



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 10 August 2023 at 9.30 am

Venue: Council Chamber, Kilncraigs, Alloa, FK10 1EB



Clackmannanshire Council

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

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

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

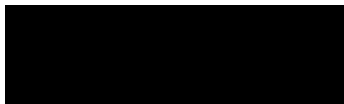
Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

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

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2 August 2023

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 10 AUGUST 2023 at 9.30 AM



**NIKKI BRIDLE
Chief Executive**

B U S I N E S S

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
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MEETING MANAGEMENT

The Convener has advised that subject to the efficient management of the meeting, meeting breaks will be as follows:

- There will be a 10-minute break after 2 hours sitting, as set out in Standing Orders.
- There will be a 45-minute break for lunch at 12.45 until 13.30
- There will be a 10-minute break at around 15.30.

Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Councillor	Phil Fairlie	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONSERVATIVE
Councillor	Graham Lindsay	1	Clackmannanshire West	SNP
Councillor	Mark McLuckie	1	Clackmannanshire West	LABOUR
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONSERVATIVE
Councillor	William Keogh	2	Clackmannanshire North	LABOUR
Councillor	Fiona Law	2	Clackmannanshire North	SNP
Councillor	Wendy Hamilton	3	Clackmannanshire Central	SNP
Councillor	Janine Rennie	3	Clackmannanshire Central	LABOUR
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Kenneth Earle	4	Clackmannanshire South	LABOUR
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	IND
Councillor	Bryan Quinn	4	Clackmannanshire South	SCOTTISH GREEN
Councillor	Scott Harrison	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LABOUR
Councillor	Denis Coyne	5	Clackmannanshire East	CONSERVATIVE



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 29 June 2023 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Craig Holden
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Iain McDonald, Senior Manager – Environment (Place)
Murray Sharp, Senior Manager – Housing (Place)
Catriona Scott, Senior Manager – Secondary Education (People)
Colin Bruce, Chief Education Officer (People)
Sharon Robertson, Chief Social Work Officer (People)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance)
Glenn Stuart, Team Leader – Waste Services (Place)
Andrew Buchanan, Team Leader, Business Improvement (Place)
Wilson Lees, Homelessness and Supporting People Manager (Place)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Scott McDonald, Senior Manager, Justice Services (People)
Alison Mackie, Team Leader, Sport and Leisure (People)
Michelle Rogers, Criminal Justice Policy Co-ordinator (People)
Simon Jones, NHS Forth Valley
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Heather Buchanan, Solicitor, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Gillian White, Committee Services (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)

CC(23)56 APOLOGIES

Apologies were received from Councillor Mark McLuckie.

CC(23)57 DECLARATIONS OF INTEREST

None.

CC(23)58 MINUTES OF CLACKMANNANSHIRE COUNCIL – 18 MAY 2023

The minutes of the meeting of the Clackmannanshire Council held on 18 May 2023 were submitted for approval.

Amendments

Councillor Bryan Quinn advised of a misspelling of his first name on Page 13.

Councillor Darren Lee advised that he had been fully present in the meeting until the conclusion of voting on Amendment 2 for the Household Waste and Recycling Policy.

Decision

Subject to the above amendments, the minutes of the meeting of the Clackmannanshire Council held on 18 May 2023 were agreed as a correct record and signed by the Convener.

CC(23)59 HOUSEHOLD WASTE AND RECYCLING COMMUNICATIONS AND ENGAGEMENT PLAN

Following approval of the Household Waste and Recycling Policy at the meeting of Clackmannanshire Council held on 18 May 2023 and the decision that a comprehensive communication and engagement strategy for the Policy would be developed and presented to Council, the report, submitted by the Strategic Director (Place), presented the Communications and Engagement Plan.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Fiona Law. Seconded by Councillor Scott Harrison.

Decision

The Council agreed to note the Communications and Engagement Plan as set out in Appendix A and all the communications and engagement activities and actions described in the report.

CC(23)60 HOUSING OPERATIONS PERFORMANCE

The report, submitted by the Strategic Director (Place), provided council with an update on several key performance areas in the Housing Service. The focus was on performance in relation to Void property management, which falls under the HRA budget. As interrelated activities, the report also focussed on the recent challenges being faced by the Homeless Service and Housing Support functions of the Council, which are managed with the Councils General Fund Budget.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Fiona Law.

Decision

The Council :

1. Approved the increase in the HRA private contractors' budget of £960k within revenue, for 2023/24 to deal with the current backlog of voids;
2. Noted the carry forward of £73k from last year's HRA capital programme, to enhance the off the shelf budget, has been approved by the Chief Executive in line with the Council Financial Regulations;
3. Noted that the work on voids will be delivered within the HRA approved borrowing level for 2023/24;
4. Noted engagement with Private Contractors will be done in accordance with the Councils approved procurement process;
5. Approved the additional temporary and backfill staffing requests as detailed in the report (paragraphs 4.22 – 4.26);
6. Noted the agreement of Trade union colleagues in the proposals contained within, including the use of additional overtime;
7. Noted the consultation with the Clackmannanshire Tenants' and Residents' Federation;
8. Noted that a review of the Housing Service strategic response to the homeless pressures will take place during the summer recess and a members briefing held shortly afterwards.

Action

Strategic Director (Place)

CC(23)61 FINANCIAL REGULATIONS

The report, submitted by the Chief Finance Officer/S95 Officer, sought approval of the revised Financial Regulations.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council approved the revised Financial Regulations as set out at Appendix 1 of the report.

Action

Chief Finance Officer /S95 Officer

CC(23)62 HR POLICIES

The report, submitted by the Strategic Director (Partnership and Performance), sought Council approval of the updated Maximising Attendance Policy/Procedure, updated Secondment Policy/Procedure and the updated Salary Over and Under Payments Policy/Procedure.

Motion

To agree the recommendations set out in the report.

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

Decision

Having commented on and challenged the report, the Council:

1. Noted that extensive discussions have taken place with Trade Unions and Management in the formation and development of these policies;
2. Noted that on 14 June 2023 the Tripartite discussed these policies and noted that they would now be presented to Council for formal approval; and .
3. Approved the policies as set out in Appendix 1 of the report.

Action

Strategic Director (Partnership and Performance)

CC(23)63 WELLBEING HUB UPDATE

The report, submitted by the Senior Manager, Sport and Leisure (People), provided Council with an update on the progress of the Wellbeing Hub development.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Scott Harrison. Seconded by Councillor Graham Lindsay.

Decision

The Council noted:

1. The appointment of Hub East Central Scotland Ltd (Hubco) to develop a design and build project for the new Wellbeing Hub and Lochies School (Paragraphs 3.1-3.3);
2. The progression of the project from RIBA Stage 1 – Preparation & Briefing, to RIBA Stage 2 – Concept Design (Paragraphs 3.4-3.5);
3. The next stages for the project including supply chain selection for the design team and Tier 1 contractor (Paragraphs 3.6-3.7);
4. An update on the Primary 5 curricular swimming programme and wider swimming provision (Paragraphs 3.8-3.13); and
5. An update on the Communications Strategy for the project (Paragraphs 3.14-3.18)

CC(23)64 NALOXONE POLICY

The report, submitted by the Senior Manager, Justice Services (People), provided information on the current legal developments around the handling and supply of Naloxone as would apply to Clackmannanshire Council services and staff; and sought approval from Council for the Clackmannanshire Council Naloxone Policy (Appendix 1).

Motion

To agree the recommendations set out in the report.

Moved by Councillor Wendy Hamilton. Seconded by Councillor Donald Balsillie.

Decision

The Council approved the Clackmannanshire Council Naloxone Policy to support the training and safe administration of Naloxone by employees who volunteer to do so.

Action

Senior Manager, Justice Services (People)

Ends: 11.35 am

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: Appointment of Chair of the Regulatory Committee

Report by: Chief Executive

1.0 Purpose

1.1 The purpose of this report is for Council to consider the appointment of a Chair of the Regulatory Committee following the decision of the current Chair stepping down from the role.

2.0 Recommendations

The Council is invited to:

2.1 Seek nominations from the current membership of the Regulatory Committee to undertake the role of Chair.

3.0 Considerations

3.1. The existing Chair has confirmed that she is stepping down from the role of Chair of the Regulatory Committee on 24th July 2023. Councillor Martha Benny has confirmed that she will remain an ordinary member of the Regulatory Committee.

3.2. Current Membership of the Regulatory Committee is as noted below:

Regulatory Committee		Membership:8 Quorum: 4
Chair	Vice Chair	Members
Councillor Martha Benny	Councillor Kenneth Earle	Councillor Kathleen Martin
		Councillor Phil Fairlie
		Councillor Wendy Hamilton
		Councillor Scott Harrison
		Councillor Darren Lee
		Councillor Jane McTaggart

- 3.3. Elected Members nominated to fill some positions may be required to undertake training on their duties. Such training will normally be provided in-house and appointed members should be prepared to attend.
- 3.4. In accordance with Section 4 of the Councillors' Code of Conduct, every elected member has a personal responsibility to register interests, financial or otherwise. The Code advises that Councillors must register all directorships and positions of office in public bodies, clubs, organisations and societies. Guidance notes on the registration of interests have been issued to every Clackmannanshire Councillor.

4.0 Sustainability Implications - n/a

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

9.0 Equalities Impact

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

10.0 Legality

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

11.0 Appendices

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

None.



12.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Lee Robertson	Senior Manager, Legal and Governance and Monitoring Officer	
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 10 August 2023

**Subject: Clackmannanshire and Stirling Health and Social Care
Integration Scheme Consultation**

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper consolidates the feedback received from Clackmannanshire Council Councillors at the consultation event facilitated by the Chief Executive on 27 June 2023. It also seeks Council approval to submit this feedback to the Health and Social Care partners' collective consultation event prior to wider consultation with all stakeholders.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. The background to the Clackmannanshire and Stirling Health and Social Care Integration Scheme review as set out in section 3.

It is recommended that Council agrees:

- 2.2. Clackmannanshire Council's feedback on the Integration Scheme as summarised in Table 2.
- 2.3. That, subject to the agreement of Recommendation 2.2, to submit Council's feedback to the next phase of the consultation process.

3.0 Background

- 3.1. The Integration Scheme is a legally binding agreement between Councils and the Health Board who are known as 'the parties' in the Integration Scheme. The scheme describes what the parties will do to enable the Integration Joint Board (IJB) to meet its responsibilities (or 'delegated functions'). The current Integration Scheme was approved by all Constituent Authorities and endorsed by the then Partnership Transition Board in June 2015.
- 3.2. The Integration Scheme was submitted to Scottish Ministers on 1 April 2015, as required, and was approved by Ministers on 4 September 2015 where it was laid before Parliament before coming into force on 3 October 2015. The IJB became responsible for adult and older people's services in April 2016.

- 3.3. Under Section 44 of the Public Bodies (Joint Working)(Scotland) Act 2014 paragraph (5), the Constituent Authorities have a legal duty to formally review the Integration Scheme five years from its date of approval, in this case by October 2020. Due to responding to the COVID19 pandemic this work was deferred.
- 3.4. A meeting with the three partnership Chief Executives (Clackmannanshire Council, Stirling Council and NHS Forth Valley), the Chief Officer and the Chief Finance Officer of the HSCP, Legal & Governance Managers and Senior Planning Manager was held on 24 May 2023 to discuss the process to review the Integration Scheme with relevant stakeholders. Partner Bodies expressed a desire to undertake individual facilitated sessions to agree their feedback in respect of the operation of the current Integration Scheme.
- 3.5. Following completion of these individual consultation activities, further feedback will be sought from the professional advisers of the Constituent Authorities, for instance information governance advice would be sought from Information Governance leads and Finance advice would be sought from the HSCP Chief Finance Officer, Council Section 95 Officers and the NHS Director of Finance. Once this phase of activity is concluded a broader consultation with all stakeholders including local residents must be undertaken.

4.0 Clackmannanshire Council Feedback

The Consultation discussion considered the following themes in line with the structure of the current Integration Scheme:

Table 1: Discussion Themes

Clackmannanshire and Stirling Integration Scheme	
Local Governance Arrangements	Participation and Engagement
Delegation of Functions	Information- Sharing and data handling
Local Operational Delivery Arrangements	Complaints
Clinical and Care Governance	Claims handling, Liability and Indemnity
Chief Officer	Risk Management
Workforce and Organisational Development	Dispute resolution mechanism
Finance	

- 4.1. The feedback received from councillors is summarised, by exception, in Table 2 below:

Table 2: Clackmannanshire Council Consultation Feedback on Integration Scheme

Clackmannanshire and Stirling Integration Scheme Feedback	
Governance Model	<p>The Council has a preference for a pan-Forth Valley model which it believes better reflects the way that people live and work in the area and consequently, how residents access services. However, the Council recognises that this cannot be implemented in isolation.</p> <p>Additionally at this time, as arrangements, timescales and delegations in respect of the National Care Service are yet to be agreed, the Council believes the status quo should be preserved with enhancements made to improve local governance, operational assurance and scrutiny at partner level.</p>
Local Governance Arrangements	<p>The Council believes that the current Board is too large and that this hinders the Board's effectiveness.</p> <p>The Council is open to considering changes to the numbers of voting members in recognition of the fact that the current numbers place a burden on Non-Executive Health Board capacity given the need to support two Integrated Joint Boards in the Forth Valley area.</p> <p>The Council has queried whether an advisory/ consultative Forum comprising non-voting members could be used to assist in improving efficiency and reducing numbers at Board meetings.</p> <p>The Council believes that chief executives, the Standards Officer and the Senior Planning Manager should all remain in attendance at IJB meetings.</p>
Delegation of Functions	<p>The Council does not propose any further functions are delegated at this time.</p>
Local Operational Delivery Arrangements/ Chief Officer	<p>Para 4.4 of the Integration Scheme states that the Chief Officer has an integrated role in respect of the planning and delivery of the Integration Functions and para 6.4 II and III, outlines responsibilities in respect of monitoring and reporting of performance to both the IJB and the Parties- Council does not believe that these aspects are fully embedded and arrangements should be taken to strengthen these , for instance through the approval and scrutiny of an HSCP/ Locality Business Plan(s) and reporting to (locality) Audit and Scrutiny Committee.</p> <p>The Partners have different IT systems, procedures and protocols. Wherever possible these should be streamlined to minimise duplication for staff working within the HSCP. Additionally, Council believes that it would be helpful to look at the strengths and challenges of adopting place-based rather than functional remits for officers. Aligned with this, Clackmannanshire Council is not represented at senior management level within the Partnership and this is viewed as a disadvantage in maximising the potential of integration through collaborative transformation and maximising operational performance/ delivery.</p>
Clinical and Care Governance	<p>The role and authority of Chief Social Work Officers is not well reflected in the Integration Scheme generally.</p>
Participation and Engagement	<p>The Integration Scheme focuses on the Parties facilitating IJB participation and engagement.</p> <p>Council has an expectation on consultation prior to IJB decision-making or major strategy/policy formulation which is</p>

	not being met. For instance, re the recent Strategic Commissioning Plan engagements- there was no consultation event for Clackmannanshire councillors. The Integration Scheme could be more explicit on the consultation process prior to agreeing material policy/strategy changes.
Finance	Further work is needed to agree risk-sharing options in respect of the integrated budget. Council would also like to see a greater and more explicit articulation of arrangements to agree Recovery plans that more closely align with those in Constituent authorities.
Workforce and Organisational Development; Complaints and Risk Management	The Council does not agree that assurance should be provided by partner bodies reporting to the IJB and is not persuaded that the provision of assurance can be de-coupled from operational responsibility.
Dispute Resolution	Unclear of impact of the Ministerial Steering Group Recommendations on current process as drafted.

5.0 Sustainability Implications

5.1. There are no direct sustainability implications arising from this report.

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

6.4. Staffing

None

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

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

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

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

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

None

12.0 Background Papers

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

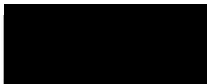
Yes (please list the documents below) No

Clackmannanshire and Stirling Integration Scheme

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Report to: Council

Date of Meeting: 10 August 2023

Subject: Draft Annual Accounts 2022/23

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. The Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is defined as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom prepared by the CIPFA/LASAAC Joint Committee.
- 1.2. The Code specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of the Council, including group financial statements where Councils have material interests in subsidiaries, associates or joint ventures. The financial statements aim to identify the key factors affecting the finances of the Council and that affect the physical resources that the Council can control to provide services.
- 1.3. The Local Authority Accounts (Scotland) 1985 Regulations require the Chief Finance Officer, as the Council's s95 officer, to prepare the Statement of Accounts as soon as practicable after the end of each financial year and to submit for Audit to the Councils External Auditor. This is normally by the 30th June, however due to previous year delays as a consequence of the COVID 19 pandemic, this was extended to 31 August for the 2022/23 draft accounts in agreement with the External Auditors.
- 1.4. Within the Draft Annual Accounts, a Management Commentary is included that presents the collective view of those charged with governance and apply relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Management Commentary is signed by the Leader of the Council, Chief Executive and Chief Finance Officer (as s95 officer). The Management Commentary includes information on the financial year just passed along with a forward financial outlook for the Council for 2023/24. Further detail of the Councils financial forecast for 2023/24 will be presented to the Audit and Scrutiny Committee during the year.
- 1.5. The Council's Draft Annual Accounts also include the annual Remuneration Report, and the Annual Governance Statement (AGS) which is signed on behalf of the Council by the Leader of the Council and the Chief Executive. Improvement actions associated with the AGS are incorporated within routine performance reporting using the Pentana system.

2.0 Recommendations

- 2.1 Council is asked to:
 - 2.1.1 note and consider the 2022/23 draft annual accounts;
 - 2.1.2 approve the submission of the draft annual accounts for audit to the Councils external auditors by 31 August;
 - 2.1.3 note that audited annual accounts will be presented to Council following conclusion of the audit, and
 - 2.1.4 otherwise note the contents of the report.

3.0 Considerations

- 3.1. The accounts have been prepared in accordance with proper practices as set out in the *Code of Practice on Local Authority Accounting in the United Kingdom 2022/23*. The Annual Accounts show the actual figures for 2022/23 and the comparable figures for 2021/22.

Revenue Outturn

- 3.2 The financial results for 2022/23 are positive and provide a platform from which to address the challenging times ahead. Against the background of reducing resources and the current economic climate, the Council has successfully delivered services within budget and achieved a high percentage of its approved savings.
- 3.3 Gross revenue expenditure for the year was £148.359m. This represents the running costs of the Council and indicates the significant size and complexity of the organisation. In addition to this, the Council administered Support Grants to Individuals on an Agency basis on behalf of the Scottish Government which amounted to £1.104m. In line with specific accounting guidance both the expenditure and income has been excluded from gross expenditure and income within the comprehensive income and expenditure statement.
- 3.4 The surplus achieved in the year compared to budget was £5.335m. This is a favourable movement on the £1.292m underspend position (excluding Clackmannanshire element of the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP), as reported in the December outturn report presented to Audit & Scrutiny Committee in April 2023. However, this underspend includes carry-forward earmarked reserves of £4.431m for ring-fenced areas of spend such as PEF, DSM, Housing and other commitments, resulting in a net underspend and contribution to reserves of £0.904m compared to budget.
- 3.5 The General Fund started the year with a balance of £23.972m. £8.357m was utilised from earmarked general reserves during the year, new earmarked reserves of £9.074m were created and £1.043m of commitments were released. The in year surplus along with the utilisation of reserves results in a net reduction in general reserves of £3.022m and a closing general reserve balance at 31 March 2023 of £20.950m.
- 3.6 Of the £20.950m balance at 31 March 2023, £17.598m is earmarked for specific purposes, much of which is for use either by individual services or to meet corporate liabilities. This committed balance can be summarised as follows:

Devolved School Management (DSM)	£0.573m
Pupil Equity Funding (PEF)	£0.788m
Education COVID Recovery	£0.200m
Ring-fenced Housing & Community Safety Grants	£1.139m
Contractual Repairs & Maintenance	£0.315m
Organisational Change Fund	£0.198m
Employment Fund	£0.840m
Transformation Fund	£1.841m
Miscellaneous commitments	£2.134m
Amount to Support 2023/24 Revenue Budget	£4.643m
Developer Contributions	£0.835m
Employability Funding	£0.581m
Ukrainian Refugee Support	£0.519m
Homeless Accommodation	£1.109m
COVID General Funding	£1.455m
COVID Specific Funding	£0.428m
Total	£17.598m

3.7 The Council's Reserves Strategy stipulates that it should retain uncommitted reserves at a minimum level of 2% of budgeted net expenditure as amended in the 2023/24 budget paper. Based on 2023/24 approved budget this equates to a figure of £3.044m. At the end of 2022/23, uncommitted reserves are £3.352m, therefore, £0.308m greater than this minimum reserve figure. Total uncommitted reserves therefore represent a level of 2.2% of budgeted net expenditure.

3.8 At the end of 2022/23, the Clackmannanshire locality of the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) reported an underspend of £0.923m. However, the final outturn reflects a nil variance as the Councils full approved budgeted contribution for 2022/23 is paid over to the Partnership and carried forward within reserves for utilisation in 2023/24. Of the £0.923m underspend, £0.572m is used to offset the overall Partnership overspend with the remaining balance of 0.351m added to the reserves of the partnership for Clackmannanshire which now totals £2.747m

Housing Revenue Account

3.9 The Housing Revenue Account achieved a surplus within the year of £6.986m against a budgeted surplus of £5.625m, £1.361m greater than budget. This is a movement of £0.581m greater than the forecast figure of £6.405m as at December, reported to Audit & Scrutiny Committee in April 2023. During the year £6.655m of this surplus has been used to fund capital expenditure which mitigated the requirement to borrow. This has resulted in a net decrease in reserves of £0.837m. The outcome of these in year results is that the opening housing reserve balance of £9.552m at the

start of the year, has reduced to £8.715m as at 31st March 2023, which equates to 41% of 2023/24 budgeted Housing Rents. This is £7.866m above minimum reserves of 4% which can be used to offset future capital expenditure and reduce the requirement to borrow.

Other Reserves

- 3.10 The opening balance on the Capital Receipts Reserve was £0.801m. Of this balance, £0.046m was earmarked for the capital element of the Employment Fund to fund the statutory element of voluntary severance. £0.029m was utilised in the year and as the flexibility to use capital receipts for this purpose has now ended in March 2023, as such the remaining amount of £0.017m has been unearmarked and added to uncommitted capital receipts.
- 3.11 During 2022/23 receipts of £0.262m were received as a consequence of asset sales. Of the total receipts balance, £0.029m was used to support the statutory element of voluntary severance (as noted above) and £0.169m was used to fund house purchases within the HRA. The previous flexibility to use capital receipts for Transformation also ended on 31 March 2023 and as such the remaining balance of £0.311m was transferred from Capital Grants Unapplied. After taking account of these movements in the year the closing balance of capital receipts at 31 March 2023 was £1.176m with no commitments.
- 3.12 The opening balance on the Capital Grants and Contributions Unapplied account was £3.302m. Within this balance were earmarked receipts of £1.321m for the Transformation Fund. During the year £1.010m has been utilised for Transformation, with the remaining balance on Transformation of £0.311m transferred to capital receipts (as note above). Grants of £0.674m have been added in the year and grants of £0.380m have been utilised in the year. The opening balance of £0.182m Within the Economic Stimulus Fund has been fully applied in the year. As a result of these movements the closing balance on capital grants unapplied is £2.095m at 31 March 2023.

Pensions Liability/Asset

- 3.13 The estimation of the Council's net liability/ net asset in respect of pensions payable is a complex set of judgements. It requires estimates of the life expectancy of scheme members, assumptions about changes in retirement ages and expected returns on pension fund assets such as stock market investments. The Council engages actuaries to provide expert advice about prevailing assumptions.
- 3.14 As a result of the latest valuation of our Pension accounts in accordance with International Accounting Standard 19 (IAS19), the net liability within the Balance Sheet moved from a net liability of £88.9m to a net asset of £63.4m. This is a favourable movement of £152.2m as at March 2023 mainly due to a combination of an increase in the net discount rate and asset returns.

Provisions

- 3.15 There are two provisions as at 31 March 2023, with one new provision of £125k being created during the year in respect of Voluntary Severance. This provision reflects costs for staff who have been agreed to be released on Voluntary severance before the financial year end but their leaving date is after 31 March 2023. The previous long term provision for Municipal Mutual Insurance Limited (MMI) still remains and has been increased by £5k to £65k to reflect the updated estimate of the liability.

Contingent Liabilities

- 3.17 In order to reflect as yet potential uncertain and/ or unquantified timing and liabilities issues, aspects of those matters referenced in respect of Insurance set out in paragraph 3.16 above, are also reflected in the draft annual accounts as a contingent liability. In addition to this, the potential for claims of Historic Sexual Abuse, Equal Pay and the Judicial Review of a number of Social Services cases remain as contingent liabilities. As with all contingent liabilities, the timing and quantification of any liability in relation to these cases is unknown. No Contingent Assets have been identified as at 31 March 2023.

Capital Expenditure and Financing

- 3.18 During 2022/23 the Council spent £19.697m on Capital Expenditure across both General Fund and HRA. Of this, £18.588m was invested in its own assets with £1.109m granted to third parties including Common Good. This reflects an underspend of £13.471m on the approved budgeted programmes for both HRA and General Fund.
- 3.19 Capital expenditure in the year has been financed by: government grants and contributions (£10.088m), revenue funding (£0.169m) and direct revenue funding (£6.655m). The remaining balance of £2.785m was funded through internal borrowing.
- 3.20 The Councils gross external debt as at March 2023 stands at £133.663m, a decrease of £4.256m from the position as at March 2022. This was as a result of no additional borrowing being undertaken during the year and repayments of £3.019m towards PWLB and Market Loans and £1.237m towards Public Private Partnership (PPP) arrangements. Further detail will be provided in the Annual Treasury Report on the agenda for the next Council meeting.

Group Accounts

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

Public Inspection

- 3.22 Following submission to the External Auditor the draft annual accounts will be made available for public inspection on the Councils website.
- 3.23 Following conclusion of the External Audit, the Council's final audited Annual Accounts will be presented to Council at a future meeting along with the External Auditors Report.

4.0 Conclusion

- 4.1 The results for the year are positive with a surplus being achieved in the year on General Fund which ensures the Councils uncommitted reserves remain in excess of the Council's minimum level. This position is an improvement on that previously forecast at December and reported in April due to a more favourable outturn than anticipated at that time.

- 4.2 Throughout the year, regular updates on progress in implementing the Budget Strategy and performance monitoring has been provided to Elected members through Council and Committee reports and briefings. Despite rising pressures, services worked hard to manage spend within budget to ensure the Council did not overspend its budget during 2022/23. In doing so, the Council consistently applied its agreed budget, finance and investment strategies throughout 2022/23.
- 4.3 In summary, the year end financial position, although favourable, remains challenging in light of the current financial circumstances of rising inflation and the ongoing impact of the cost of living crisis.

