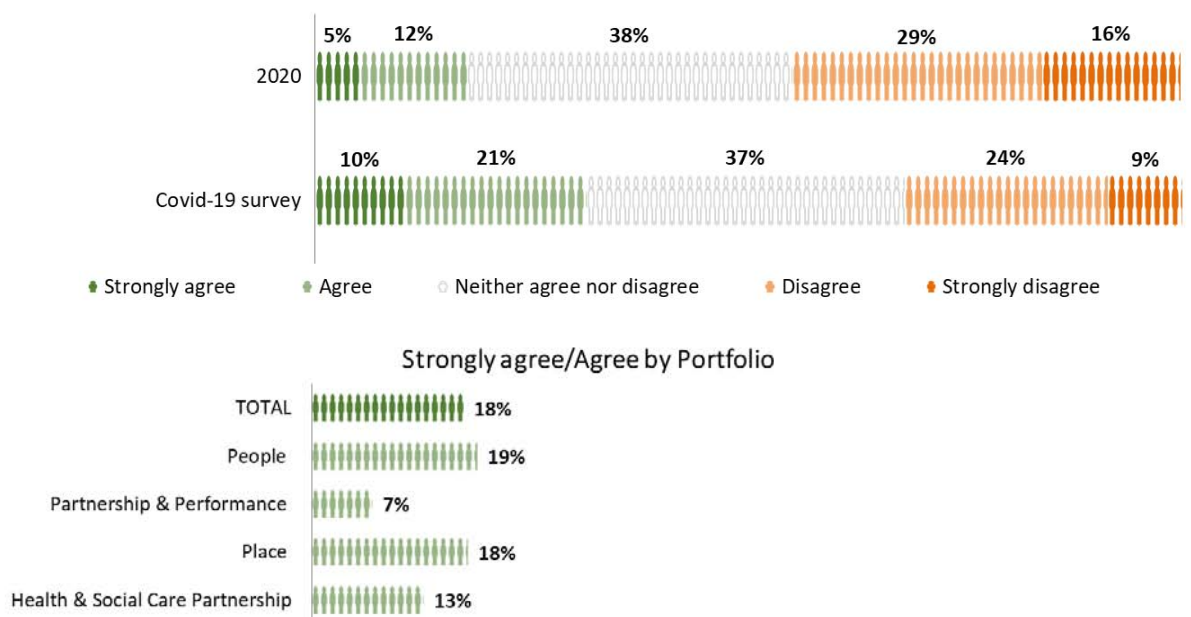**Figure 10: Whether feel have enough contact with manager**
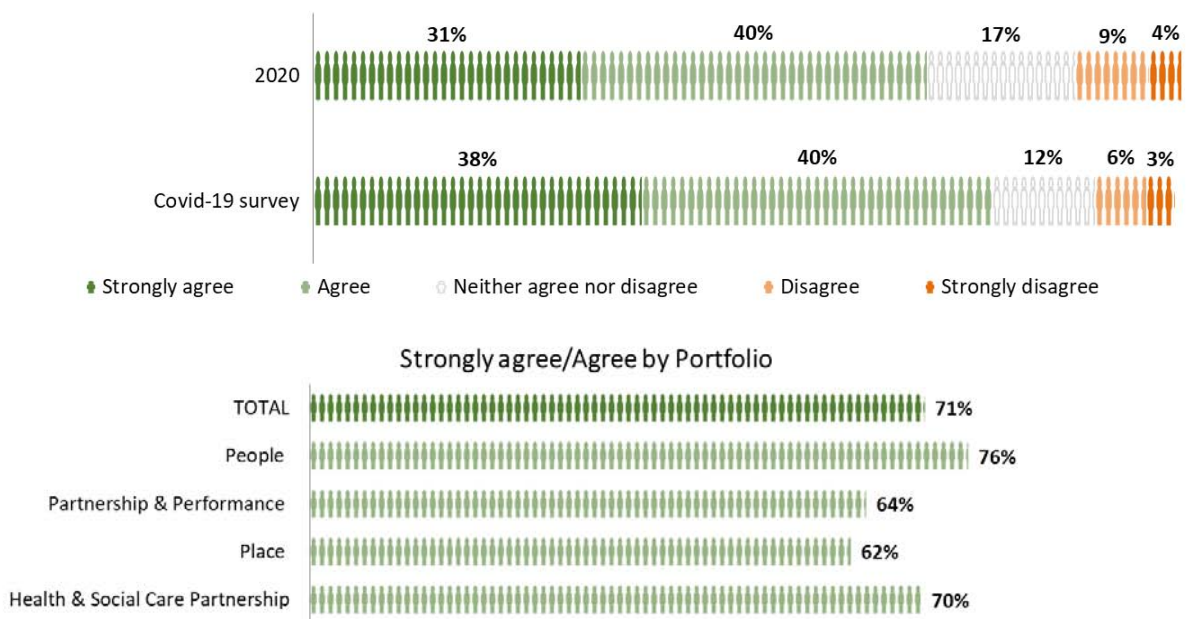
Homeworking

32.   As noted in the introduction to this report, survey findings show a significant increase in the proportion of employees working from home at present, primarily as a result of the Covids-19 pandemic. The survey asked a series of questions around employees' experience of homeworking.

33.   Employees generally feel that they have the tools they need to work effectively from home, with half (50%) agreeing that this is the case (see Figure 11 over the page). However, more than a quarter (27%) do not feel that they have the tools they need for homeworking, and this is broadly consistent with findings of the Covid-19 survey (23% felt they did not have the tools they needed to work from home).

34.   There is some variation in views across key respondent groups, with HSCP and People employees least positive about having the tools they need to work from home. It is also notable that around a fifth (19%) of those who currently work from home feel that they do not have the tools that they need.

Figure 11: Whether feel have the tools needed to work effectively from home

Strongly agree • Agree • Neither agree nor disagree • Disagree • Strongly disagree

Strongly agree/Agree by Portfolio

Portfolio	Percentage
TOTAL	50%
People	46%
Partnership & Performance	69%
Place	65%
Health & Social Care Partnership	30%
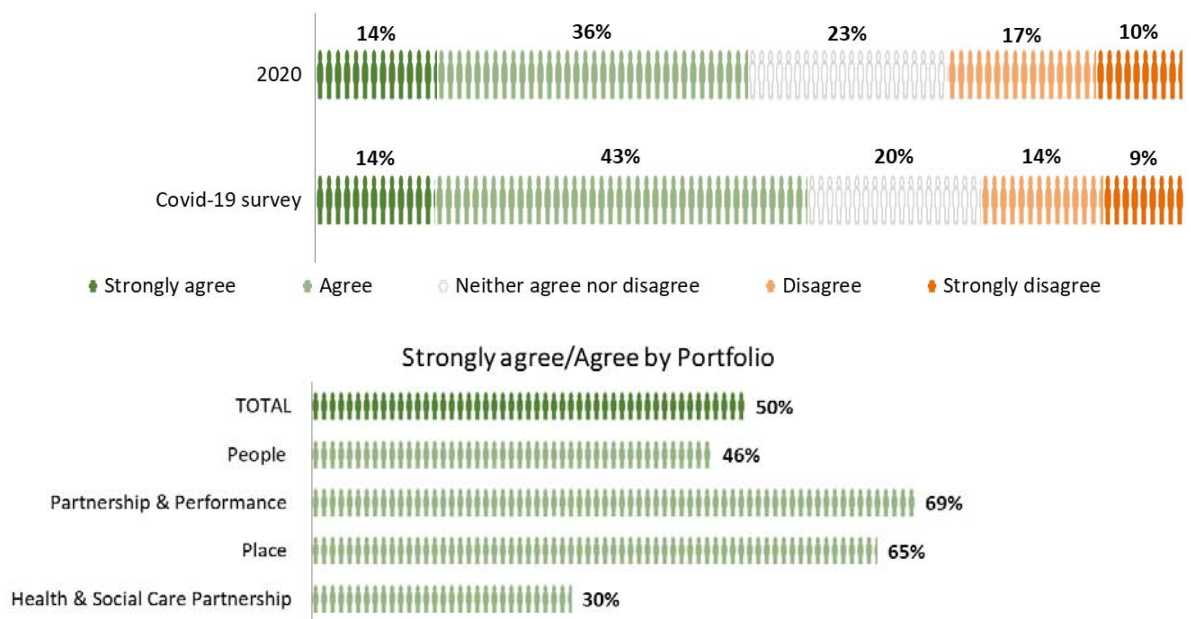
35.   As Figure 12 shows, employees generally feel that homeworking has not negatively affected their productivity; 45% feel their productivity has not been negatively affected, while 18% feel there has been some adverse impact. This represents an improvement from the Covid-19 survey, which showed that 32% of employees felt homeworking had negatively affected their productivity. Survey findings also indicate that Partnership & Performance employees are most positive about their experience of homeworking. It is also notable that only around 1 in 10 (11%) of those who are currently working from home feel that this has negatively affected their productivity.

Figure 12: Whether feel homeworking has negatively affected your productivity

Strongly agree • Agree • Neither agree nor disagree • Disagree • Strongly disagree

Strongly agree/Agree by Portfolio

| Portfolio	Percentage
TOTAL	18%
People	19%
Partnership & Performance	7%
Place	18%
Health & Social Care Partnership	13%

36. The survey also gave employees the opportunity to add written comments regarding any changes that could help them to be more productive when working from home. Around 40% of respondents provided comments here. Some of used the opportunity to comment positively on their experience of homeworking, suggesting that they felt more productive at home than had been the case in their previous working environment. This included some who noted that they had previously worked from home for a proportion of their working week, and therefore had well-tested working arrangements at home.

37. However, most of those providing written comment saw at least some areas where changes could improve their productivity while working from home. Below we summarise the key points raised.

   ❖ **Access to technology and software**. The most common issue raised by those having difficulty working from home, this includes delays for staff in gaining access to the technology and software that they needed. However, issues most commonly concern ongoing issues such as a perceived need for more powerful or up to date technology (including access to a more powerful laptop, larger or more computer screens, access to printing facilities and a webcam). Some also wish to see wider access to mobile phones for work purposes, having made extensive use of their personal phone for work purposes during the pandemic. A lack of access to software and systems, and/or a lack of training to use specific software, are also issues for some - including reference to MS Teams, intranet, Seemis, Staff Share and Google Classroom. Some also feel that easier access to technical support is needed where they encounter problems with software or technology at home. A number of respondents have had to enter the workspace more often due to a lack of necessary technology or software, and see this as an unnecessary health risk.

   ❖ **Workspace and/or wider working environment at home**. Issues for employees include a need for a larger workspace (including larger desk and multiple screens) and better/more ergonomic workspace. The latter includes particular reference to the quality of desk chairs being used by homeworkers, and to difficulties having to rely on a relatively small laptop rather than larger monitor and separate keyboard/mouse.

   ❖ **Contact with managers/supervisors and work planning**. Some feel that the quality of their access to managers has been affected by their homeworking, and are of the view that insufficient priority is given to line management of staff alongside managers' other pressures. Some feel they would benefit from a clearer checklist of work requirements, on a daily or weekly basis. A number of employees are also of the view that more could be done to adapt working practices to the realities of working from home, for example by reducing requirements for hard signatures, and recognising more limited access to printing facilities for homeworkers. Reference was also made to difficulties maintaining a separation between working and non-working hours, particularly where employees may receive work communication by SMS or other means outwith normal working hours.

> ❖ **Communication**. Some employees have been frustrated by difficulties contacting colleagues and other Council staff, for example due to extensions having not been diverted or difficulties using 'soft phones'. There is also a perceived need for better access to admin support and other services such as legal and procurement.

Council vision and values

38. The survey asked employees whether they were familiar with the Council's vision and values. As Figure 13 shows, a large majority (81%) of employees are aware of the Council's vision and values, while 19% feel they are not familiar with these. This finding is consistent with that reported in 2019, and is broadly similar across key respondent groups.

Figure 13: Employee awareness of the Council's vision and values

Familiar with Council vision and values

2020: 81%

2019: 79%
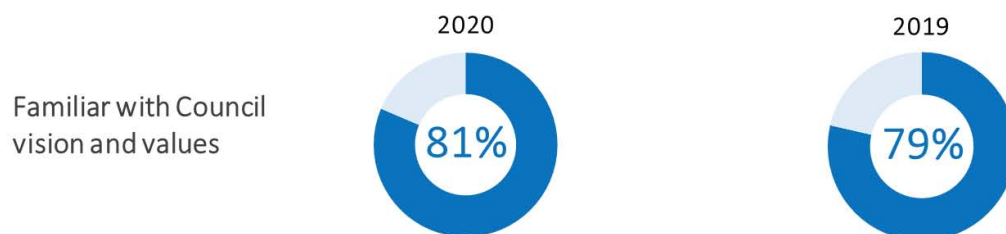
Variation in views by directorate

39. Over the preceding pages we have highlighted statistically significant differences in survey findings across key respondent groups, including across the four directorate areas. Figure 14 over the page provides an overview of significant variation in survey results across the four directorates.