5.0 Sustainability Implications

5.1 Not applicable

6.0 Resource Implications

6.1 *Financial Details*

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

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

6.4 *Staffing*

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

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

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

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

9.0 Equalities Impact

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

Yes No

10.0 Legality

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

11.0 Appendices

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

Appendix A - Draft Annual Accounts 2022/23

12.0 Background Papers

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

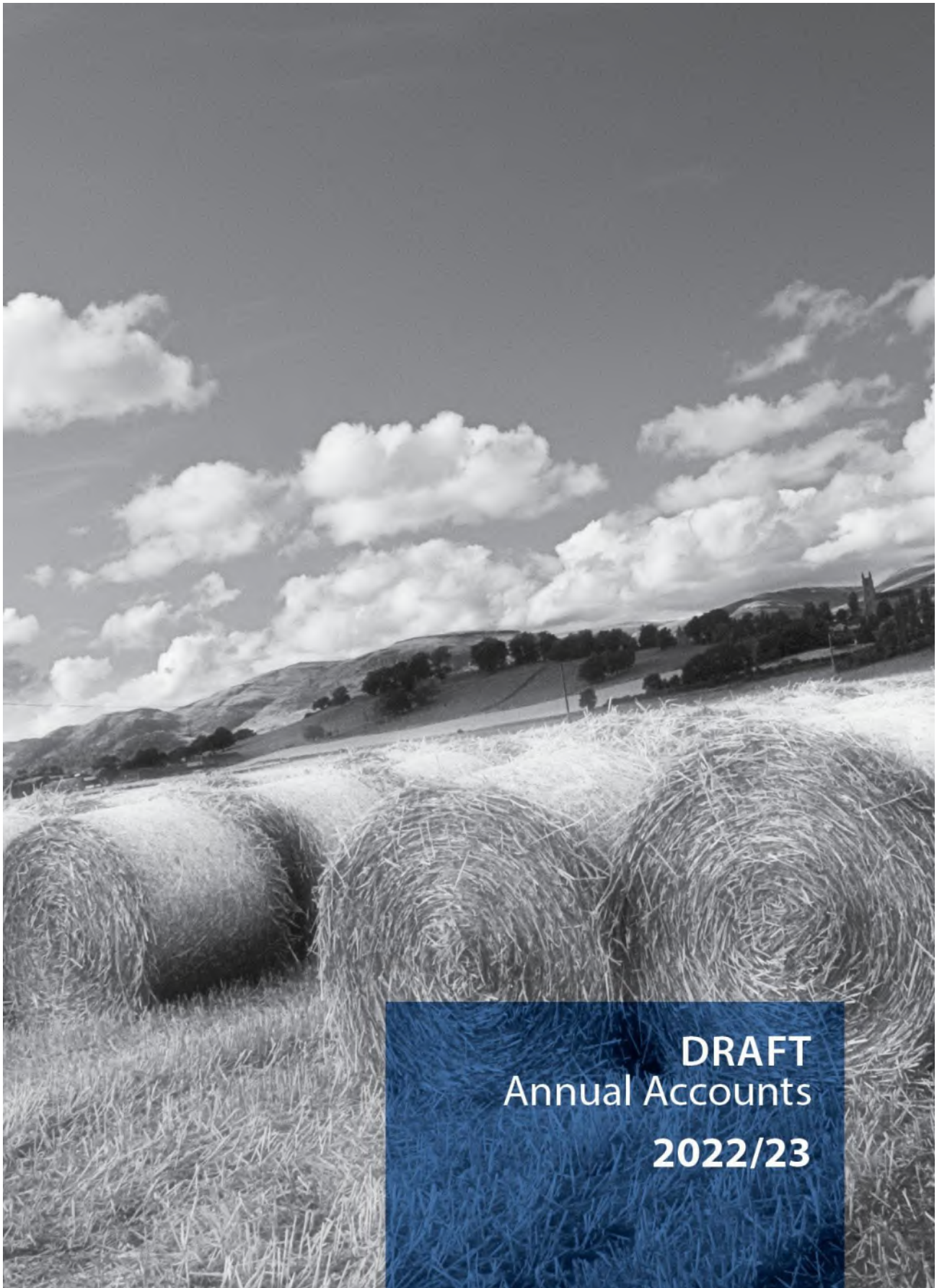
Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Elizabeth Hutcheon	Management Accountancy Team Leader	6214
Helen Coleman	Corporate Accountancy Team Leader	2256
Lindsay Sim	Chief Financial Officer	2022

Approved by

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



DRAFT
Annual Accounts
2022/23



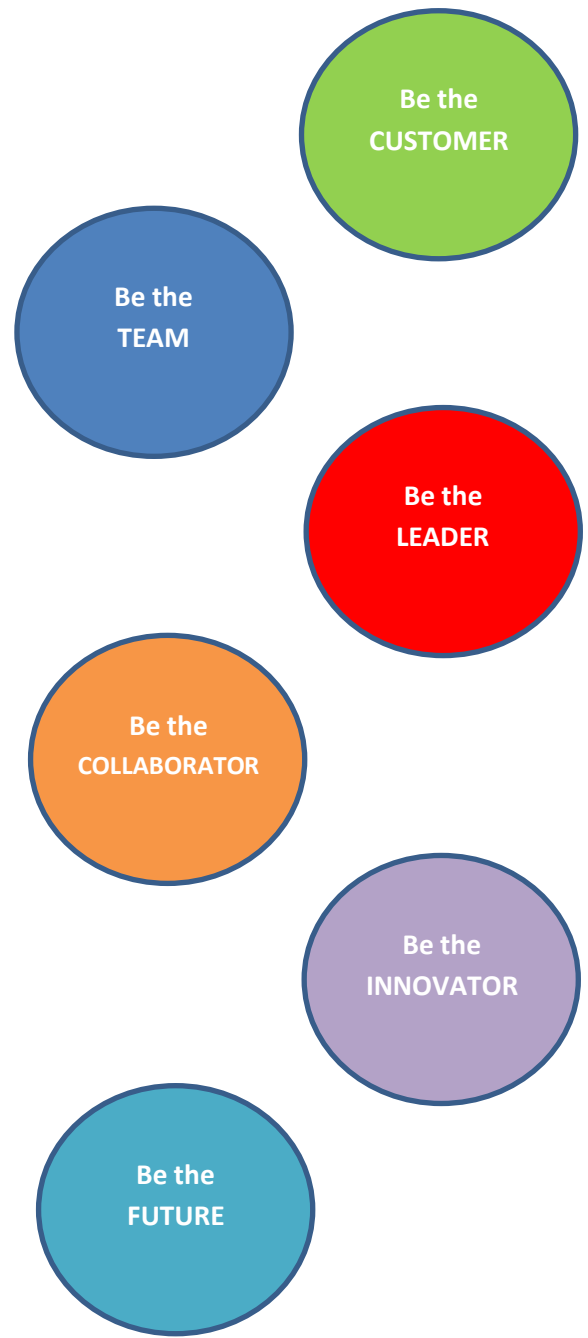
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Comhairle Siorrachd
Chlach Mhanann

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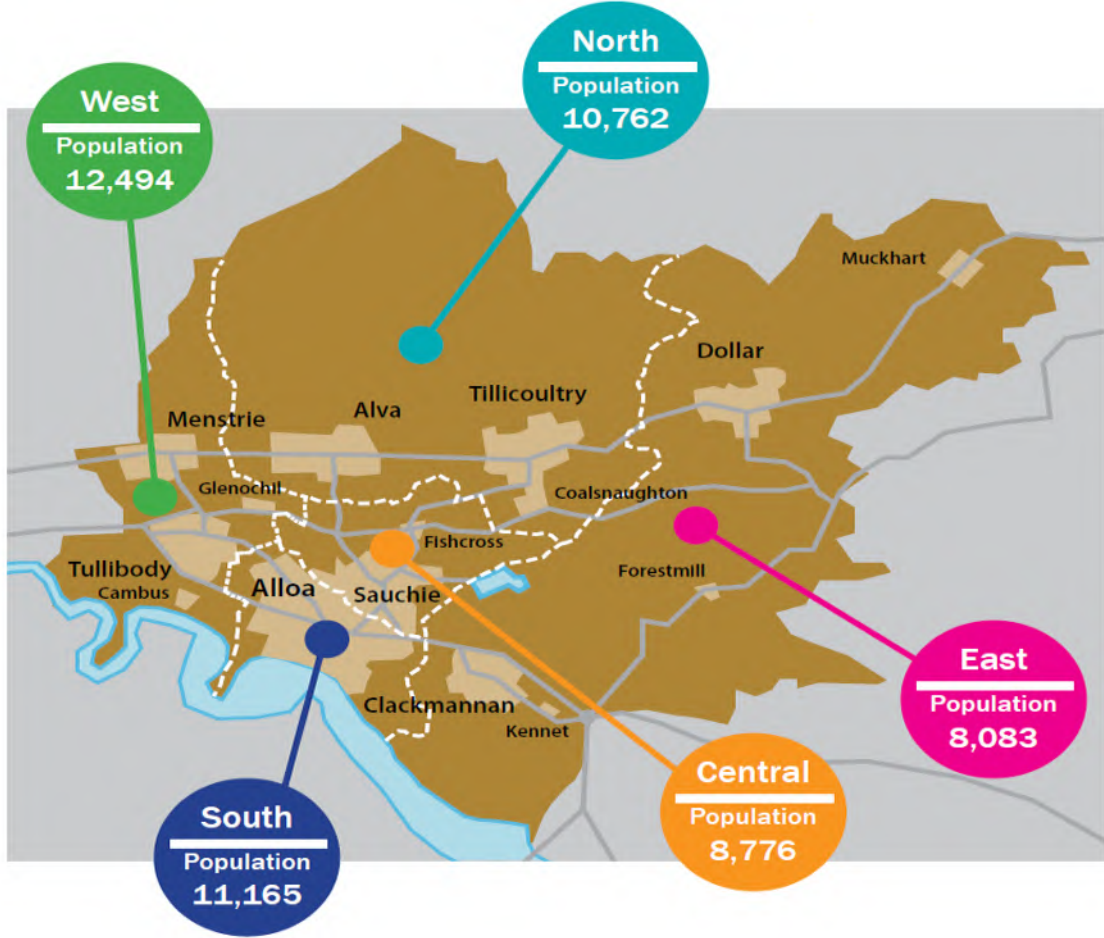
Introduction

This commentary sets the scene and context for the Financial Statements for Clackmannanshire Council, for the year ended 31 March 2023 and provides specific details in relation to the Council's financial position, its priorities and performance and strategies and plans for achieving these objectives. The commentary is compliant with The Local Authority Accounts (Scotland) Regulations 2014. The Management Commentary is required to present the collective view of those charged with governance and apply relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Financial Statements have been compiled in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 which sets out the format and content contained within them.

2022/23 has again been a challenging year for everyone as work continues on the recovery from the Covid-19 pandemic and the current cost of living crisis. The Council continued to play a key role in supporting the residents and businesses within Clackmannanshire, reviewing and reshaping services and supports that it provides. Further detail of how the Council is supporting its communities through the Cost of Living Crisis and pandemic recovery through its services is provided on page 31.

Clackmannanshire is located in Scotland's central belt, sharing administrative borders with Stirling, Perth and Kinross and Fife, and with natural boundaries provided by the Ochils and the River Forth. Clackmannanshire is the smallest mainland Council in Scotland, covering 61 square miles and serving a population of 51,280 (as at 2018). The Council employs 2,695 (headcount) staff (2021/22 2,727).

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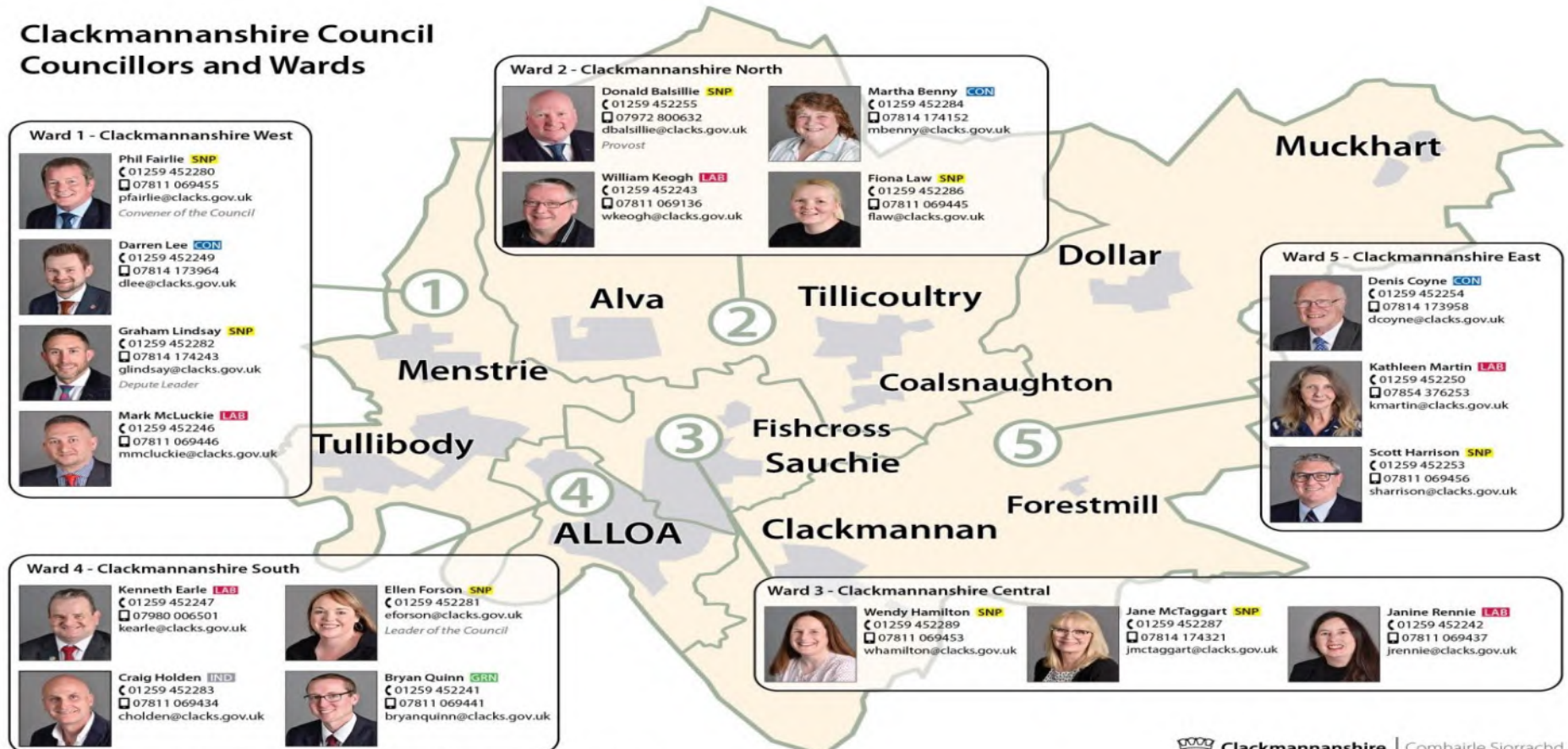


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Local Government

Clackmannanshire Council consists of 5 wards, each represented by 3 or 4 elected members. The Council has 18 Councillors whose current political make-up following the local elections in May 2022 and changes to date are: 8 SNP, 5 Labour, 3 Conservative, 1 Green and 1 Independent. The Councillors for each ward are presented in the diagram below. Further information on Senior Councillors can be found in the Remuneration Report commencing page 56.

Clackmannanshire Council Councillors and Wards



For further information, contact: Members' Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB
Tel: (01259) 450000 Email: membersservices@clacks.gov.uk



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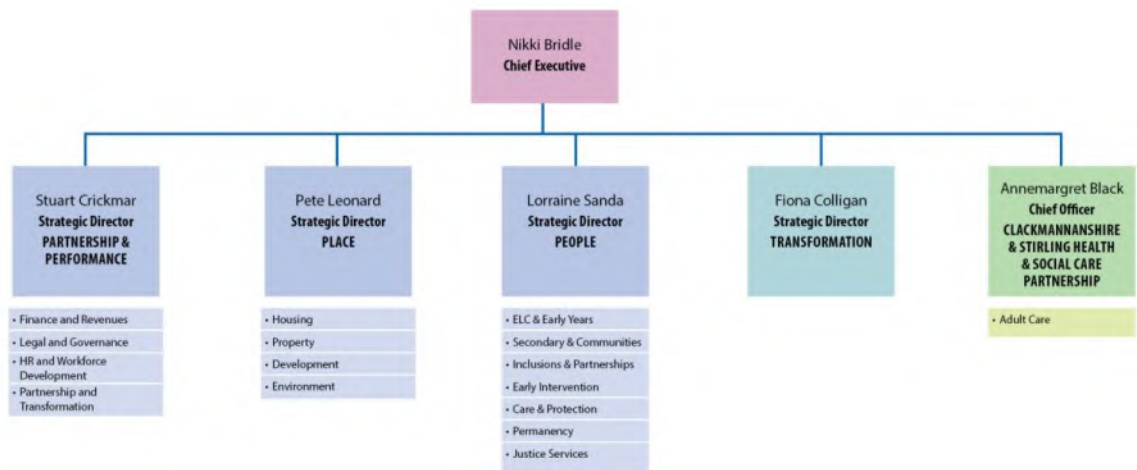
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Management Structure & Service Areas

The Council continued to embed its Organisational Redesign programme during 2022/23. The Council's Management Structure and service areas are set out in the diagram below:

Strategic Management



Throughout 2022/23, Clackmannanshire Council's Chief Executive was Nikki Bridle. The Chief Executive is the Head of Paid Service who leads and takes responsibility for the work of the Council and who runs the local authority on a day to day basis. The Chief Executive provides leadership, vision and strategic direction, and effective management of the Council.

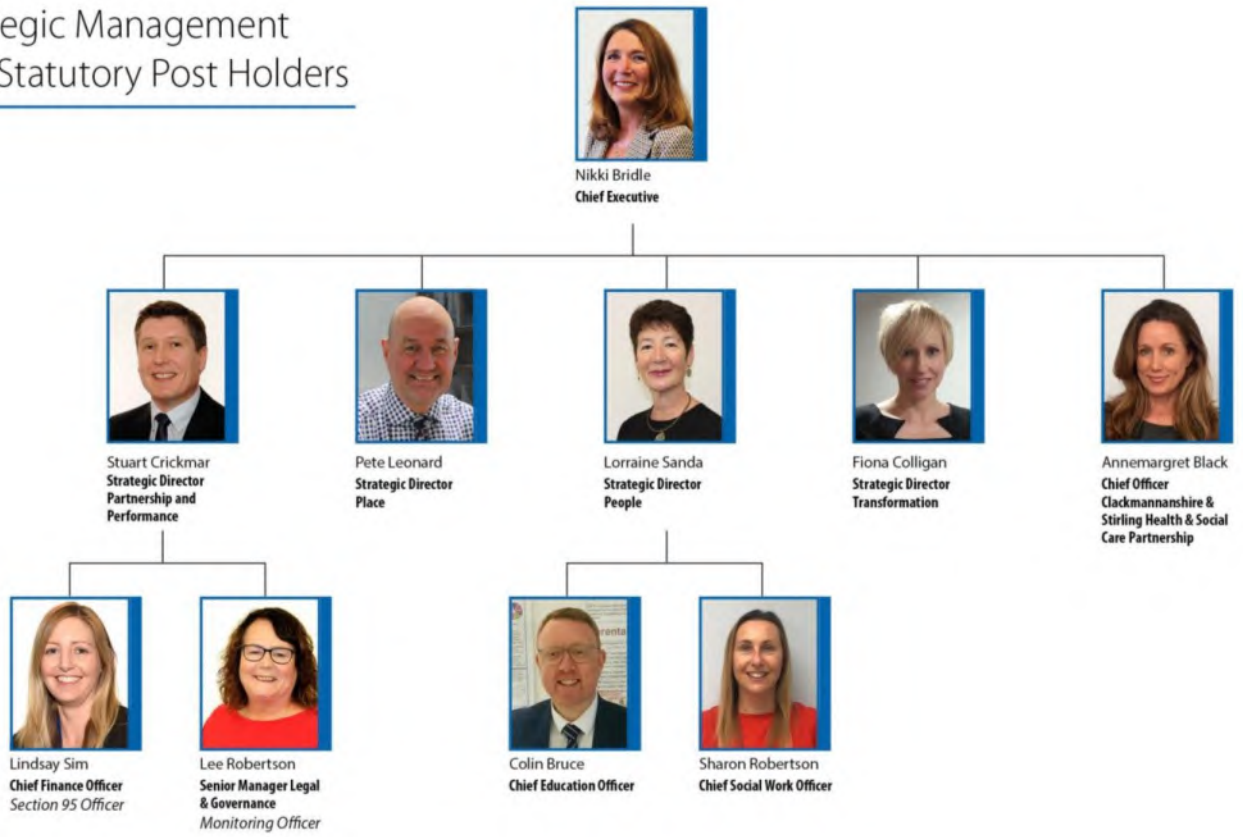
During 2022/23 the Chief Executive was supported by four Strategic Directors and the Chief Officer for the Clackmannanshire and Stirling Health & Social Care Partnership. At the 1 April 2023, this reduced to three Directors as the post of Strategic Director for Transformation was removed as this was only a fixed term post to 31 March 2023. For 2023/24 the work on Transformation is still continuing at pace and is managed directly by the Chief Executive.

The Council also has four Statutory officers: Chief Finance Officer (S95 Officer), Monitoring Officer, Chief Education Officer and Chief Social Work Officer.

The post holders at Strategic Management level as well as statutory post holders in place during 2022/23 upto 31 March 2023 are shown in the diagram below. At the date of signing of these accounts, all postholders remain in post with the exception of the Strategic Director for Transformation who left on 31 March 2023 as noted above. Further information can be found in the Remuneration Report commencing page 56.

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Strategic Management and Statutory Post Holders



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The “**Local Outcomes Improvement Plan (LOIP) 2017-2027**” sets out the vision of the Clackmannanshire Alliance for the 10 years to 2027 and builds upon the successes of our previous plan the Single Outcome Agreement for Clackmannanshire 2013-2023. A central theme of this Plan is a joint commitment to tackling the inequalities that exists in Clackmannanshire as a result of poverty and socio-economic disadvantage.



The LOIP was developed by the Clackmannanshire Alliance and sets out the ambitions for change for Clackmannanshire over the period to 2027. This plan sets out the commitment to reducing inequality and renewed focus to work together to secure better outcomes for Clackmannanshire. In developing the LOIP, the Alliance chose to focus collective efforts on a core set of priorities based on discussions with partners and communities so that the plan is based on a sound understanding of local need and circumstances. The LOIP is supported by four long term strategic outcomes which drive the direction of the strategic partnership:

Strategic Outcomes for Clackmannanshire

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

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For clarity and consistency the Alliance chose to develop these locality plans based on the three priorities that have been identified for Clackmannanshire. Investing the collective resources and efforts on these three areas aims to enable the partnership to secure the best outcomes for Clackmannanshire over the 10 year plan.

Locality Priorities for Clackmannanshire



Each community planning partner in Clackmannanshire is committed to these priorities and reflects these in their own strategic plans to ensure all efforts drive improved outcomes for Clackmannanshire, particularly in light of the challenges that partners face over the period to 2027.

A review of the LOIP is underway and a plan for refreshing this to reflect the Council and Alliance commitment to developing a wellbeing Economy has been agreed with Alliance partners. The revised LOIP is expected to be presented to Council in late 2023.

More detailed analysis can be found in the full LOIP at:
<https://www.clacks.gov.uk/community/loip/>

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The Corporate Plan

The current Corporate Plan covered the period 2018-2022 and was approved by Council in December 2018, entitled ‘Be the Future’. This plan set out the Council’s vision, priorities and values against which all aspects of the Council’s work will be measured and aligned. The vision is focused on collaboration, inclusive growth and innovation. Following a Council decision on 29 June 2023, the Corporate Plan will be replaced by a streamlined performance management framework with greater emphasis on Be the Future programme priorities, business plans and the LOIP.

Be The Future

Over the last three years there has been considerable investment in creating the conditions which allow us to set out ambitious longer term plans to transform the way in which public services are delivered in Clackmannanshire. These ambitions are integrated with the development of our longer term financial planning approach which took a significant step forward in 2021/22 with the establishment of a 20 year capital budget, organised around the Council’s Be the Future Programme priorities. This plan was reviewed as part of the 2022/23 budget process and will be reviewed going forward on an annual basis as part of a rolling 20 year plan.

‘Be the Future’ sets out a streamlined range of corporate priorities and outcomes fully aligned with the LOIP detailed above. The vision and streamlined priorities aim to provide a much clearer focus for Council investment and delivery.

‘Be the Future’ – Corporate Values

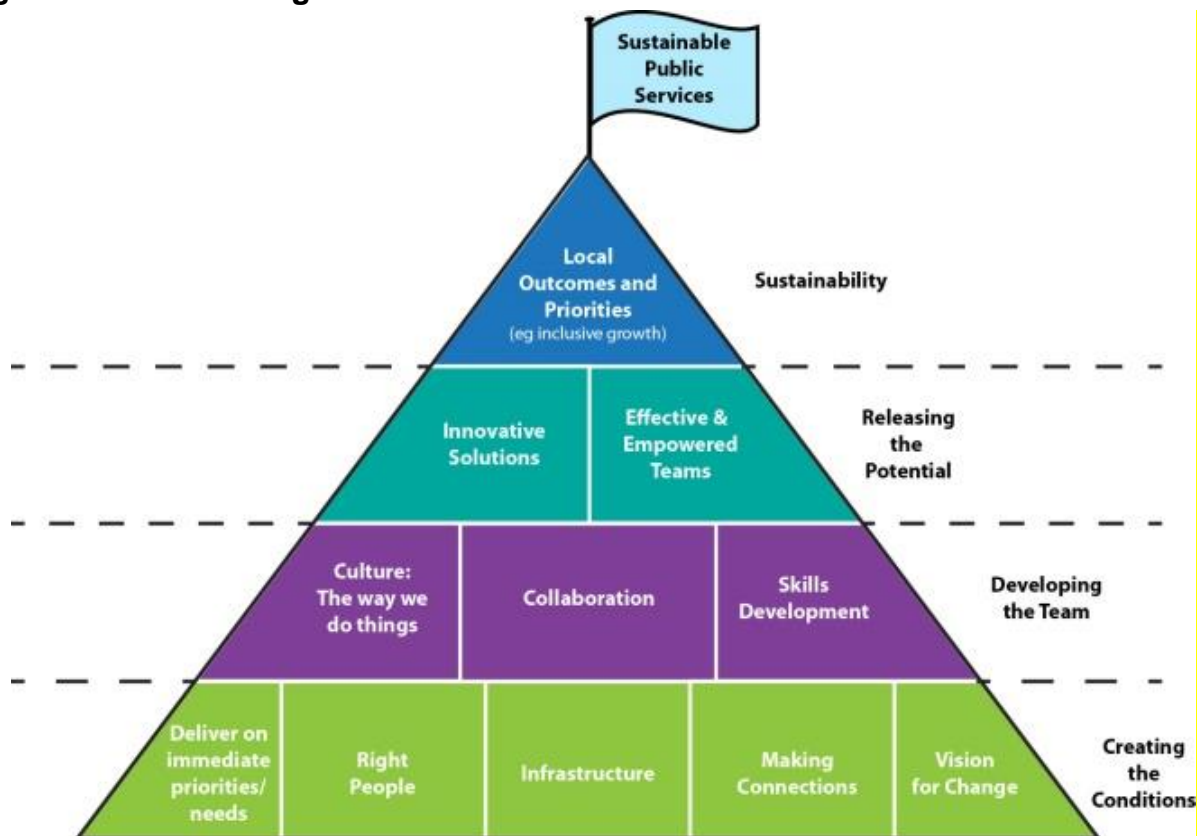
Values	Descriptor
Be the customer	Listen to our customers; communicate honestly and with respect and integrity.
Be the Team	Respect each other and work collectively for the common good.
Be the Leader	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
Be the Collaborator	Work collaboratively with our partners and communities to deliver our vision and outcomes.
Be the Innovator	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
Be the Future	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

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Organisational Redesign

In 2019, Council agreed its approach to Organisational Redesign, establishing a framework and a supporting action plan to focus on how we improve and develop our organisation to support sustainable change. The Organisational Redesign Framework provides a clear basis from which Council monitors and evaluates progress and provides the opportunity for the refinement of planned activity based on learning, progress and feedback. The Framework comprises four key phases as can be seen in the diagram below, which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not designed to be sequential but run concurrently.

Organisational Redesign Framework



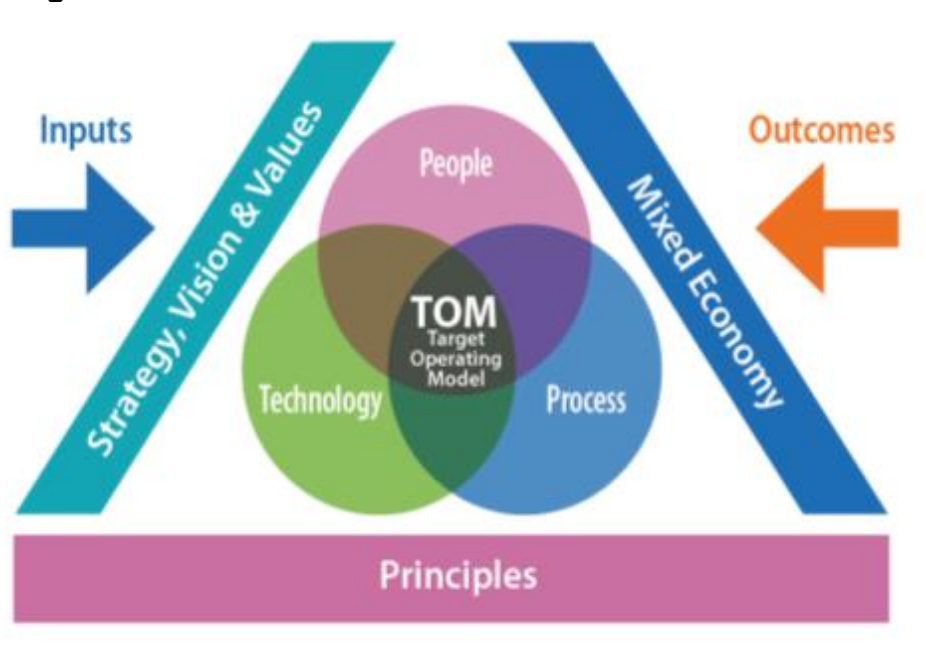
Work has been progressed to integrate and embed the Organisational Redesign Framework actions included within the Workforce Programme of activity. Progress has been disrupted due the Covid-19 pandemic and Cost of Living crises response, however, a renewed focus is increasingly being brought to bear on Be the Future transformation activity.

In August 2022, Council agreed to establish a Target Operating Model (TOM) that will provide a consistent foundation and framework within which future organisational change and redesign can be developed and accelerated. The proposed TOM, set out in the diagram below, prioritises getting the basics right for the users of our services by placing the needs of residents, communities and businesses at the heart of Council decision-making. It also reflects a mixed economy model of service delivery, underpinned by

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objective analytical evaluations of the most effective ways of addressing customer needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability. The TOM approach reflects the valuable learning gained through the period of the pandemic and will guide the organisation through the next stage of its Transformation journey.

Target Operating Model



The framework and activity set out above is therefore complementary to, and aligned with the Council's Transformation Programme, Be the Future, which is also aligned and integrated with the Council's other key strategic plans and priorities.

The 10 year Be the Future Programme incorporates the Be the Future Aims and has distilled our planned LOIP outcomes and Corporate Plan priorities into three Be the Future Programmes of activity:

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

The Be the Future Aims and Programme themes are set out in the diagram on page 13.

Since the production of the Be the Future Plan, which was agreed as part of the 2020/21 Budget Process in February 2020, the case for change remains compelling and has gathered renewed focus. In developing the Be the Future Plan, significant effort was invested in seeking to integrate vision and priorities across these key strategic planning documents. This was a conscious aim of seeking to simplify and streamline the planning framework whilst ensuring strategic alignment of the key strategic planning elements: creating a Golden Thread that ensures that there is a consistent core and focus on priorities

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and outcomes, and which allows resources to be targeted effectively. There is, therefore, an existing agreed set of strategic priorities and outcomes.

A key design feature of our transformation work has been the commitment to be innovative in how we do things and not just what we do. Whilst there is a shared commitment to the principle that how we do things is just as important as what we do, to date this element has not been as well developed or implemented as was originally planned.

The impact of the Covid-19 pandemic is recognised in that planned work to raise awareness, take feedback and communicate ambition has significantly curtailed activity, with only a small number of staff and stakeholder sessions taking place as resources were redeployed to support critical civil contingencies activities. In recognition of this, Council agreed at its meeting in August 2022, to the preparation of a consultation and engagement strategy to take this work forward looking at both short and long term activities.

Further detail on both the TOM and the Consultation and Engagement Strategy can be found in the following document:

<https://www.clacks.gov.uk/document/meeting/1/1150/7366.pdf>

Be the
Future



**Clackmannanshire
Council**

Aims and Programme Themes

Aims	We will transform our organisation and approaches
<p>to:</p> <ul style="list-style-type: none"> ● empower people and places to improve their wellbeing, skills and prosperity; <p>and</p> <ul style="list-style-type: none"> ● ensure that environmental, social and financial needs of our people and places are met and that future generations thrive. 	
Sustainable Inclusive Growth	We will take steps to tackle poverty and inequality. We aim to maximise the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.
Empowering Families & Communities	We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual, family and community skills in support of social and financial independence.
Health & Wellbeing	We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. Delivering increased wellbeing also aims to promote equitable growth.

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Financial Planning

Changes in public sector funding have been a key issue facing all Councils for a number of years and this will continue to impact on what Councils do and how they do it. While the financial context is challenging, such challenging times also provide significant opportunities for real improvement. The Council and its partners are working in a more collaborative way by pooling their collective resources to be more efficient. Similarly, legislative changes are making it easier for communities to become more involved in finding solutions and engage more directly in service delivery.

The Council is continually reviewing its processes and procedures and financial planning continues to adapt to the changing economic climate. Regular medium term financial planning information is reported to Council via Budget Strategy Update reports to ensure that its policy, investment and financial decisions are informed by the wider financial context.

The Council's approved Budget Strategy sets out the planning assumptions and indicative savings figures for a rolling four year period. The Strategy focuses on a framework which aims to:

- reduce expenditure;
- maximise income;
- transform service provision, including more joint working, and
- implement other targeted initiatives to deliver high quality services from a sustainable cost base.

The 2023/24 Budget Report approved by Council in March 2023 presented a financial planning scenario which indicated a potential funding gap of £11.6m for 2024/25 rising to a cumulative gap of £22m by 2026/27. This is clearly a challenging position but one which also provides significant opportunities to look at how services are delivered by the Council and in conjunction with its partners.

Over the last five years the Council has achieved £16.6m of savings with a further £3.8m approved for 2023/24. Continually achieving savings year on year is challenging, however in 2022/23 the Council achieved £1.6m (88%) of the £1.8m planned savings approved in the 2022/23 budget. As noted above, the Council still faces a significant funding gap of £22m over the next three years, with any unachieved savings and use of one off reserves adding pressure and increasing the gap in future years.

During 2022/23, Chief Officers worked closely with the members of each political Administration to develop savings proposals which were included in the 2023/24 budget setting process. The budget preparation process considers both the capital and revenue implications of change proposals for financial planning purposes. The resultant proposals are focused on delivering services that are financially sustainable and manage changing profiles of demand and service user expectations.

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The annual budget process is also supported by the Be the Future Board set up to focus on transformation. The Board is made up of members of the Administration and the two opposition groups along with Senior Officers. The Board supports the development and progress of the transformation programme and reviews transformation and savings proposals.

Although the financial position is difficult, the management team believe that the continuation of the approved Be the Future Transformation Programme and the more recent Target Operating Model (TOM) to underpin Organisational Redesign will ensure the Council remains financially sustainable. The financial position presented in these Annual Accounts provides a platform from which to address the challenging times ahead and support the necessary transition to new, more efficient models of service delivery for the future and achieve the Be the Future aims.

Health & Social Care

The Council is part of the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) along with Stirling Council and NHS Forth Valley. 2022/23 has been another extremely challenging year for the Partnership as it deals with recovery from the pandemic.

Previous funding provided in 2021/22 by the Scottish Government to support Covid activity was carried forward to be used in 2022/23 which resulted in higher reserve balance for the Partnership at the 2021/22 year end. Early monitoring forecasts indicated that not all the funding would be required and as a result the Scottish Government set out to clawback any unused funding. Final clawback figures will be based on the final outturn position for 2022/23.

Further information on the Clackmannanshire and Stirling Health and Social Care Partnership can be found at the following webpage:

<http://nhsforthvalley.com/about-us/health-and-social-care-integration/clackmannanshire-and-stirling/>

City Region Deal

The Council is actively delivering ambitious plans in a joint City Region Deal with Stirling Council and Stirling University. Both Westminster and Scottish Governments have been working closely with the city region partners to develop proposals to unlock investment and secure transformational growth in the regional economy. Focus is on key priorities such as socially-inclusive growth; enabling infrastructure (such as roads, social housing and schools); business development opportunities; town centre regeneration; tourism; employability support and renewable energy.

In the case of Clackmannanshire initial priorities were informed by a series of Stakeholder Workshops and refined as part of the joint-working with Stirling Council and both Governments to form a coherent regional bid. Following further stakeholder engagement and approval by both Councils, including formal governance arrangements between the Councils, the 'Heads of Terms' was agreed in June 2018 and full deal sign off was achieved in February 2020.

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The Covid-19 pandemic has had an impact on the deliverability of the initial City Region Deal plan and a revised delivery plan was presented to the Scottish and UK governments. The Partnership are now working towards that plan with regular updates provided to the Stirling & Clackmannanshire City Region Deal Joint Committee. Several projects are now underway, notably £0.750m investment in the Japanese Garden as part of the Clackmannanshire Fund which was completed during 2022/23.

Further information about the City Region Deal can be found here:

<https://www.clacks.gov.uk/citydeal/>

Performance

The context in which the Council operates is ever-changing and as contexts change, it is important that the Council is able to change with them, to make sure it is doing everything it can to improve people's quality of life and to make Clackmannanshire a better place to live and work.

The Council monitors and measures its performance in a number of ways, including:

- review of Local Outcome Improvement Plan (LOIP) performance which is scrutinised by both the Alliance and the Audit & Scrutiny Committee;
- review of the Corporate priorities, which is reported to the Council;
- progress of the Council's Be the Future Transformation programme, through update reports to Council and Trade Union Forums;
- annual reporting of the Local Government Benchmarking Framework to the Audit & Scrutiny Committee;
- Quarterly reporting of service performance and risks and the Council's overall financial reports being presented to the Audit & Scrutiny Committee;
- reporting of corporate risks to the Audit & Scrutiny Committee every six months, and
- review of the Statement of Preparedness which covers those Emergency Planning risks set out in the Community Risk register and developed by the Forth Valley Local Resilience Partnership.

A progress report by the Accounts Commission on Best Value Assurance published in June 2019 recognised the positive progress being made by the Council since the previous report in 2018. The report also recognised the ongoing challenges in the ability to deliver financial sustainability and this framework will provide a basis on which the progress acknowledged by Audit Scotland can be evaluated. That report set out a number of recommendations on which the Council has prepared an action plan to take forward and this work has continued during the 2021/22 financial year. Significantly, the themes and recommendations from the Best Value report have been embedded into the Be The Future Transformation programme and progress has been reported through regular update reports to Council.

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Local Government Benchmarking Framework





The Local Government Benchmarking Framework (LGBF) represents part of Councils' statutory duties for Public Performance Reporting. The framework represents a set of performance indicators developed for Scottish councils to compare performance and encourage shared learning and continuous improvement.

The latest report showing the 2021/22 data was presented to the Audit & Scrutiny Committee in April 2023 and can be accessed here:

<https://www.clacks.gov.uk/document/meeting/295/1186/7591.pdf>

The key highlights from the report are shown in the tables below. These show how the Council performed in 2021/22 across all its indicators (table 1), and how it compares to other authorities in its ranking (table 2).

Table 1






Indicator Type	Overall Summary				
	 Green	 Amber	 Red	 Unknown	Total
Total 2021/22	38	43	19	4	104

The main highlights relating to the Council's performance from this data are:

- 81 (78%) of indicators showed a positive result or may require review, and
- 19 (18%) of indicators were underperforming.

*previous years data not available in the same format

Table 2

Indicator Type	Ranking Quartile					Total
	 Top	 Second	 Third	 Bottom	 No Rank	
Total 2021/22	27	23	19	31	4	104
Total 2020/21	29	18	23	29	1	100









The main highlights relating to the Council's performance from this data are:

- 50 (48%) of indicators were in the top or 2nd quartile, and
- 31 (30%) of indicators were in the bottom quartile.

Compared to the previous year, there was a slight movement in performance with 70% of indicators now in the top, 2nd and 3rd quartiles compared to 66% the previous year.

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Key:

Overall Summary	An 'average' of the red/amber/green results for Trend, Status and Quartile, showing an overall summary of performance in the indicator. This gives equal weighting to all three factors, though some may be of greater importance in certain services/processes, as well as consideration being given to whether efficiency, effectiveness, satisfaction, or a balance of all three is the main priority in any particular function.	 Positive results  May require attention  Underperforming  Data not available
Rank & Quartile	Authorities' results are ranked best (1 st) to worst (32 nd) to support learning from strong performers. Rankings are grouped into four quartiles to provide a higher-level summary. If not all authorities report, quartiles are smaller (e.g. 6 do not report Housing due to differing arrangements).	 Top quartile 1 st to 8 th place  Second quartile 9 th to 16 th  Third quartile 17 th to 24 th  Bottom quartile 25 th to 32 nd

LGBF data for all Scottish local authorities is published by the Improvement Service at the start of each calendar year on the 'My Local Council tool' which can be accessed through the following link: <http://scotland.mylocalcouncil.info/>.

Public Performance Reports

The Council publishes a wide range of Public Performance Report to fulfil its performance reporting duties and these are reported through Council and its Committees which includes Directorate Business Plans, financial performance and a range of strategies and updates. The most recent reports can be found at: <https://www.clacks.gov.uk/council/performance/>

Financial Performance 2022/23

The Financial Statements have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom with the objective of presenting a true and fair view of the financial position of the Council and its income and expenditure for the year ended 31 March 2023. A brief explanation of each statement and its purpose is provided at the beginning of each statement. The main statements appear in the accounts followed by a series of additional statements to give the reader a full analysis of the funding received and how this is spent. The Expenditure and Funding Analysis (Note 6) brings together the net expenditure based on the management reporting structure and compares this against the net expenditure that is reported in the Comprehensive Income and Expenditure Statement in line with the Accounting Framework.

Within the General Fund for 2022/23, against a background of reducing resources, the Council has successfully delivered services within budget, which included utilisation of £1.0m of capital receipts towards permitted revenue expenditure. This position, along with consideration of the reserves utilised during the year, results in a reduction in General Fund reserves of £3.0m to £21.0m (2021/22 £24.0m). Of this total, £17.6m (2021/22 £17.9m) is earmarked for specific purposes, leaving £3.1m of uncommitted reserves.

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The Council has a material interest in a number of bodies and prepares group accounts which include its appropriate share of these entities assets and liabilities. The group accounts can be found at the end of these statements, with details of the entities within the group.

Key Financial Ratios

The Chartered Institute of Public Finance and Accountancy (CIPFA) Directors of Finance Section recommends that certain financial ratios are included in the Management Commentary to assist the reader to assess the performance of the Council over the financial year and of the affordability of its ongoing commitments. The following table provides the indicators with an explanation of each, grouped into CIPFA categories for the various areas of financial activity.

Financial Indicator	Notes	2021/22	2022/23
Reserves			
Uncommitted General Fund Reserve proportion of Net Actual Expenditure	1	4.28%	2.26%
Movement in the Uncommitted General Fund Balance	2	(6.26%)	(44.6%)
Council Tax			
In-year collection rate	3	96.00%	96.83%
Ratio of Council Tax Income to Overall Level of Funding	4	17.25%	17.03%
Actual Outturn compared to Budgeted Expenditure	5	92.52%	96.53%
Actual contribution to/(from) Unallocated General Fund Balance compared to Budget		1.9%	0.6%
Capital Financing Requirement (CFR) for the current year	6	£144.8m	£146.0m
External Debt Levels for the current year		£137.9m	£133.7m
Ratio of financing costs to net revenue stream		3.74%	3.03%

- 1 *Reflects the level of funding available to manage financial risk/unplanned expenditure. The Council's Policy for 2022/23 was 2.4% of net expenditure which is considered appropriate in the context of the Council's financial and ongoing risk profile, however this was reduced to 2% for 2023/24 in light of current financial volatility.*
- 2 *Reflects the extent to which the Council is using its Uncommitted General Fund Reserve. The movement is mainly due to the use of uncommitted reserves to support the 2023/24 budget.*
- 3 *Reflects the Council's effectiveness in collecting Council Tax debt and financial management.*
- 4 *Reflects the Council's capacity to vary expenditure by raising Council Tax income, the only principal source of finance within Local Authority control.*
- 5 *Reflects how closely expenditure compares to budget showing the effectiveness of financial management. This indicator is based on the format of budget monitoring as reported throughout the year.*
- 6 *External debt levels are lower than the CFR. These two indicators complement the assurances of borrowing only being for capital purposes. The ratio of financing costs to net revenue stream provides an indication of the Council's ability to afford the borrowing costs.*

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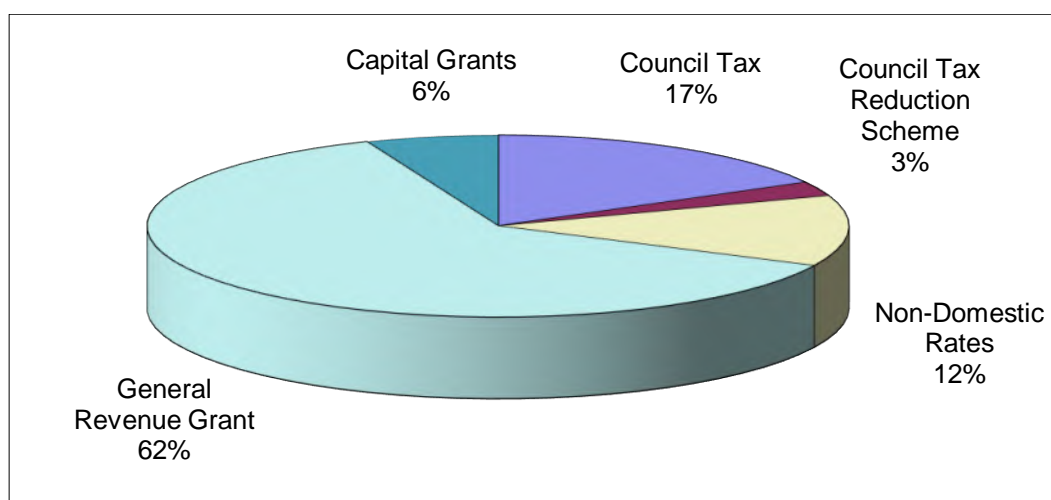
General Fund Results for the year

The General Fund covers all the areas of the Council's service provision with the exception of the management of its own housing stock which is covered within the Housing Revenue Account (HRA). General Fund services are financed by government grant and local taxation (i.e. council tax).

The largest source of funding the Council receives is the General Revenue Grant received from the Scottish Government including Non-Domestic Rates (NDR) which amounted to £106.6m for 2022/23, (2021/22 £104.3m). NDR income is collected by local authorities, and remitted to the Scottish Government, where it is pooled nationally, and re-distributed back to Councils within the General Revenue Grant. (This is described in more detail in the National Non Domestic Rates Income Account on page 150).

Income from Council Tax in 2022/23 was £24.4m (2021/22 £24.0m). Funding was also received from the Scottish Government for the Council Tax Reduction Scheme for which the Council received income of £3.7m (2021/22 £3.7m). In 2022/23 capital grants totalled £8.8m (2021/22 £7.0m). The proportions of funding received by the Council in each of these categories are shown in the following chart and table:

Proportion and source of funding received in 2022/23



Sources of Income	2021/22		2022/23	
	£'000	%	£'000	%
Council Tax	23,974	17.2	24,432	17.0
Council Tax Reduction Scheme	3,714	2.7	3,686	2.6
Non-Domestic Rates (plus BRIS)	13,650	9.8	18,065	12.6
General Revenue Grant	90,682	65.3	88,508	61.7
Capital Grants	6,977	5.0	8,764	6.1
	138,997	100.0	143,455	100.0

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Revenue and Capital Expenditure

The Council's expenditure is split between the categories of capital and revenue. In broad terms expenditure for capital purposes relate to costs incurred on the acquisition or creation of tangible assets needed to provide services, such as houses, schools, vehicles etc. This is in contrast with revenue expenditure, which is spent on the day-to-day operation of services such as employee costs and supplies and services.

The Council invested £19.697m (2021/22 £16.415m) during the year; the table below shows some of the main projects:

	2021/22	2022/23
	£m	£m
School Development	0.540	0.184
Clackmannan Town Hall	-	0.915
IT Investment	1.145	1.936
Village & Small Town Alva	1.039	0.621
Park Primary Development	1.881	0.000
Tullibody South Campus	0.512	0.000
Bowmar Community Hub	0.598	0.021
Street lighting	0.205	0.450
Clackmannanshire regeneration	0.718	0.229
Roads, foot paths, cycleways etc.	1.917	2.979
Fleet Vehicles	0.577	0.556
City Deal	-	0.879
Park, Play Area & Open Space Improvements	-	0.512
Wellbeing Hub	-	0.222
Housing New Build and Off the shelf purchases	0.607	3.084
Housing - replacement of kitchen & heating	1.408	1.084
Housing - replacement of roofs/windows	1.928	2.687
Other Projects	<u>3.340</u>	<u>3.338</u>
TOTAL	<u>16.415</u>	<u>19.697</u>

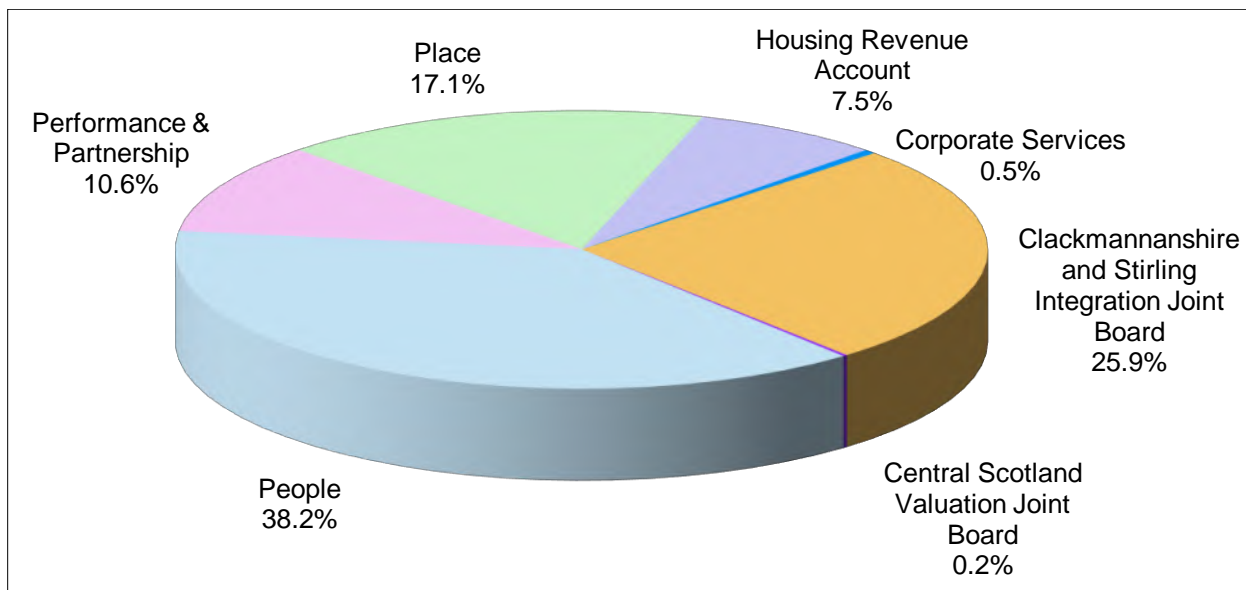
Revenue Expenditure

Proportion of 2022/23 Revenue Expenditure by Service

In 2022/23 the total operating expenses for service delivery was £254m (2021/22 £244m) as detailed in Comprehensive Income and Expenditure statement on page 69. This level of expenditure indicates the significant size and complexity of the organisation.

The chart below shows the expenditure apportioned by portfolio, with the People portfolio having the highest level of spend.

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Outturn Position

At the end of the year, the Council reported an underspend of £5.335m on its management accounts. This is a favourable increase of £4.043m on the previously forecasted underspend of £1.292m as at December 2022 reported to Audit & Scrutiny Committee in April 2023. Included within the final underspend is a number of earmarked underspends for areas of ring-fenced spend such as Pupil Equity Funding (PEF), Devolved School Management (DSM) and Housing, that are not recognised until the year end. These underspends are then carried forward to be used in the following year. After removal of earmarked reserves, this results in a net underspend of £0.654m compared to budget that contributes to reserves.

At the end of 2022/23, the Clackmannanshire locality of the HSCP reported an underspend of £0.923m. However, the final outturn reflects a nil variance as the Council's full approved budgeted contribution for 2022/23 is paid over to the Partnership. Of the £0.923m, £0.572m was used to offset the overspend on the Partnership as a whole and the remaining £0.351m was added to reserves to be carried forward to 2023/24.

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The outturn position per the Management Accounts per portfolio area as reported to Committee is shown below:

Council Summary 2022/23			
	Annual Budget 2022/23	Actual to March 2023	Variance Budget to Actual
	£'000	£'000	£'000
People	79,384	76,490	(2,894)
Place	32,823	30,064	(2,759)
Partnership & Performance	10,811	10,517	(294)
Transformation	500	500	-
Health & Social Care Partnership	25,167	25,167	-
Corporate Centrally held	1,684	1,181	(503)
Corporate Services	2,868	3,987	1,119
Central Scotland Valuation Joint Board	453	453	-
	<u>153,690</u>	<u>148,359</u>	<u>(5,331)</u>
Sources of Funding	<u>(143,280)</u>	<u>(143,284)</u>	<u>(4)</u>
	<u>10,410</u>	<u>5,075</u>	<u>(5,335)</u>

The Council Summary presents the expenditure of general fund services which are funded by government grant and local taxation. The Comprehensive Income and Expenditure Statement on page 69, which also includes the Housing Revenue Account is prepared in accordance with proper accounting practices and, as such, can lead to differences in presentation of certain items of expenditure.

The table below reconciles the Council Summary to the (Surplus) or Deficit on Provision of Services in the Comprehensive Income and Expenditure Statement and the Expenditure and Funding Analysis in Note 6 on page 96.

Council Summary	Note	£000
		5,075
Add (Surplus) chargeable to HRA balances		(331)
Add contribution to Insurance Fund		(7)
(Surplus)/Deficit chargeable to GF & HRA Balances	Note 6	4,737
Adjustments between Funding & Accounting basis	Note 6	14,625
(Surplus) or Deficit on Provision of Services	Note 6	19,362

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Council Reserves

The overall position on Council's Usable Reserves is shown in the table below:

2022/23 Summary of Council reserves

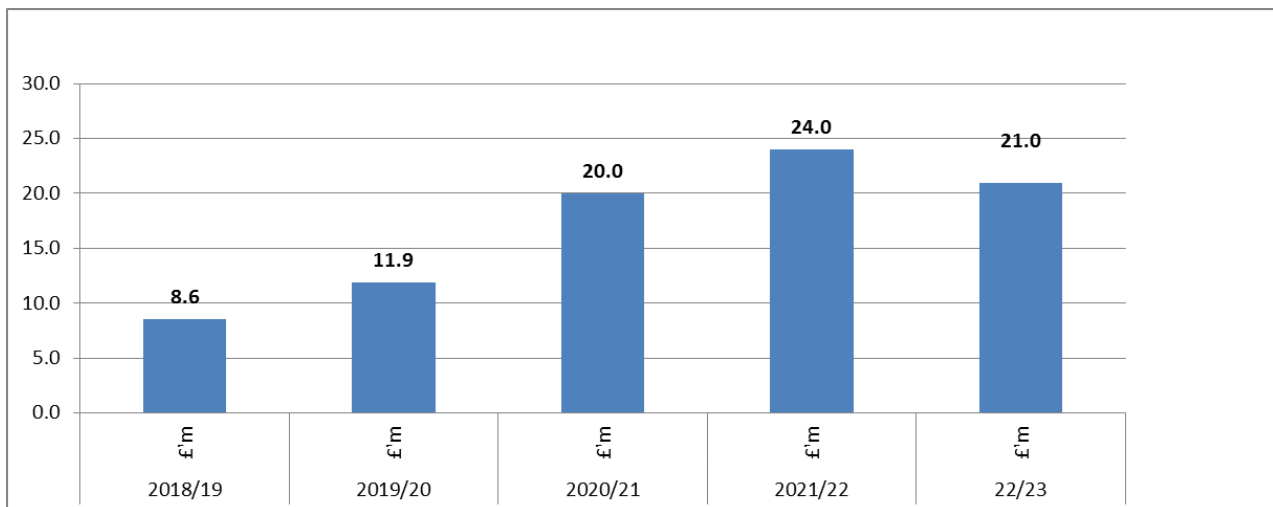
	General Fund Balance £'000	Housing Revenue Account £'000	Capital Receipts Reserve £'000	Insurance Fund £'000	Capital Grants & Receipts Unapplied £'000	Total £'000
As at 1 April 2022	(23,972)	(9,552)	(801)	(1,250)	(3,302)	(38,877)
Comprehensive Income & Expenditure	22,632	(3,270)	-	-	-	19,362
Adjustments between funding & accounting basis	(17,564)	2,939	(262)	-	(589)	(15,476)
Transfers	(2,046)	1,168	(113)	(7)	1,797	799
As at 31 March 2023	(20,950)	(8,715)	(1,176)	(1,257)	(2,094)	(34,192)

Total usable reserves have decreased to £34.2m (2021/22 £38.9m) at 31 March 2023. A comprehensive analysis of the Council's reserves is provided in the Movements in Reserves Statement on page 70 and supporting notes.

Total Usable Reserves

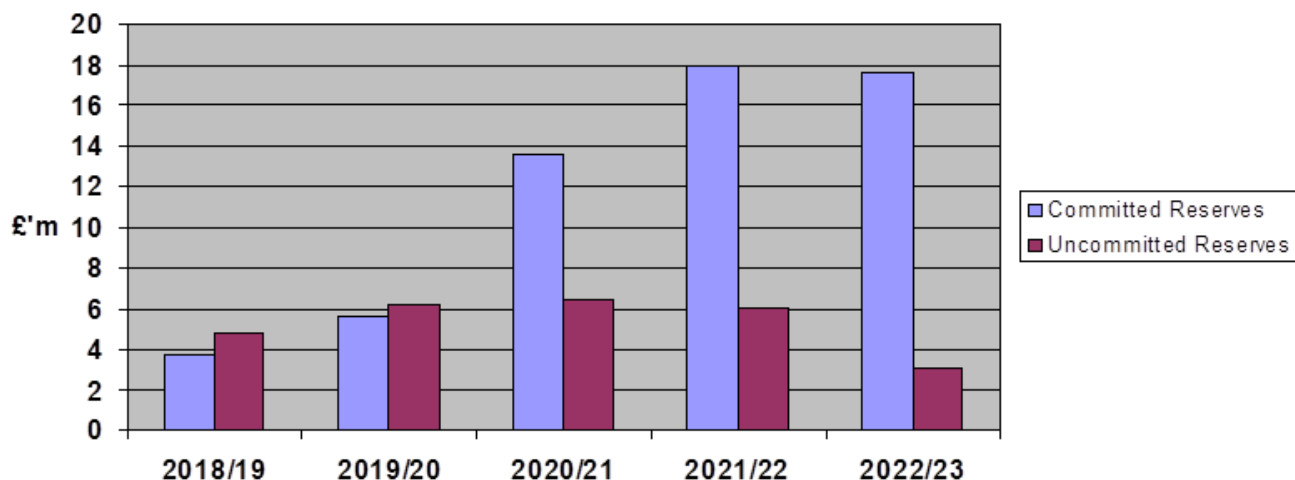
In 2022/23 the General Fund reserve has decreased to £21.0m (2021/22 £24.0m). For the five years from March 2019 to March 2023 total General Fund reserves have increased by £11.2m or 116%. The large increase from 2019/20 is mainly due to additional Covid-19 funding received in 2020/21 and 2021/22 that has been carried forward on a reducing basis to fund Covid-19 support and recovery.

Total General Fund Reserves 2018/19 to 2022/23



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Level of Committed and Uncommitted General Fund Reserves 2018/19 to 2022/23



Committed (Earmarked) General Fund Reserves

Of the £21.0m general fund reserves at 31 March 2023, £17.6m is earmarked for specific purposes, either by individual services or to meet corporate liabilities. The committed balance can be summarised as follows:

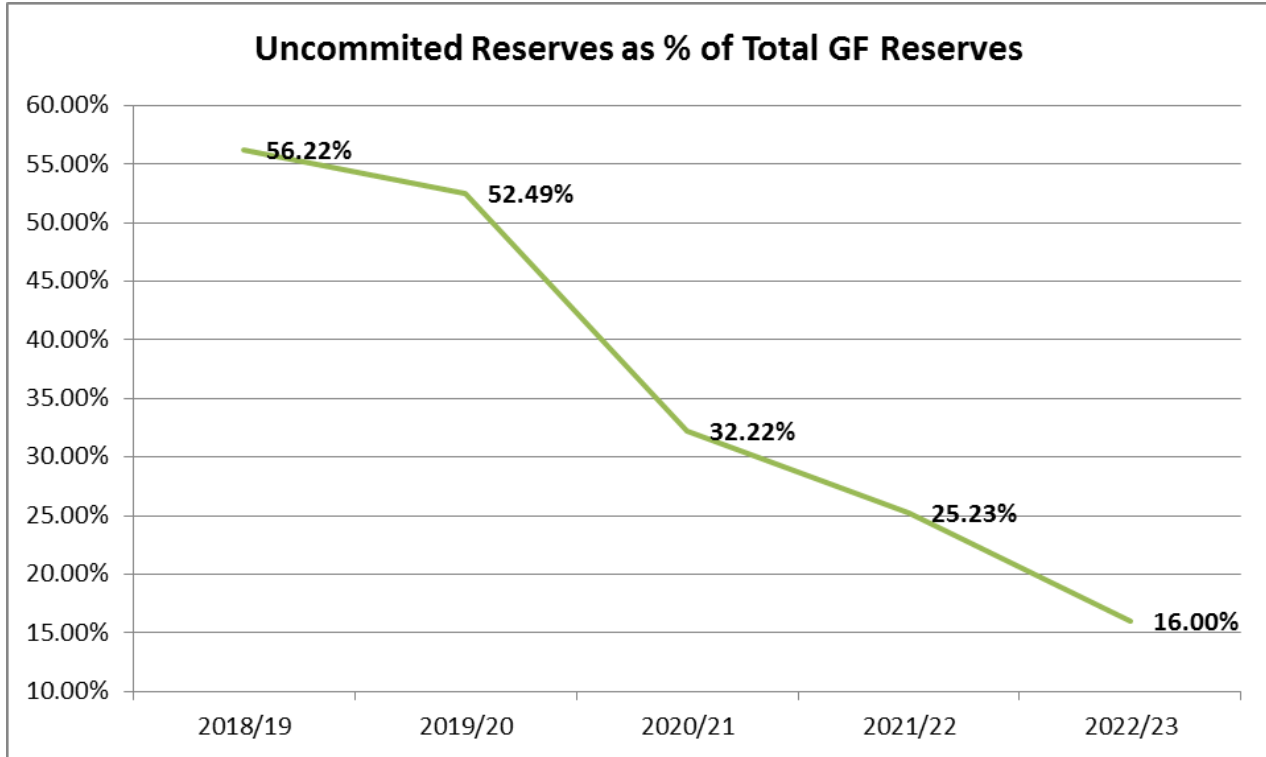
	2021/22	2022/23
	£'m	£'m
Devolved School Management	(0.6)	(0.6)
Organisational Change Fund	(0.2)	(0.2)
Employment Fund	(0.9)	(0.8)
Pupil Equity Funding (PEF)	(0.7)	(0.8)
Early Learning & Childcare (ELCC)	(0.2)	-
Education Covid-19 recovery	(0.5)	(0.2)
Contractual repairs & maintenance	(0.3)	(0.3)
Ring-fenced Housing Grants	(1.0)	(1.1)
Transformation Fund	(1.8)	(1.8)
Other Miscellaneous Commitments	(2.2)	(2.2)
Covid-19 General Funding	(2.6)	(1.6)
Covid-19 Specific Funding	(1.3)	(0.4)
Amount to support Revenue Budget	(3.9)	(4.6)
Specific employability funding	(0.8)	(0.6)
Developer Contributions	(0.9)	(0.8)
Ukrainian Refugee Support	-	(0.5)
Homeless Accommodation	-	(1.1)
Net Committed Reserves	(17.9)	(17.6)

The uncommitted element of General Fund Reserves at 31 March 2023, which are generally available to support future expenditure, stood at £3.4m (2021/22 £6.0m). For 2023/24, the Council's Reserves Strategy stipulates that it should retain uncommitted general fund reserves at a minimum level of 2% of net expenditure. The current general fund reserves represent a level of 2.2% (2021/22 4.3%) of the 2023/24 net budgeted expenditure.

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The movement in the Council's uncommitted reserves position compared to total General Fund reserves since March 2017 is shown below:

Trend in General Fund Reserves Position 2018/19 - 2022/23



Capital Expenditure

The Council invested £19.697m (2021/22 £16.415m) in capital projects during the year, the table below shows some of the main projects:

	2021/22	2022/23
	£'m	£'m
IT Investment	1.145	1.936
School Development	0.540	0.184
Tullibody South Campus	0.512	-
Park Primary Development	1.881	-
Street Lighting	0.205	0.450
Clackmannanshire Regeneration	0.718	0.229
Village & Small Town Alva	1.039	0.621
Clackmannan Town Hall	-	0.915
Bowmar Community Hub	0.598	0.021
Roads, Foot paths, Cycleways etc.	1.917	2.979
Park, Play Area & Open Space Improvements	-	0.512
City Region Deal	-	0.879
Wellbeing Hub	-	0.222

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Fleet Vehicles	0.577	0.556
Housing – new build and off the shelf purchases	0.607	3.084
Housing - replacement of kitchen/heating	1.408	1.084
Housing - replacement of roofs/windows	1.928	2.687
Other Projects	3.340	3.338
	16.415	19.697
	16.415	19.697

The Prudential Code for Capital Finance in Local Authorities governs the level of capital expenditure taking into account affordability, sustainability, the management of assets and the achievement of strategic objectives. Capital spending in 2022/23 on General Fund Services (including operational Common Good properties) was nil (2021/22 £10.659m) and on Housing was £9.769m (2021/22 £5.755m).