40. This suggests that there is not a consistent pattern of more positive or negative views within specific directoratess. Place employees are generally less positive than others (in relation to 4 of the 14 indicators), but this is primarily in relation to employee views on communication - Place employees are similar to others in relation to employee engagement and mental wellbeing. People employees are also mixed in their views; more positive than others on 4 indicators (primarily relating to communication) but less positive than others on 3 indicators (primarily on homeworking).

41. Partnership & Performance is the only directorate not to report more negative views than others against any of the indicators, and are more positive than others in relation to 3 of the 14 indicators (primarily on homeworking). Health & Social Care Partnership (HSCP) employees are more positive than others in relation to 2 indicators and less positive than others on 1 indicator, with no clear positive or negative themes.

Figure 14: Significant differences in employee views by directorate

	People	Partnership & Performance	Place	HSCP
Employee engagement				
I am given the opportunity to make decisions relating my role	76%	71%	70%	76%
I feel valued for the work I do	68%	63%	58%	62%
I feel a sense of achievement for the work I do	81%	68%	76%	83%
I feel that I am treated with dignity and respect within my team	80%	72%	73%	79%
I am clear about how I contribute to the organisation's goals	79%	71%	65%	77%
Mental health and wellbeing				
I have excellent/good mental wellbeing right now	49%	48%	54%	58%
I feel supported by the Council to undertake work effectively	52%	55%	50%	55%
I have accessed Council staff wellbeing webpages	21%	43%	38%	46%
Communication				
I am kept up to date with the latest information from around the organisation	64%	55%	47%	59%
I feel supported by manager / supervisor	77%	72%	66%	69%
I am contacted by my manager at least once a week	74%	63%	59%	78%
I have enough contact with manager	76%	64%	62%	70%
Homeworking				
I have the tools needed to work effectively from home	46%	69%	65%	30%
Working from home has negatively affected my productivity	19%	7%	18%	13%

Green Significantly more likely to agree with statement   **Red** Significantly less likely to agree with statement

Other comments

42. The survey also gave employees the opportunity to add any further written comments regarding their wellbeing, communication, or homeworking.

43. Around a third of survey respondents provided written comments here. A number of respondents used the opportunity to comment positively on their experience over the last year, particularly in relation to homeworking – "I do enjoy working from home, feel my work/life balance is better". Indeed, some expressed concerns regarding how they will adapt to returning to their 'normal' workplace after lockdown ends. Respondents also noted the particular challenges experienced at outset of the Covid-19 pandemic, and recognised the effort put in to address these. Some noted that their experience of homeworking had improved as these initial issues were resolved – "homeworking has been challenging…however the Council as an organisation have been hugely supportive and understanding".

44. However, most of those providing written comment suggested changes to address issues or concerns, including from some who noted that they generally enjoyed working from home. Below we summarise the key points raised.

   ❖ The most common focus for comments was around employees' **wellbeing**, particularly in the context of the Covid-19 pandemic and increased homeworking**.** Specific issues and suggestions included:

   ▪ A range of employees suggested that more limited communication with work colleagues had contributed to their feeling isolated and de-motivated. For some this was primarily due to a lack of social contact with colleagues, but others suggested that a lack of communication was limiting their capacity to fulfull their role. For some, this has been compounded by a change in the focus of their work resulting in reduced job satisfaction. Several respondents were of the view that "morale is at an all time low".

   ▪ Safety from Covid-19 in the workplace was a significant concern for some, and particularly for education employees. This included concerns regarding safety standards for employees in the workplace, a perceived lack of clarity around how and where specific standards are applied, and the extent to which agreed protocols are being compromised to maintain productivity. Reference was also made to employees feeling at risk due to the perceived poor standard of cleaning in the workplace – again this was a particular concern in schools.

   ▪ Employees expressed concern regarding the 'manner' of some managers, and suggested this has had a negative impact on their wellbeing and mental health. This included particular reference to some male managers who were perceived to be excessively 'confrontational' in their communication with staff. Some also saw a need for better understanding from senior management of the realities of increased workload and pressue on employees during the pandemic.

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- Some suggested that absence management procedures have been particularly important during the Covid-19 pandemic, in the context of increased rates of illness and a wider increase in pressure and stress for some employees. Some felt that implementation of absence management procedures had lacked sensitivity in some instances, and there was a perceived need to ensure proper implementation of action plans agreed to enable staff to return from absence.

- A small number of employees referred to bullying and harassment of employees by colleagues, managers and others, and felt that a culture change is required across some teams

- It was suggested that a 'mental health and wellbeing team' is required, to take a more proactive role in monitoring employees' wellbeing and identifying need for support or guidance.

❖ Comments also referred to ongoing pressure on **resources and staffing**, and what was seen as **excessive workload** for some employees. This included a particular focus on the impact of Covid-19 on workload and pressures on employees. Specific issues included:

- There was a perception that the Covid-19 pandemic has increased pressure across all parts of the Council. This included some who felt that they were expected to "keep doing everything" despite the impact of the pandemic, rather than prioritising key services and activities.

- Some were of the view that a lack of staffing resources was placing further pressure on employees across the Council, and that this had been detrimental to their wellbeing. A number of respondents noted that staff are working hard to deal with the increased pressure and workload, but some felt that "[we are] fighting a losing battle covering the gaps in service". Some employees also noted that they had been required to change their working arrangements several times during the Covid-19 pandemic, and highlighted the potential impact of this in terms of employees feeling anxious and unsettled.

❖ Comments around **communication** included several respondents who highlighted the particular importance of communication for homeworkers – "good communication is key to [our] wellbeing and practice". Specific concerns raised in relation to communication included:

- Concerns were raised that communication within teams is not being maintained, and would benefit from regular minuted team meetings. Some indicated that this lack of communication left them feeling that they "had been left to get on with it".

- Some suggested that communication from senior management has also been poor, and felt that they were not being given the information they needed to work effectively from home.

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❖ Comments around **homeworking** reflected some of the themes highlighted earlier in this section (see para 36). This included a range of employees noting the benefits of homeworking for their productivity, and wider benefits such as better management of health/mobility conditions, better work/life balance and protection for at risk household members. Specific issues and suggestions raised in relation to homeworking included:

  ▪ Some wished the Council would allow homeworking to continue after the Covid-19 pandemic, and/or for greater flexibility in working arrangements more widely.

  ▪ Some highlighted challenges which have hindered their ability to carry out their role. These included a lack of access to printing facilities at home, and an inability to send or receive confidential information (e.g. where employees are using their personal laptop for homeworking). More widely, limited access to equipment and software was seen as having limited the ability of some employees to work effectively from home. It was suggested that access to laptops and other equipment could have been better prioritised to ensure employees are not significantly hindered in their work.

  ▪ Some homeworkers reiterated issues noted above associated with more limited communication within and between teams, including loneliness and demotivation. Some indicated that they had reached the point of wishing to leave the Council.

  ▪ Some were concerned that homeworking has disadvantaged some employees, particularly those with excessive workload who may struggle to take up their leave entitlement to provide support to family etc during the pandemic.
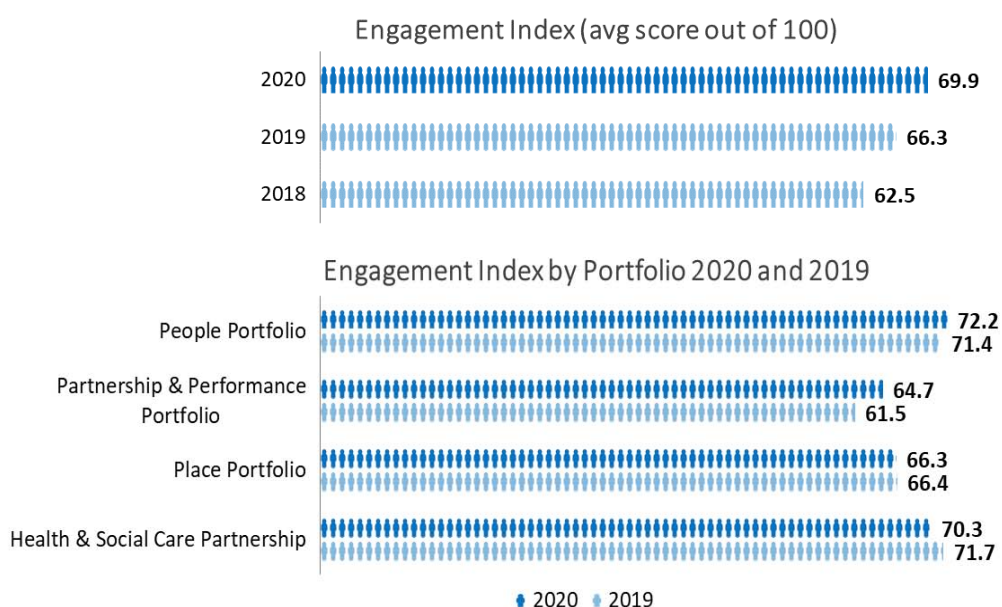
55

ENGAGEMENT INDEX

45. The previous section considered employees' views across a range of themes relating to their working lives. This included a series of statements relating to employee engagement with the Council. Survey analysis used responses to these statements to calculate an aggregate 'Engagement Score' for each respondent, as an indication of individuals' level of engagement and commitment to the Council as an employer. The Engagement Score is out of 100, and is based on responses to the following five statements:[1]

* "I am given the opportunity to make decisions relating to my role".

* "I feel valued for the work I do".

* "I feel a sense of achievement for the work I do".

* "I feel that I am treated with dignity and respect within my team"

* "I am clear about how I contribute to the organisation's goals".

46. As figure 15 shows, the average Engagement Score across the Council as a whole is 69.9 out of 100. This is a positive overall finding, but the score is most useful as an indication of variation in employee attitudes over time or across employee groups. In this context, the overall average represents a continuing improvement since the 2018 survey (of 5% since 2019 and 12% since 2018). It is also notable that employee engagement appears strongest for People and HSCP employees (averages of 72.2 and 70.3 respectively) and are lowest for Partnership & Performance employees (average of 64.7). This is consistent with the profile of employee engagement scores in 2019.

Figure 15: Engagement Score by directorate

Engagement Index (avg score out of 100)

2020   69.9
2019   66.3
2018   62.5

Engagement Index by Portfolio 2020 and 2019

People Portfolio   72.2 / 71.4
Partnership & Performance Portfolio   64.7 / 61.5
Place Portfolio   66.3 / 66.4
Health & Social Care Partnership   70.3 / 71.7

● 2020   ● 2019

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[1] The calculation is structured such that an individual scores 0 if they strongly disagree with all five statements, and scores 100 where they strongly agree with all statements.

Key drivers of engagement

47.   While there is some variation in employee engagement scores across directorate, survey data indicates that engagement is more likely to be linked to an employee's views on specific aspects of their work rather than, for example, the directorate they work in, current working environment or length of employment with the Council. Specifically, survey analysis indicates that the following appear to have a particularly significant impact on employee engagement:

- ❖ Being treated with **dignity and respect** and feeling **valued**;

- ❖ Feeling a **sense of achievement** for their work;

- ❖ Being **clear on their objectives** and how they contribute to the Council's goals;

- ❖ Having the opportunity to **make decisions**; and

- ❖ Getting the **support** they need to do their job well.

48.   By combining the above analysis with employee views on specific statements, we can identify those aspects of employees' work where there is scope for improvement, and where this would have the greatest impact on employee engagement. Specifically, the table below identifies the areas currently having the most positive impact on employee engagement, and those where improvement would have the most positive impact on engagement.