Expenditure	£'m	Financed by	£'m
Compliance & Operational Resilience	5.687	Government grant & contributions	10.088
Empowering Individuals, Families & Communities	1.941	Capital Receipts	0.169
Health & Wellbeing	1.166	Capital Finance from Revenue	6.655
Sustainable Growth	1.134	Borrowing	2.785
Housing Business Plan	9.769		
	19.697		19.697
Capital programme underspend	13.471		
Capital Budget	33.168		

During 2022/23 the Council invested £19.697m in Capital projects, £18.588m of this expenditure was on Council assets and £1.109m was granted to third parties including £0.750m to the Japanese Garden at Cowden. Capital expenditure in the year has been financed by: government grants and contributions (£10.088m) direct revenue funding (£6.655m) and capital receipts (£0.169m) leaving a balance of (£2.785m) which was financed from borrowing.

At the end of the year there was an overall underspend of £13.471m on the budgeted programme. £10.657m of this related to the general fund and was mainly due to delays as a consequence of lockdown and the resulting rephasing of spend on large projects spanning multiple financial years such as: School Estate £2.015m, IT investment projects £2.366m Clackmannan Regeneration £1.333m, Wellbeing Project £2.700m The underspend on the HRA capital programme of £4.759m is mainly due to new build projects £1.458m, Electrical Refurbishment £0.829m, Environmental & Adaptations £0.762m, Roof and Render work £0.674m, Kitchen replacement £0.533m and other costs £0.503m that were delayed due to lockdown restrictions, contractor availability and supply chain issues. Only £0.530m of the unspent budget will be carried forward to 2023/24.

The impact of COVID and economic uncertainty has contributed to the underspend during the last few years. With the defined 20 year capital plan and additional resources approved in the 2023/24 budget, It is hoped that projects will continue at pace in 2023/24.

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Capital Receipts, Grants and Contributions

Receipts of £0.801m were held in Capital Receipts at the start of the year. £0.198m was used to fund permitted spend and £0.311m was transferred from Capital Grants Unapplied. Receipts of £0.262m were also received in the year. The balance held in the capital receipts reserve at 31 March 2023 totals £1.176m.

Receipts of £3.302m were held in the Capital Grants & Receipts Unapplied Reserve at 31 March 2022. £1.010m was utilised in the year to fund Transformation projects with the remaining balance on this fund of £0.311m was released to general capital receipts as the flexibility to use capital receipts ended on 31 March 2023. £0.561m was also utilised against capital projects in the year and £0.675m of additional grants were received but not applied. The remaining balance of £2.095m is held in the reserve to be applied against specific projects in line with the conditions of the grants.

Housing Revenue Account

The Housing Revenue Account, which funds the provision of Council housing, achieved a surplus in the year on the management accounts of £7.0m against a budgeted surplus of £5.6m. From this surplus and the HRA Reserve a revenue contribution to capital of £6.7m was made in accordance with the Housing Business Plan to maintain the Scottish Housing Quality Standard and the Enhanced Clackmannanshire Standard.

This has resulted in a decrease of £0.8m to reserves at the year end, as shown in the Movement in Reserves Statement. Working balances available to the Housing Revenue Account have therefore decreased to £8.7m as at 31 March 2023. This balance will continue to be earmarked to support the delivery of the Housing Business Plan in line with the Council's approved strategy.

A further £9.8m was invested in the housing stock over the year. This builds on previous investment commitments and continues to sustain and consolidate the Council's position in terms of compliance with the Scottish Housing Quality Standard. The government introduced the new Energy Efficiency Standard for Social Housing (ESSH) with compliance required by December 2020. A further milestone has been set for December 2032 which will be formally reviewed in 2025 to assess progress.

Debt

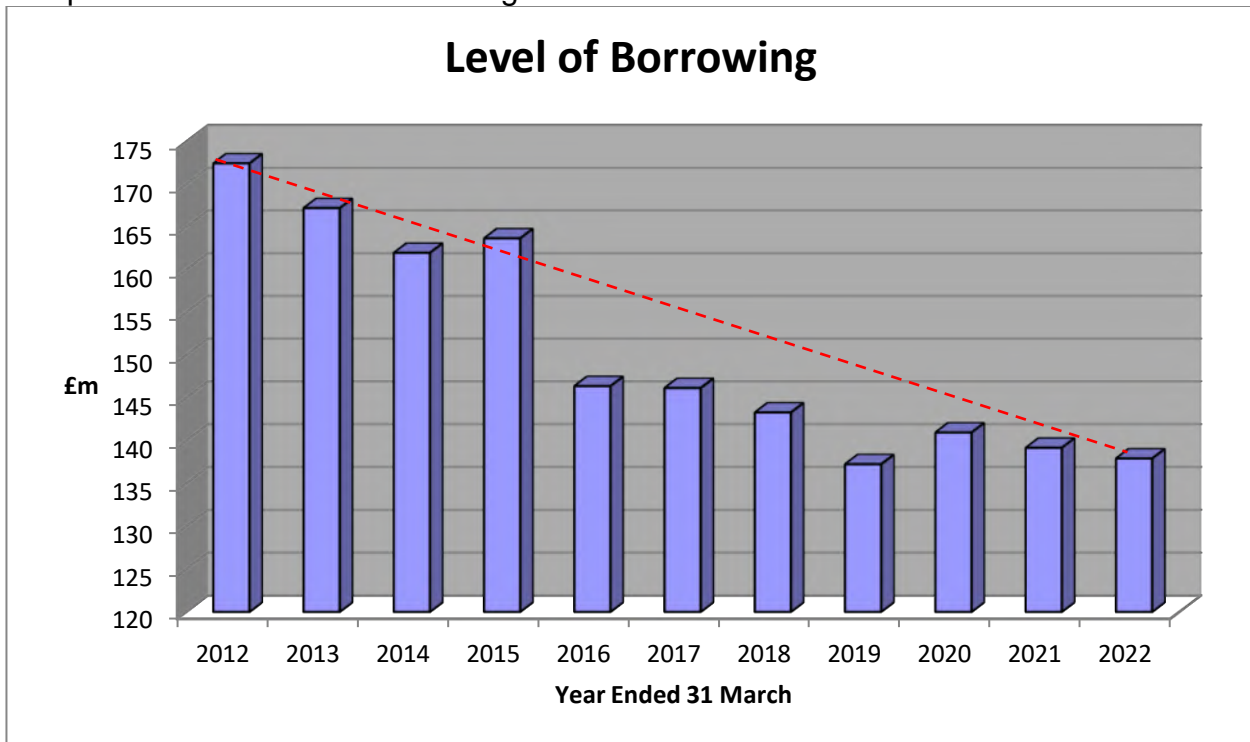
The Council's gross external debt as at 31 March 2023 which supports its investment and development of long-term assets totals £133.7m and consists of:

	2021/22	2022/23
	£m	£m
External Borrowing	101.247	98.228
PFI and other finance leases	36.672	35.435
	137.919	133.663

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This is a decrease of £4.3m on the previous year's external debt position of £137.9m. This movement is made up of repayments on borrowing of £3.019m and repayments were made to PFI and other Finance leases of £1.237m. The Council continues to work towards reducing overall external debt in line with its policy set out in the Treasury Management Strategy.

In the year, £9.2m (2021/22 £8.6m) external interest and principal repayments of £1.2m were paid in relation to this borrowing.



Overall there has been a reduction in cumulative external debt of 20.2% between 2012 and 2022, showing that over the longer term the Council is not increasing its level of debt to finance its capital programme. Repayments towards PFI liabilities also continue to reduce the Council's overall level of external debt on an annual basis.

In line with the Prudential Code and Treasury Management Strategy any borrowing undertaken is required to be prudent, affordable and sustainable. As at 31 March 2023 the Council was in an under-borrowed position which meant that its level of borrowing was less than its capital expenditure. Further detailed information including performance indicators can be found in the Council's Annual Treasury Management Strategy Statement (TMSS) 2022/23 set by Council on 4th March 2022.

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Secondary Schools PFI Scheme

The Council's three secondary schools are recorded within the long-term assets of the Council, along with a liability for the financing provided by the PFI operator. The outstanding finance liability at March 2023 is £35.435m and this sum is included within the Council's overall borrowing position referred to above.

The unitary charge paid to the operator in 2022/23 was £8.601m (2021/22 £8.570m) and will increase annually by inflation over the 30 year term of the contract. The Scottish Government provides additional funding towards the project of £3.553m per annum. The total cost of the contracted project is set out in Note 33 – Private Finance Initiative and Similar Contracts on page 133.

Net Pension Liability /Asset

Pension Fund reporting regulations require an annual valuation of the Pension Fund by fund actuaries which is included in the Councils Balance Sheet. The calculation as at 31 March 2023 disclosed a surplus of £63.4m (2021/22 deficit £88.9m). The calculation is prepared for the purposes of International Accounting Standard 19 (IAS 19) reporting requirements and is not relevant for funding purposes i.e. does not have a direct impact on council tax or housing rent payers. This is simply a snapshot of the position at that time.

The latest long-term triennial funding valuation of the Pension Fund for the purpose of setting the employers' actual contributions was at 31 March 2020. In line with the valuation and actuarial advice, the employers' contribution rates remained the same for 2021/22 and 2022/23 and were increased by 0.5% for 2023/24. Employers' contribution rates for 2024/25 and beyond will be reviewed following conclusion of the next triennial valuation as at 31 March 2023.

Provisions

Provisions are made where an event has taken place which creates a legal or constructive obligation that more likely than not requires some form of transfer of economic benefits or service and a reliable estimate can be made about the amount of the obligation. As at 31 March 2023, two provisions are included in the Financial Statements, see Note 20.

Contingent Liabilities and Assets

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts. They arise where the Council has a possible obligation but this will only be confirmed or otherwise by uncertain future events not entirely within the control of the Council. They can also arise where a provision might otherwise have been made but it is not probable that resources will transfer, or if the obligation cannot be measured reliably. In 2022/23, four contingent liabilities are disclosed, see Note 36. The Council has no material contingent assets at the Balance Sheet date.

Group Accounts

The Council's group accounts consist of: Clackmannanshire and Stirling Integration Joint Board, Central Scotland Valuation Joint Board and Common Good. Further detail on the Councils Group Accounts and accompanying notes can be found on pages 154-162.

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Covid-19 and Cost of Living

The Covid-19 pandemic and ensuing Cost of Living crisis has had a significant impact on the Council and its communities over the past 3 years. Since March 2020, the Council has put actions in place and reprioritised services to safeguard its communities. The year 2021/22 saw further waves of the virus and lockdown restrictions being put in place, and the emergence of significant cost pressures on the Council and its communities. Over the past year, focus has been directed to continue to support vulnerable individuals and communities and businesses, with wider recovery action increasingly embedded into business as usual as well as Cost of Living supports to those affected by increasing inflationary pressures.

To support recovery from the Pandemic and to ease the cost of living crisis, the Scottish Government introduced a number of grants for individuals which Councils administered on their behalf. In 2022/23, Clackmannanshire Council paid out £1.104m (2020/21 £6.736m) of support funding on an agency basis as detailed below:

	Total £'000
Support Grants to Individuals	
Scottish Child payment- Bridging payments	907
Self Isolation Support Grants	197
TOTAL	1.104

The Council also supplemented through the use of its own funds with an additional payment to low income households in receipt of Council Tax Reduction (CTR). It is expected that the pandemic the Cost of Living crisis will continue to impact on performance beyond 2022/23.

Staff wellbeing was a key focus for the Council through the pandemic. As most services have now returned to some pattern of hybrid working, there is a continued emphasis on supporting mental wellbeing. Significant resources have been made available to staff through our Keeping Staff Connected pages as well as a number of guides for managers aimed at ensuring ongoing engagement and promoting positive conversations. The Council also continued to offer and deliver, virtually, maximising attendance sessions to managers throughout 2022/23.

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Business Environment and Risks

There are 2 key economic variables that have affected the Council during 2022/23 and which will continue to impact the Council going forward into 2023/24 and likely beyond. Recovery from the recent Covid-19 pandemic and the related service and financial pressures continues to impact. Instability in the wider economy and inflation is also having a direct impact on Council service provision, priorities, expenditure and funding.

The Bank of England (BoE) has made numerous increases in interest rates in an attempt to reduce the rising level of inflation. The target for inflation had been set at 2% and interest rates, which had previously been held at a low level for some time, have steadily risen during 2022/23 to the highest level in a number of years. At April 2023, inflation stood at 8.7%, with further increases expected during 2023/24.

Increases in inflation have a potential impact on the prices of procured and commissioned goods and services and future wages. After a period of low wage increases for a number of years, particularly in the public sector, pressure is growing for higher wage increases to mitigate the effects of increased inflation. As part of its budget setting process for 2022/23 a staggered pay rise was agreed equating to an average of 5% for Council staff. For 2023/24, no pay increase has been agreed and discussions are ongoing with trade unions and COSLA at a national level. Any agreed pay award over and above the funding provided by the Scottish Government will lead to further pressures for Local Authorities.

As in recent years and even more so as a result of Covid-19 and the rising cost of living, this operating environment presents the key challenge of developing and sustaining medium to longer term financial planning. A key area of uncertainty for the Council remains the future levels of grant from the Scottish Government it will receive on which it relies for a significant proportion of its funding.

There is much uncertainty around funding for future years. It is expected that the next Scottish Budget will be a 3 year settlement which should help to inform medium term financial planning and get a clearer sense of the Scottish Government's spending priorities that will assist the Council in prioritising its own finances.

Given this operating context, the preparation of medium to long term financial plans are subject to a number of key risks and uncertainties which will have an impact on budget assumptions. With funding static at best and potential increased costs of service provision due to the Covid-19 pandemic and rising cost of living and inflationary pressures, managing the effects of these increased costs will be a challenge for the public sector. This also places additional pressure on the Council to transform services and reduce its operating costs further to maintain a balanced budget in future years.

Audit Scotland continues to promote the importance of medium to long term financial planning. In Clackmannanshire, the Council continues to promote medium to longer term financial planning over a number of Budget rounds, the key features of the approach being:

- The use of financial scenario planning to provide a range of potential financial outcomes relative to changes in the key financial assumptions made; and

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- The Budget setting process provides indicative budgets for future years and identifies specific Business cases and / or new areas for review to be developed. This provides a multi-year view of the programme of activity and how it relates to Budget setting and indicative funding gap forecasts in individual financial years.
- The implementation of the Be the Future programme identifying areas for Transformation to increase efficiency and reduce costs over a 10 year period.
- A rolling 20 year Capital Investment Plan as first approved in the 2021/22 budget, setting out investment priorities over the medium to longer term.

Medium to long term planning assists the Council in managing the financial and service delivery risks associated with the impact of real and potential cash term reductions in public sector funding, balanced against increasing demand for services and new responsibilities.




Principal Risks and Uncertainties



















Along with the challenge of financial resilience, the Council also faces a number of non-financial risks. The Council maintains a Corporate Risk Register which is reported to the Audit & Scrutiny Committee (previously the Audit Committee) at every meeting. The latest report was reported to Audit & Scrutiny Committee on 20 April 2023 and can be found here: <https://www.clacks.gov.uk/document/meeting/295/1186/7592.pdf>

The Council’s approach to managing each risk is:

















- Treat: we will take action to reduce the risk;
- Tolerate: actions within our control have been completed and plans are in place;
- Transfer: the risk will be passed to another party, such as insurers, and
- Terminate: the activity that is causing the risk will be ceased.

The Council currently has 17 key corporate risks, each assigned to an appropriate officer. Each risk is scored out of 25 based on likelihood and impact. A traffic light system is also used to highlight the risk.

Low: 9 or less  Medium: 10 – 15  High: 16 or more 

Code	Title	Score	Status	Approach	Change
COU CRR 008	Insufficient Financial Resilience	25		Treat	
COU CRR 005	Impact of Poverty, Inequality & Changing Demographics	20		Treat	
COU CRR 034	Insufficient Pace and Scale of Organisational Transformation	20		Treat	
COU CRR 050	Supply Chain & Labour Market Disruption	20		Tolerate	
COU CRR 012	Health & Safety Breach	20		Treat	
COU CRR 022	Public Health Emergency	20		Tolerate	
COU CRR 048	Increasing Attainment Gap	16		Treat	
COU CRR 009	Information Not Managed Effectively	16		Treat	
COU CRR 046	IT System Failure	15		Treat	

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Code	Title	Score	Status	Approach	Change
COU CRR 023	Industrial Unrest	15		Tolerate	
COU CRR 040	Failure of Public Utility Supply	15		Tolerate	
COU CRR 038	Failure to Prevent Extremism and/or Radicalisation	15		Treat	
COU CRR 047	Inadequate Workforce Planning	12		Treat	
COU CRR 011	Harm to Child(ren)	12		Treat	
COU CRR 037	Failure to Address Serious Organised Crime	12		Treat	
COU CRR 031	Failure to Prepare for Severe Weather Events	12		Tolerate	
COU CRR 049	Continued Contribution to Climate Change	10		Treat	

There were 17 risks on the Corporate Register at the end of financial year 2022/23, which currently remain in place.

Insufficient Financial Resilience remains as the risk with the highest score of 25.

- **Risk** - the Council does not have a balanced budget to meet essential service demands, customer needs, or external agendas.
- **Potential impact** - reputational and legal implications and severe, extended loss of service provision. Possibility of Alliance with Health & Social Care and other partners also experiencing budget pressures contributes to potential impact, given the interdependencies.
- **Mitigation** - Use the agreed strategic change framework and organisational design principles to implement a whole organisation redesign. Balance the drive for savings with the need for sufficient officer time and skills to support change and consider how to make more use of external assistance to support improvement.

Five risks have the next highest score of 20 with a high risk status (red) and two further high risks have a score of 16. The remaining nine risks have a medium risk status (yellow) and a score of between 10 and 15. All risks are regularly monitored and reviewed and action taken as required.

Where to find more Information

An explanation of the Financial Statements which follow and their purpose are shown at the top of each page. Further information about Clackmannanshire Council can be obtained from the Council's website (www.clacks.gov.uk) or from Finance Services, Kilncraigs, Greenside Street, Alloa, FK10 1EB.

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Conclusion and Acknowledgements

The continued prudent financial management and medium term financial planning have allowed the Council to successfully manage its financial affairs and the financial objectives prescribed. The Council continued to progress major strategic initiatives such as the new Wellbeing Hub, City Region Deal, Organisational Redesign, Learning Estate Development and partnership working with the Health and Social Care Partnership. Alongside these, the Council also continues to support the Community through redesigning delivery of its services.

The Council would like to acknowledge the significant effort in producing the Annual Accounts and the Annual Governance Statement and to record thanks to colleagues for their continued hard work and support throughout 2022/23. The Council greatly appreciate the significant efforts of all who were involved, elected members of the Council and colleagues in every Service, all of whose efforts in managing the resources available have contributed to the financial position disclosed by the 2022/23 Annual Accounts.

Ellen Forson
Leader of the Council
10 August 2023

Lindsay Sim
Chief Finance Officer
10 August 2023

Nikki Bridle
Chief Executive
10 August 2023

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The Council's Responsibilities

The Council is required to:

- make arrangements for the proper administration of its financial affairs and to secure that the proper officer of the Council has responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973). In this Council, that officer is the Chief Finance Officer;
- manage its affairs to secure economic, efficient and effective use of resources and safeguards its assets;
- ensure the annual accounts are prepared in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014) and so far as is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003); and
- approve the annual accounts for signature.

I confirm that the Draft Annual Accounts were considered by Council at its meeting on 10 August 2023.

Signed on behalf of Clackmannanshire Council

Ellen Forson
Leader of the Council
10 August 2023

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Statement of Responsibilities

The Chief Finance Officer's Responsibilities

The Chief Finance Officer is responsible for the preparation of the Council's Annual Accounts in accordance with proper practices as required by legislation and set out in the CIPFA/LASAAC *Code of Practice on Local Authority Accounting in the United Kingdom* ('the Code').

In preparing the Annual Accounts, the Chief Finance Officer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that were reasonable and prudent;
- complied with legislation; and
- complied with the local authority accounting code (in so far as it is compatible with legislation).

The Chief Finance Officer has also:

- kept proper accounting records which are up to date; and
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the draft Financial Statements give a true and fair view of the financial position of the Council and its group at the accounting date and the transactions of the Council and its group for the year ended 31 March 2023.

Lindsay Sim
Chief Finance Officer
10 August 2023

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Introduction

The purpose of the Annual Governance Statement (AGS) is to provide assurance to the people of Clackmannanshire, Elected Members, staff, partner agencies and other stakeholders that the Council:

- is well run;
- operates in a lawful, open, inclusive and honest manner;
- manages resources effectively, and
- provides a high standard of service to our customers.

The AGS explains the extent to which the Council has complied with its Local Code of Governance during the past year, the progress it has made on improvements identified in the previous year's AGS, and actions it plans to take to ensure that it continues to improve.

Governance is important - good governance leads to good management, good performance, good stewardship of public money, good public engagement and ultimately, better outcomes for citizens and service users.

Corporate governance is not directly about strategy, policy, service standards, or performance; it is about the systems that make sure these things are done well and in an open, transparent and accountable way, reinforcing a culture of good governance across the organisation. Good governance enables an authority to pursue its aims effectively, while controlling and managing risk.

Local Code of Governance

Our Local Code of Governance is made up of the key Council policies and strategies that together determine how the Council is directed, controlled, led and held to account, including the culture and values that shape the decision-making and behaviour of councillors and employees. Councils are guided in this by the "Delivering Good Governance in Local Government Framework" (CIPFA, 2016). The framework sets out 7 principles, with supporting sub-principles and illustrations of good practice, that together constitute good governance.

Our Local Code is underpinned by a framework of systems and processes, based on legislative and regulatory requirements, guidance and good practice principles that guide our day to day activities.

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Local Code of Governance, linked to CIPFA good governance principles

		A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	B. Ensuring openness and comprehensive stakeholder engagement	C. Defining outcomes in terms of sustainable economic, social and environmental benefits	D. Determining the interventions necessary to optimise the achievement of the intended outcomes	E. Developing the entity's capacity, including the capability of its leadership and the individuals within it	F. Managing risks and performance through robust internal control and strong public financial management	G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability
Leadership, values & culture	Scheme of Delegation	✓			✓	✓	✓	
	Standing Orders	✓			✓	✓	✓	
Strategy & performance management	Corporate Plan			✓	✓		✓	
	Performance Management Framework				✓		✓	✓
	Corporate Risk Management Guidance	✓	✓		✓	✓		
Working in Partnership	Alliance Governance Framework & Memorandum of Understanding (MOU)			✓	✓			
Communication & engagement	Communications Strategy		✓		✓			✓
Sustainability and climate change	Climate Change Strategy				✓		✓	
Financial management	Financial Regulations	✓	✓				✓	✓
	Contract Standing Orders	✓		✓	✓			✓
Information management	Digital Strategy	✓				✓		
Workforce management	Interim Strategic Workforce Plan	✓				✓		

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Leadership, Values and Culture

This section of our Local Code covers the arrangements we have for ensuring that the Council's leadership – senior managers and elected members – set and communicate a clear direction, are transparent and accountable, and act as role models for the Council's values and ethics.

Local Code approaches in this area are:

- Scheme of Delegation, and
- Council Standing Orders.

The Scheme of Delegation sets out the duties and responsibilities of the Council, its committees, sub-committees and officers. It explains the key functions of senior officers, including statutory posts, and explains their roles in ensuring that processes are in place for enabling the Council to meet its statutory obligations and also in providing advice to Members, officers and committees on staff management, financial, legal and ethical governance issues.

Council Standing Orders set out the framework within which the Council conducts its business, and includes the timing of Council meetings, the order of business, rules of debate and matters of procedure.

Both the Scheme of Delegation and Standing Orders are currently under review, following the Council restructuring and changes arising from the local government election in May 2022.

Strategy and Performance Management

This covers how we make sure that strategies, policies and supporting processes reflect the Council's responsibilities and ambitions, and that they are communicated, implemented and followed through.

Local Code approaches in this area are:

- Council Corporate Plan;
- Performance Management Framework, and
- Corporate Risk Management Guidance.

At the Council meeting on 18th May 2023, it was agreed that the Council will no longer prepare a Corporate Plan and that instead the Council's Strategic Planning Framework will retain the Golden Thread performance model with an enhanced focus on Business Plan monitoring and scrutiny. Business plans will align with a new Wellbeing Economy Local Outcomes Improvement Plan.

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The Council's Performance Management Framework covers the strategies, plans and reports that take direction from the LOIP to make sure that resources are focused on Council priorities. Progress and performance are reported publicly and to regulatory bodies and the Scottish Government.

Corporate Risk Management Guidance explains the principles, processes and scrutiny arrangements used by the Council for managing risk. Senior management identify the key risks to achieving the Council's vision, outcomes and priorities. These are assessed together with the controls we have in place to manage the risks, and mitigating actions are agreed to bring the risks within a tolerable range. A similar process is carried out within services. Risk registers are regularly reviewed and challenged by senior management and Members.

Working in Partnership

This theme covers how we work with partners to achieve mutual benefit, by sharing expertise, resources and knowledge. The Clackmannanshire Alliance, our Community Planning Partnership, brings together the key organisations that can make a difference to people's lives in Clackmannanshire.

Local Code approaches in this area are:

- Alliance Governance Framework & Memorandum of Understanding

Key underpinning policies and guidance in this area are:

- Local Outcomes Improvement Plan (LOIP) 2017-2027, and
- Community Planning processes.

A new Wellbeing Economy LOIP is currently being developed and community and stakeholder engagement on the plan is underway. A set of draft outcomes and priorities are being consulted on as part of this work with the final LOIP anticipated to be finalised in Autumn 2023 and presented to both the Alliance Board and Council later in the year. . This approach is being jointly led by Community Planning Partners on behalf of the Clackmannanshire Alliance. The Alliance Board has agreed to review the Memorandum of Understanding and Community Planning processes following agreement of the Local Outcomes Improvement Plan.

Communication and Engagement

The Corporate Communications & Marketing Strategy aims to ensure that:

- both internal and external communications and marketing approaches are effective and responsive to the needs of all groups, and

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- digital communications develop in line with advancing technology and customer needs.

The Council use the online survey tool Citizen Space to consult on issues such as service satisfaction, policy proposals and strategies. During 2022/23, 28 surveys were undertaken an increase of 9 from 2021/22. During the reporting period a review of the Council's Consultation Toolkit was undertaken and this guidance has been published and shared with employees.

The Corporate Communications Strategy, related policies and Communications channels are in the process of being refreshed in 2023/24. This includes the Customer Charter and Customer Contact Policy which is currently subject to a process of employee and customer consultation.

Sustainability and Climate Change

The Council's Environmental Policy sets out Council commitments to continuously improve its environmental performance and take the lead in encouraging others in Clackmannanshire to do the same.

An Interim Climate Change Strategy was approved by Council in August 2022. The strategy sets out a framework for achieving net zero greenhouse gas emissions by 2040 at the latest for the Council's own operations and by 2045 at the latest for the Clackmannanshire area. A full Climate Change Strategy will be presented to Council in Autumn 2023.

A member/officer Climate Emergency Board was established during 2022, with the aim of progressing the Council's Climate Change actions. This is supported by an officer Climate Change Working Group.

Five Climate Change Forums have been set up to facilitate engagement with communities and promote sustainability across the county.

Asset management plans covering, for instance, buildings, vehicles and ICT equipment generally aim to ensure that assets are:

- fit for purpose;
- used efficiently, maximising value for money;
- environmentally and energy efficient and contribute to delivering reductions in greenhouse gas emissions, and
- employed flexibly and responsibly.

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Financial Management

Financial Regulations set out roles and responsibilities in relation to sound financial management, to ensure the highest standard of probity in dealing with public money and to assist and protect staff in such dealings. Underpinning guidelines and instructions ensure robust and effective financial control.

Key underpinning policies and guidance in this area are:

- Financial Regulations
- Contract Standing Orders
- Procurement Strategy

A review of Financial Regulations has been completed and the revised regulations have been considered and approved by Council in June 2023. Contract Standing Orders and the Procurement Strategy reviews are to be undertaken during 2023.

Information Management

Effective Information Management is vital for ensuring that the right information is available to the right people, at the right time, to support and inform decision making, while ensuring appropriate storage, access and protection of information and data.

Key underpinning policies and guidance in this area are:

- Digital Strategy 2019-25;
- Data Protection Policy, and
- Records Management Plan.

Information and data management forms an important element of the Council's Digital Transformation strategy and roadmap. This work has seen investment in specialist resources to accelerate modernisation and transform our approaches to digital, data and the way's in which we manage information. Work has commenced to review a number of supporting policies as part of our migration to the Microsoft 365 environment including information security and records management.

Workforce Management

The Strategic Workforce Plan 2019-22 sets out the Council's workforce planning priorities, which are to:

- Create a positive and inclusive organisational culture;
- Have a sustainable and resilient workforce;
- Ensure our workforce feels supported, empowered, respected and engaged, and

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- Ensure our workforce has the knowledge, skills and behaviours capable of meeting future demands.

The Workforce Plan is underpinned by a range of related policies and processes, covering all aspects of Workforce Management. These are reviewed on a rolling basis to ensure that they provide the best support for the Council.

A number of developments in Workforce Management approaches have taken place during 2022/23, including:

- Development of materials for hard to reach staff groups including video briefings for mandatory training and pod casting/video content;
- Development and implementation of the Health and Safety Strategy and Wellbeing Strategy;
- Development of the Constructive Conversations programme, which replaces the Performance, Review and Development (PRD) process.

An interim Workforce Plan is currently being developed and will be presented to Council in September 2023 with a fuller Strategic Workforce Plan for 2025-28 planned thereafter.

Statutory Roles

Councils are required to make a number of statutory appointments, as shown below. Further information on the statutory appointments of officers can be found in the Scheme of Delegation.

Head of Paid Service	The Chief Executive is the most senior Council officer, and is also the Head of Paid Service. They are the senior adviser responsible for the smooth running and co-ordination of Council services.
Section 95 Officer	The Chief Finance Officer (Section 95 Officer) is responsible for the proper administration of the Council's financial affairs.
Monitoring Officer	The Monitoring Officer is responsible for ensuring that the Council complies with the requirements of the law and any statutory Codes of Practice. The Senior Manager Legal & Governance is the Council's Monitoring Officer,
Chief Social Work Officer	The Chief Social Work Officer is responsible for making sure the Council is providing all social work services properly.
Chief Education Officer	The Chief Education Officer is responsible for ensuring the delivery of Education services.

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Audit and Assurance

There is a range of arrangements that seek to provide assurance on the Council's system of internal control.

1. The Audit and Scrutiny Committee has an important role in the Council's governance. The committee remit covers two broad areas:

Audit & Finance:

- Receive, review and consider reports on the Council's finances;
- Receive, review and consider reports on value for money and best value;
- Consideration and monitoring of the Council's Annual Governance Statement;
- Consider internal audit reports and results of internal audit investigations;
- Consider external audit and resultant action plans;
- Monitor and review actions taken on internal and external audit recommendations;
- Consider the effectiveness of the Council's risk management procedures and the control environment, and
- Receive and consider reports on countering fraud and corruption.

Scrutiny:

- Monitor council services, including the Health and Social Care Partnership (H&SCP) against agreed outcomes, standards and targets;
 - Monitor the achievement of organisation-wide agreed outcomes, standards and targets;
 - Monitor the achievement of agreed outcomes, standards and targets by the community planning partnership;
 - Monitor Police and Fire performance against Plans approved by the Council;
 - Scrutiny of Council decision-making, with the ability to call in decisions;
 - Initiate or undertake scrutiny reviews, and
 - Deal with matters referred by the Council for scrutiny purposes.
2. The role of Council's **Internal Audit** function is to provide a balanced and evidence based opinion to elected members on the adequacy of the Council's arrangements for risk management, governance, and control. To do this, the Internal Audit team must be:
 - independent;
 - objective in performing audit work; and
 - adequately resourced, experienced, qualified, and knowledgeable.

The Internal Audit service is delivered via a joint working arrangement with Falkirk Council.

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The Public Sector Internal Audit Standards 2017 (PSIAS) require the preparation of a risk based Internal Audit Plan setting out the team's annual work programme. The Internal Audit plan for 2022/23 was agreed by the Audit & Scrutiny Committee in October 2022. It proposed sixteen assignment areas, including two covering other bodies (the Clackmannanshire and Stirling Integration Joint Board, and the Central Scotland Valuation Joint Board).

Internal Audit provides regular progress reports to the Audit and Scrutiny Committee and an annual Assurance report, which gives an overall opinion on the Council's risk management, governance, and control arrangements, based on the assignments agreed within the audit plan and undertaken over the course of the year.

The Annual Assurance Report by Internal Audit will be presented to the Audit & Scrutiny Committee later in 2023.

3. The Council is externally audited by Deloitte LLP who conduct an audit in accordance with the Code of Audit Practice approved by the Accounts Commission. Their responsibilities include assessing the Council's system of internal control to gain assurance that the Council:
 - has systems for recording and processing transactions which provide a sound basis for the preparation of financial statements;
 - has systems of internal control which provide an adequate means of preventing and detecting material misstatement, error, fraud or corruption, and
 - complies with established policies, procedures, laws and regulations.
4. Many individual services and functions are subject to review by external agencies and inspectorates.

Review of Effectiveness

We have a responsibility for reviewing, at least annually, the effectiveness of our governance framework, including the system of internal control. The review is informed by a wide range of evidence, including:

- The work of the members of the Extended Strategic Leadership Group, who have responsibility for the development and maintenance of the governance environment;
- The Internal Audit Annual Assurance Report;
- Reports provided by our External Auditor (currently Deloitte LLP);
- Reports from other external review bodies, agencies and inspectorates;
- Output from self-assessment undertaken by service managers evaluating the extent to which services comply with the local code, and identifying areas for improvement;

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- The completion of signed Certificates of Assurance by Executive Directors confirming their opinion that the identified areas for improvement and associated action plan will address any current issues or risks, and
- A two-stage internal Governance review process involving senior and service managers. Stage one reviews the local code to make sure that it reflects the approaches that are most significant to the achievement of Council priorities and desired outcomes, and that the approaches are fit for purpose. The second stage of the review is to check that the approaches are implemented in all relevant areas.

The annual Governance review identifies areas for improvement. Resulting actions are tracked using the Council's performance management system.

Significant Governance Issues

The 2021/22 Annual Report, provided by our external auditor (at that time Audit Scotland, now Deloitte LLP) found that the Council had made limited progress in implementing their prior year audit recommendations, owing to capacity issues and to staff being abstracted on to pandemic and cost of living response Actions to address the recommendations were included in last year's AGS, and progress is reported later in this document. The issue areas identified were:

1. Finance team capacity;
2. Delay in completing the year end bank reconciliation;
3. Non-current asset accounting;
4. Management commentary and annual governance statement;
5. Financial systems of internal control and key supporting documents, and
6. Prevention and detection of fraud and error.

The 2021/22 report also identified a risk relating to the revised Audit and Scrutiny Committee arrangements, in that elected members may not have sufficient time to review papers and deliver effective scrutiny. The external auditor recommended that the arrangements are kept under review.

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Progress made on areas for improvement contained in the 2021/22 AGS

Code	Description	Carried forward from	Latest Note
AGS 020 003	An updated Risk Management Framework will be finalised	31-Mar-2023	Advanced draft completed – anticipated final completion by October 2023 following consideration by Council.
AGS 020 004	Covid Recovery plans will be reviewed to ensure alignment with Be the Future	31-Mar-2023	This work is ongoing and is being integrated into the Councils Be the Future planning. It is progressing in the context of a refresh of the Councils Target Operating Model and also through a range of transformational initiatives such as Future Ways of Working and Digital Transformation which aim to optimize service design as part of post pandemic recovery.
AGS 020 006	Action will be taken to ensure that new Hate Crime legislation is reflected in key Council policies.	31-Mar-2021	Hate Crime is a key action in the Councils Mainstreaming Equalities and Diversity Outcomes approved in 2021, and is reflected in appropriate employee and partnership strategies. Information on 3 rd party reporting is provided on the Councils website alongside the range of partners across Forth Valley that we work alongside as part of wider equalities work.
AGS 020 011	The review of the Sustainability and Climate Change Strategy will be completed, followed by engagement with key stakeholders.	31-Mar-2023	An Interim Climate Change Strategy was approved by Council in August 2022. A full Climate Change Strategy will be considered by Council in Autumn 2023. Five Climate Change Forums have been set up to facilitate engagement with communities and promote sustainability across the county.

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Code	Description	Carried forward from	Latest Note
AGS 020 015	A Digital Transformation Delivery Plan and Road Map will be developed, informed by the Audit Scotland report and the outcome of the Digital Maturity Assessment.	31-Mar-2021	This major work is ongoing and remains a key priority for the Council as set out in Be the Future and our Target Operating Model. A digital transformation strategy is in place, and whilst we have plans to refresh the strategy, significant work is being taken forward around digital, data and ICT modernisation which is reflected in the strategy. This work is being progressed in partnership with a range of industry experts, and whilst significant progress is planned in 2023/24, the overall delivery plan is under constant review.
AGS 021 001	The Governance assurance process will be reviewed, to ensure it is effective and proportionate.	31-Mar-2023	The Governance assurance process has been reviewed and changes implemented.
AGS 021 002	The review of the Scheme of Delegation will be completed after the conclusion of the Council restructure.	31-Mar-2023	The review of the scheme is at an advanced stage and is expected to conclude and be considered by Council by October 2023.
AGS 021 003	A detailed review of Standing Orders will be undertaken, with the aim of consolidating incremental changes that have been made in recent years, improving clarity and ensuring Standing Orders remain fit for purpose. Training will be provided for elected members.	31-Mar-2023	An officer/elected member working group was agreed by Council in 2022. Work continues; it is expected that this work will complete in late 2023 on conclusion of the refreshed Scheme of Delegation.
AGS 021 005	Options for enhancing arrangements for Fraud Risk Management will be investigated as part of the restructure of the Legal & Governance service.	31-Mar-2023	This work is ongoing beyond the projected target date, expected to conclude in late 2023.
AGS 021 006	The Local Outcome Improvement Plan will be refreshed and a Wellbeing Local Outcome Improvement Plan will be developed	31-Mar-2023	The present LOIP 2017-27 remains current. Community and stakeholder engagement to develop the wellbeing LOIP is underway. A set of draft outcomes and priorities are being consulted on as part of this work with the final LOIP anticipated to be finalised in Autumn 2023. This approach is being jointly led by Community Planning Partners on behalf of the Clackmannanshire Alliance.

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Code	Description	Carried forward from	Latest Note
AGS 021 007	Clackmannanshire Alliance operating arrangements and structures, including the Memorandum of Understanding, will be refreshed.	31-Mar-2023	This will be reviewed following completion of the LOIP refresh.
AGS 021 008	The Council's Customer Charter will be refreshed.	31-Mar-2023	A review of the Customer Charter has been completed and following a period of stakeholder consultation will be considered by Council in October 2023, along with a refreshed Unacceptable Behaviour policy.
AGS 021 009	The refresh of the Communications Strategy will be finalised.	31-Mar-2022	Ongoing. A high level corporate communications strategy has been drafted. The intention is to finalise this in 2023 following Council's approval of a revised Target Operating Model and a period of consultation.
AGS 021 012	Information on Sustainable Asset Management on the Council website will be improved to make it clearer and more accessible.	31-Mar-2023	Significant work has been done to develop and improve website information on Sustainability, with pages covering the Interim Climate Change Strategy, Climate Change Forums and annual climate reports, as well as links to external organisations.
AGS 021 013	Further guidance and training on Financial Governance and financial system processes will be rolled out, including promoting awareness of the management information produced by the finance system to assist decision making	31-Mar-2023	In progress. Initial training has been rolled out to the Accountancy team who will then roll out to Budget Holders. Further specific training to be identified and delivered throughout the year. A session on Governance including Financial Regulations and Contract Standing Orders is planned to be held with the Senior Leadership Forum during the year.
AGS 021 015	Debt recovery processes will be reviewed to ensure Council is recovering debts due.	31-Mar-2022	A Credit Controller has been employed to complete a focussed review of outstanding debt and recovery options and to update processes. To be completed by September 2023.
AGS 021 016	Additional support will be secured for Procurement and Community Wealth Building work.	31-Mar-2022	Additional supports are in place within economic development to support Community Wealth Building. Ongoing market conditions continue to make securing additional procurement resources challenging.

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Code	Description	Carried forward from	Latest Note
AGS 021 017	The Information and Communication Technology (ICT) Strategy and ICT Asset Management Plans will be finalised.	31-Mar-2022	This work is being taken forward as part of the Council's Digital Transformation Roadmap and Microsoft 365 migration project implementation plan, which is ongoing.
AGS 021 018	Remaining outstanding actions in the Workforce Programme will be completed.	31-Mar-2022	The workforce programme was closed down following report to Strategic Oversight Group. Due to capacity, some communication actions remain outstanding, however, these will be included in both a refreshed interim workforce plan and corporate communications strategy, due to be considered by Council in September 2023.
AGS 021 019	The feasibility of introducing a structured approach to the publication of policies and strategies will be investigated, to ensure they are accessible and up to date.	31-Mar-2022	Ongoing, to be wrapped up in wider M365 deployment work. Sharepoint anticipated to provide the platform. Policies and guidance is being developed for deployment over 23/24.
AGS 022 001	Financial Regulations Review	31-Mar-2023	Revised Financial Regulations have been reviewed and have been considered and approved by Council in June 2023.
AGS 022 002	Contract Standing Orders Review	31-Mar-2023	Ongoing. Planned for 2023.
AGS 022 003	Procurement Strategy Review	31-Mar-2023	Ongoing. Planned for 2023.
AGS 022 004	Corporate Plan refresh will be undertaken	31-Mar-2023	Council agreed in May 2023, that it will no longer prepare a Corporate Plan and that instead service business plans will align and report with strategic priorities. Refreshed guidance will be provided to directorates, with revised business plans due to be considered by Council in October 2023.
AGS 022 005	Information and knowledge management programme of work will be scoped and capacity, resources and roles and responsibilities identified	31-Mar-2023	Ongoing. A cross service team are actively progressing this work as part of M365 deployment, supported by additional M365 and data transformation project resource. Additional posts have also been identified and resourced.

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Code	Description	Carried forward from	Latest Note
AGS 022 006	The Strategic Workforce Plan 2019–2022 will be replaced with an updated and refreshed Strategic Plan covering 2022–2025. This will be jointly developed in line with review of the LOIP and Corporate Plan	31-Mar-2023	An Interim strategic workforce plan will be considered by Council in September 2023.
AGS 022 007	A communication plan will be developed to roll out across the Council in order to raise awareness of the new Strategic Workforce plan and underpinning workforce programme	31-Mar-2023	See AGS 021 009 above.
AGS 022 008	Workforce Planning events will be undertaken within each Directorate and the outputs of these will inform the overall Strategic Plan	31-Mar-2023	Service working planning workshops have taken place over 2022 and 2023. All directorates plan to put these to Council for consideration in autumn 2023.
AGS 022 009	Focused SLF sessions regarding good corporate governance e.g. procurement, financial regulations, Legal, HR processes	31-Mar-2023	SLF forward plan now in place, with governance session being planned and deployed. For example, information security and governance training and health and safety training has been provided for all senior managers.
AGS 022 010	Continue to develop approaches to engaging 'hard to reach groups', both through training and development provision, career progression, and ongoing engagement with the Council	31-Mar-2023	The Workforce Development & Learning team continue to develop 'offline' approaches for learning programmes such as mandatory training in order to address hard to reach groups. Further work to be defined within the Interim Workforce Plan.
AGS 022 011	Implement and track progress with the outputs of the Trueman Change Capacity and Skills Audit, ensuring that recommendations where applicable are included within the Strategic Workforce Plan 2022-25	31-Mar-2023	Recommendations will be incorporated into the Interim Workforce Plan for 2023-25 scheduled to be considered by Council in September 2023.
AGS 022 012	Financial reconciliations will be completed more regularly, with review and evidencing of reconciliations strengthened	31-Mar-2023	In progress throughout 2022/23.
AGS 022 013	A schedule for reviewing access to core systems will be introduced	31-Mar-2023	Planned for 2023/24
AGS 022 014	Training in combating fraud and corruption for Directors, Senior Managers and other key officers will be rolled out	31-Mar-2023	Planned for 2023/24 following Council approval of revised Whistleblowing policy.

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Code	Description	Carried forward from	Latest Note
AGS 022 015	A new Whistleblowing Policy will be introduced	31-Mar-2023	Policy has been refreshed following a review of practice elsewhere, due to be considered by Council in October 2023.
AGS 023 001	Complete the review of the social media policy and guidelines.	31-Mar-2024	Following approval of the Corporate Communications Strategy, Customer Charter and Unacceptable Behaviour Policy, a review of the Council's Social Media Policy and Guidelines will be undertaken. This is included in the improvement plan below.

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Improvement Plan

The following improvement actions have been agreed for delivery during 2022/23:

Agreed action	Due by	Lead
A full Climate Change Strategy will be presented to Council in Autumn 2023.	Autumn 2023	Senior Manager Development
Development of the interim 2 year workforce plan (2023-25)	August 2023	Organisational Development Adviser
Development of the 3 year Strategic Workforce plan (2025-28)	March 2024	Organisational Development Adviser
Portfolio workforce planning events	August 2023	Organisational Development Adviser
Focused SLF sessions regarding good corporate governance e.g. procurement, financial regulations, Legal, HR processes	March 2024	Organisational Development Adviser
Continue to develop approaches to engaging 'hard to reach groups', both through training and development provision, career progression, and ongoing engagement with the Council	March 2024	Organisational Development Adviser
Implement and track progress with the outputs of the Trueman Change Capacity and Skills Audit, ensuring that recommendations where applicable are included within the Strategic Workforce Plan 2023-25. These will be incorporated in the Interim Plan.	August 2023	Organisational Development Adviser
Complete refresh of the wellbeing economy Local Outcome Improvement Plan 2023-2033.	December 2023	Senior Manager Partnership and Transformation
Complete update of the Clackmannanshire Alliance Memorandum of Understanding and related operating arrangement.	March 2024	Senior Manager Partnership and Transformation
Finalise the Corporate Communications Strategy following consultation on the draft.	December 2023	Senior Manager Partnership and Transformation
Complete the review of the social media policy and guidelines.	March 2024	Senior Manager Partnership and Transformation
Finalise and publish the Customer Charter and Unacceptable Behaviour Policy.	October 2023	Senior Manager Partnership and Transformation

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Statement of Assurance

We are satisfied that Clackmannanshire Council's Governance arrangements remain fit for purpose.

Areas for improvement set out above will be addressed to further improve the effectiveness of our Governance arrangements and will include an update on progress in our 2024 AGS.

Nikki Bridle
Chief Executive
25 February 2023

Ellen Forson
Leader of the Council
25 February 2023

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Remuneration Report

General

Elements of the remuneration report are subject to audit, throughout the report the relevant sections have been noted as audited where applicable. The other sections of the Remuneration Report have been reviewed by the External Auditors as detailed in the Independent Auditor's Report. The results presented in the tables comprising Clackmannanshire Council's Remuneration Report for 2022/23 reflect the following contextual factors:

- Pay award of 5% or £1,872 (whichever is larger) from 1 April 2022 is included in the 2022/23 figures for those earning up to £60k. Anyone earning over £60k was awarded 5% pay award.
- As at 31 March 2023 there were 7 Senior Councillors in post. The maximum allowed for Clackmannanshire Council is 8;
- The corporate management structure during the year was: Chief Executive, Strategic Director Place, Strategic Director People, Strategic Director Partnership & Performance and Strategic Director Transformation; and
- The committee structure includes the Audit & Scrutiny Committee aligning with the CIPFA guidance for Audit Committees in Local Authorities.

Remuneration Arrangements

Councillors

The remuneration of Councillors is regulated by the Local Government (Scotland) Act 2004 (Remuneration) and Regulations 2007 (SSI No. 2007/183), amended by SSI 2019/23 and SSI 2021/18. The Regulations provide for the grading of Councillors for the purposes of remuneration arrangements, as either the Leader of the Council, the Provost, Senior Councillors or Councillors. The Leader of the Council and the Provost cannot be the same person for the purposes of payment of remuneration. A Senior Councillor is a Councillor who holds a significant position of responsibility in the Council's political management structure.

When determining the level of remuneration for Councillors the Scottish Ministers consider the recommendations of the Scottish Local Authority Remuneration Committee (SLARC). SLARC is an advisory Non-Departmental Public Body set up in 2005 to advise Scottish Ministers on the remuneration, allowances and expenses incurred by local authority Councillors.

In line with the Regulations the following maximum salaries attributable are:

- Leader of the Council £32,622 (2021/22 £31,010);
- Civic Head (Provost) £24,467 (2021/22 £23,257) maximum remuneration is 75% of the sum payable to the leader, and
- Senior Councillors £22,019 (2021/22 £20,931).

The Regulations also set out that Clackmannanshire Council (Band A) is eligible to appoint a maximum of 8 Senior Councillors. Total remuneration available for Senior Councillors is

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based on a calculation detailed in Councillors' Remuneration Guidance. The total annual amount payable by the Council for remuneration to all its Senior Councillors shall not exceed £176,150 (2021/22 £167,446).

The remuneration paid to Senior Councillors in 2022/23 covering the year 1 April 2022 to 31 March 2023 totalled £157,766 (2021/22 £154,264). This includes £312 paid to Councillor Holden for serving as Vice Convenor on the Central Scotland Valuation Joint Board until 5th May 2022 (2021/22 £3,278). Also included are payments for serving on the Association of Public Service Excellence (APSE) for Councillor Sharp £183 until 4th May 2022 (2021/22 £2,471). Both these amounts are recoverable from the respective organisations. The net cost to Clackmannanshire Council in relation to Senior Councillors is £157,271 (2021/22 £148,515). This complies with current regulations.

The Regulations also permit the Council to pay contributions or other payments as required to the Local Government Pension Scheme in respect of those Councillors who elect to become members of the pension scheme.

The Scheme which encompasses the salaries of all elected members including the Leader, Provost and Senior Councillors was agreed at a meeting of the full Council on 21 June 2007, and details are available on the Council's website at: www.clacksweb.org.uk under 'Elected Members' Remuneration'.

Joint Boards

In addition to the Senior Councillors of the Council the Regulations also set out the remuneration payable to Councillors with the responsibility of a Convenor or a Vice-Convenor of a Joint Board. For Clackmannanshire, two joint boards exist; the Central Scotland Valuation Joint Board (CSVJB), and the Clackmannanshire and Stirling Integration Joint Board.

The regulations require the remuneration to be paid by the Council of which the Convenor or Vice-Convenor (as the case may be) is a member. The Council is also required to pay any related pension contributions arising from this appointment.

As noted above, Clackmannanshire Council made payments of £312 in 2022/23 (2021/22 £3,278) to Councillor Holden for his role as the Vice-Convenor of the CSVJB. This amount is recovered in full from the CSVJB.

No Councillors undertook the roles of Convenor or Vice-Convenor of the Clackmannanshire and Stirling Integration Joint Board in 2022/23 or 2021/22 therefore no additional payments were made.

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Senior Employees

The salary of senior employees is set by reference to national arrangements. The Scottish Joint Negotiating Committee (SJNC) for Local Authority Services sets the salaries for the Chief Executives of Scottish local authorities. Circular CO/152 sets the amount of salary for the Chief Executive of Clackmannanshire Council for the period April 2022 to March 2023. Senior employees do not receive any other benefits.

Disclosure of Remuneration for Relevant Persons

The following tables provide details of the remuneration paid to the Council's Senior Councillors and Senior Employees.

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Table 1 (Audited): Remuneration of Senior Councillors and Convenors and Vice Convenors of Joint Boards

Post holder	Position	Dates	Total Remuneration	
			2021/22 £	2022/23 £
Ellen Forson	Leader of the Council Spokesperson for Partnership, Third Sector and Digital Strategy	from 12/4/18 to 4/5/22 & from 22/5/22 from 2/2/23	31,010	30,976
Tina Murphy	Provost	from 1/6/17 to 4/5/22	23,257	2,374
Donald Balsillie	Spokesperson for Audit and Finance Chair of Planning Committee Provost	from 1/2/19 to 4/5/22 from 1/6/17 to 4/5/22 from 25/5/22	20,931	22,995
Denis Coyne	Chair of Planning Committee	from 25/5/22	-	18,771
Graham Lindsay	Spokesperson for Education	From 28/6/17 to 4/5/22 & from 22/5/22	20,931	20,908
Les Sharp	Spokesperson for Health & Social Services	from 12/4/18 to 4/5/22	23,402	2,137
Craig Holden	Spokesperson for Environment & Housing Valuation Joint Board - Depute Convenor Spokesperson for Partnership, Third Sector and Digital Strategy	from 25/06/20 to 4/5/22 from 26/6/17 to 4/5/22 from 25/5/22 to 9/12/22	24,209	14,051
Helen Lewis	Spokesperson for Partnership and Third Sector	To 4/5/22	20,931	2,137
Martha Benny	Chair of Audit Committee	from 23/08/20 to 30/06/21	5,233	-
Dave Clark	Chair of Audit Committee	from 1/07/21 to 4/5/22	15,698	2,137
Kenny Earle	Chair of Licensing Board Chair of Audit and Scrutiny Committee	from 20/6/17 to 04/5/22 and from 25/5/22 from 25/5/22	20,931	20,908
Phil Fairlie	Convener of Council	from 25/5/22	-	18,771
Scott Harrison	Spokesperson for Sport, Leisure and Active Living	from 25/5/22	-	18,771
Fiona Law	Spokesperson for Environment and Net Zero	from 25/5/22	-	18,771
Jane McTaggart	Spokesperson for Housing and Property	from 25/5/22	-	20,402
Total Remuneration			206,531	214,109

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Notes

1. There were no Taxable Expenses or Benefits other than in cash paid to any of the Senior Councillors in 2022/23 or 2021/22.
2. During 2022/23 there were no changes to the political administration of the Council which has been led by the SNP from 9 March 2017 to present.
3. During 2022/23 there was a Local Election on 4th May 2022 which resulted in changes to the leadership and roles of the Council from 25th May 2022. From this date the new leader of the Council was confirmed as Ellen Forson and six new roles were introduced, including Convener of Council which will support the administrative arrangements for conducting the Council's business. The other new roles were; Spokesperson for Partnership, Third Sector and Digital Strategy, Spokesperson for Sport, Leisure and Active Living, Spokesperson for Environment and Net Zero, Spokesperson for Housing and Property and Chair of Audit and Scrutiny Committee
4. Councillor Sharp received £753 (2021/22: £8,930) remuneration from NHS Forth Valley for serving on the regional Health Board during 2022/23. This is paid directly by the NHS to each individual and are not included above.

Remuneration Paid to Councillors

Clackmannanshire Council currently has 18 Councillors in total who serve under the following structure as at 31 March 2023:

Leader of the Council	1
Provost/Civic Head	1
Senior Councillors	7
Councillors	9
Total Councillors	18

Councillors are no longer paid allowances; where a Councillor is entitled to a special responsibility payment, for example, for serving as a committee convener, this is reflected in the salary band applied. The Council paid the following salaries and expenses to all Councillors during the year:

Type of Remuneration (Audited)	2021/22	2022/23
	£	£
Salaries	375,658	385,017
Employer's NIC and Pension	95,046	111,156
Expenses	3,970	4,350
Total	474,674	500,523

The annual return of Councillors' salaries and expenses for 2022/23 is available for any member of the public to view at all Council libraries and public offices during normal working hours and is also available on the Council's web site: <https://www.clacks.gov.uk> under 'Remuneration to Elected members'.

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Table 2 (Audited): Remuneration of Senior Employees of the Council

Name and Positions held during the year	Total Remuneration 2021/22 £	Total Remuneration 2022/23 £
Nikki Bridle • Chief Executive	111,497	116,862
Stuart Crickmar • Strategic Director - Partnership & Performance	96,872	101,506
Pete Leonard • Strategic Director – Place	96,872	101,506
Fiona Colligan • Strategic Director – Transformation	96,739	101,506
Lorraine Sanda • Strategic Director - People	96,872	101,506
Catherine Quinn • Chief Education Officer (Interim) from 21/12/20 to 31/08/22 (Annual Salary £86,457)	82,540	35,651
Colin Bruce • Chief Education Officer from 1/8/22 (Annual Salary £86,457)	-	91,598
Sharon Robertson • Chief Social Work Officer	78,319	82,235
Lindsay Sim • Chief Finance Officer	78,588	82,236
Lindsay Thomson • Monitoring Officer to 31/08/21 (Annual Salary £67,759)	28,466	-
Lee Robertson • Monitoring Officer (Acting) from 01/09/21 and Monitoring Officer and Senior Manager Legal from 31/01/22 (Annual Salary £71,147)	52,445	71,147
Total	819,210	885,753

Notes to Remuneration of Senior Employees of the Council

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1. The senior employees in the table include all those employees who have responsibility for management of the Council to the extent that the person has power to direct or control the major activities of the Council (including activities involving the expenditure of money) during the year to which the Report relates whether solely or collectively with other persons, or who hold a post that is politically restricted by reason of section 2(1) (a), (b) or (c) of the Local Government and Housing Act 1989.
2. Pay award of 5% or £1,872 (whichever is larger) from 1 April 2022 is included in the 2022/23 figures for those earning up to £60k. Anyone earning over £60k was awarded 5% pay award.
3. The Chief Executive remuneration is in line with national agreement between Scottish Joint Negotiating Committee (SJNC) and Association of Local Authority Chief Executives (ALACE) includes a pay award of 5% or a £1,978 uplift whichever is larger, the annual salary is £116,862.
4. The table includes salaries paid by Scottish Care Inspectorate for the Chief Social Work Officer Sharon Robertson who was on secondment.
5. Total remuneration for senior employees' remuneration includes salary, fees and allowances. There was no bonuses, taxable expense, compensation for loss of office or benefits other than in cash paid to any of the Senior Employees in 2022/23 or 2021/22.

General Disclosure by Pay Band (Audited)

The number of employees, whose remuneration in the year was greater than or equal to £50,000 (grouped in rising bands of £5,000).

Remuneration Band	No of Employees 2021/22	No of Employees 2022/23
£50,000 - £54,999	62	68
£55,000 - £59,999	29	24
£60,000 - £64,999	28	39
£65,000 - £69,999	13	20
£70,000 - £74,999	2	16
£75,000 - £79,999	1	6
£80,000 - £84,999	2	2
£85,000 - £89,999	1	-
£90,000 - £94,999	1	2
£95,000 - £99,999	4	1
£100,000 - £104,999	-	4
£105,000 - £109,999	-	-
£110,000 - £114,999	1	-
£115,000 - £119,000	-	1
	144	183

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Pension Benefits

Pension Benefits for Councillors and Local Government employees are provided through the Local Government Pension Scheme (LGPS).

The LGPS in Scotland changed on 1 April 2015 to a Career Average Revalued Earnings (or CARE) scheme. In a CARE scheme the pensionable pay for each year of membership is used to calculate a pension amount for that particular year. The pension amount is increased (revalued) each year in line with inflation. These individual pension amounts are then added together to arrive at the total pension payable from the scheme. The LGPS is classed as a defined benefit scheme.

From 1 April 2015 Councillors and local government employees have been in the same pension scheme although there are some provisions of the LGPS 2015 that do not apply to Councillors. Councillors' pension benefits built up to 31 March 2015 are protected.

Local Government employee pensions to 31 March 2015 are protected and worked out on final pay when leaving. This means that pension benefits are based on the final year's pay and the number of years that person has been a member of the scheme to 31 March 2015. From 1 April 2015 the normal retirement age will be the same as an individual's state pension age with a minimum of age 65.

From 1 April 2015 contribution rates were:

Whole Time Pay 2022/23 (2021/22) For pay between:		Contribution rate 2022/23 (between %)	Contribution rate 2021/22 (between %)
£0	£23,676 (£22,955)	5.5	5.5
£23,677 (£22,956)	£30,765 (£29,857)	5.6 - 6.0	5.6 - 6.0
£30,766 (£29,858)	£38,635 (£37,474)	6.1 - 6.5	6.1 - 6.5
£38,636 (£37,475)	£54,488 (£52,876)	6.6 - 7.5	6.6 - 7.5
£54,489 (£52,877)	£61,386 (£59,569)	7.6 - 8.0	7.6 - 8.0
£61,387 (£59,570)	£82,194 (£79,762)	8.1 - 9.0	8.1 - 9.0
£82,195 (£79,763)	£124,346 (£120,666)	9.1 – 10.0	9.1 – 10.0
£124,347 (£120,667))	And above	10.1 & over	10.1 & over

**Source: Scottish Public Pensions Agency, Contributions.*

If a person works part-time their contribution rate is worked out on their actual pensionable pay and matched to the appropriate band in the contribution table.

There is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for lump sum up to a limit set by the Finance Act 2004.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Remuneration Report

From 1 April 2015 the accrual rate guarantees an annual credit to members' Pension Accounts based on 1/49 of pensionable pay received in that scheme year. In those cases where members have transferred pension entitlements from previous employments, the pension figures shown relate to the benefits that the person has accrued as a consequence of their total government service, and not just their current appointment.

The pension entitlements for Senior Councillors who have elected to join the pension scheme for the year ended 31 March 2023 are shown in the table below, together with the contribution made by the Council to each Senior Councillors' pension during the year.