Figure 16: Aspects of employees' work having the greatest impact on engagement

Currently having a positive impact – areas to maintain performance **Strong correlation with employee engagement, and positive employee views**
I feel that I am treated with dignity and respect within my team
I feel a sense of achievement for the work I do
I am clear about how I contribute to the organisation's goals
I am given the opportunity to make decisions relating my role
I feel supported by my manager / supervisor
Currently having a less positive impact – potential improvement priorities **Strong correlation with employee engagement, but less positive employee views**
I feel valued for the work I do
I feel supported by the Council to undertake work effectively

ANNEX: TABULAR RESULTS

Employee Engagement

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
I am given the opportunity to make decisions relating my role	**74%**	**14%**	22%	51%	13%	9%	4%	*710*
I feel valued for the work I do	**64%**	**18%**	21%	43%	19%	11%	7%	*706*
I feel a sense of achievement for the work I do	**79%**	**9%**	28%	51%	12%	5%	4%	*702*
I feel that I am treated with dignity and respect within my team	**78%**	**11%**	33%	44%	12%	6%	4%	*707*
I am clear about how I contribute to the organisation's goals	**75%**	**11%**	24%	50%	15%	7%	4%	*704*

Mental health and wellbeing

	EXCELLENT/ GOOD	VERY POOR/ POOR	Excellent	Good	Fair	Poor	Very poor	Base
How would you rate your mental wellbeing right now?	**50%**	**15%**	9%	41%	34%	11%	4%	703

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
Do you feel supported by the Council to undertake your work effectively?	**51%**	**19%**	8%	43%	30%	13%	7%	701

	AT LEAST ONCE A FORTNIGHT	HAVE ACCESSED	More than once a week	At least once a week	At least once a fortnight	At least once a month	Not at all	Base
How often do you access the wellbeing page on www.clacks.gov.uk/staff?	**11%**	**29%**	1%	5%	5%	18%	71%	703

Communication

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
To what extent do you feel you are being kept up to date with the latest information from around the organisation?	**58%**	**19%**	13%	45%	23%	13%	6%	696

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
Do you feel supported by your manager / supervisor?	**72%**	**13%**	35%	37%	15%	8%	5%	694

	AT LEAST ONCE A WEEK	At least once a fortnight	At least once a week	Several times a week	At least once a day	As and when required	Never	Base
How often does your manager keep in contact with you?	**64%**	5%	18%	19%	27%	29%	2%	691

	Face to face	MS Teams	Facebook	WhatsApp	Text message	Telephone	Other method	Base
What communication options does your manager use to keep in touch with you? Select ALL that apply	66%	31%	2%	35%	34%	55%	33%	686

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
To what extent do you agree or disagree that you have enough contact with your manager?	**71%**	**12%**	31%	40%	17%	9%	4%	694

Homeworking

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
To what extent do you agree or disagree that you have the tools you need to work effectively from home?	**50%**	**27%**	14%	36%	23%	17%	10%	642

	AGREE	DISAGREE	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Base
Do you feel that working from home has negatively affected your productivity?	**18%**	**45%**	5%	12%	38%	29%	16%	630

Council values

	Yes	No	Base
Are you familiar with the Council's vision and values?	81%	19%	665

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 22 April 2021

Subject: City Region Deal Update

Report by: Strategic Director (Place)

1.0   Purpose

1.1.   This report provides Members with an update on progress of the City Region Deal.

1.2.   It outlines a range of governance related activities that were required 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 2 of the Deal (2021/22).

1.3.   The report also describes progress with a number of programmes and projects which are at business case stage and which will be able to draw down funds from the Year 2 Offer of Grant.

2.0   Recommendations

2.1.   It is recommended that Council:

2.1.1. notes the progress set out in the report;

2.1.2 notes the outcome of discussions with the Scottish and UK Governments to agree a revised Financial Profile (Section 3.4),

2.1.3 agrees to delegate authority to the Chief Executive to enter into the Tripartite agreement with Stirling Council and Stirling University on behalf of Clackmannanshire Council (Section 3.7).

3.0   Considerations

Financial Profile

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.

3.2. As reported to Council on 22 October 2020, a revised delivery plan was presented to the Scottish and UK governments which outlined changes on the delivery plan as a result of the COVID-19 pandemic. The revised delivery plan and associated financial profile was formally agreed by the Stirling & Clackmannanshire City Region Deal Joint Committee on 17th December, noting that spend across the Deal was forecast to outstrip the available grant allocation in Years 3 and 4 of the Deal.

3.3. No grant allocation for Year 1 (FY 2020/21) has been drawn down by partners and so the Year 1 grant (£8.2m) is treated as underspend and would be reallocated by Scottish Government to later years of the Deal.

3.4. Councillor Forson, in her role as Chair of the Joint Committee, together with the Leader of Stirling Council, subsequently met with Cabinet Secretaries Mr Matheson and Ms Forbes and an agreement was reached on the redistribution of Year 1 grant to Years 3 and 4 of the Deal. This has the effect of smoothing the profile in those years, reducing the financial impacts on Deal partners.

3.5. The Joint Committee also approved a recommendation for the partnership to seek the issue of the Year 2 (Financial Year 2021/22) grant offer letter for £9.8m to enable partners to progress with project activity in Year 2, including the advancing 5 projects in the Deal to Full Business Case. This would enable draw-down of project expenditure to date for these projects, with future expenditure quarterly in arrears thereafter.

3.6. 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. A Draft Offer of Grant for year 2 of the Deal has been issued by the Scottish Government and is due to be considered at the Joint Committee meeting of 11 May.

Governance

3.7. Council has delegated authority for the City Region Deal decision making to the Joint Committee. The Joint Committee has approved a governance structure which supports the deal progress and this has been agreed by Scottish and UK Governments.

3.8. One aspect of the governance arrangements which is required is a Tripartite Agreement between Clackmannanshire Council, Stirling Council and Stirling University. A draft agreement is being prepared and this agreement takes account of government requirements for the lead authority, the approach in other deals and best practice.

3.9. The Tripartite agreement is essentially a contract between the partners. The current draft summarises the governance arrangements which have already been approved, sets out the responsibilities of the Lead Authority (Stirling Council), sets out the process for spend of budget once approval of the budget has been agreed by Council, and makes provision for range of other standard contractual provisions including dispute resolution, indemnity, insurance and confidential information. Given the contractual and operational nature of the document it would be most appropriate for the finalisation of this agreement to be negotiated by officers and then signed off by the Chief

Executive. The Joint Committee will also be kept up to date with the progress of this work. .

3.10. From 1 April 2021, the hosting of the Regional Programme Management Office will transfer from the University of Stirling back to the lead authority Stirling Council. A set of design principles has been agreed which will ensure that the RPMO will operate as an independent unit, reporting to the Chief Officer Group, and thereby to the Joint Committee.

3.11. Funding for the operating costs of the RPMO will be shared equally across the three Deal partners. Members will be aware that Council agreed funding of £100k per annum over the three year period from 2021/22 to 2023/24.

Business Cases, 2020-21

3.12 Year 2 of the Deal marks a transition from the necessary initial focus on implementing Deal governance to more delivery oriented activity, with a number of business cases scheduled to be progressed during the course of the year. Progress with individual projects and programmes is set out in paragraphs 3.13 to 3.37 below and officers are also seeking to hold a City Region Deal members briefing before the summer recess.

3.13. The **Skills and Inclusion Programme** Outline Business Case was approved by Joint Committee on 9 March 2021. This programme represents £1.9m of Scottish Government funding to help harness the opportunities offered by the City Region Deal in order to promote equality, address inequality and maximise the economic benefits it offers to the residents of the city region. In doing so, employers providing fair work opportunities will have access to a well prepared and well skilled pool of labour. The Programme consists of two complementary projects:

- Flexible Skills

- Inclusion Workers and Investment Fund.

3.14. The next stage in the business case journey, agreed with Scottish Government, is for Full Business Cases (FBCs) for each of the two projects: Flexible Skills Project and, Inclusion Workers and Investment Fund project.

3.15. Clackmannanshire Council lead the Skills & Inclusion Programme and are leading on the development of the Flexible Skills Project and Stirling Council is leading the development of the Inclusion Workers and Investment Fund project.

3.16. Whilst the projects remain overall as set out in the OBC, partners are taking the opportunity, through the FBC journey to ensure that the projects maximise opportunities to support economic recovery from the COVID pandemic. The Flexible Skills Project, for example, will highlight groups particularly badly impacted over the last year and proposes that digital and green skills should be the immediate priority skills areas. Likewise the Inclusion Workers and Investment Fund Project will bring additional resource to support vulnerable residents across the region to remain engaged with employability and help prevent them being further left behind. It will support residents to develop a range of capabilities which will prepare them for opportunities arising through economic recovery, including those stimulated by the Deal.

3.17. The **Regional Energy Masterplan** Outline Business Case was approved by Joint Committee on 9 March 2021. The Stirling and Clackmannanshire City Region Deal submission had a strong focus on energy as a theme and, in particular, the importance of sustainable energy systems, in line with Scotland's world-leading carbon reduction targets. In recognition of this, the bid was successful in obtaining Scottish Government funding of £200K for developing a Regional Energy Masterplan as part of the City Region Deal.

3.18. The Regional Energy Masterplan will be a whole-system energy approach in the form of a road map and will identify strategically important energy projects and activities, which are prioritised based on agreed weighting in line with local and national priorities and targets. These projects and activities will be sufficiently broken down into 5-year timeframes over a 25-year period.

3.19. The implementation of the Regional Energy Masterplan will support inclusive growth and provide equality of opportunity through the creation of employment opportunities; assisting in the alleviation of fuel poverty; and empowerment of communities through facilitation, skills development and education; to ensure economic growth and benefits are distributed fairly across society and that opportunities are created for all our residents.

3.20. Progress with the Regional Energy Masterplan is especially important in the light of the COVD-19 situation. The potential of low carbon and renewable energy in creating new jobs and attracting new business into the area will very much be part of the area's economic recovery plan.

3.21. Community wealth building principles will be integrated into the development of the Regional Energy Masterplan. This will ensure a community-centred approach to local economic development, redirecting wealth and opportunities back into the local economy, and placing direct benefits into the hands of local people.

3.22. The **Walk, Cycle, Live Stirling** Outline Business Case has been developed and has been submitted to the government endorsement process. It is anticipated that the OBC will be submitted to Joint Committee on 11 May and the Full Business Case to Joint Committee on 8 June 2021.

3.23. The Outline Business Case for Phase 1 of **Scotland's International Environment Centre** has been developed and submitted to the government endorsement process. It is anticipated that the OBC will be submitted to Joint Committee on 11 May and the FBC to Joint Committee on 8 June 2021.

3.24. This is one of the key projects for Clackmannanshire, with the Council and the University of Stirling working together as lead partners for the SIEC. Partnership governance arrangements are being defined, and further details of these, together with further information on Phase 1 of the project will be reported to Council at its June meeting. This will be supplemented by a specific members briefing on SIEC by senior officers of the Council and the University of Stirling.

3.25. Scotland's International Environment Centre (SIEC) will create an 'innovation community' in the Forth Valley that will drive the creation of a net zero regional economy and stand as a global exemplar. Through innovation and partnership, SIEC will deliver transformational change in sustainable business

practice, in order that the protection and enhancement of our natural resources becomes an enabler of economic prosperity, just transition, and wellbeing.

3.26.   SIEC will bring together a broad spectrum of academic researchers, talented students and external partners from industry, the SME community and government (including regulators) and regional stakeholders. It will co-develop innovative products and services offering solutions that will help tackle and mitigate the inevitable impacts of climate change, support the transition to a net zero economy and protect our natural environmental assets. With potential for global and cross-sector application, SIEC will support innovation at scale within key industries including water, energy, transport, food production and the circular blue economy.

3.27.   The investment in the overall SIEC programme is up to £17 million from the Scottish Government and up to £5 million from the UK Government. However, due to the impact of the COVID-19 pandemic, the revised SIEC implementation plan sets out two distinct project phases. Phase 1 of SIEC has been developed as a 'programme of action' to establish early operational activity and a physical presence within Alloa. Phase 1 investment is for £10m and comprises:

- Full scale development of the Forth Environmental Resilience Array including data analytics centre and visualisation hub; the first key components of the Centre of Excellence that will drive the SIEC innovation community;

- Fast start of the Business Accelerator to stimulate business innovation and support the Green Recovery from COVID-19.

3.28.   The Forth Environmental Resilience Array (Forth-ERA) will provide a single point of access to environmental data and analytics for the Forth Valley region to facilitate world-leading scientific research, promote more efficient environmental management and regulation, and stimulate business innovation in support of Scotland's transition to a net zero carbon society. It is expected that the services provided by Forth-ERA will support a wide range of applications and users including agriculture, fisheries, shipping and navigation, biodiversity and conservation, oil and gas, renewables and low carbon, green tourism, local and national governance, and public health.

3.29.   The web-based software platform and toolkit at the core of Forth-ERA will provide access to live data streams and analytics from sensor networks, satellite imagery and model simulations via a single intuitive client interface accessible from desktop, tablet or mobile devices. Forth-ERA will exploit 5G cellular network technology to enable high-volume data telemetry from a large number of distributed sensors, including high-definition video, while simultaneously permitting equally large volumes of data to be live streamed to users in the field supporting innovative applications such as the use of augmented reality (AR) in the natural environment.

3.30.   The aim of this project is to demonstrate the capacity of the Forth-ERA platform to support four use cases: (1) monitoring water quality in drinking water reservoirs; (2) real-time monitoring of bathing water quality; (3) early warning and monitoring of floods; and (4) demonstrating environmental

compliance in the brewing and distilling sector. The flood monitoring use-case will focus on the full catchment of the River Forth and the other use-cases will focus on the River Leven sub-catchment.

3.31. Conversations are taking place with Scotland's 5G Centre to explore synergies between Forth-ERA and the proposed 5G innovation hub which is also being located in Alloa, with co-location of the two initiatives looking more and more likely.

3.32. The **Digital District Phase 2** Outline Business Case has been developed and submitted to the government endorsement process. It is anticipated that the OBC will be submitted to Joint Committee on 6 July 2021.

3.33. The Digital District Phase 2 project will deliver significant, inclusive economic growth through accelerated business development, job creation, skills development, inward investment, talent retention, international trade and entrepreneurial innovation across a key sector.

3.34. The investment will provide high quality business space and development of skills at digital hubs in Callander, Cowie and Clackmannanshire to enable growing companies in the digital sector to stay local and create new and exciting opportunities across the region.

3.35. All of this will be supported by a programme of skills development and training, involving businesses, schools, Forth Valley College, University of Stirling and local partners. Research into relevant successful examples of innovative environments in other regions shows that entrepreneurial businesses in growth sectors require a range of types of space which suit their ethos and culture whilst enabling them to be part of a co-working group also with a clear identity. With support from the Skills and Inclusion programme. a 'Skills Pathway Plan' will be developed which will ensure that the opportunity to develop digital skills at all levels and address digital exclusion will be maximised.

3.36. The capital cost of the project is expected to be £4m – £2m to be invested in a new digital hub in Stirling and £2m to be invested in hubs in Callander, Cowie and Clackmannanshire.

3.37. The OBC for the **Culture Heritage Tourism Programme** is under development and will be submitted to the government endorsement process towards the end of April. It is anticipated that the OBC will be submitted to Joint Committee on 6 July 2021.

3.38. Monthly meetings of the Stirling and Clacks officer level delivery group are taking place which include two Scottish Enterprise tourism officers. A Programme Board has been established and its first meeting took place in February 202. Recruitment of a Programme Board Chair is currently underway. Focus at a Clacks level has been on pulling together a set of projects for its share of the £15m fund. Scottish Enterprise has been assisting the Council and tourism consultants have been brought on board to accelerate this process and provide additional expertise. Three themed virtual workshops around Hills and Glens, Heritage and The River took place in November 2020 and a wide range of stakeholders took part. Whilst the work of the consultants in not yet complete, key emerging project ideas are

adventure tourism and brewing/distilling heritage. Clear links with other CRD projects are also being made, in particular, Active Travel and the SIEC.

4.0   Sustainability Implications

4.1.   Environmental and financial sustainability considerations form a key part of the Deal Benefit Realisation Plan and all business cases must demonstrate clear links to the agreed outcomes.

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".

        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)

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 22 April 2021

Subject: Mainstreaming Equalities: Progress Report 2021 & Outcomes

Report by: Strategic Director, Partnership & Performance

1.0   Purpose

1.1.   As part of the Council's statutory requirements under the Equality Act 2010, this report presents progress made by the Council on mainstreaming equality and on the Council's equality outcomes, set out in its Mainstreaming Equality & Diversity 2017-2021 report, approved by Council in 2017. This report follows the progress report agreed by Council in April 2019.   This report also sets out employment data relating to Equality and Diversity; our priorities for 2021/25 and our Equal Pay Statement.

2.0   Recommendations

2.1.   It is recommended that Council:

2.2.   notes, challenges and comments on the report; and,

2.3.   notes the requirement for it to be published on the Council's website by the 30 April statutory deadline.

3.0   Considerations

3.1.   The Equality Act 2010 harmonises and replaces previous equalities legislation and sets out the Public Sector Equality Duty (PSED), which requires public authorities to actively consider how they can positively contribute to a more equal society through advancing equality and good relations in their day-to-day business, and in so doing, mainstream equality into public sector culture in practical and demonstrable ways.

3.2.   The duty, also known as the General Duty, requires public authorities to pay due regard to the need to eliminate unlawful discrimination, victimisation and harassment; advance equality of opportunity; and foster good relations. These requirements apply across the 9 protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex, sexual orientation, and marriage and civil partnership.

3.3. Additional specific duties introduced under the act require listed public bodies to:

- Publish a set of equality outcomes every 4 years (Mainstreaming Report)

- Report on progress towards those outcomes every 2 years

- Report on employment data including; workforce profile, gender pay gap, occupational segregation

- Publish an equal pay statement

- Report on Equality Impact Assessments; and

- Consider award criteria and conditions in relation to public procurement.

3.4. The Equality and Human Rights Commission (EHRC) reviews published reports for compliance with the statutory duty.

3.5. The Mainstreaming Equality and Diversity in Clackmannanshire 2017 – 2021 report was approved by Council in March 2017. The report sets out 6 Equalities Outcomes:

- Access to services will be improved by better understanding about the challenges facing different groups and our response to their requirements;

- People in Clackmannanshire will feel safe;

- The gap between educational attainment of those with protected characteristics and those without is reduced;

- People in Clackmannanshire will have improved physical and mental wellbeing and will experience fewer health inequalities;

- Our organisation values and respects our employees and involves all equally in improving our services;

- We will work with our partners to reduce poverty and the impact of poverty on protected groups in Clackmannanshire.

3.6. The report sets out progress relating to actions under each of the 6 equalities outcomes. Key achievements include:

- The development of a new Corporate Workforce Strategy and a range of new inclusive HR and Workforce policies including a Equality, Diversity and Inclusion Policy, Menopause Policy; Domestic Violence, Carers Policy; Special leave Policy; Worklife Balance Policy and Flexible Working Policies.
- Training has also been rolled out to support Dignity and Work and Managing Absence policies and a range of activities and support materials to support mental health and wellbeing has also been developed and implemented for employees.

Appendix A presents progress on the Mainstreaming Equality and Diversity in Clackmannanshire 2017/2021 report;

Appendix B presents detailed employment and recruitment data for 2017 and 2020

Appendix C presents the Corporate vision, outcomes and priorities Clackmannanshire Council is taking forward 2019/2022;

Appendix D presents the Council Equal Payment Statement that will be published on our webpages in April 2021.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from the recommendations in this report.

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

There are no staffing implications arising from the report.

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 ☑

*Not applicable – this report provides an update on the Council's equality
outcomes and does not propose any policy changes.*

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: Mainstreaming Equality and Diversity in Clackmannanshire 2017
– 2021 progress report

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 ☐

Mainstreaming Equality and Diversity in Clackmannanshire 2017 – 2021 report

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	████████

Mainstreaming Equality and Diversity in Clackmannanshire April 2021
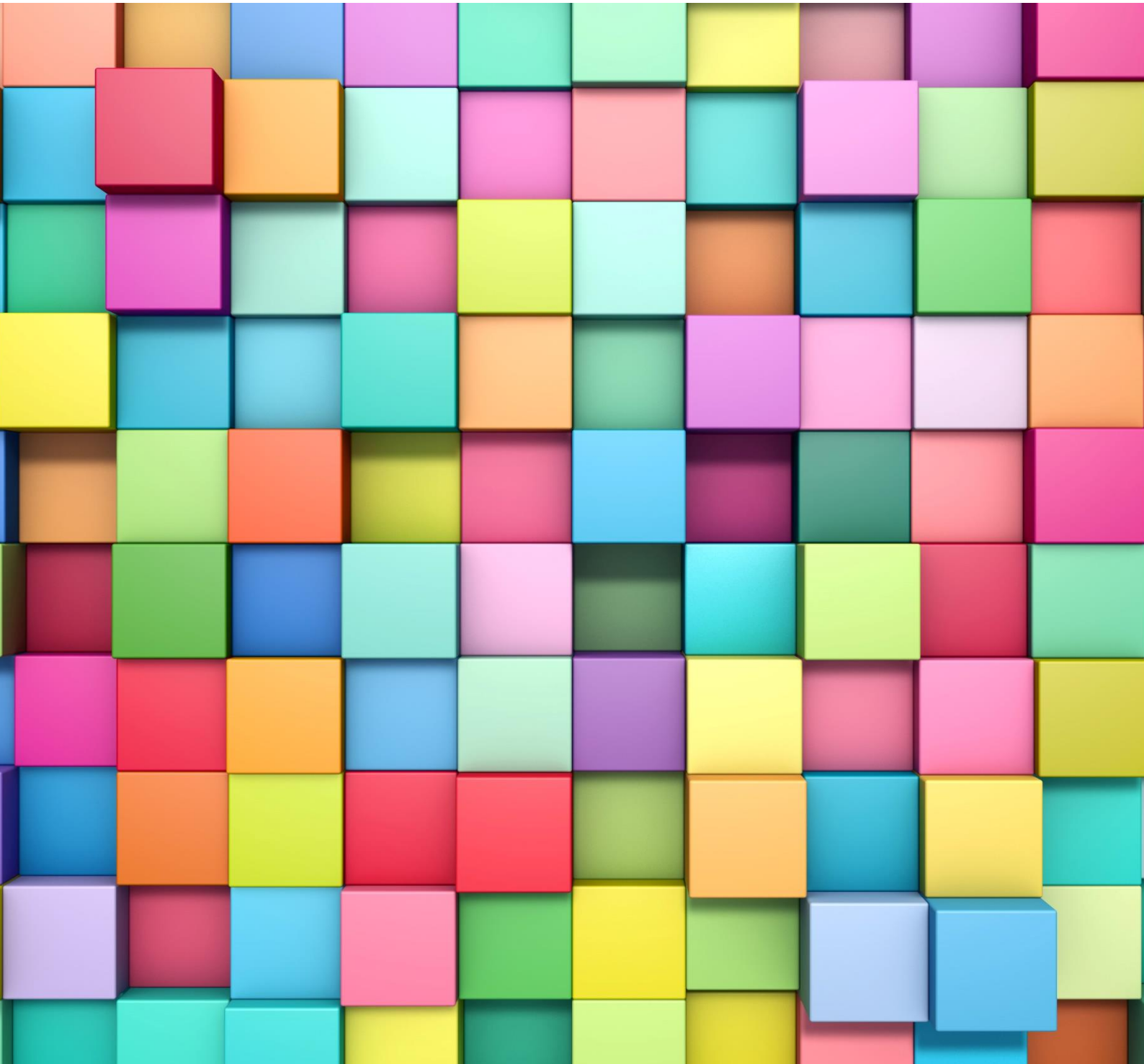
Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk

Introduction

Clackmannanshire Council believes that equality of opportunity should be a guiding principle in all of its activities and is actively working towards the elimination of policies and practices that discriminate unfairly.

The Equality Act 2010 requires public authorities to actively consider how they can positively contribute to a more equal society through advancing equality and good relations in their day-to-day business, and in so doing, mainstream equality into public sector culture in practical and demonstrable ways (the Public Sector Equality Duty). The Fairer Scotland Duty, came into force on a three-year implementation basis in April 2018. This places a legal responsibility on public bodies in Scotland to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.

Additional specific duties introduced under the Equality Act 2010 require listed public bodies to:

- Publish a set of equality outcomes every 4 years (Mainstreaming Report)
- Report on progress towards those outcomes every 2 years
- Report on employment data including; workforce profile, gender pay gap, occupational segregation

This report presents progress made by the Council on mainstreaming equality and on the Council's equality outcomes, set out in its Mainstreaming Equality & Diversity 2017-2021 report, approved by Council in 2017. This is the second performance report relating to that plan with the first approved by Council in 2019. This report also presents data relating to employment, recruitment and the gender pay gap, along with the changes in our data between 2017 and 2020.

In 2017 Clackmannanshire Council agreed the following 6 Mainstreaming Equalities outcomes on which it would seek to make progress over the 4 years of the Mainstreaming Equalities plan.

- Access to services will be improved by better understanding about the challenges facing different groups and our response to their requirements

- People in Clackmannanshire will feel safe

- The gap between educational attainment of those with protected characteristics and those without is reduced

- People in Clackmannanshire will have improved physical and mental wellbeing and will experience fewer health inequalities

- Our organisation values and respects our employees and involves all equally in improving our services

- We will work with our partners to reduce poverty and the impact of poverty on protected groups in Clackmannanshire

Strategic Landscape 2021

Mainstreaming equalities and tackling inequalities is embedded in the strategic landscape in Clackmannanshire, and the governance and scrutiny on the implementation of significant strategies and plans is core to that. The following strategies set out the Council's priorities; the outcomes we are seeking to make; our transformation programme and the projects and activities we, alongside our partners, are taking to reduce the inequalities gap in Clackmannanshire. Regular performance and progress reports are published on the following plans and these can be accessed on the Council's website here: https://clacks.gov.uk/council/councilperf/

- Clackmannanshire Council Corporate Plan 2019-2023 and Transformation Programme Be the Future.
- Clackmannanshire Local Outcome Improvement Plan 2017/2027
- Clackmannanshire's National Improvement Framework
- Clackmannanshire's Local Child Poverty Action Plan and Report
- Clackmannanshire Integrated Children's Services Plan
- Clackmannanshire Council Strategic Workforce Plan 2019-2022

The Impact of Covid 19

The impact of the global Covid 19 pandemic across the UK, Scotland and in Clackmannanshire has been significant, and continues to have implications in how we deliver public services. Throughout most of 2020 we have reviewed how best we respond to the challenges the pandemic has brought to ensure we keep delivering services to families and communities in Clackmannanshire facing inequalities. We have seen the inequality gap that exists in Clackmannanshire in a more stark way that we have in previous years.