Table 3 (Audited): Senior Councillors Pension Benefits

		Pension Contributions		Accrued Pension Benefits			
		2021/22	2022/23	Difference to 2021/22		As at 31 March 23	
Post Holder	Position	£	£	Pension £'000	Lump Sum £'000	Pension	Lump Sum
Ellen Forson	Leader of the Council	6,977	7,199	1	-	6	-
Tina Murphy	Provost	872	-	-	-	-	-
Donald Balsillie	Spokesperson for Audit and Finance Chair of Planning Committee Provost	4,709	5,403	1	-	7	2
Denis Coyne	Chair of Planning Committee	-	2,816	-	-	1	-
Graham Lindsay	Spokesperson for Education	4,709	4,934	1	-	3	-
Les Sharp	Spokesperson for Health & Social Services	4,709	481	-	-	11	-
Helen Lewis	Spokesperson for Partnership & Third Sector	4,709	481	-	-	2	-
Martha Benny	Chair of Audit Committee	4,317	4,404	1	-	3	-
Dave Clark	Chair of Audit Committee	4,579	481	-	-	3	-
Kenny Earle	Chair of Licensing Board Chair of Audit and Scrutiny Committee	4,709	4,934	1	-	6	-
Phil Fairlie	Convener of Council	-	4,453	-	-	-	-
Scott Harrison	Spokesperson for Sport, Leisure and Active Living	-	4,453	-	-	-	-
Fiona Law	Spokesperson for Environment and Net Zero	-	4,453	-	-	-	-
Jane McTaggart	Spokesperson for Housing and Property	-	4,880	1	-	2	-
Total		40,290	49,373	6	-	44	2

- 1) *The pension benefits shown relate to the benefits that the individual has accrued as a consequence of their total government service, and not just their current appointment.*

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Remuneration Report

Senior Employees

The pension entitlements of Senior Employees for the year to 31 March 2023 are shown in the table below, together with the contribution made by the Council to each Senior Employees' pension during the year.

Table 4 (Audited): Senior Employees Pension Benefits

Name and Post Title	Pension Contributions		Accrued Pension Benefits			
	2021/22	2022/23	Increase/(decrease) from 31 March 2022		As at 31 March 2023	
	£	£	£'000	£'000	£'000	£'000
			Pension	Lump Sum	Pension	Lump Sum
Nikki Bridle Chief Executive	25,087	26,294	6	4	56	72
Stuart Crickmar Strategic Director - Partnerships & Performance	21,796	22,839	5	3	48	63
Pete Leonard Strategic Director - Place	21,796	22,839	3	-	8	-
Fiona Colligan Strategic Director – Transformation	21,766	22,839	2	-	4	-
Lorraine Sanda Strategic Director - People	21,796	22,839	3	-	12	-
Catherine Quinn Chief Education Officer (Interim) from 21/12/20 to 31/08/22	18,572	7,719	1	-	6	-
Colin Bruce Chief Education Officer from 1/8/22	-	12,969	1	-	1	-
Sharon Robertson Chief Social Work Officer	13,314	13,980	3	3	37	54
Lindsay Sim Chief Finance Officer	17,682	18,503	4	2	30	27
Lindsay Thomson Monitoring Officer to 31/08/21	6,390	-	-	-	-	-
Lee Robertson Monitoring Officer (Acting) from 01/09/21 and Monitoring Officer and Senior Manager Legal from 31/01/22	11,800	16,008	2	-	6	-
Total	179,999	186,829	30	12	208	216

Notes

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Remuneration Report

1. All Senior Employees employed by Clackmannanshire Council shown in the tables above are members of the Local Government Pension Scheme (LGPS).
2. Where employees have joined the Council and transferred previous employment pension benefits into the Falkirk Pension Fund, the pension figures shown relate to the benefits that the person has accrued as consequence of their total local government service and not just their current employment.

Termination Benefits (Audited)

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision committing to the termination of employment of the offer to an officer or to a group of officers to encourage voluntary redundancy.

A number of employees left the Council through voluntary redundancy and voluntary severance during 2021/22 and 2022/23. The number of employees and costs of exit packages per pay band is shown in the table below.

Disclosed costs include, where applicable: redundancy and pension costs in relation to lump sum, strain payments and capitalised added years. Any early terminations which might arise on the grounds of health or dismissal fall outside the regulatory disclosure requirement and would not be disclosed.

Cost Bands	Total Number of exit packages by Cost band		Total Cost of exit packages by Cost band	
	2021/22	2022/23	2021/22 £	2022/23 £
£0 £20,000	2	1	2,253	1,713
£20,001 £40,000	-	1	-	27,374
£40,001 £60,000	-	1	-	48,147
£60,001 £200,000	2	1	255,986	76,505
Total	4	4	258,239	153,739

Paid Time-off provided to Trade Union Representatives

The undernoted information is provided in line with the requirements of the trade Union (Facility Time Publication Requirements) Regulations 2017 (SI 2017/328) introduced by the Trade Union Act 2016.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Remuneration Report

Relevant Union Officials

During the year 14 employees took part in union activities, as relevant union officials, some of whom were part time:

	2022/23	
	Central Function	Education Function
Number of employees	13	2
Full-time Equivalent	12.29	1.6

Facility time

The employees spent the following percentages of their time on facility time:

% of time	Employees 2022/23	
	Central Function	Education Function
0%	4	-
1-50%	9	1
51-99%	-	1
100%	-	-

Of the total pay bill, £100k (0.10%) related to facility time under taken during the year.

	2022/23	
	Central Function	Education Function
	£'000	£'000
Facility time cost	55	45
Total pay bill	99,863	99,863
% of pay bill	0.06%	0.05%

Paid trade union activities

The percentage of the total paid facility time that relates to relevant union officials was 6.24%.

Nikki Bridle
Chief Executive
10 August 2023

Ellen Forson
Leader of the Council
10 August 2023

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Independent Auditor's Report

The Draft Financial Statements are subject to audit in accordance with the requirements of Part VII of the Local Government (Scotland) Act 1973.

The Auditor appointed for this purpose by the Accounts Commission for Scotland is

Deloitte LLP

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Comprehensive Income & Expenditure Statement
For the year ended 31 March 2023

This statement shows the accounting cost in the year of providing services in accordance with proper accounting practices rather than the amount to be funded from taxation. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2021/22 supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act. Councils raise taxation to cover expenditure in accordance with regulations, this may be different from the accounting cost. The taxation position is shown in the Movement in Reserves Statement.

			Note	2022/23	
Gross Expenditure	2021/22 Gross Income	Net Expenditure /(Income)		Gross Expenditure	Net Expenditure /(Income)
£'000	£'000	£'000		£'000	£'000
102,799	(6,515)	96,284		97,072	90,218
29,307	(22,597)	6,710		26,892	3,610
34,142	(12,674)	21,468		43,469	30,546
17,884	(20,392)	(2,508)		19,119	(1,397)
1,232	-	1,232		1,214	1,213
58,116	(36,391)	21,725		65,739	26,985
445	-	445		453	453
243,925	(98,569)	145,356		253,958	151,628
11	-	11		(201)	(201)
12,157	(383)	11,774		12,878	11,390
-	(138,997)	(138,997)	10	-	(143,455)
256,093	(237,949)	18,144		266,635	19,362
	(24,659)		24		(62,233)
	2,494		24		4,391
	(78,341)		24		(165,285)
	(100,506)				(223,127)
	(82,362)				(203,765)

The Council acted as an agent on behalf of the Scottish Government in the administration of grants to business and individuals during the Covid-19 pandemic and the Cost of Living Crisis. This amounted to £1.104m (2021/22 (£6.733m of expenditure and income which is not shown within the Comprehensive Income and Expenditure Statement above.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Movement in Reserves Statement

This statement shows the movement in the year on the different reserves held by the Council, analysed into 'usable reserves' (i.e. those that can be applied to fund expenditure or reduce local taxation) and unusable reserves. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the Council's services, more details of which are shown in the Comprehensive Income and Expenditure Statement.

This is different from the statutory amounts required to be charged to the General Fund Reserve and the Housing Revenue Account for council tax setting and dwellings rent setting purposes. The Net Increase/Decrease, before Transfers to Earmarked Reserves line, shows the statutory General Fund Balance and Housing Revenue Account Balance, before any discretionary transfers to/ from earmarked reserves, undertaken by the Council.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Movement in Reserves Statement
For the year ended 31 March 2023

2022/23	Notes	General Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Insurance Fund £000	Capital Grants Unapplied Account £000	Total Usable Reserves £000	Total Unusable Reserves £000	Total Reserves £000
Balance Brought Forward		(23,972)	(9,552)	(801)	(1,250)	(3,302)	(38,877)	(164,411)	(203,288)
Movement in Reserves during 2022/23									
Total Comprehensive Income and Expenditure		22,632	(3,270)	-	-	-	19,362	(223,127)	(203,765)
Adjustments between accounting basis & funding basis	7	(17,564)	2,939	(262)	-	(589)	(15,476)	15,476	-
Net increase/decrease before transfers to Earmarked Reserves		5,068	(331)	(262)	-	(589)	3,886	(207,651)	(203,765)
Transfers to/ (from) Earmarked Reserves	8	(2,046)	1,168	(113)	(7)	1,797	799	(884)	(85)
(Increase)/Decrease in 2022/23		3,022	837	(375)	(7)	1,208	4,685	(208,535)	(203,850)
Balance carried forward		(20,950)	(8,715)	(1,176)	(1,257)	(2,094)	(34,192)	(372,946)	(407,138)

2021/22	Notes	General Fund Balance £000	Housing Revenue Account £000	Capital Receipts Reserve £000	Insurance Fund £000	Capital Grants Unapplied Account £000	Total Usable Reserves £000	Total Unusable Reserves £000	Total Reserves £000
Balance Brought Forward		(20,025)	(7,610)	(1,333)	(1,276)	(2,850)	(33,094)	(87,832)	(120,926)
Movement in Reserves during 2021/22									
Total Comprehensive Income and Expenditure		19,674	(1,530)	-	-	-	18,144	(100,506)	(82,362)
Adjustments between accounting basis & funding basis		(22,268)	(719)	(943)	-	(198)	(24,128)	24,128	-
Net increase/decrease before transfers to Earmarked Reserves		(2,594)	(2,249)	(943)	-	(198)	(5,984)	(76,378)	(82,362)
Transfers to/ (from) Earmarked Reserves		(1,353)	307	1,475	26	(254)	201	(201)	-
(Increase)/Decrease in 2021/22		(3,947)	(1,942)	532	26	(452)	(5,783)	(76,579)	(82,362)
Balance carried forward		(23,972)	(9,552)	(801)	(1,250)	(3,302)	(38,877)	(164,411)	(203,288)

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Balance Sheet as at 31 March 2023

The Balance sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Council. The net assets of the Council (assets less liabilities) are matched by the reserves held by the Council. Reserves are reported in two categories. The first category of reserves are usable reserves i.e. those reserves that the Council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves is those that the Council is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement of Reserves Statement line 'Adjustments between accounting basis and funding basis under regulations'.

31 March 2022 £'000		Note	31 March 2023 £'000
394,489	Property, Plant & Equipment	11	452,033
805	Heritage Assets	12	805
7,711	Investment Properties	13	7,532
310	Intangible Assets	14	206
1	Long-Term Debtors		1
-	Pension Assets	35	63,386
403,316	Non-Current Assets		523,963
204	Investment Properties held for Sale	13	242
-	Assets held for Sale	15	-
535	Inventories	16	598
17,779	Short-Term Debtors	17	13,968
32,001	Short-Term Investments	18	34,000
9,234	Cash and Cash Equivalents	18	5,889
59,753	Current Assets		54,697
(31,653)	Short-Term Creditors	19	(35,927)
-	Donated Inventories Accounts		(125)
(4,919)	Short-Term Borrowings	21	(3,032)
(36,572)	Current Liabilities		(39,084)
(60)	Provisions	20	(65)
(98,238)	Long-Term Borrowing	21	(97,754)
(36,052)	Other Long-Term Liabilities	22	(34,619)
(88,859)	Pension Liabilities	35	-
(223,209)	Long-Term Liabilities		(132,438)
203,288	Net Assets		407,138
(38,877)	Usable Reserves		(34,192)
(164,411)	Unusable Reserves	24	(372,946)
(203,288)	Total Reserves		(407,138)

The unaudited financial statements were issued on 10 August 2023.

Lindsay Sim
Chief Finance Officer

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Council and Group
Cash Flow Statement
For the year ended 31 March 2023

The Cash Flow Statement shows the changes in cash and cash equivalents of the Council during the reporting period. The statement shows how the Council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Council are funded by way of taxation and grant income or from the recipients of services provided by the Council. Investing activities represent the extent of which cash outflows have been made for resources which are intended to contribute to the Council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Council. As the impact of the consolidation on the Councils' Cash Flow Statement is immaterial, this statement covers both Council only and Group disclosure requirements.

2021/22		Notes	2022/23
£'000			£'000
(18,144)	Net (deficit) on the provision of services	CIES	
42,770	Adjustments to net deficit on the provision of services for non-cash movements	25b	
(17,535)	Adjustments for items included in the net deficit of the provision of services that are investing & financing activities	25c	
7,091	Net cash flows from Operating Activities		
(12,908)	Investing Activities	26	
(1,896)	Financing Activities	27	
(7,713)	Net increase (decrease) in cash and cash equivalents	18	
16,947	Cash and Cash equivalents at the beginning of the reporting year	18	
9,234	Cash and Cash equivalents at the end of the reporting year	18	

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Notes to the Financial Statements

The Notes present information about the basis of preparation of the Financial Statements and the specific accounting policies used, along with the disclosure of information required by the Code that is not presented elsewhere in the Financial Statements.

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CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Notes to the Financial Statements

Note 1 - Accounting Policies

a) General Principles

The Annual Accounts summarises the Council's transactions for the 2022/23 financial year and its position at the year-end of 31 March 2023. The Council is required to prepare an annual Statement of Accounts by the Local Authority Accounts (Scotland) Regulations 2014, which Section 12 of the Local Government in Scotland Act 2003 require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act. In line with the code of practice the accounts have been prepared on a going concern basis of accounting.

The accounting convention adopted in the Annual Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets. The accounting policies have been applied consistently in the current and prior years.

b) Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- Revenue from contracts with service recipients, whether for the provision of services or the sale of goods, is recognised when the goods or services are transferred to the service recipient in accordance with the performance obligations in the contract;
- Revenue from Council Tax and Non Domestic Rates is recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the Council and the amount of revenue can be measured reliably. Revenue is measured at the full amount receivable (net of any impairment losses) as they are non-contractual, non-exchange transactions and there can be no difference between the delivery and payment dates;
- Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet;
- Expenses in relation to services received (including those rendered by employees) are recorded as expenditure when the services are received rather than when payments are made;
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract, and
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Notes to the Financial Statements

c) Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Council's cash management.

d) Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Council's financial position or financial performance. Where a change is made, it is applied retrospectively by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior year.

e) Charges to Revenue for Non-Current Assets

Services are debited with the following amounts to record the cost of holding non-current assets during the year:

- depreciation attributable to the assets used by the relevant service;
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off; and
- amortisation of intangible fixed assets attributable to the service.

The Council is not required to raise council tax to cover depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to loans fund principal charges. Depreciation, revaluation and impairment losses and amortisation are therefore replaced by loans fund principal charges in the General Fund Balance by way of adjusting transactions with the Revaluation Reserve and Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Notes to the Financial Statements

f) Employee Benefits Payable During Employment

Short-term employee benefits such as salaries, wages, overtime and paid annual leave for current employees are recognised as an expense in the year in which employees render service to the Council. An accrual is made for the cost of holiday entitlements or any form of leave earned by employees but not taken before the year-end and which employees can carry forward into the next financial year.

g) Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy or severance. These benefits are charged on an accruals basis to the appropriate service in the Comprehensive Income and Expenditure Statement when the Council is demonstrably committed to the termination of the employment of an officer or group of officers or making an offer to encourage voluntary redundancy or severance.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pensions enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post Employment Benefits

Employees of the Council are members of two separate pension schemes:

- The Teachers' Pension Scheme administered by the Scottish Public Pension Agency; and
- The Local Government Pensions Scheme administered by Falkirk Council.

Both schemes provided defined benefits to members (retirement lump sums and pensions), earned as employees worked for the Council.

However, the arrangements for the Teachers' Scheme mean that liabilities for these benefits cannot ordinarily be identified specifically to the Council. The scheme is therefore accounted for as a defined contributions scheme and no liability for future payments of benefits is recognised in the Balance Sheet. The Education Service line in the Comprehensive Income and Expenditure Statement is charged with the employer's contributions payable to Teachers' Pensions in the year.

The Local Government Pension Scheme

The Local Government Scheme is accounted for as a defined benefits scheme:

The liabilities of the Falkirk Pension Fund attributable to the Council are included in the Balance Sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc. and projections of projected earnings for current employees. Liabilities are discounted to their value at current prices, using a discount rate utilised by the actuaries to place a value on the liability.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Notes to the Financial Statements

The assets of the Falkirk Pension Fund attributable to the Council are included in the Balance Sheet at their fair value at current bid prices for securities, estimated fair value for unquoted securities and market price for property.

The change in the net pension's liability is analysed into seven components:

- current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the Comprehensive Income and Expenditure Statement to the services for which the employees worked;
- past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs;
- interest cost – the expected increase in the present value of liabilities during the year as they move one year closer to being paid – debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- expected return on assets – the annual investment return on the fund assets attributable to the Council, based on an average of the expected long-term return – credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- gains or losses on settlements and curtailments – the result of actions to relieve the Council of liabilities or events that reduce the expected future service or accrual of benefits of employees – debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement as part of Non Distributed Costs;
- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited/credited to Other Comprehensive Income and Expenditure; and
- contributions paid to the Falkirk Pension Fund – cash paid as employers' contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, Scottish Government Regulations require the General Fund balance to be charged with the amount payable by the Council to the Pension Fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the Pension Fund and pensioners and any such amounts payable but unpaid at the year-end.

Discretionary Benefits

The Council also has restricted powers to make discretionary awards of retirement benefits in the event of early voluntary severance. Any liabilities estimated to arise as a result of an award to any member of staff (including teachers) are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Pension Scheme.

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h) Events after the Reporting Period

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Annual Accounts are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period - the Annual accounts are adjusted to reflect such events; and
- those that are indicative of conditions that arose after the reporting period – the Annual Accounts are not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

i) Financial Instruments

A financial instrument is any contract that gives rise to a financial asset to one entity and a financial liability or equity instrument to another entity.

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement in the year of repurchase/settlement. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, Scottish Government regulations permit the costs of restructuring to be released to revenue over the period of the replacement loan. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

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Financial Assets

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial asset measured at:

- Amortised cost
- Fair value through profit or loss (FVPL), and
- Fair value through other comprehensive income (FVOCI)

The Council's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost, except for those whose contractual payments are not solely payment of principal and interest (i.e. where the cash flows do not take the form of a basic debt instrument).

The Council does not hold financial assets measured at fair value through profit or loss (FVPL) or financial assets measured fair value through other comprehensive income (FVOCI).

Financial Assets Measured at Amortised Cost

Financial assets are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the loans that the Council has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

Any gains and losses that arise on the de-recognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Expected Credit Loss Model

The Council recognises expected credit losses on all of its financial assets held at amortised cost, either on a 12-month or lifetime basis. The expected credit loss model also applies to lease receivables and contract assets. Only lifetime losses are recognised for Short-Term Debtors held by the Council.

Impairment losses are calculated to reflect the expectation that the future cash flows might not take place because the borrower could default on their obligations. Credit risk plays a crucial part in assessing losses. Where risk has increased significantly since an instrument was initially recognised, losses are assessed on a lifetime basis. Where risk has not increased significantly or remains low, losses are assessed on the basis of 12-month expected losses.

j) Government Grants and Contributions

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Council when there is reasonable assurance that:

- the Council will comply with the conditions attached to the payments; and
- the grants or contributions will be received.

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Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Account until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset in the form of the grant or contribution are required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-Specific Grant Income (non-ring-fenced revenue grants and all capital grants) in the Comprehensive Income and Expenditure Statement.

Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants & Receipts Unapplied reserve. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants & Receipts Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

Business Improvement Districts

Two Business Improvement District (BID) schemes apply in Alloa Town Centre and Business Parks respectively within the Council. The schemes are funded by a BID levy paid by non-domestic ratepayers. The Council operates as an agent on behalf of the BID bodies and as a consequence the income and expenditure is not shown in the Comprehensive Income and Expenditure Statement.

k) Heritage Assets

Heritage Assets are assets with historical, artistic, scientific, technological, geophysical or environmental qualities that are maintained principally for their contribution to knowledge and culture.

Wherever possible heritage assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment. Heritage assets are complex and difficult to value and obtain in a cost effect manner. In circumstances where values cannot be obtained, either due to the nature of the assets or the prohibitive cost of obtaining a valuation, the regulations under which these accounts are prepared permit the Council not to recognise the assets on the face of the Balance Sheet. The Council is required however to disclose full details of any assets treated in this manner in a note to the Financial Statements. The Council's collections of heritage assets are accounted for as follows:

Recognised in Balance Sheet at Valuation

- Art Collections
- Public Art statues
- Civic Regalia
- Museum Collections (including equipment & ephemera)
- Commemorative Room

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Not recognised in Balance Sheet

- War Memorials
- Glassworks & Mosaics
- Listed Building

An impairment review of heritage assets is carried out whenever there is evidence of physical deterioration with the carrying value of the asset and any associated reserve being adjusted as necessary. Heritage assets are not subject to depreciation.

l) Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Council.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Council will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset and restricted to that incurred during the development phase (research expenditure cannot be capitalised).

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Council's goods or services.

Intangible assets are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the Council can be determined by reference to an active market. In practice, no intangible asset held by the Council meets this criterion, and they are therefore carried at cost less amortisation and any provision for impairment. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. An asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and any sale proceeds posted to the Capital Receipts Reserve.

m) Interests in Companies and Other Entities

The Council has material interests in companies and other entities that have the nature of associates and jointly controlled entities. In the Council's own single-entity accounts, the interests in companies and other entities are recorded as financial assets at cost, less any provision for impairment.

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n) Inventories

Inventories are included in the Balance Sheet at the lower of cost and net realisable value.

o) Investment Properties

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. The definition is not met if the property is used in any way to facilitate the delivery of services or production of goods.

Investment properties are measured initially at cost and subsequently at fair value, based on the amount at which the asset could be exchanged between knowledgeable parties at arm's-length. Properties are not depreciated but are reviewed annually according to market conditions at the year-end. The review is not a full revaluation but a Desk Valuation Impairment Review of a sample investment properties for the 2021/22 financial statements. The assets were selected as a typical representative of a group of similar properties and the revaluation gains and losses flowing from these revaluations were extrapolated to the group of properties and accounted for in 2021/22. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account with any sale proceeds posted to the Capital Receipts Reserve.

p) Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

The Council as Lessee

Finance Leases

Property, plant and equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the years in which they are incurred.

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Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability; and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the Council at the end of the lease period).

The Council is not required to raise council tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual provision is made from revenue towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease; even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

The Council as Lessor

Finance Leases

Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Council's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease liability (together with any premiums received); and
- finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

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The gain credited to the Comprehensive Income and Expenditure Statement on disposal is not permitted by statute to increase the General Fund Balance and will be required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the capital receipts for the disposal of the asset is used to write down the lease debtor.

The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

Operating Leases

Where the Council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

q) Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense when it is incurred.

Measurement

The Council adopted IFRS13 - Fair Value Measurement, which provides a common definition of fair values, taking into account the characteristics of the assets or liabilities which would be considered by market participants in determining the price of the asset or liability. This standard would apply to all property, plant and equipment assets, however, as the purpose of a local authority acquiring and holding an asset is to deliver services it is the service potential which is the primary concern. On this basis the Code has adapted IAS16 - Property Plant and Equipment and introduced a new definition of current value to require that operational local authority property, plant and equipment assets will continue to be measured for their service potential and not fair value.

Non operational property, plant and equipment (i.e. surplus assets) require to be measured at the lower of cost and net realisable value.

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Assets are initially measured at cost, comprising:

- the purchase price; and
- costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Council does not capitalise borrowing costs incurred whilst assets are under construction. The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not lead to a variation in the cash flows of the Council. In the latter case, the cost of the acquisition is the carrying amount of the asset given up by the Council.

Assets are carried in the Balance Sheet using the following measurement bases:

- infrastructure, community assets and assets under construction – depreciated historical cost;
- dwellings – fair value, determined using the basis of existing use value for social housing (EUV-SH);
- surplus assets – lower of cost and net realisable value; and
- all other assets – fair value, determined by the amount that would be paid for the asset in its existing use (existing use value – EUV).

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of fair value.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for fair value.

The Council undertakes a full revaluation review of all non current assets every five years. The last review was at 1 April 2019. A sample of non-HRA assets are reviewed annually to ensure that their carrying amount is not materially different from their fair value at the year-end. The exercise was not a full revaluation but a Desk Valuation Impairment Review of a sample of education and non-operational properties for the 2021/22 financial statements. The assets were selected as a typical representative of a group of similar assets and the revaluation gains and losses flowing from these revaluations were extrapolated to the group of assets and accounted for in 2021/22. HRA assets are not reviewed between the five yearly valuations. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains, or credited to the Comprehensive Income and Expenditure Statement where they arise as a reversal of a revaluation loss previously charged to a service.

Where decreases in value are identified, the revaluation loss is accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains); and
- where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

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Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains); and
- where there is no balance in the Revaluation Reserve or insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land) and assets that are not yet available for use (i.e. assets under construction).

Depreciation is calculated on the following bases:

- dwellings and other buildings – straight-line allocation over the useful life of the property as estimated by the valuer (up to 70 years);
- vehicles, plant, furniture and equipment – a percentage of the value of each class of assets in the Balance Sheet, as advised by a suitably qualified officer (i.e. up to 15 years);
- infrastructure – straight-line allocation over 60 years; and
- depreciation is not charged in year of purchase, but a full year charge is made in year of sale.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the General Fund.

Componentisation

Components of Property, Plant & Equipment (PPE) assets do not always have the same useful lives and may depreciate or wear out at different rates throughout their life. It is therefore appropriate to depreciate each significant component separately over its useful life, in order that the Comprehensive Income and Expenditure Statement is fairly charged with the consumption of economic benefits of those assets.

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Significant components are deemed to be those whose cost is 25% or more of the total cost of the individual asset. In accordance with the Council's approved policy, an individual asset is considered to be material if its carrying value is 5% or more of the cumulative carrying value (net book value) of the non-land element of PPE and Investment Properties. Any individual asset below this de-minimis will be disregarded for component accounting on the basis that any adjustment to depreciation charges would not be material.

Disposals

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

If assets no longer meet the criteria to be classified as Assets Held for Sale, they are reclassified back to long-term assets and valued at the lower of their carrying amount before they were classified as held for sale; adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as Held for Sale, and their recoverable amount at the date of the decision not to sell.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal are categorised as capital receipts and required to be credited to the Capital Receipts Reserve, and can then only be used for new capital investment or to reduce the Council's underlying need to borrow (the capital financing requirement). Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

The written-off value of disposals is not a charge against council tax, as the cost of fixed assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the Capital Adjustment Account from the General Fund Balance in the Movement in Reserves Statement.

r) Private Finance Initiative (PFI) and Similar Contracts

PFI and similar contracts are agreements to receive services, where the responsibility for making available the property, plant and equipment needed to provide the services passes to the PFI contractor. As the Council is deemed to control the services that are provided under its PFI schemes and as ownership of the property, plant and equipment will pass to the Council at the end of the contracts for no additional charge, the Council carries the assets used under the

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contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment. For the Secondary Schools scheme the liability was written down by an initial capital contribution of £16.35m.

Non current assets recognised on the Balance Sheet are revalued and depreciated in the same way as property, plant and equipment owned by the Council.

The amounts payable to the PFI operators each year are analysed into five elements:

- fair value of the services received during the year – debited to the relevant service in the Comprehensive Income and Expenditure Statement;
- finance cost – an interest charge of 7.59% on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement;
- payment towards liability – applied to write down the Balance Sheet liability towards the PFI operator (the profile of write-downs is calculated using the same principles as for a finance lease); and
- lifecycle replacement costs – proportion of the amounts payable is posted to the Balance Sheet as a prepayment and then recognised as additions to Property, Plant and Equipment when the relevant works are eventually carried out.

s) Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation where it is probable that settlement by a transfer of economic benefits or service potential will be required, and a reliable estimate can be made of the amount of the obligation. For instance, the Council may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the Council becomes aware of the obligation, and measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the Council settles the obligation.

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Contingent Liabilities

A contingent liability arises where an event has taken place that gives the Council a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the Financial Statements.

Contingent Assets

A contingent asset arises where an event has taken place that gives the Council a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Council.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

t) Reserves

Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement so that there is no net charge against council tax for the expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement & employee benefits and do not represent usable resources for the Council – these reserves are explained in the relevant notes below.

u) Revenue Expenditure Funded from Capital under Statute

Expenditure incurred during the year that may be capitalised under statutory but does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

v) VAT

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

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Note 2 - Changes to Accounting Standards

Accounting Standards Issued not yet Adopted

The Code requires the disclosure of information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted.

The standards introduced by the 2023/24 Code where disclosures are required in the 2022/23 financial statements, in accordance with the requirements of paragraph 3.3.4.3 of the Code, are:

- IFRS 16 Leases (but only for those local authorities that have decided to voluntarily implement IFRS 16 in the 2023/24 year).
- Where an authority adopted IFRS 16 in 2022/23 but chose to defer implementation of IFRS 16 to PFI/PPP arrangements until 2023/24 information on that more specific accounting change will be required in its 2022/23 statements of accounts.
- Definition of Accounting Estimates (Amendments to IAS 8) issued in February 2021,
- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) issued in February 2021.
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12) issued in May 2021.

As the Code requires implementation of these from 1 April 2023 (with the exception of IFRS16), there is no impact on the 2022/23 financial statements. Overall, these new or amended standards are not expected to have a material impact on the 2023/24 financial statements.

IFRS16 - Leases was originally due for implementation on 1 April 2020 but has been deferred until 1 April 2024. Whilst the Code allows for adoption at an earlier date, Clackmannanshire Council has opted to wait for the implementation date.

Note 3 - Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1, the Council has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Financial Statements are:

- There is a high degree of uncertainty about future levels of funding for local government. However, the Council has determined that this uncertainty is not yet sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision:
- The Council is deemed to control the services provided under the PFI agreement for the provision of Secondary School establishments. The accounting policies for PFI schemes have been applied and the assets under the PFI contract are included within Property, Plant and Equipment on the Council's Balance Sheet: and
- The Council has considered relevant guidance and determined the accounting treatment, as either principal or agent, to be applied to Covid-19 related income, expenditure and balances.

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Note 4 - Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty

The Financial Statements contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Council's Balance Sheet at 31 March 2023 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if actual Results Differ from Assumptions
Property, Plant and Equipment	<p>Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The current economic climate makes it uncertain that the Council will be able to sustain its current spending on repairs and maintenance bringing into doubt the useful lives assigned to assets.</p> <p>Assets included in the balance sheet at fair value are reviewed on a five yearly cycle. An annual review of significant non-HRA assets is also carried out to ensure there is no material difference between the carrying amount from their fair value at year end.</p>	<p>If the useful life of assets is reduced depreciation increases and the carrying amount of the assets falls.</p> <p>It is estimated that the annual depreciation charge for buildings and Council houses would increase by £1.042m and £0.316m respectively for every year that useful lives had to be reduced.</p>
Arrears – Council Tax	<p>.At 31 March 2023 the Council had Council Tax debt outstanding of £12.488m. A review of outstanding balances suggested that an allowance for doubtful debts of £9.576m was appropriate resulting in coverage of 77% for doubtful debts. However, in the current economic climate such an allowance might not be sufficient.</p>	<p>If collection rates were to deteriorate and the provision had to be increased, for every 5% increase in the provision then a further contribution of £0.664m would be required.</p>

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**Pensions
Liability**

Estimates of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.

The effects on the net pension liability of changes in individual assumptions can be measured. For instance a 0.1% decrease in the real discount rate would result in an increase in the pension liability of 2% equating to £6.521m.

**Housing Rent
Arrears**

At 31 March 2023 the Council had Housing Rent Arrears of £2.495m. A review of outstanding balances suggested that an impairment for irrecoverable rents of £2.361m was appropriate resulting in a coverage of 95% for doubtful debts.

If collection rates were to deteriorate and the provision had to be increased, for every 5% increase in the provision then a further contribution of £0.134m would be required.

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Note 5 – Events after the Reporting Period

The Draft Annual Accounts were authorised for issue by the Chief Finance Officer (Section 95 Officer) on 10 August 2023. Where events taking place before this date provided information about conditions existing at 31 March 2023, the figures in the Financial Statements and Notes have been adjusted in all material respects to reflect the impact of this information. Events taking place after this date are not reflected in the Financial Statements or Notes.

Note 6 – Expenditure and Funding Analysis

The Expenditure and Funding Analysis shows how the funding available to the Council for the year, from government grants, council tax and business rates, has been used in providing services in comparison with those resources consumed or earned by the Council in accordance with generally accepted accounting practices. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement on page 69. The Adjustments between Funding and Accounting basis is shown more fully in Note 7 on page 101.

The table below shows the analysis for the management structure of the Council:

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Note 6 - Expenditure & Funding Analysis

2021/22			2022/23			
Net Expenditure chargeable to GF & HRA	Adjustments between Funding & Accounting basis	Net Expenditure In the CI&ES		Net Expenditure chargeable to GF & HRA	Adjustments between Funding & Accounting basis	Net Expenditure in the CI&ES
£'000	£'000	£'000		£'000	£'000	£'000
76,883	19,401	96,284	People	76,470	13,748	90,218
4,786	1,924	6,710	Partnership & Performance	3,797	(187)	3,610
17,243	4,225	21,468	Place	25,778	4,768	30,546
(3,382)	874	(2,508)	HRA - Place	(1,245)	(152)	(1,397)
1,232	-	1,232	Corporate Services	1,213	-	1,213
21,583	142	21,725	Clackmannanshire and Stirling Integration Joint Board	25,167	1,818	26,985
445	-	445	Central Scotland Valuation Joint Board	453	-	453
118,790	26,566	145,356	Cost of Services	131,633	19,995	151,628
(123,633)	(3,579)	(127,212)	Other Income and Expenditure	(126,896)	(5,370)	(132,266)
(4,843)	22,987	18,144	(Surplus)/Deficit	4,737	14,625	19,362
		£'000				
		27,635	Opening GF & HRA Balance			33,524
		4,843	Surplus/ (Deficit) in the year			(4,737)
		1,046	Transfer (to)/from other statutory reserves			878
		<u>33,524</u>	Closing GF and HRA Balance			<u>29,665</u>

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Note 6 - Expenditure & Funding Analysis

The table below shows the adjustments between the net expenditure based on the management reporting structure and the net expenditure that is reported in the Comprehensive Income and Expenditure Statement.

2022/23	Adjustments for Capital Purposes	Net Change for Pension Adjustments	Other Adjustments	Total Adjustments
	£'000	£'000	£'000	£'000
People	9,045	4,728	(25)	13,748
Partnership & Performance	(418)	502	(271)	(187)
Place	2,383	2,389	(4)	4,768
HRA – Place	(1,484)	1,272	60	(152)
Corporate Services	-	-	-	-
Clackmannanshire and Stirling Integration Joint Board	148	1,611	59	1,818
Central Scotland Valuation Joint Board	-	-	-	-
Cost of Services	9,674	10,502	(181)	19,995
Other Income and Expenditure	(7,908)	2,538	-	(5,370)
(Surplus)/Deficit	1,766	13,040	(181)	14,625

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Note 6 - Expenditure & Funding Analysis

2021/22	Adjustments for Capital Purposes	Net Change for Pension Adjustments	Other Adjustments	Total Adjustments
	£'000	£'000	£'000	£'000
People	13,680	5,131	590	19,401
Partnership & Performance	(1,418)	3,613	(271)	1,924
Place	2,159	2,207	(141)	4,225
HRA – Place	(392)	1,419	(153)	874
Corporate Services	-	-	-	-
Clackmannanshire and Stirling Integration Joint Board	142	-	-	142
Central Scotland Valuation Joint Board	-	-	-	-
Cost of Services	14,171	12,370	25	26,566
Other Income and Expenditure	(6,733)	3,154	-	(3,579)
(Surplus)/Deficit	7,438	15,524	25	22,987

Adjustments for capital purposes include the replacement of depreciation and revaluation losses with repayment of borrowing to the Loans Fund and direct revenue funding of capital expenditure.

Net changes for pensions adjustments relate to the adjustment made for the removal of IAS19 Employee Benefits pension related expenditure and income with the pension contributions.

Other adjustments include the reversal of the value of entitlement to accrued leave and the timing differences for premiums and discounts associated with borrowing within the Loans Fund.

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Note 6 - Expenditure & Funding Analysis

The table below shows the analysis by the type of expenditure:

2021/22				2022/23		
Net Expenditure chargeable to GF & HRA balances £'000	Adjustments between Funding & Accounting basis £'000	Net Expenditure in the CI&E statement £'000		Net Expenditure chargeable to GF & HRA balances £'000	Adjustments between Funding & Accounting basis £'000	Net Expenditure in the CI&E statement £'000
96,054	12,608	108,662	Employee costs	103,056	10,532	113,588
27,025	-	27,025	Other Operating Costs	30,770	-	30,770
67,102	-	67,102	Third Party & Transfer Payments	69,115	-	69,115
-	21,868	21,868	Depreciation	-	18,014	18,014
7,910	(7,910)	-	Capital Financing Costs	8,551	(8,551)	-
(79,301)	-	(79,301)	Income	(79,859)	-	(79,859)
118,790	26,566	145,356	Cost of Services	131,633	19,995	151,628
(123,633)	(3,579)	(127,212)	Other Income and Expenditure	(126,896)	(5,370)	(132,266)
(4,843)	22,987	18,144	(Surplus)/Deficit	4,737	14,625	19,362

CLACKMANNANSHIRE COUNCIL
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Note 6 - Expenditure & Funding Analysis

The table below shows the analysis by the management structure of the Council and the type of expenditure:

2022/23

	People £'000	Partnership & Performance £'000	Place £'000	HRA - Place £'000	Corporate Services £'000	Clackmannanshire and Stirling Integration Joint Board £'000	Central Scotland Valuation Joint Board £'000	Net Expenditure chargeable to GF & HRA balances £'000
Employee costs	62,828	8,375	13,842	7,665	1,143	9,203	-	103,056
Other Operating Costs	9,117	2,011	13,455	5,374	179	634	-	30,770
Third Party & Transfer Payments	11,379	15,035	11,405	2,034	(108)	28,917	453	69,115
Capital Financing Costs	-	1,512	-	7,039	-	-	-	8,551
Income								
Government Grants and Other Contributions	(4,793)	(22,363)	(3,244)	-	(1)	(13,613)	-	(44,014)
Fees, charges and other service income	(1,428)	(429)	(5,349)	(20,551)	-	26	-	(27,731)
Income from recharges for services	(633)	(344)	(4,331)	(2,806)	-	-	-	(8,114)
Cost of Services	76,470	3,797	25,778	(1,245)	1,213	25,167	453	131,633

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Notes to the Financial Statements

Note 6 - Expenditure & Funding Analysis
2021/22

	People £'000	Partnership & Performance £'000	Place £'000	HRA - Place £'000	Corporate Services £'000	Clackmannanshire and Stirling Integration Joint Board £'000	Central Scotland Valuation Joint Board £'000	Net Expenditure chargeable to GF & HRA balances £'000
Employee costs	59,108	8,111	11,863	7,546	1,264	8,162	-	96,054
Other Operating Costs	9,125	1,150	11,227	4,781	76	666	-	27,025
Third Party & Transfer Payments	15,165	15,808	6,799	1,429	(108)	27,564	445	67,102
Capital Financing Costs	-	2,314	27	5,569	-	-	-	7,910
Income								
Government Grants and Other Contributions	(5,171)	(21,596)	(2,134)	(315)	-	(14,784)	-	(44,000)
Fees, charges and other service income	(999)	(633)	(5,808)	(20,129)	-	(25)	-	(27,594)
Income from recharges for services	(345)	(368)	(4,731)	(2,263)	-	-	-	(7,707)
Cost of Services	76,883	4,786	17,243	(3,382)	1,232	21,583	445	118,790

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ANNUAL ACCOUNTS 2022/23

Notes to the Financial Statements

Note 7 – Adjustments between Accounting Basis and Funding Basis under Regulations

This note details the adjustments that are made to the Total Comprehensive Income and Expenditure recognised by the Council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the Council to meet future capital and revenue expenditure.

The following sets out a description of the reserves that the adjustments are made against:

General Fund Balance

The General Fund is the statutory fund into which all the receipts of the Council are required to be paid and out of which all liabilities of the Council are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund Balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the Council is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the Council is required to recover) at the end of the financial year. The balance is not available to be applied to funding HRA services.

Housing Revenue Account Balance

The Housing Revenue Account Balance reflects the statutory obligation to maintain a revenue account for local authority Council housing provision. It contains the balance of income and expenditure that is available to fund future expenditure in connection with the Council's landlord function or (where in deficit) that is required to be recovered from tenants in future years.

Capital Receipts Reserve

The Capital Receipts Reserve holds the proceeds from the disposal of land or other assets, which are restricted by statute from being used other than to fund new capital expenditure or certain types of revenue expenditure including: to finance historical capital expenditure, or fund severance costs. The balance on the reserve shows the resources that have not been applied for these purposes at the year-end.

Capital Grants & Receipts Unapplied Account

The Capital Grants & Receipts Unapplied Account holds the grants and contributions received towards capital projects for which the Council has met the conditions that would otherwise require repayment of the monies but which have yet to be applied to meet expenditure. The balance is restricted by grant terms as to the capital expenditure against which it can be applied and/or the financial year in which this can take place. It also holds Capital Receipts which have been earmarked to fund Council transformation projects in line with the statutory provision of Local Government Finance Circular 4/2019 that covers the period 2018/19 to 2021/22. This was further extended for financial year 2022/23 by Local Government Finance Circular 8/2022.

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Insurance Fund

The purpose of the Insurance Fund is to provide an element of self-insurance and protect the Council against future claims. Council services contribute to the fund, which meets the cost of fire damage, public liability, employee liability, vehicle fleet and various other claims. The Council holds insurance cover to meet any large claims, the premium for which is charged to the Insurance Fund.

CLACKMANNANSHIRE COUNCIL
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Notes to the Financial Statements

Note 7 – Adjustments between Accounting Basis and Funding Basis under Regulations 2022/23

	Usable Reserves					
	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Capital Grants & Receipts Unapplied	Insurance Fund	Movement in Unusable Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Adjustments primarily involving the Capital Adjustment account:						
Reversal of items debited or credited to the CIES						
Charges for depreciation and impairment of non-current assets	(7,799)	(5,550)	-	-	-	13,349
Revaluation losses on property, plant and equipment	1,379	-	-	-	-	(1,379)
Movements in the fair value of investment assets	(1,057)	-	-	-	-	1,057
Amortisation of intangible assets	(100)	(6)	-	-	-	106
Difference between fair value and historic cost depreciation	(5,938)	-	-	-	-	5,938
Capital grants and contributions applied	5,229	2,945	-	-	-	(8,174)
Revenue Expenditure Funded from Capital under Statute	-	-	-	-	-	-
Non-current assets written off on disposal/ sale as part of gain/ (loss) on disposal	(17)	(44)	-	-	-	61
To the Comprehensive Income and Expenditure Statement	-	-	-	-	-	-
Insertion of items not debited or credited to the CIES						
Statutory provision for the financing of capital investment	1,300	384	-	-	-	(1,684)
Capital expenditure charged against the General Fund and HRA Balances	-	6,655	-	-	-	(6,655)
Adjustments primarily involving the Capital Grants & Receipts Unapplied account						
Capital Grants and contribution unapplied credited to the CIES	589	-	-	(589)	-	-
Application of Grants to Capital Financing	-	-	-	-	-	-
Adjustments primarily involving the Capital Receipts Reserve						
Transfer of cash sale proceeds as part of the Gain/ (loss) on disposal to the CIES	93	169	(262)	-	-	-
Use of the Capital Receipts Reserve to finance new capital expenditure	-	-	-	-	-	-
Adjustments primarily involving the Financial Instruments Adjustments Account						
difference between finance costs charged to the CIES & statutory requirements	213	-	-	-	-	(213)
Adjustments involving Pension Reserve						
Reversal of items relating to post employment benefits debited or credited to the Provision of Services in the CIES (see Note 24)	(21,672)	(2,692)	-	-	-	24,364
Employer's pensions contributions and direct payments to pensioner in year	10,186	1,138	-	-	-	(11,324)
Adjustment involving the Accumulating Compensated Absences Adjustment Account						
Difference between officer remuneration charges to the CIES & statutory requirements	30	(60)	-	-	-	30
Total Adjustments	(17,564)	2,939	(262)	(589)	-	15,476

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Note 7 – Adjustments between Accounting Basis and Funding Basis under Regulations 2021/22

	General Fund Balance	Housing Revenue Account	Capital Receipts Reserve	Usable Reserves Capital Grants & Receipts Unapplied	Insurance Fund	Movement in Unusable Reserves
	£'000	£'000	£'000	£'000	£'000	£'000
Adjustments primarily involving the Capital Adjustment account:						
Reversal of items debited or credited to the CIES						
Charges for depreciation and impairment of non-current assets	(7,418)	(5,171)	-	-	-	12,589
Revaluation losses on property, plant and equipment	(4,451)	-	-	-	-	4,451
Movements in the fair value of investment assets	(232)	-	-	-	-	232
Amortisation of intangible assets	(107)	(6)	-	-	-	113
Difference between fair value and historic cost depreciation	(4,715)	-	-	-	-	4,715
Capital grants and contributions applied	6,288	490	-	-	-	(6,778)
Revenue Expenditure Funded from Capital under Statute	-	-	-	-	-	-
Non-current assets written off on disposal/ sale as part of gain/ (loss) on disposal To the Comprehensive Income and Expenditure Statement	(954)	-	-	-	-	954
	-	-	-	-	-	-
Insertion of items not debited or credited to the CIES						
Statutory provision for the financing of capital investment	1,965	305	-	-	-	(2,270)
Capital expenditure charged against the General Fund and HRA Balances	164	5,265	-	-	-	(5,429)
Adjustments primarily involving the Capital Grants & Receipts Unapplied account						
Capital Grants and contribution unapplied credited to the CIES	198	-	-	(198)	-	-
Application of Grants to Capital Financing	-	-	-	-	-	-
Adjustments primarily involving the Capital Receipts Reserve						
Transfer of cash sale proceeds as part of the Gain/ (loss) on disposal to the CIES	943	-	(943)	-	-	-
Use of the Capital Receipts Reserve to finance new capital expenditure	-	-	-	-	-	-
Adjustments primarily involving the Financial Instruments Adjustments Account						
difference between finance costs charged to the CIES & statutory requirements	212	-	-	-	-	(212)
Adjustments involving Pension Reserve						
Reversal of items relating to post employment benefits debited or credited to the Provision of Services in the CIES (see Note 24)	(23,610)	(2,785)	-	-	-	26,395
Employer's pensions contributions and direct payments to pensioner in year	9,841	1,030	-	-	-	(10,871)
Adjustment involving the Accumulating Compensated Absences Adjustment Account						
Difference between officer remuneration charges to the CIES & statutory requirements	(392)	153	-	-	-	239
Total Adjustments	(22,268)	(719)	(943)	(198)	-	24,128

CLACKMANNANSHIRE COUNCIL
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Note 8 – Transfers to/from Earmarked Reserves

This note sets out the amounts set aside in the Council's usable reserves and the amounts posted back from these reserves to meet expenditure during the year.

	Balance as at 1 April 2021 £'000	Transfers in 2021/22 £'000	Transfers out 2021/22 £'000	Balance as at 31 March 2022 £'000	Transfers in 2022/23 £'000	Transfers out 2022/23 £'000	Balance as at 31 March 2023 £'000
General Fund Balance							
Devolved School Management	(374)	(631)	374	(631)	(573)	631	(573)
Organisational Change Fund	(306)	-	108	(198)	-	-	(198)
Employment Fund	(1,000)	-	147	(853)	-	14	(839)
Pupil Equity Funding (PEF)	(636)	(680)	636	(680)	(788)	680	(788)
Early Learning & Childcare (ELCC)	(335)	-	109	(226)	-	226	-
Education Covid-19 recovery	(1,477)	-	977	(500)	-	299	(201)
Ring-fenced Housing Grants	(818)	(368)	178	(1,008)	(143)	12	(1,139)
Transformation Fund	(1,841)	-	-	(1,841)	-	-	(1,841)
Other Miscellaneous Commitments	(833)	(1,482)	221	(2,094)	(1,218)	1,179	(2,133)
Covid-19 General Funding	(1,304)	(2,399)	1,123	(2,580)	-	1,125	(1,455)
Covid-19 Specific Funding	(2,346)	(1,056)	2,076	(1,326)	-	898	(428)
Amount to support Revenue Budget	(885)	(3,942)	885	(3,942)	(4,643)	3,942	(4,643)
Earmarked for general purpose 21/22 budget	(1,200)	-	1,200	-	-	-	-
Developers Contributions	(118)	(772)	-	(890)	(38)	92	(836)
Specific Employability Funding	-	(840)	-	(840)	(43)	302	(581)
Contractual Repairs & Maintenance	(100)	(585)	370	(315)	-	-	(315)
Ukrainian Refugee Support	-	-	-	-	(519)	-	(519)
Homeless Accommodation	-	-	-	-	(1,109)	-	(1,109)
Uncommitted Reserve	(6,452)	(4,123)	4,527	(6,048)	(6,378)	9,074	(3,352)
Total General Fund Balance	(20,025)	(17,019)	12,931	(23,972)	(15,452)	18,474	(20,950)

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	Balance as at 1 April 2021 £'000	Transfers in 2021/22 £'000	Transfers out 2021/22 £'000	Balance as at 31 March 2022 £'000	Transfers in 2022/23 £'000	Transfers out 2022/23 £'000	Balance as at 31 March 2023 £'000
Housing Revenue Account	(7,610)	(2,249)	307	(9,552)	(6,986)	7,823	(8,715)
Capital Receipts Reserve	(1,333)	(1,158)	1,690	(801)	(573)	198	(1,176)
Insurance Fund	(1,276)	(1)	27	(1,250)	(17)	10	(1,257)
Capital Grants Unapplied Account	(2,850)	(1,141)	689	(3,302)	(674)	1,882	(2,094)
Total Usable Reserves	(33,094)	(21,568)	15,644	(38,877)	(23,702)	28,387	(34,192)

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Notes to the Financial Statements

Note 9 – Financing and Investment Income and Expenditure

This note provides detail regarding the Financing and Investment Income and Expenditure line within the Comprehensive Income and Expenditure Statement.

	Notes	2021/22	2022/23
		£'000	£'000
Interest payable and similar charges		8,665	9,210
Net Interest on the Net Defined Benefit Liability		3,154	2,538
Interest receivable and similar income		(115)	(1,286)
Changes in the carrying value Market loans		(8)	(8)
Revaluation of Investment Property	7	232	1,057
Rental Income from Investments		(154)	(121)
Total		11,774	11,390

Note 10 – Taxation and Non-Specific Grant Income

This note provides detail regarding the Taxation and Non-Specific Grant Income line within the Comprehensive Income and Expenditure Statement.

	2021/22	2022/23
	£'000	£'000
Credited to Taxation and Non Specific Grant Income:		
Council Tax	23,974	24,432
Grant allocation for Council Tax Reduction Scheme	3,714	3,686
Non-Domestic Rate Income distributed by pool	13,650	18,065
Non-ring fenced government grants*	90,682	88,508
Capital grants and contributions	6,977	8,764
Total	138,997	143,455

* No Covid-19 grants were included within Non-ring fenced government grants in 2022/23 (2021/22 £5.036m).

Net Cost of Services within the Comprehensive Income and expenditure Account

The Council credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2021/22

	2021/22	2022/23
	£'000	£'000
Credited to Services		
DWP grant for Benefits	12,383	12,367
Criminal Justice	1,368	1,396
Other revenue grants (including Early Learning and Childcare and Scottish Attainment Challenge)	6,732	7,195
Total	20,483	20,958

The table below reconciles the Non-ring fenced government grants to the Local Government Funding Settlement for 2022/23 from Scottish Government as shown in the Local Government Finance (Scotland) Order 2023 (as amended).

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	£'000
Non-ring fenced government grants	88,508
Add Grant allocation for Council Tax Reduction Scheme	3,686
Add Grants not included in CIES (Council acted as Agent)	907
Total General Revenue Funding	<u>93,101</u>
Non-Domestic Rate Income distributed by pool	18,065
Ring fenced Grants shown with in Cost of Services	8,045
Total Settlement	<u><u>119,211</u></u>

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Note 11 – Property, Plant & Equipment (PPE)

Valuations

Assets at valuation are included in the Balance Sheet at their current asset value as at 1 April 2019 as amended by annual revaluation at the year end (where applicable) and subsequent additions and disposals. The Council appointed J&E Shepherd Chartered Surveyors to conduct its five-yearly valuation of assets during 2019/20 and also to carry out a Desk Valuation Impairment Review of a sample of Education and non-operational properties for the 2022/23 financial statements. The determination of fair value is carried out by Ian Hannon, MRICS, Managing Partner. The basis for valuation is set out in the Statement of Accounting Policies.

Movements in 2022/23	Council Dwellings £'000	Other Land and Buildings £'000	Vehicles, Plant & Equipment £'000	Infrastructure Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total Property, Plant & Equip £'000	Concession Assets Included in PPE £'000
Cost or Valuation								
At 1 April 2022	139,261	204,736	25,080	*	1,843	538	*	99,962
Additions	9,280	703	2,554	4,586	546	-	17,669	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	-	49,165	-	-	-	(823)	48,342	48,945
Revaluation increases/(decreases) recognised in the CIES	-	1,541	-	-	-	(163)	1,378	-
Assets reclassified (to)/from Assets Held for Sale	(49)	0	(306)	-	-	0	(355)	-
Reclassifications & Other Movements in Cost or Valuation	-	(1,412)	-	-	-	1,406	(6)	-
At 31 March 2023	148,492	254,733	27,328	*	2,389	958	*	148,907

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Note 11 – Property, Plant & Equipment (PPE)

Movements in 2022/23	Council Dwellings £'000	Other Land and Buildings £'000	Vehicles, Plant & Equipment £'000	Infrastructure Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total Property, Plant & Equip £'000	Concession Assets included in PPE £'000
Depreciation charge								
At 1 April 2022	14,444	4,648	17,276	*	2	3	*	-
Depreciation charge	5,344	10,771	1,935	1,227	3	1	19,281	4,012
Depreciation written out on revaluations recognised in the Revaluation Reserve	-	(8,955)	-	-	-	(547)	-9,502	(4,012)
De-recognition – Disposals	(6)	0	(289)	-	-	0	(295)	-
Other movements in depreciation and impairment	-	(547)	-	-	-	547	-	-
At 31 March 2023	19,782	5,917	18,922	*	5	4	*	-
Net Book Value:								
At 31 March 2023	128,710	248,816	8,406	62,763	2,384	954	452,033	148,907

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Note 11 – Property, Plant & Equipment (PPE)

Movements in 2021/22	Council Dwellings £'000	Other Land and Buildings £'000	Vehicles, Plant & Equipment £'000	Infrastructure Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total Property, Plant & Equip £'000	Concession Assets Included in PPE £'000
Cost or Valuation								
At 1 April 2021	133,546	191,367	23,788	*	1,719	128	*	84,354
Additions	5,715	4,056	2,037	4,229	124	-	16,161	-
Revaluation increases/(decreases) recognised in the Revaluation Reserve	-	14,174	-	-	-	-	14,174	15,608
Revaluation increases/(decreases) recognised in the CIES	-	(4,451)	-	-	-	-	(4,451)	-
Assets reclassified (to)/from Assets held for Sale			(745)	-	-	-	(745)	
Other Reclassifications	-	(410)	-	*	-	410	*	-
At 31 March 2022	139,261	204,736	25,080	*	1,843	538	*	99,962

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Note 11 – Property, Plant & Equipment (PPE)

Movements in 2021/22	Council Dwellings £'000	Other Land and Buildings £'000	Vehicles, Plant & Equipment £'000	Infrastructure Assets £'000	Assets under Construction £'000	Surplus Assets £'000	Total Property, Plant & Equip £'000	Concession Assets included in PPE £'000
Depreciation charge								
At 1 April 2021	9,480	3,136	16,343	*	-	2	*	-
Depreciation charge	4,964	9,503	1,674	1,153	2	1	17,297	3,222
Depreciation written out on revaluations recognised in the Revaluation Reserve	-	(7,991)	-	-	-	-	(7,991)	(3,222)
De-recognition – Disposals	-	-	(741)	-	-	-	(741)	-
Other movements in depreciation and impairment	-	-	-	-	-	-	-	-
At 31 March 2022	14,444	4,648	17,276	*	2	3	*	-
Net Book Value:								
At 31 March 2021	124,817	200,088	7,804	59,404	1,841	535	394,489	99,962

***Infrastructure Assets**

The CIPFA/LASAAC Code of Practice for Local Authority Accounting in the United Kingdom requires infrastructure assets to be measured using the historical cost measurement basis and carried at depreciated historical cost. Due to information deficits surrounding the derecognition of infrastructure assets components, it is unclear as to whether when an assets component is replaced the old component has been derecognised so as to avoid double counting.

The Council has adopted the Statutory Overrides contained within the Local government finance circular 09/2022: statutory override - accounting for infrastructure assets as follows:

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- Statutory Override 1: For accounting period commencing from 1st April 2021 to March 2024 a local authority is not required to report gross cost and accumulated depreciation on infrastructure assets
- Statutory Override 2: For accounting periods commencing 1 April 2010 to 31st March 2024 the carrying amount to be derecognised in respect of a replaced part of an infrastructure asset is to be taken and accounted for as a nil amount. No subsequent adjustment shall be made to the carrying amount of the asset with respect to that part.

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Capital Commitments

At 31 March 2023 the Council has entered into a number of contracts for the construction or enhancement of Property, Plant and Equipment in 2023/24 and future years budgeted to cost £19.8m. These commitments are not included in the financial statements. Similar commitments at 31 March 2022 were £16.6m.

The major commitments are as follows:

	£'000
HRA Window Replacement	6,489
HRA Central Heating Design & Installation	1,017
HRA Council Housing Safe Electrical Systems	6,690
HRA Secure Door Entry Replacement	997
HRA Council Fences and Gates	339
HRA Smaller Projects	835
Active Travel Route	1,984
Card and Paper Recycling Collection	534
Roads & Transportation	637
Wellbeing Hub	322
	19,844

Note 12 Heritage Assets

Reconciliation of the Carrying Value of Heritage Assets Held by the Council

	Art Collection £'000	Public Art, Statues, Glasswork & Mosaics £'000	Industrial Equipment & Other Items £'000	Total Assets £'000
Cost or Valuation				
At 1 April 2021	115	510	180	805
Revaluation	-	-	-	-
31 March 2022	115	510	180	805
Cost or Valuation				
At 1 April 2020	115	510	180	805
Revaluation	-	-	-	-
31 March 2021	115	510	180	805

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Art Collection

The Council has obtained valuations for the collection of paintings by means of their insurance valuations. These insurance valuations are based on a current estimation of market value and are reviewed annually to ensure the adequacy of insurance provision and current valuation. The collection of paintings is reported in the Balance Sheet at insured value.

The collection is relatively static and acquisitions and donations are rare. When they do occur acquisitions are initially recognised at cost and donations are recognised at valuation ascertained by the Museum & Heritage Officer.

Public Art – Statues

The Council owns several statues most of which were commissioned as part of 'Imagine Alloa' a programme targeting the regeneration of town and village centres across the county. Collectively these statues constitute the 'Public Art Trail'. The Council has obtained valuations for the collection of statues by means of their insurance valuations. These insurance valuations are reviewed annually to ensure adequacy of insurance provision. The collection of statues is reported in the Balance Sheet at Insured value

Public Art - Glassworks and Mosaics

The Council commissioned several glass and mosaic pieces for installation at several key buildings in the county and has obtained valuations for these by means of their insurance valuations. These insurance valuations are reviewed annually to ensure adequacy of insurance provision. The commissions of glassworks/mosaics are reported in the Balance Sheet at Insured Value.

Industrial Equipment and Ephemera

The Council owns several collections of artefacts relating to the mining, brewing, distilling, pottery, glassmaking and textile industries, all of which have been historically significant within the County. The larger pieces for which the Council has obtained an insurance valuation are reported on the Balance Sheet at valuation.

Items/collections within this category for which a valuation has previously been obtained are:

- Harviestoun Silver Soup Tureen
- Robert Millar Long Case Clock
- Paton & Baldwins Model
- Alloa Pottery Collection
- Arnsbrae Candelabra
- Collection of Civil Regalia

Revaluation of Heritage Assets

As part of the five yearly valuation of assets, as mentioned in Note 11, the Commemoration Room within the residential development at Menstrie Castle has been written on the Balance Sheet and is now included within the carrying value of Heritage Assets held by the Council.

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Assets excluded from Heritage Assets

The Council has a number of assets that may be regarded as Heritage Assets, but which have not been included in the Balance Sheet since the Council considered that obtaining valuations would involve disproportionate cost or reliable cost or valuation information cannot be obtained for these items. This is because of the diverse nature of assets held, the number of assets held, and the lack of comparable market values. The Code therefore permits such assets to be excluded from the Balance Sheet. Within this category the Council owns and maintains 12 War Memorials throughout the County, Glassworks and mosaic pieces installed at buildings in the County. The Council also owns the Tolbooth in Clackmannan which is a listed building and classed as a heritage asset but is not within the carrying value of Heritage Assets held on the Balance Sheet.

Note 13 – Investment Properties

The following table summarises the movement in the fair value of investment properties in the year:

Investment Properties (Non Current Assets)

	2021/22	2022/23
	£'000	£'000
Balance 1 April	8,542	7,711
Additions	185	918
Net gains/(losses)from fair value adjustments	(232)	(1,095)
Assets reclassified (to)/from Assets Held for Sale	(778)	
Transfers to/from:		
PPE	-	-
Assets held for sale	-	-
Depreciation	(6)	(3)
Balance 31 March	7,711	7,531

Investment Properties Held for Sale (Current Assets)

	2021/22	2022/23
	£'000	£'000
Balance 1 April	376	204
Additions	-	-
Assets reclassified (to)/from Assets Held for Sale	(172)	38
Net Gains/(losses) from fair value adjustments	-	-
Transfers from Investment Properties	-	-
Balance 31 March	204	242
Total Investment Properties	7,915	7,773

There are no restrictions on the Council's ability to realise the value inherent in its investment property or on the Council's right to the remittance of income and the proceeds of disposal. The Council has no contractual obligations to purchase, construct or develop investment property or undertake repairs, maintenance or enhancement. The only direct operating expenses for the period relates to professional fees incurred in marketing Greenfield House.