We have sought to better understand the impacts of Covid in Clackmannanshire, and we are seeking, along with our Community Planning Partners, to mainstream many of the new services and support mechanisms put in place over the past 12 months specifically to help local people experiencing inequality.

In mid 2020 partners in Clackmannanshire commissioned an Equality and Fairer Scotland Poverty Impact Assessment with a Covid lens to be undertaken to help shape the development of local services and policies. Through work in partnership with Scottish Government we also commissioned a local survey with communities and voluntary sector groups to gain a better understanding of the local impacts of inequalities caused by Covid and affecting that sector.

We have also worked closely with representative groups within the voluntary sector to better understand the lived experiences of local people facing particular inequality, and we have sought to do so in a completely ethical way recognising and valuing the role local people have to make in co-designing and co-producing local services and policy.

In 2020 Clackmannanshire Council agreed an innovative approach to developing a Wellbeing Economy in Clackmannanshire in partnership with Scottish Government as part of a pilot project. A wellbeing economy is an economy that is built on, and seeks to drive, the wellbeing of communities, businesses and the natural environment. It is underpinned by inclusive growth, environmental sustainability, and resilience. As part of this work Council agreed its Community Wealthbuilding Action plan in 2020 and is currently progressing work to develop a new Wellbeing Economy Local Outcome Improvement Plan which will place equality at the heart of the strategic planning landscape in Clackmannanshire. Key areas of activity will focus around wealthbuilding for gender justice across Clackmannanshire, fair employment and just labour markets, plural ownership of the local economy and the development of a good employment charter for Clackmannanshire.

Key Developments and Achievements 2019-2021

These include:

The development of a new Corporate Workforce Strategy and a range of new inclusive HR and Workforce policies including a Equality, Diversity and Inclusion Policy, Menopause Policy; Domestic Violence, Carers Policy; Special leave Policy; Worklife Balance Policy and Flexible Working Policies. Training has also been rolled out to support Dignity and Work and Managing Absence policies and a range of activities and support materials to support mental health and wellbeing has also been developed and implemented for employees.

Our employee gender pay gap has reduced from 2.6% to 1.6% between 2017 and 2020;

A range of support services has been implemented as a result of the Covid pandemic including support for people Shielding and required to isolate; welfare and financial assistance and advice; support around food and implementation of free school meals during restrictions and access to information and support on employment, redundancy and money advice.

Targeted support to reduce digital exclusion in protected groups has been put in place. Over the past year devices have been allocated to older and disabled residents; school leavers including those with experience of care; Syrian refugee families and families in low income groups. Volunteer digital champions have also been trained to support the development of digital skills in Clackmannanshire.

Targeted support to reduce the impacts of child poverty has been put in place. This has included awareness raising events and campaigns as part of national child poverty week in 2019 and 2020; specific work in schools around the cost of the school day; targeted employability, benefits and money advice work; food and fuel poverty initiatives and trauma informed workforce development.

The following pages set out our progress on the actions agreed by Council in 2017, and build on the progress report agreed by Council in 2019, a copy of which can be found on our website here: https://www.clacks.gov.uk/document/6030.pdf

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Appendix A – Progress on Actions 2019-2021

Appendix B – Clackmannanshire Council Employee Data and Gender Pay Gap

Appendix C – Mainstreaming Equalities Outcomes 2021/2025

Appendix D – Equal Pay Statement

Appendix A – Mainstreaming Equalities Progress Summary 2019-2021

Action	Status	Latest Note
We will improve how we collect and use equalities data and evidence making use of existing mechanisms and surveys. We will review corporately how we are gathering information and monitoring equalities groups using our services	✅	We collect and use data on equalities using various mechanisms. These include data on our employees through our integrated HR and Payroll Itrent system and qualitative data gained through our annual employee survey. Citizen Space is used to consult and collect information on our communities and service users and is used to shape and improve service delivery. A range of service engagement approaches are also in place, ranging from use of Equality Impact Assessments and Fairer Scotland Impact Assessments; Place Standard Tool; events and workshops, service user engagement and research commissioned to collect data and information on the voices of lived experience. Equality Impact Assessments are published on our webpages and can be found here https://www.clacks.gov.uk/council/eqia/ Strategic Assessments are also used as part of policy and planning and performance diagnostic tools have been used to review data at a strategic level and through data deep dives. Data protection and privacy statements have been reviewed to ensure we collect and use equalities data from our customers and services users appropriately. Information on that is published on our webpages here https://www.clacks.gov.uk/regulation/dataprotectionpolicy/ In April 2021 Clackmannanshire Council launched a new complaints process which provides enhanced support for protected groups who wish to make a complaint about how we deliver services. We will promote amongst protected groups and will train staff as part of the implementation of the new process.

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Action	Status	Latest Note
We will increase our awareness raising work with staff and partners particularly front facing employees through a programme of training on Equality and Diversity. We will run further awareness raising sessions on carrying out Equality Impact Assessments (EQIA).	✅	Clackmannanshire Council has implemented a programme of training for managers and staff on equality and diversity. Equality and Diversity training is a corporate mandatory training requirement for all staff, which staff are required to refresh themselves with on an annual basis. In addition to that we have also implemented specific Equalities training for front line services; customer advisors; catering, janitorial and cleaning staff and trades teams. A number of new workforce policies have been developed, with communication and awareness raising supporting deployment. These include a Equality, Diversity and Inclusion Policy, Menopause Policy; Domestic Violence, Carers Policy; Special leave Policy; Worklife Balance Policy and Flexible Working Policies. Training has also been rolled out to support Dignity and Work and Managing Absence policies. The EQIA process has been updated to incorporate the new Fairer Scotland Duties 2018 which require decision making by the Council to consider socio-economic impacts. This assessment tool was used for the first time as part of the 2019/20 budget decision making process. Training has been provided to managers as well as HR Staff on Equalities duties and specifically to raise awareness on completing Equality and Fairer Scotland Impact Assessments.
We will provide awareness raising briefing sessions for our new elected members as part of the members' induction process.	✅	Mainstreaming Equalities and awareness of Equalities and Fairer Scotland Duties are part of our Elected Member induction process. This remains under review to ensure its suitability.
We will review our main communication mechanisms to ensure that they are appropriate for protected groups. We will improve access to translation and interpretation services and ensure key documents are available in languages other that English.	✅	Work to develop a new Corporate Communications Strategy is being progressed which will be focussed on the Council's Be the Future Transformation Programme and will also support our recovery from the global pandemic and new ways of working. Over the past 12 months a range of targeted communications has been implemented to ensure communication approaches are in place which meet the needs of employees working remotely as well as a range of communications approaches to keep residents informed on key information. Specific work is being undertaken as part of the Workforce Strategy to map approaches and identify any particular challenges for hard to reach employee groups. We have reviewed the information on our Website and on our intranet to improve information on translation and interpretation services. We print and publish a range of leaflets and materials with information (in translation) on how customers can access translation and interpretation services. Information on translation services is provided on our webpages and in our main Council buildings.

Action	Status	Latest Note
We will review our mechanisms for engaging with protected groups on how we deliver and improve services.	✅	Through our work with partners we have reviewed how we engage with protected groups on delivering and improving services. Across services approaches are in place to engage with protected groups to identify ways that services can be improved. Examples include Oor Voices group of care experienced young people; Clackmannanshire Disability Awareness Group; Men's Shed and Resilience Learning Partnership in shaping key strategies in Clackmannanshire.
We will review how we gather and publish information on gender pay gap information.	✅	Gender pay gap and employment segregation analysis have been enhanced and recruitment data has also been incorporated. See Appendix A. Significant efforts have also been made to improve the equalities data we have for our workforce to assist with our equalities monitoring approaches as an employer. Our Equal Pay Statement is published on our website.
We will develop a strategy on our use of British Sign Language in line with national guidance.	✅	Our British Sign Language plan is published here https://www.clacks.gov.uk/council/bslplan/ The plan is available in both English and BSL videos.

Action	Status	Latest Note
We will work with our partners to improve how we record and report Hate Crimes in Clackmannanshire. We will review how we support and monitor services to address hate crimes against those with disabilities in Clackmannanshire.	✅	Our approaches for recording and reporting hate crimes are available on our web pages. We continue to keep these under review to reflect any national developments or policy change. More information can be found here https://www.clacks.gov.uk/council/hateincidents/ The Anti - Bullying Policy For Educational Establishments incorporates the requirement to record and report on all discriminatory behaviour, including Hate Crimes https://www.clacks.gov.uk/document/3990.pdf I Am Me Scotland is a community based charity that works in partnership with Police Scotland to tackle disability hate crime and create a network of 'Keep Safe' places across Scotland. Keep Safe is a network of local businesses and organisations that are approved and trained to be a 'safe' place for anyone who feels lost, confused, scared or vulnerable when out in the community. The Keep Safe initiative has been rolled out across Clackmannanshire with a number of local businesses and organisations, including the Council, participating in the network of 'safe' places. These are signposted on the Council's website here https://www.clacks.gov.uk/social/adultprotection/

8

Action	Status	Latest Note
We will continue to support the development of and implementation of the Violence Against Women Partnership Strategy and Action Plan. We will work with Community Planning Partners to implement the new Equally Safe Delivery Plan when published by Scottish Government.	✅	Along with our partners Clackmannanshire Council is represented on the Clackmannanshire Violence Against Women Partnership. The partnership developed its strategy and action plan for Clackmannanshire in 2019, as a key priority of the Local Outcome Improvement Plan and in line with the Scottish Government's national Equally Safe strategy. As part of that strategy, Clackmannanshire Council has reviewed its own policies and practices to ensure that we have clear approaches in place to support people affected by domestic abuse. This work has resulted in the implementation of the Safer Together programme and the development of a Domestic Abuse policy for our workforce. Clackmannanshire Council also continues to be a partner in the delivery of an annual programme of events as part of 16 days of Action.
We will support the development of and raise awareness of MARAC with Council employees and partners.	✅	The MARAC process is embedded in Forth Valley Public Protection approaches, and informs partnership working around public protection and safety as well as domestic abuse and community justice. A number of awareness raising activities have been held on the role of MARAC and regular updates are provided by Police Scotland through the Local Policing Plan for Clackmannanshire. In 2020 Clackmannanshire Council launched the Strive project in collaboration with Police Scotland. This approach follows a Multi-Agency Coordinating Group (MATAC/MARAC) format aimed at taking joined up early action to support vulnerable people presenting to public services on multiple occasions. This approach is currently being evaluated and more information can be found here https://www.clacks.gov.uk/coronavirus/ssstaffcv/

9

Action	Status	Latest Note
We will revise our Corporate Parenting Strategy in Clackmannanshire. This will have a key focus on reducing inequalities for young people in Clackmannanshire.	✅	The Clackmannanshire Corporate Parenting Plan 2018-21 was approved by Council in December 2018. Care experienced young people, were invited to contribute their views to the plan on what worked for them and what needs to be improved. The plan sets out the actions to be delivered for looked after children and young care leavers, together with how success will be measured. More information on this plan, the work being undertaken to deliver the plan and performance reports can be accessed here https://www.clacks.gov.uk/site/documents/childcare/corporateparentingplan/ The Council is currently working with partners on developing plans to meet the Promise duties. https://clacks.gov.uk/social/thepromisecics/
We will develop our School Improvement Plan in line with National Improvement Framework Priorities. One of the priorities is on closing the attainment gap between the most and least disadvantaged children. We will implement the Scottish Attainment Challenge in Clackmannanshire.	✅	The annual Education National Improvement Framework sets out the rationale, strategies, actions and performance measures which ensure that ongoing improvement remains the norm, despite external challenges and influences in Clackmannanshire and are detailed in the plan and performance reports accessed here: https://www.clacks.gov.uk/site/documents/education/clackmannanshireeducationplannationalimprovementframework/ The Scottish Attainment Challenge continues to focus and accelerate targeted improvement activity in literacy, numeracy and health and wellbeing across Clackmannanshire. It supports and complements a range of evidence based initiatives and programmes to ensure that improvement is directed towards closing the attainment gap between the most and least disadvantaged children. Pupil Equity Funding (PEF) is additional funding allocated by the Scottish Government, directly to schools, and targeted at closing the poverty related attainment gap.
We will refresh our Integrated Children's Services Plan which will have a key focus on reducing inequalities for young people in Clackmannanshire.	✅	The Children's Services Plan was approved and published in 2017. Work is ongoing to refresh the plan in 2021.
We will continue to support our LGBTI Youth Forum in Clackmannanshire We will implement our guidance on 'Support for Transgender and Gender Variant Children in School'.	✅	The forum continues to meet, supported by the Education team in Clackmannanshire Council. The group is open anyone aged 13-25 years old. The LGBT Youth Guidance on supporting Transgender and Gender Variant children in schools is embedded, which all Clackmannanshire education establishments are now following.

1

Action	Status	Latest Note
We will revise our Education Anti-bullying Policy and guidance.	✅	Clackmannanshire Council's Anti-bullying strategy has been developed in collaboration with Respectme, Scotland's Anti-Bullying Charity. The strategy can be found here https://www.clacks.gov.uk/site/documents/education/antibullyingpolicy/
We will implement our Parent and Family Support Strategy in Clackmannanshire	✅	The Clackmannanshire Parental Involvement Strategy aims to increase engagement between home, school and community. It highlights good practice and offers guidance to strengthen relationships. The Strategy was developed in consultation with parents, schools and Parent Councils https://www.clacks.gov.uk/site/documents/education/parentalinvolvementandengagementstrategy/ Information on the ways the Council supports parents and families can be found here https://www.clacks.gov.uk/learning/aslfamilies/
We will continue to provide opportunities for individuals with protected characteristics to increase their qualifications through delivery of the Council's Employability programme	✅	A range of employability programmes are in place to support protected groups across Clackmannanshire. These include the Fairstart programme; Parental Employability Support Programme; Employability Pipeline Programme; Flexible Skills and Improvement Programme and Youth Employability Programmes. More information on these can be found here https://www.clacks.gov.uk/community/clacksworks/

Action	Status	Latest Note
We will roll out a programme of mental health first aid training to staff and partners through the Community Wellbeing and Safety Partnership.	✅	The Council approved its revised Mental Health Policy in November 2018 continuing the Council's commitment to maintaining the well being of its staff. In addition to a number of support measures the Council provides training to managers and employees such as the NHS 'Mentally Healthy Workplace' and 'Mental Health First Aid' courses. The Council also runs regular campaigns to encourage awareness of mental health issues and has reintroduced employee counselling via PAM Assist. The Mental Wellbeing our staff has been a clear focus throughout the pandemic and a range of easily accessible supports have been put in place. In addition a virtual health and wellbeing week has held in January 2021 which also saw the launch of our wellbeing toolkit. Further work is ongling to develop a wellbeing strategy to support our staff as we continue to recover and respond to COVID.

Community based stress control classes and mental health first aid courses are delivered in Clackmannanshire, although in 2020 there has been a shift to more digital material and information. |
| We will roll out training on identifying substance misuse, child and adult protection and domestic abuse to a range of partners through the Community Safety and Wellbeing Partnership. | ✅ | Training is routinely provided to Council employees as part of our workforce development programme, and as part of the corporate training needs programme which takes place annually. This includes specialist training and broader awareness raising training on substance misuse; public protection and domestic abuse. Training is developed and delivered jointly with partners when it makes sense to do so. Trauma informed approaches are being developed across Clackmannanshire, with the Council and partners seeking to implement further programmes of workforce development on trauma. |

2

Action	Status	Latest Note
Working with our partners we will support third sector organisations to identify inequalities and develop assets based community led responses.	✅	Since 2017 Clackmannanshire has seen the emergence of new assets based approaches including new development trusts; social business and a new Community Engagement framework aligned with the LOIP. The Community Empowerment Act has brought about increased opportunities for local voluntary sector organisations on use of assets; participation requests; and participatory budgeting. The LOIP and a range of supporting partnership strategies are focussed on developing local community led asset responses. A good example is the emergence of the Resilience Learning Partnership https://resiliencelearningpartnership.co.uk/about which seeks to connect the voices of lived experience to help influence policy.
Working with our partners we will run a number of Health and Wellbeing events in Clackmannanshire with a focus on our most disadvantaged communities.

We will continue to provide a programme of wellbeing courses and workshops including stress control, managing stress, assertiveness, self esteem, improving your mood, relaxation, 'keeping the heid' to communities in Clackmannanshire | ✅ | Alongside our partners a programme of community wellbeing events were held across Clackmannanshire promoting local services, resources and information relating to well-being and safety to the community. Events have been held across Clackmannanshire in support of Knowing Clackmannanshire (events to connect communities to services and highlight community support organisations); wellbeing outreach sessions; workshops for employees and events targeted at supporting particular groups.

For our staff we have implemented healthy working lives; and have developed a range of support mechanisms to promote health and wellbeing. In 2021 a series of virtual events and activities were scheduled over the course of a week for staff. These included activities on stress control as well as advice and practical ideas for physical and mental health and wellbeing. A wellbeing toolkit has been issued and work is ongoing to develop our wellbeing strategy.

Clackmannanshire has recently approved its Employee Mental Health Policy. |
| We will continue to deliver a specifically targeted programme of curricular, extra curricular and school holiday sporting activities in primary, secondary, special schools and leisure facilities for protected groups in Clackmannanshire. | ✅ | Clackmannanshire Council approved the Sport and Active Living Framework for Clackmannanshire in January 2019. A central focus of the framework is to ensure that all people have access to the benefits of sport and physical activity in Clackmannanshire regardless of their circumstances. Dedicated work has been put in place aimed at supporting particular groups including disability groups and care experienced young people.
More information on this work can be found here https://www.clacks.gov.uk/culture/salframework/ |

Action	Status	Latest Note
We will continue to provide support to staff for stress control for all staff.	✅	The Council's stress management policy and stress risk assessment process sets out the approaches in place to support staff. A range of information and services is also provided to staff to support them in their roles. ; Counselling help line; Mental Health First Aiders, Mental Health & Stress Management e-learning and a range of health and wellbeing campaigns are delivered each year.

Action	Status	Latest Note
We will review access to training and uptake of training for protected groups of employees. We will implement equalities training as part of the induction process for all new employees.	✅	The Council's Learning and Development Policy and Procedure was agreed in 2018 and sets out the process for learning and development across the whole workforce. Mandatory training is set for all staff and is required to be completed annually through the Clacks Academy; the Council's elearning platform. Training needs are identified with each member of staff through the PRD process and guidance on conducting training needs is refreshed annually. The Council's iTrent system records data on training for each employee. An e-learning module on Equalities is now included in the induction process and is a mandatory learning requirement for all employees. Additional training has been provided for managers and staff on the Council's EQIA and PIA process.
We will review key HR policies in respect of equality and diversity on a rolling basis.	✅	All the Council's main policies have been reviewed and updated and we are now in a programme of continued review and improvement.. This includes important new policies which support our equalities duties. These include the Menopause Policy (2020); Carers Policy2020); Special leave (2020); Worklife Balance and Flexible Working Policies (2020), Equality, Diversity and Inclusion (2021). EQIAs are completed for all new and updated policies, which are also subject to Council approval.
We will review our policies on recruitment to ensure appropriate activities are undertaken to target under represented groups employed by Clackmannanshire Council. We will maintain our Disability Confident employer status	✅	The Council's recruitment and selection policy have recently been reviewed and refreshed as part of our ongoing programme of policy refresh, Previously approved by Council n September 2017 our updated policy and procedure was formally apprpved by our Partnership and Performance Committee on 11th March 2020 . The Council is committed to applying its Equal Opportunities Statement at all stages of the recruitment and selection process. Shortlisting, interviewing and selection is carried out without regard to age, disability, sex, gender reassignment, pregnancy, maternity, race (including colour, nationality and ethnic or national origins), sexual orientation, religion or belief, marital or civil partnership status, political opinion or trade union membership. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of their disability. The Council, in line with other Local Authorities, uses the myjobscotland portal for advertising vacancies to attract as wide a pool of potential applicants as possible. We are also an accredited Disability Confident employer and our new policy takes account of positive action in the recruitment process. The Councils is actively looking at becoming an adopter of "happy to talk about flexible working" as well as signing up to the Stonewall Diversity Champions Programme.
We will continue to provide appropriate support to enable our staff with disabilities to carry out their duties (ie hearing aids, visual aids, physical aids).	✅	Optima provide Occupational Health (OH) support to the Council. One function of the OH service is to ensure that we are able to identify and put into place reasonable adjustments for our staff to ensure that they are able undertake their duties. This can involve engagement with GPs, consultants, Access to Work etc to ensure appropriate steps and actions are taken.

4

Action	Status	Latest Note
We will review our mechanisms for internally engaging with protected groups on how we deliver and improve services.	✓	The Council's Strategic Workforce Plan https://clacks.gov.uk/document/meeting/1/860/6426.pdf was agreed in 2019 and is a key workstream of the Be the Future programme. As part of this strategy an employee survey is carried out annually and an improvement plan developed on areas requiring further action. The improvement plan is informed through focus groups and engagement with our local Trade Unions.
Improve the health of Clackmannanshire Council's staff through work towards achieving Healthy Working Lives Gold Award.	✓	Clackmannanshire Council successfully retained the Healthy Working Lives award at Silver Level after the annual review in December 2019. Work continues to work towards achieving the Gold Award.

Action	Status	Latest Note
Working with our Community Planning Partners we will undertake a strategic needs assessment on poverty in Clackmannanshire. This will inform the development of the Local Outcome Improvement Plan and Localities Plans. Working with our Community Planning Partners we will pilot a programme of work to support women on low incomes in Clackmannanshire.	✓	Tackling Child Poverty is a priority set out in Clackmannanshire's LOIP 2017/27 and the Council's Corporate Plan 2019/23. Our Local Child Poverty Action Report can be found here https://www.clacks.gov.uk/document/6077.pdf Further work is being taken forward through the Wellbeing Economy programme in Clackmannanshire, and poverty is identified as a key theme in that programme. As part of this work the Council along with partners are using the Inclusive Growth Diagnostic Tool and working with SIPHER to develop a refined set of priorities to tackle inequality in Clacks.
Working with a range of partners we will continue to provide a range of initiatives aimed at minimising the impact of fuel poverty in Clackmannanshire.	✓	Clackmannanshire Council HEAT programme delivers universal energy advice for residents. Citizens Advice Bureau have commenced a new programme of fuel poverty and water savings advice called Local Energy Advice Project (LEAP). CAB's Local Energy Advice Project focuses on combatting fuel poverty by providing energy saving advice and case work to households on fuel debt and supporting them to create a sustainable solution. The project runs until March 2021, and is seeking continuation funding. CAB also provides Energy Best Deal advice including training to partner organisations

Action	Status	Latest Note
Support financial inclusion services for protected groups	✅	Personal budgeting, financial, education and financial health checks given by CAB. They also have a wide range of projects focusing on income maximisation e.g. welfare rights, help to claim, welfare rights and money advice (in partnership with Clacks Works). Financial Health Check Services are in place at Forth Valley Royal Hospital for patients to drop in for advice specialist CAB key workers. During 2019/20, 3,466 Clacks residents accessed their advice services and in this period the client financial gain for Clacks residents was £2.4 million. The New Baby Financial Health Service accessible via referral from NHSFV is also in place to support new parents with advice on benefits, debt, housing and employment.
We will work with our Community Planning Partners to ensure that information on the availability of services in Clackmannanshire is accessible to local GPs and other health professionals.	✅	A range of information is available for communities and partners on community based support services in Clackmannanshire. Partners in Clackmannanshire have also run a number of events, face to face and digital aimed at raising awareness of the support services in place in Clackmannanshire and referral pathways.
We will continue to provide the Choose Life Programme in Clackmannanshire to help address mental health and risk of suicide.	✅	Clackmannanshire's Choose Life coordinator sits within the Integrated Mental Health Services in the wider HSCP. A Suicide Prevention Action Group across Clackmannanshire and Stirling is being set up to take forward a local suicide prevention strategy for Clackmannanshire and Stirling. In addition work is already progressed – Applied Suicide Prevention training has been provided; A suicide prevention crisis card was developed with national and local helplines and disseminated across Clackmannanshire and Stirling; Suicide prevention awareness sessions have been delivered for partners and support information is in place at key locations including Clackmannanshire Bridge.
Working with our Community Planning Partners we will ensure that efforts to facilitate, support and co-ordinate the provision of employability services in Clackmannanshire include protected groups.	✅	The Clackmannanshire Local Employability Partnership (LEP) has produced a directory of employability services in Clackmannanshire which is updated on an annual basis. Clackmannanshire is one of nine areas in Scotland delivering Fair Start Scotland, a new employment support service which helps people who are further from the jobs market to find work. This programme is targeted at supporting protected groups.
Work to ensure that the region-wide economic benefits of the City Deal help to reduce poverty and the impact of poverty on protected groups in Clackmannanshire.	✅	Clackmannanshire's Be the Future Transformation Programme, which includes the City Deal, is designed to drive inclusive economic growth. Further information on this can be found here https://www.clacks.gov.uk/council/priorities

Appendix B: Clackmannanshire Council Employee Data; Gender Pay Gap and Data on Recruitment

1) **Employees Data**

Table and Chart 1: Age (not including teachers)

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Under 21	81	3.9%	66	3.3%	55	2.8	45	2.2
21-30	259	12.5%	269	13.3%	241	12.4	266	13.3
31-40	349	16.9%	364	18.0%	366	18.9	384	19.3
41-50	551	26.6%	511	25.3%	461	23.8	442	22.2
51-60	660	31.9%	640	31.6%	631	32.5	640	32.2
61 and over	169	8.2%	173	8.6%	182	9.4	209	10.5
All	2069	100.0%	2023	100.0%	1936	100	1986	100
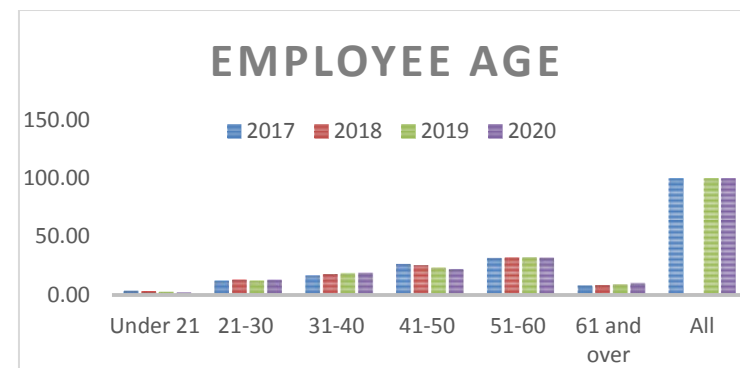
Table and Chart 2: Age (Teachers)

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Under 21	0	0	0	0	0	0	0	0
21-30	160	22.9%	148	23.1%	141	21.7	153	23.0
31-40	205	29.3%	200	31.2%	201	30.9	196	29.5
41-50	173	24.7%	166	25.9%	184	28.3	188	28.3
51-60	114	16.3%	104	16.2%	101	15.5	104	15.6
61 and over	47	6.7%	23	3.6%	22	3.3	23	3.4
All	699	100.0%	641	100.0%	649	100	664	100

1
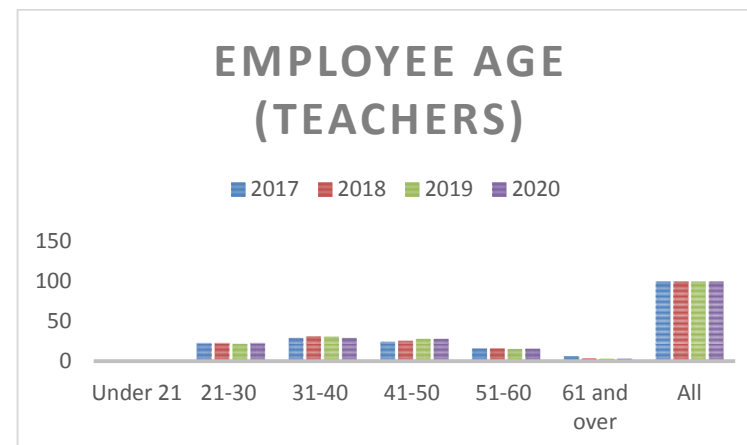
Table and Chart 3: Gender Breakdown (not including teachers)

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Female	1465	70.8%	1442	71.3%	1381	71.3	1416	71.2
Male	604	29.2%	581	28.7%	555	28.6	570	28.7
All	2069	100.0%	2023	100.0%	1936	100	1986	100
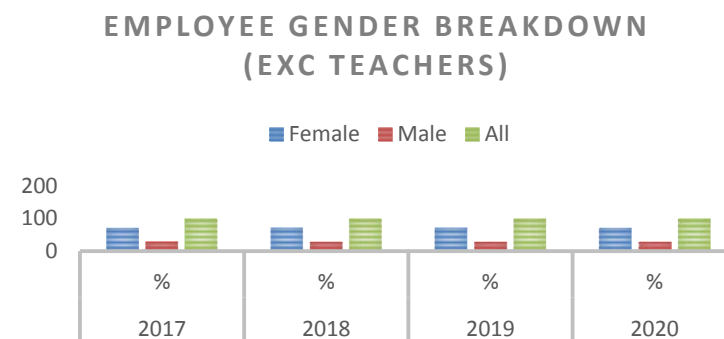
Table and Chart 4: Gender Breakdown (teachers)

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Female	571	81.7%	525	81.9%	531	81.8	537	80.8
Male	128	18.3%	116	18.1%	118	18.1	127	19.1
All	699	100.0%	641	100.0%	649	100	664	100
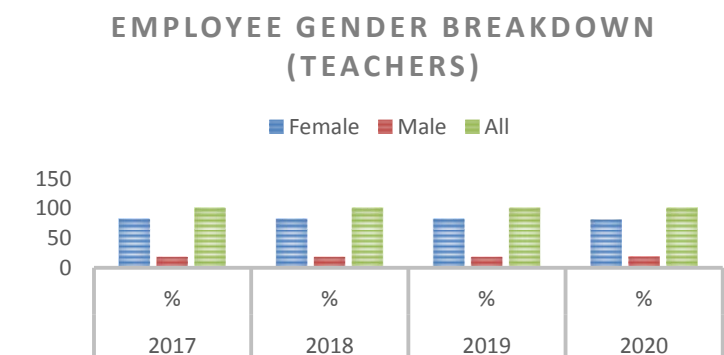
Table and Chart 5: Employee Data by Directorate

(% of all employees by Gender and by Directorate

	% Male	% Female
People	44.2%	67.8%
Place	44.7%	13.7%
P&P	6.4%	4.6%
HSCP	4.7%	13.9%
Total	100.0%	100.0%

EMPLOYEE GENDER BREAKDOWN (EXC TEACHERS)

EMPLOYEE GENDER BREAKDOWN (TEACHERS)

EMPLOYEES BY DIRECTORATE

2

Table and Charts 6: Employee Data: Gender Pay

(Gender pay gap: difference between women's average hourly pay and men's average hourly pay).

	2017	2018	2019	2020	% Change 2017-2020
Female	£14.01	£14.26	£15.47	£15.99	+£1.98
Men	£14.38	£14.74	£15.70	£16.25	+1.87
% Gap	2.6%	3.3%	1.5%	1.6%	-1%

3

Table and Charts 7: Employee Data: Gender Pay by Grade

(% of employees in each grade/defined role)

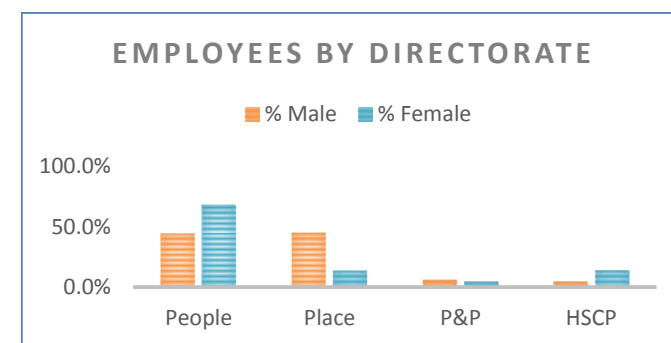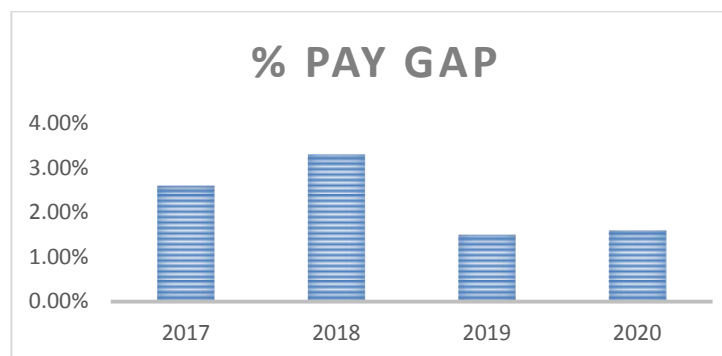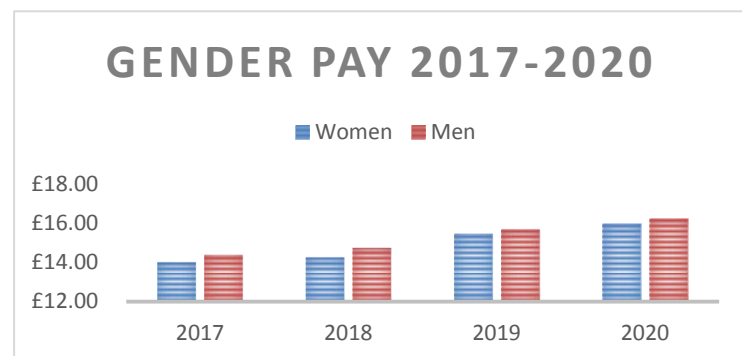| Grade	2019 Male	2019 Female	Grade	2020 Male	2020 Female
Grade 01	0.6%	3.1%	Grade 01	0.5%	3.0%
Grade 02	0.0%	4.5%	Grade 02	0.0%	4.2%
Grade 03	11.1%	10.4%	Grade 03	10.6%	10.4%
Grade 04	16.2%	19.4%	Grade 04	16.3%	18.9%
Grade 05	16.0%	7.3%	Grade 05	15.6%	7.1%
Grade 06	22.5%	19.7%	Grade 06	22.1%	20.3%
Grade 07	3.4%	2.6%	Grade 07	3.1%	2.7%
Grade 08	4.6%	4.4%	Grade 08	4.2%	4.8%
Grade 09	4.1%	1.3%	Grade 09	3.8%	1.2%
Grade 10	2.8%	1.4%	Grade 10	3.0%	1.6%
Grade 11	0.3%	0.2%	Grade 11	0.3%	0.1%
Grade 12	0.4%	0.0%	Grade 12	1.6%	0.1%
Chartered Teachers	0.3%	0.6%	Chartered Teachers	0.3%	0.5%
Chief Officers	0.3%	0.3%	Chief Officers	0.3%	0.3%
Depty Head and Head Teachers	1.8%	1.5%	Depty Head and Head Teachers	1.8%	1.7%
Education Psychologist	0.0%	0.2%	Education Psychologist	0.0%	0.3%
Main Grade Teachers	10.4%	19.2%	Main Grade Teachers	11.2%	18.9%
Music Instructors	0.6%	0.2%	Music Instructors	0.5%	0.2%
Principle Teachers	3.5%	3.1%	Principle Teachers	3.2%	3.0%
Quality Improvement	0.0%	0.2%	Quality Improvement	0.1%	0.3%
Skillseekers	0.1%	0.2%	Skillseekers	0.3%	0.1%
Craft	1.0%	0.0%	Craft	1.2%	0.0%
Total Staff	100.0%	100.0%	Total Staff	100.0%	100.0%

4

GENDER PAY BY DIRECTORATE 2019

■ Male ■ Female

GENDER PAY BY DIRECTORATE 2020

■ Male ■ Female

5
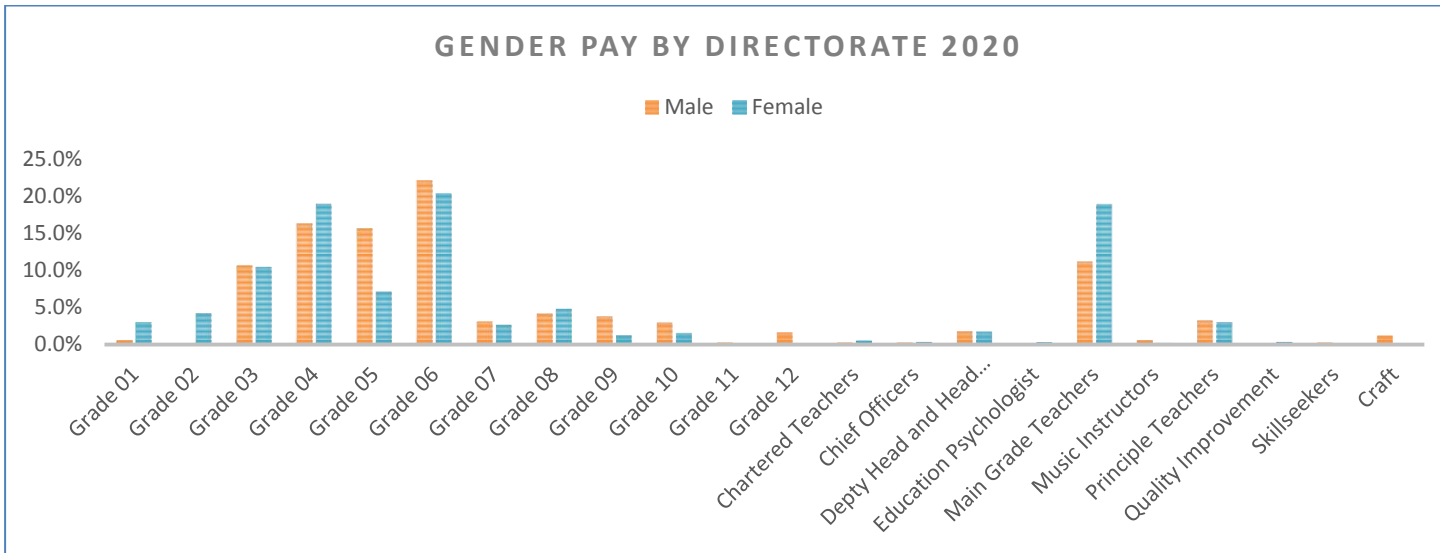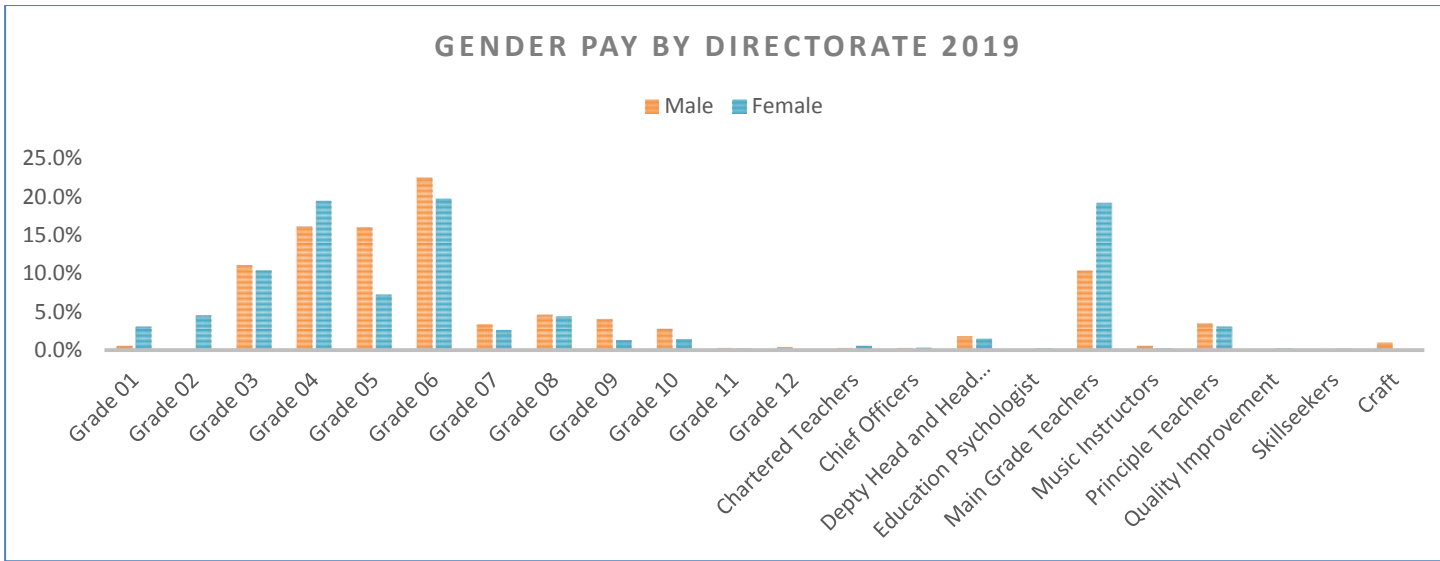
Table 8: Employees with a Disability[1]

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Yes	75	2.71%	71	2.67%	66	2.6%	74	2.8%
Prefer not to say	49	1.77%	45	1.7%	76	2.9%	75	2.8%
Not known	2664	96.2%	2548	95.6%	2443	94.5%	1801	68.0%
Totals	2768	100	2664	100	2585	100	2650	100

Table 9: Employees Ethnicity Breakdown

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
BME	63	2.3%	64	2.4%	0	0.0%	0	0.0%
White	1361	49.2%	1354	50.8%	1723	66.7%	1712	64.6%
Asian or Asian British	0	0.0%	0	0.0%	7	0.3%	7	0.3%
Black or Black British	0	0.0%	0	0.0%	8	0.3%	5	0.2%
Mixed	0	0.0%	0	0.0%	-	-	-	-
Other Ethnic Group	0	0.0%	0	0.0%	36	1.4%	34	1.3%
Not known	1344	48.6%	1246	46.8%	809	31.3%	890	33.6%
Total	2768	100.0%	2664	100.0%	2585	100.0%	2650	100.0%

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[1] Tables 8-12 do not include data which refers to fewer than 5 employees.
Equalities data on employees shown in tables 8-12 is collected via Irent and is provided on a voluntary basis.

6

Table 10: Employees Religion and belief

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Church of Scotland	469	16.9%	453	17.0%	552	21.4%	544	20.5%
None	573	20.7%	593	22.3%	762	29.5%	753	28.4%
Other	17	0.6%	18	0.7%	24	0.9%	23	0.9%
Other Christian	53	1.9%	54	2.0%	76	2.9%	73	2.8%
Preferred Not to Say	135	4.9%	123	4.6%	138	5.3%	133	5.0%
Roman Catholic	149	5.4%	148	5.6%	189	7.3%	199	7.5%
Buddhist	0	0.0%	0	0.0%	-	-	-	-
Muslim	0	0.0%	0	0.0%	-	-	-	-
Not known	1372	49.6%	1275	47.9%	838	32.4%	917	34.6%
Total	2768	100.0%	2664	100.0%	2585	100.0%	2650	100.0%

Table 11: Sexual orientation

	2017		2018		2019		2020	
	No.	%	No.	%	No	%	No	%
Heterosexual/Straight	1230	44.4%	1227	46.1%	1538	59.5%	1534	57.9%
Not Heterosexual/Straight	18	0.65%	22	0.8%	0	0.0%	0	0.0%
Bisexual	0	0.00%	90	3.4%	7	0.3%	7	0.3%
Gay Man	0	0.00%	0	0.0%	9	0.3%	9	0.3%
Gay Woman/Lesbian	0	0.00%	0	0.0%	14	0.5%	13	0.5%
Other	0	0.00%	0	0.0%	5	0.2%	-	-

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	121	4.37%	114	4.3%	127	4.9%	122	4.6%
Preferred Not to Say	121	4.37%	114	4.3%	127	4.9%	122	4.6%
Not Known	1399	50.54%	1211	45.5%	885	34.2%	962	36.3%
Total	2768	100	2664	100	2585	100	2650	100

Table 12: Marital status

	2017		2018		2019		2020	
	No.	**%**	**No.**	**%**	**No**	**%**	**No**	**%**
Civil Partnership	15	0.54%	17	0.64%	16	0.6%	15	0.6%
Married	923	33.35%	885	33.22%	1100	42.6%	1072	40.5%
Not Married	305	11.02%	326	12.24%	443	17.1%	427	16.1%
Other	90	3.25%	89	3.34%	95	3.7%	97	3.7%
Preferred Not to Say	54	1.95%	52	1.95%	56	2.2%	53	2.0%
Single	107	3.87%	103	3.87%	131	5.1%	159	6.0%
Not Known	1274	46.0%	1192	44.7%	744	28.8%	827	31.2%
Total	2768	100	2664	100	2585	100	2650	100

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Appendix C – Mainstreaming Equalities Outcomes 2021-2025

Under the Public Sector Equalities duties Clackmannanshire Council is required to publish new Mainstreaming Equalities Outcomes every 4 years.

Significant progress has been made by Clackmannanshire Council over the past 4 years with promoting equality and addressing inequality at the centre of our strategic planning landscape and at the heart of the outcomes we are seeking to achieve. As an employer we have also made significant strides forward through our Workforce Strategy and a range of new policies seeking fairness and equality for employees across all services.

We recognise that there is still improvements we can make, and we are seeking to achieve that through the following key strategies, all of which have specific equality outcomes:

- Community Wealthbuilding Action Plan
- British Sign Language Action Plan
- NIF
- LOIP
- Corporate Plan and Be the Future
- LCPAR
- Community Justice Action Plan
- Children's Services Plan
- The Promise
- Workforce Strategy
- Gaelic Language Plan

Along with our partners, Clackmannanshire is seeking to better integrate our strategic plans to ensure a consistent focus on key priorities where we want to make a real change. We want to streamline our plans to develop one clear strategic plan for Clackmannanshire underpinned by clear delivery plans and transformational priorities.

It is important therefore that our Mainstreaming Equalities outcomes and priorities reflect those set out in our new Local Outcome Improvement Plan (LOIP) and Corporate Plan 2019/23. Through our Wellbeing Economy work with Scottish Government and our strategic partners we will review our strategic outcomes in 2021/22 and these will be set out in our new LOIP and Corporate Plan.

Our current Strategic aims are set out here:

Our Vision

Be the Future Where we will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire

Our Priorities

We will achieve our vision through prioritising:

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- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empowering Families & Communities
- Organisational Transformation

Our Outcomes

These priorities are aimed at realising our vision, however, they also are the Council's contribution to delivering on better outcomes for Clackmannanshire in our Local Outcomes Improvement Plan (LOIP) 2017-27:

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

Strategic Performance Framework

Our Corporate Plan sets out our key performance measures which we report on annually. Information on the Council's performance reports can be found here https://www.clacks.gov.uk/council/performance/

Appendix D Equal Pay Statement 2021

Equal Pay Policy Statement 2017 General Introduction

The public sector duty to promote equality requires Clackmannanshire Council to develop and publish an Equal Pay Policy Statement on how it is meeting its duty, having due regard to the need to eliminate unlawful discrimination, particularly in relation to employment and pay.

Clackmannanshire Council is therefore committed to developing, maintaining and supporting a policy of equal opportunity in employment and will treat all staff fairly irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Equal Pay Statement

Clackmannanshire Council's equal pay statement is:

"***Clackmannanshire Council is committed to the principles of equal pay for all our employees and aims to eliminate any bias in our remuneration/reward packages***"

Commitments and Objectives

Clackmannanshire Council will ensure that there are no unfair, unjust or unlawful practices that impact on reward.

Where any inequality may arise, the Council will investigate promptly and ensure appropriate remedial action is taken if required.

In order to achieve our equal pay objectives, the Council will:

- Ensure that all staff doing work of equal value receive the same level of pay, unless an objective reason exists for any difference;
- Reduce any identified pay gap;
- Review organisational pay structures to identify and remove barriers which may result in occupational segregation e.g. monitor our equality profile and encourage under represented groups to apply for posts;
- Ensure recruitment and employment practices promote equality and are free from discrimination;
- Review benefits to ensure all staff have equitable access e.g. pension, occupational sick pay, OH, Counselling;
- Ensure that all staff have fair and equal access to training and development opportunities;
- Work in partnership with Trade Unions.
- In order to achieve our objectives the Council will continue to/will undertake a range of activities:
- Implement a revised pay, grading and benefits structure, which includes a new framework of job families and role profiles;
- Measure the role profiles using a recognised analytical job evaluation scheme and an analytical, systematic and objective mechanism to assess, assign, analyse and allocate current jobs to the new framework;

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- Introduce arrangements for the ongoing governance and monitoring of the pay grading and benefits structure and take remedial action where appropriate;

- Gather information on protected characteristics including, but not limited to, race and disability and review to identify potential areas of occupational segregation and take action as appropriate.
- Provide training and guidance for those involved in making decisions about the application of the pay, grading and benefits provisions;
- Inform employees of how these practices work and how their own pay is determined;
- Monitor the uptake of training and development opportunities and improve access to training programmes;
- Analyse complaints and grievances including, pay, harassment, recruitment and training;
- Conduct equality impact assessments on all employment policies;
- Examine the barriers to employees advancing to senior level posts and take positive action to remove them;
- Raise employee awareness of equalities duties for both employment and Service delivery requirements;
- Annually review our reward policy and practice so that trends and any anomalies are identified, investigated and resolved;
- Respond to grievances and other concerns on equal pay as a priority .

2. Complaints and Grievances

Any complaint about a breach of the equal pay policy should, in the first instance, be made to the relevant line manager. If these informal approaches do not satisfy the employee the complaint may be dealt with through the Council's Grievance Procedure.

The Council will work in partnership with the recognised Trade Unions to find resolutions to any legitimate concerns regarding equal pay.

3. Monitoring

The Human Resources Leadership Team will review equal pay audit findings. Statistical information and trends (including the incidence and type of complaints) will be reviewed annually.