The items of income and expense, in respect of Investment Property leased out as operating leases, have been accounted for in the Comprehensive Income and Expenditure Statement.

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	2021/22	2022/23
	£'000	£'000
Rental income from investment property	(268)	(202)
Direct operating expenses arising from investment property	114	81
	(154)	(121)

Note 14 – Intangible Assets

The Council accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment.

All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the Council. The useful lives assigned to the major software suites used by the Council are all five years.

The carrying amount of intangible assets is amortised on a straight-line basis. The amortisation of £113k charged to revenue in 2021/22 was charged to the IT cost centre and then absorbed as an overhead across all the service headings in the Net Cost of Services within the Comprehensive Income and Expenditure Statement. It is not possible to quantify exactly how much of the amortisation is attributable to each service heading.

The movement in Intangible Asset balances during the year is as follows:

	2021/22	2022/23
	£'000	£'000
Cost		
1 April	1,117	1,129
Additions	12	2
Disposals Gross Cost	-	-
	1,129	1,131
Amortisation		
1 April	(706)	(819)
Disposal accumulated amortisation	-	-
Amortisation for the year	(113)	(106)
	(819)	(925)
Carrying Value 31 March	310	206

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Note 15 – Assets Held for Sale

This note provides detail of the Assets Held for Sale on the Balance Sheet. An asset is required to fulfil certain criteria in order to be classified in this category. These criteria are detailed in the Accounting Policies.

	Notes	2021/22 £'000	2022/23 £'000
Balance outstanding at start of year		-	-
Assets reclassified (to)/from Council Dwellings	11	-	49
Assets reclassified (to)/from Vehicles, Plant & Equipment	11	745	306
Assets reclassified (to)/from Surplus Assets	11	-	-
Assets reclassified (to)/from Investment Properties	13	950	-
Assets sold		(1,695)	(355)
Depreciation De-recognition - Disposals		(741)	(295)
Other movements in depreciation and impairment		741	295
Balance outstanding at year-end		<u>-</u>	<u>-</u>

Note 16 – Inventories

This note provides detail of the major inventories that are held by the Council Departments in order for them to carry out their responsibilities.

	Building Works		Roads		Vehicle Maintenance		Other*		Total	
	2021/22 £'000	2022/23 £'000	2021/22 £'000	2022/23 £'000	2021/22 £'000	2022/23 £'000	2021/22 £'000	2022/23 £'000	2021/22 £'000	2022/23 £'000
1 April	173	213	109	127	59	34	467	161	808	535
Purchased	862	1,046	174	134	482	270	1,137	1,122	2,655	2,572
Expenses in the year	(822)	(987)	(156)	(116)	(507)	(270)	(1,443)	(1,123)	(2,928)	(2,496)
31 March	213	272	127	145	34	34	161	160	535	611

* Included in the 2021/22 opening balance for Other is £219k in relation to personal protective equipment and test kits which was supplied free of charge to the Council by National Services Scotland (NSS) during 2020/21. All these items were used in 2021/22 and an amount of £219k is included in the Expenses for the year. The balance as at 31st March 2022 for these items is nil and no further items of this nature were received during 2022/23. A corresponding Donated Inventory Account is included in Current Liabilities within the Balance Sheet for 2021/22.

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Note 17 – Short-Term Debtors

This note provides detail of the Short-Term Debtors line in the Balance Sheet. A Short-Term Debtor represents money that is owed to the Council which is expected to be received in less than a year.

The Debtors balance at the year end is made up as follows:	2021/22	2022/23
	£'000	£'000
Central Government Bodies	7,770	7,211
Other Local Authorities	993	1,091
NHS Bodies	979	713
Other Corporations & Trading funds	-	-
Other entities and individuals	8,037	4,953
Total	17,779	13,968

Note 18 – Short-Term Investments and Cash and Cash Equivalents

This note provides detail of the Short Term Investments and Cash and Cash Equivalents in the Balance Sheet on page 72.

	2021/22	2022/23
	£'000	£'000
Short-Term Investments		
CSBP Clackmannanshire Investments Ltd (at cost)	1	1
Cash deposit with banks	32,000	34,000
	32,001	34,001
Cash and Cash Equivalents		
Cash held by the Council	32	32
Bank current accounts	9,202	5,857
Total Cash and Cash Equivalents	9,234	5,889
TOTAL	41,235	39,890

The investment in CSBP Clackmannanshire Investments Ltd is anticipated to be repaid during 2023/24.

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Note 19 – Short-Term Creditors

This note provides detail of the Short-Term Creditors line in the Balance Sheet. A Short-Term Creditor represents money that is owed by the Council and which is expected to be paid in less than a year.

The Creditors balance at the year end is made up as follows:

	2021/22	2022/23
	£'000	£'000
Central government bodies	2,761	3,335
Other local authorities	3,272	3,571
NHS bodies	501	771
Public corporations and trading funds	310	47
Other entities and individuals	24,809	28,203
Total	31,653	35,927

Note 20 – Provisions

2022/23	Opening Balance At 1 April 2022	Additional provision made in 2022/23	Reduction In Provision	Amounts used in 2022/23	Balance At 31 March 2023
	£'000	£'000	£'000	£'000	£'000
Short Term Provisions					
Municipal Mutual	-	(5)	-	5	-
Voluntary Severance	-	(125)	-	-	(125)
Total Short Term Provisions	-	(130)	-	5	(125)
Municipal Mutual	(60)	(5)	-	-	(65)
Total Long Term Provisions	(60)	(5)	-	-	(65)
Total Provisions	(60)	(135)	-	5	(190)

Municipal Mutual Insurance

Prior to Local Government reorganisation in 1996, Central Regional Council and Clackmannan District Council entered into a solvent run-off arrangement with their insurer, MMI, with the aim of having sufficient assets to meet outstanding insurance claims. However, the outcome of previous litigation has triggered the Scheme of Arrangement and created a financial liability for Clackmannanshire Council as successor Council. The Council had originally made provision to cover a levy of up to 30% amounting to £160k and payments of £157k had been made against this provision. During the year an additional provision of £5k was made to the short term provision and a further £5k was paid out. The long term provision has been increased by £5k based on estimates of the outstanding liability as at 31 March 2023 resulting in a total provision balance of £65k to meet future claims.

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Voluntary Severance

A new provision has been created in 2022/23 to reflect the costs of employees who were accepted for Voluntary Severance prior to 31 March 2023 but their agreed date for leaving employment falls within 2023/24.

Note 21 - Borrowings

This note provides details of the short and long term borrowings undertaken by the Council and shown on the Balance Sheet. These values are reflected at amortised cost:

Source of Loan	2021/22 £'000	2022/23 £'000
Repayable within 12 months		
Public Works Loan Board	2,946	412
Market Loans	63	63
Revenue Advances:		
Common Good & Trust Funds	358	361
Central Scotland Valuation Joint Board	323	1,019
Accrued Interest on borrowing	1,229	1,187
	4,919	3,042
Repayable after 12 months		
Public Works Loan Board	74,150	73,736
Lender Option, Borrowing Option (LOBO) Loans	5,000	5,000
Market Loans	19,088	19,017
	98,238	97,953

Note 22 – Other Long Term Liabilities

	2021/22 £'000	2022/23 £'000
PFI & Finance Liabilities (see note (a) below)	35,435	33,995
Other Long-term Liabilities (see note (b) below)	617	623
	36,052	34,618

(a) PFI & Finance Lease

This sum relates to the finance lease creditor associated with the financing of the three new secondary schools under the PFI scheme. Note 33 Private Finance Initiative and Similar Contracts page 133 in the Accounts provides more details in respect of the future payments that are due under the terms of the contract. The movements in the balance sheet values are detailed below:

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	PFI Scheme	PFI Scheme
	2021/22	2022/23
	£'000	£'000
Balance at 1 April	37,845	36,672
Finance Lease Creditor Repaid in year	(1,173)	(1,237)
	<u>36,672</u>	<u>36,672</u>
Ageing:		
Liabilities due over more than one year	35,435	33,995
Liabilities due within one year	1,237	1,440
	<u>36,672</u>	<u>35,435</u>

(b) Other Long-term Liabilities

These sums relate to contributions received from developers to be utilised at future dates for infrastructure etc. within both private housing schemes and town centre re-development. The reinstatement bond will additionally contribute to the planned restoration of the former open cast coal site.

	2021/22	2022/23
	£'000	£'000
Developer Contributions	2	-
Reinstatement Bond	615	623
	<u>617</u>	<u>623</u>

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Note 23 – Financial Instruments

Financial instruments are defined as any contract that gives rise to a financial asset of one entity and a financial liability of another entity. The term ‘financial instrument’ covers both financial assets and financial liabilities and includes the most straightforward financial assets and liabilities, such as trade receivables (debtors) and trade payables (creditors) and the most complex ones such as derivatives and embedded derivatives.

Financial Instrument Balances

Categories of Financial Instruments

The following categories of financial instruments are carried in the Balance Sheet:

Financial Assets

	Non-Current				Current				Total
	Investments		Debtors		Investments		Debtors		
	31	31	31	31	31	31	31	31	
	March	March	March	March	March	March	March	March	
	2022	2023	2022	2023	2022	2023	2022	2023	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Amortised Cost Principal	-	-	1	1	1	1	3,544	4,165	4,167
Cash & Cash Equivalents	-	-	-	-	41,234	39,889	-	-	39,889
Total Financial Assets	-	-	1	1	41,235	39,890	3,544	4,165	44,056

Financial Liabilities

	Non-Current				Current				Total
	Borrowings		Creditors		Borrowings		Creditors		
	31	31	31	31	31	31	31	31	
	March	March	March	March	March	March	March	March	
	2022	2023	2022	2023	2022	2023	2022	2023	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Amortised Cost Principal	101,184	97,753	-	-	1,399	1,855	6,108	8,170	107,778
Accrued Interest	-	-	-	-	1,229	1,187	-	-	1,187
PFI and Finance Lease facilities	35,435	33,995	-	-	1,237	1,440	-	-	35,435
Total Financial Liabilities	136,619	131,748	-	-	4,158	4,482	6,108	8,170	144,400

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Items of income, expense, gains or losses

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments are made up as follows:

	2021/22		2022/23	
	Surplus or Deficit on the Provision of Services £'000	Other Comprehensive Income and Expenditure £'000	Surplus or Deficit on the Provision of Services £'000	Other Comprehensive Income and Expenditure £'000
Interest Income				
financial assets				
measured at amortised	78	-	-	-
cost				
Total interest revenue	78	-	-	-
Interest expense	8,567	-	-	-

Fair Value of Assets and Liabilities Carried at Amortised Costs

The fair value of each class of financial assets and liabilities which are carried in the balance sheet at amortised cost is described below.

Methods and Assumptions in valuation technique

Financial assets and financial liabilities represented by loans and receivables are carried on the balance sheet at amortised cost. Their fair value can be assessed by calculating the net present value of the cash flows that take place over the remaining life of the instruments (Level 2: inputs rather than quoted prices that are observable for the financial asset/liability), using the following assumptions:

- For PWLB loans, fair values have been calculated using both redemption and new borrowing (certainty rate) discount rates;
- Interpolation techniques have been used between available rates where the exact maturity period was not available;
- For non-PWLB loans, fair values have been calculated using both PWLB redemption and new PWLB Certainty Rate loan discount rates;
- No early repayment or impairment is recognised;
- Fair values have been calculated for all instruments in the portfolio, but only those which are materially different from the carrying value are disclosed;
- Where an instrument has a maturity less than 12 months or is a trade or other receivable the fair value is taken to be the invoiced or billed amount; and
- The fair value PFI and Finance Lease Liabilities are calculated based on the interest rates applicable to the contracts.

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Fair Values of Assets and Liabilities

The Fair values are calculated as follows:-

	2021/22		2022/23	
	Carrying Amount £'000	Fair Value £'000	Carrying Amount £'000	Fair Value £'000
PWLB – Maturity	78,256	120,801	75,267	86,283
PWLB – Annuity	29	40	27	34
LOBOs	5,041	7,527	5,041	4,747
Market Loans	19,151	26,482	19,080	18,424
Total Debt/Financial Liabilities	102,477	154,850	99,415	109,488

Fair value is more than the carrying amount because the Council's portfolio of loans includes a number of fixed rate loans where the interest rate payable is higher than the rates available for similar loans at the Balance Sheet date. The commitment to pay interest at above the current market rates increases the amount the Council would have to pay if the lender agreed to the early repayment of the loans.

The fair value of Public Works Loan Board (PWLB) loans of £86.317m (2021/22 £120.841m) measures the economic effect of the terms agreed with the PWLB compared with estimates of the terms that would be offered for market transactions undertaken at the Balance Sheet date, which has been assumed as the PWLB borrowing interest rates, termed the PWLB certainty rates. The difference between the carrying amount and the fair value measures the additional interest that the authority will pay over the remaining terms of the loans under the agreements with the PWLB, against what would be paid if the loans were at prevailing market rates.

However, the authority has a continuing ability to repay at redemption rates published by the PWLB rather than from the markets. A supplementary measure of the fair value as a result of its PWLB commitments for fixed rate loans is to compare the terms of these loans with the redemption rates available from the PWLB. If a value is calculated on this basis, the carrying amount of £75.3m would be valued at £86.3m. But if the Council were to seek to avoid the projected loss by repaying the loans to the PWLB, the PWLB would raise a penalty charge, based on the redemption interest rates, for early redemption. The exit price for the PWLB loans including the penalty charge would be £86.3m, comprising the principal of £75.3m, accrued interest of £1.2m and a premium of £9.8m.

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Note 24 – Unusable Reserves

	2021/22	2022/23
Note	£'000	£'000
Revaluation Reserve	a) (121,368)	(173,241)
Capital Adjustment Account	b) (137,350)	(141,585)
Financial Instruments Investment Account	c) 1,689	1,476
Pensions Reserve	d) 88,859	(63,386)
Accumulating Compensated Absences Adjustment Account	e) 3,759	3,790
Total Unusable Reserves	(164,411)	(372,946)

a) Revaluation Reserve

The Revaluation Reserve contains the gains made by the Council arising from increases in the value of its Property, Plant and Equipment or Heritage Assets. The balance is reduced when assets with accumulated gains are:

- re-valued downwards or impaired and the gains are lost;
- used in the provision of services and the gains are consumed through depreciation; or
- disposed of and the gains are realised.

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	2021/22	2022/23
	£'000	£'000
Balance at 1 April	(104,498)	(121,368)
Upward revaluation of non-current assets	(24,659)	(62,233)
Downward revaluation of non-current assets and impairment losses not charged to the Surplus/Deficit on the Provision of Services	2,494	4,391
Surplus/deficit on revaluation of non-current assets not posted to the Surplus/Deficit on the Provision of Services	(22,165)	(57,842)
Difference between fair value depreciation and historical cost depreciation	4,715	5,938
Accumulated (losses) on assets sold or scrapped	580	31
	5,295	5,969
Balance at 31 March	(121,368)	(173,241)

b) Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charges to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical

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cost basis). The Account is credited with the amounts set aside by the Council as finance for the costs of acquisition, construction and enhancement.

The Account contains accumulated gains and losses on Investment Properties and revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 7 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

	2021/22	2022/23
	£'000	£'000
Balance at 1 April	(140,432)	(137,350)
<u>Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:</u>		
Charges for depreciation and impairment of non-current assets	12,589	13,349
Revaluation losses on property, plant and equipment	4,451	(1,379)
Amortisation of intangible assets	113	106
Amounts of non current assets written off on disposal / sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	954	61
Amounts written out of the Revaluation Reserve on assets sold or scrapped	(580)	(31)
	17,527	12,106
<u>Capital financing applied in the year:</u>		
Use of the Capital Receipts Reserve to finance new capital expenditure	-	(169)
Capital grants and contributions credited to the Comprehensive Income and Expenditure Statement that have been applied to capital financing	(6,778)	(8,174)
Application of grants to capital financing from the Capital Grants & Receipts Unapplied Account	(201)	(562)
Statutory provision for the financing of capital investment charged against the General Fund and HRA balance	(2,269)	(1,684)
Capital expenditure charged against the General Fund and HRA balances	(5,429)	(6,809)
Movement in the market value of Investment Properties Debited or credited to CIES	232	1,057
	(14,445)	(16,341)
Balance at 31 March	(137,350)	(141,585)

c) Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments and for bearing losses or benefiting from gains per statutory provisions.

The Council uses the Account to manage premiums paid on the early redemption of loans. Premiums are debited to the Comprehensive Income and Expenditure Statement when they are incurred, but reversed out of the General Fund Balance to the Account in the Movement of Reserves Statement.

Over time, the expense is posted back to the General Fund Balance in accordance with statutory

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arrangements for spreading the burden on council tax. In the Council's case, this period is the unexpired term that was outstanding on the loans when they were redeemed.

As a result, the balance on the Account at 31 March 2022 will be charged to the General Fund over the next 33 years.

	2021/22	2022/23
	£'000	£'000
Balance at 1 April	1,901	1,689
Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	(204)	(204)
Amount by which finance costs charges to the Comprehensive Income and Expenditure Statement are different from finance costs chargeable in the year in accordance with statutory requirements	(8)	(9)
Balance at 31 March	1,689	1,476

d) Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Council accounts for post employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the cost. However, statutory arrangements require benefits earned, to be financed, as the Council makes employer's contributions to pension funds, or, eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Council has set aside to meet them. The Statutory arrangements will ensure that funding will have been set aside by the time the benefits come.

	2021/22	2022/23
	£'000	£'000
Balance at 1 April	151,676	88,859
Return on Pension Assets	(41,061)	7,674
Actuarial Gains or Losses on Pension Assets and Liabilities	(37,280)	(172,959)
Reversal of items debited or credited to CIES	26,395	24,364
Employer's Pension contributions and direct payments to pensioners in the year	(10,871)	(11,324)
Balance at 31 March	88,859	(63,386)

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e) Accumulating Compensated Absences Adjustment Account

The Accumulating Compensated Absences Adjustment Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year.

Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

	2021/22	2022/23
	£'000	£'000
Balance at 1 April	3,521	3,759
Settlement or cancellation of accrual made at the end of the preceding year	(3,521)	(3,759)
Amounts accrued at the end of the current year	3,759	3,790
Movement in the year	238	31
Balance at 31 March	3,759	3,790

Note 25 – Cash Flow Statement – Operating Activities

a) The cash flows for operating activities include the following items:

	2021/22	2022/23
	£'000	£'000
Interest Received	(187)	
Interest Paid	8,680	
(Surplus) or deficit on the provision of services (CIES)	18,144	

b) The surplus or deficit on the provision of services has been adjusted for the following non-cash movements:

	Notes	2021/22	2022/23
		£'000	£'000
Depreciation	11 & 13	17,304	
Downward valuations	7	4,683	
Amortisation	14	113	
Increase in Interest Creditors		-	
Increase/ (decrease) in Creditors	19	3,087	
(Increase)/ decrease in Debtors	17	827	
(Increase)/Decrease in Inventories	16	273	
Pension Liability	35	15,524	
Contributions to/(from) Provisions	20	13	
Carrying amount of non-current assets sold	7	954	
Adjustments for effective interest rates		(8)	
Other non-cash items		42,770	

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c) Adjustments for items included in the net deficit of provision of services that are investing & financing activities:

	2021/22	2022/23
	£'000	£'000
Capital grants credited to surplus or deficit on the provision of services	(6,976)	
Proceeds from the sale of short and long term investments	(9,500)	
Proceeds from the sale of property plant and equipment, investment property and intangible assets	(1,059)	
	(17,535)	

Note 26 – Cash Flow Statement – Investing Activities

	2021/22	2022/23
	£'000	£'000
Purchase of property, plant and equipment, investment property and intangible assets	(16,311)	
Purchase of short-term and long-term investments	(12,997)	
Proceeds from the sale of property, plant and equipment, investment property and intangible assets	1,059	
Proceeds from short-term and long-term investments	9,500	
Other receipts from investing activities	5,841	
Net cash flows from investing activities	(12,908)	

Note 27 – Cash Flow Statement – Financing Activities

	2021/22	2022/23
	£'000	£'000
Cash receipts of short and long-term borrowing	-	
Cash payments for the reduction of the outstanding liabilities relating to finance leases and on-balance sheet PFI contracts	292	
Repayments of short and long-term borrowing	(1,173)	
Other Receipts from Financing Activities	(1,015)	
	-	
Net cash from financing activities	(1,896)	

Note 28 - Agency Income and Expenditure

The Council has an agency agreement with Scottish Water for the billing and collection of water and sewerage charges on its behalf. The income received from the Water Authority towards the Council's local tax collection costs was £0.177m (2021/22 £0.177m). This charge has been fixed by the Scottish Government for a 3 year period to 31 March 2023. This income is included in the Comprehensive Income and Expenditure Statement.

The Council acted as an agent on behalf of the Scottish Government in the administration of grants to individuals to support recovery from the Covid-19 pandemic. This amounted to £1.104m (2021/22 £6.733m) of expenditure and income which is not shown within the Comprehensive

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Income and Expenditure Statement.

Two Business Improvement District (BID) schemes operate in Clackmannanshire: Alloa First and Clacks First. The schemes are funded by a BID levy paid by non-domestic ratepayers. The Council operates as an agent on behalf of the BID bodies and as a consequence the income and expenditure is not shown in the Comprehensive Income and Expenditure Statement.

Note 29 – External Audit Costs

Fees payable to Audit Scotland within the year for external audit services carried out by the appointed auditor amounted to £0.239m (2021/22 £0.215m). These costs are shown within the Partnership and Performance line in the Comprehensive Income and Expenditure Statement.

Note 30 – Related Parties

The Council is required to disclose material transactions with related parties – bodies or individuals that have potential to control or influence the Council or to be controlled or influenced by the Council. Disclosure of these transactions allows readers to assess the extent to which the Council might have been constrained in its ability to operate independently or might have secured the ability to limit another party’s ability to bargain freely with the Council. In this context related parties include:

- Central Government;
- Other Local Authorities and Joint Boards;
- NHS Bodies;
- Subsidiary and Associated Companies;
- Joint Ventures and Joint Venture Partners; and
- Elected Members and Chief Officers.

The following related party transactions are disclosed elsewhere within the Financial Statements:

- a) Receipts from Central Government (Revenue Support Grant, NNDR Contribution from Pool, Government Grants etc.) are shown in Note 10 (Grant Income);
- b) Payments to the Falkirk Council Pension Fund and Scottish Government (Teachers’ Pensions) are shown in Notes 34 and 35 Pension Schemes;
- c) Requisitions paid to Joint Boards are shown on the Comprehensive Income and Expenditure Statement;
- d) Payments to Elected Members and Chief Officers are shown in the Remuneration Report;
- e) The following table shows significant payments and receipts between Clackmannanshire Council and its associated entities

		2021/22	2022/23
		£’000	£’000
Expenditure	NHS Forth Valley	383	1,673
Income	NHS Forth Valley	(12,116)	(8,684)

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	2021/22	2022/23
	£'000	£'000
Contribution payment made to Clackmannanshire and Stirling Integration Joint Board*	21,583	25,167
Commissioning income received from Clackmannanshire and Stirling Integration Joint Board*	(21,583)	(25,167)

**Commissioning income received from Clackmannanshire and Stirling Integration Joint Board underspent by £0.351m in 2022/23 (£2021/22 £1.493m). This funding has been accrued by the Council and added to reserves within the IJB, taking the total reserves to £2.747m.*

Note 31 – Capital Expenditure and Capital Financing

The total amount of capital expenditure incurred in the year is shown in the table below (including the value of assets acquired under finance leases and PFI/PPP contracts) together with the resources that have been used to finance it. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the Council, the expenditure results in an increase in the Capital Financing Requirement (CFR) a measure of the capital expenditure incurred historically by the Council that has yet to be financed. The CFR is analysed in the second part of this note.

	2021/22	2022/23
	£'000	£'000
Opening Capital Financing Requirement	143,117	144,797
Capital Investment		
Property Plant & Equipment	16,358	18,588
Revenue Expenditure Funded from Capital Under Statute	57	1,109
Sources of finance		
Capital receipts	-	(169)
Government grants and other contributions	(7,037)	(10,088)
Sums set aside from revenue:		
Direct revenue contributions	(5,429)	(6,655)
Repayment of Finance Lease Capital Debt	(1,173)	(1,237)
Loans Fund Principal	(1,096)	(384)
Other movements affecting the CFR	-	-
Closing Capital Financing Requirement	144,797	145,961
Increase/(decrease) in CFR (unsupported by government financial assistance)	1,680	1,164

Note 32 Leases

Council as Lessee

Finance Leases

The Council currently has no finance leases.

Council as Lessor

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Operating Leases

The Council currently has no operating leases.

Note 33 – Private Finance Initiative and Similar Contracts

Secondary Schools PFI Scheme

2022/23 was the 15th year of a 30 year PFI contract for the construction, operation and maintenance of our three secondary schools in Clackmannanshire, namely Alloa, Alva and Lornhill Academies. The contract specifies the number of days and times that the schools are open. This includes an element of leisure provision in the evenings and weekends.

The contract specifies minimum standards for the provision of the serviced accommodation to be provided by the contractor, with reductions from the fee payable being made if the schools, or rooms, are unavailable or performance is below the minimum standards. The contractor took on the obligation to construct the schools and maintain them in a minimum acceptable condition and to procure and maintain the plant needed to operate the schools.

At the end of the contract the schools will be transferred to the Council for nil consideration.

Property, Plant and Equipment

The schools are recognised on the Council's Balance Sheet.

Movements in their value over the year are detailed in the analysis of the movement on the Property, Plant and Equipment balance in Note 11.

Payments

The Council makes an agreed payment each year which is increased annually by inflation and can be reduced if the contractor fails to meet availability and performance standards in any year but which is otherwise fixed. Payments remaining to be made under the PFI contract at 31 March 2023, excluding any estimate of availability/performance deductions are as follows:

	Payment For Services £'000	Reimbursement of Capital Expenditure £'000	Interest £'000	Total £'000
Payable within 1 year	4,121	1,440	3,204	8,765
Payable within 2 to 5 years	18,295	6,404	12,069	36,768
Payable within 6 to 10 years	25,877	10,383	13,882	50,142
Payable within 11 to 15 years	30,195	14,526	10,637	55,358
Payable within 16 to 20 years	7,062	2,682	1,075	10,819
Total	85,550	35,435	40,867	161,852

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Although the payments made to the contractor are described as unitary payments, they have been calculated to compensate the contractor for:

- the fair value of services they provide, and
- the capital expenditure incurred and interest payable, until the capital cost is reimbursed.

The liability outstanding to pay the liability to the contractor for capital expenditure incurred is as follows:

	2021/22	2022/23
	£'000	£'000
Balance outstanding at start of year	37,845	36,672
Payments during the year	(1,173)	(1,237)
Balance outstanding at year-end	36,672	35,435

Note 34 - Pensions Schemes Accounted for as Defined Contribution Scheme

Teachers employed by the Council are members of the Teachers' Pension Scheme, administered by the Scottish Government. The Scheme provides teachers with specified benefits upon their retirement, and the Council contributes towards the costs by making contributions based on a percentage of members' pensionable salaries. The Scheme is technically a defined benefit scheme. However, the Scheme is unfunded and the Scottish Government uses a notional fund as the basis for calculating the employers' contribution rate paid by local authorities. The Council is not able to identify its share of underlying financial position and performance of the Scheme with sufficient reliability for accounting purposes. For the purposes of these Financial Statements, it is therefore accounted for on the same basis as a defined contribution scheme.

The employer contribution rate from 1 April 2022 was 23% of pensionable pay. In total for the year 2022/23 the Council paid £6.194m to Teacher's Pensions in respect of teachers' retirement benefits which equates to 22.60% of pensionable pay. The comparative amount paid in 2021/22 was £5.647m which equates to 22.44% of pensionable pay.

As a proportion of the total contributions into the Teacher's Pension Scheme during the year ended 31 March 2022, the Council's own contribution equated to approximately 0.85% (0.86% in 2020/21).

Note 35 Defined Benefit Pension Schemes

Pension Costs

The Council participates in two formal pension schemes: the Local Government Pension Scheme (LGPS) administered by Falkirk Council and the Teachers' Scheme administered by the Scottish Government. Both schemes provide defined benefits to members. However, the liabilities for the Teachers' Scheme cannot be identified specifically to the Council; therefore the scheme is accounted for as if it were a defined contributions scheme. The Council does not recognise assets

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or liabilities related to the Teachers' Scheme as the liability for payment of pensions rests ultimately with the Scottish Government.

Local Government Pension Scheme (LGPS)

In accordance with International Accounting Standard 19 (IAS19) the Council is required to account for retirement benefits when it is committed to giving them, even if the giving will be many years into the future. This involves the recognition in the Balance Sheet of Clackmannanshire Council's share of the net pension asset or liability in the LGPS together with a pension reserve. The Comprehensive Income and Expenditure Statement (CIES) also recognises changes during the year in the pension asset or liability. Service expenditure includes pension costs based on employers' pension contributions payable to the LGPS and payments to pensioners in the year.

The Council also has restricted powers to make discretionary awards of retirement benefits in the event of voluntary severance. Any liabilities estimated to arise as a result of an award to any member of staff (including Teachers) are accrued in the year of the decision to make the award, and accounted for using the same policies as applied to the LGPS.

The following elements of pension costs are charged to the CIES:

- Current Service Cost - the increase in the present value of liabilities expected to arise from employee service in the current period;
- Past Service Costs - the increase in liabilities arising from decisions to improve retirement benefits in the current period but which are related to employee service in prior periods;
- Settlements - events that change the pension liabilities but are not covered by the actuarial assumptions;
- Interest Expense - the expected increase during the year in the present value of liabilities because the benefits are one year closer to settlement, and
- Expected Return on Assets (including interest income) - a measure of the expected average rate of return on the investment assets held by the scheme in the year.

The following transactions have been made in the Financial Statements in accordance with IAS19:

	Local Government Pension Scheme	
	2021/22	2022/23
	£'000	£'000
Comprehensive Income and Expenditure Statement (CIES)		
Cost of Services:		
• Current service cost	23,047	21,676
• Past service costs	194	150
Financing and Investment Income and Expenditure:		
• Interest expense – defined benefit obligation	10,569	13,890
• Interest income on scheme assets	(7,415)	(11,352)
Total Post Employment Benefit Charged to the Surplus or Deficit on the Provision of Services	26,395	24,364
Other Post Employment Benefit Charged to the CIES		
Re-measurement of the net defined benefit liability comprising:		
• Return on pension fund assets (excluding interest income above)	(41,061)	7,674
• Actuarial (gains)/losses arising on changes in demographic assumptions	(2,864)	(3,706)
• Actuarial (gains)/losses arising on changes in financial assumptions	(34,968)	(196,276)

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· Other experience (gains)/losses	552	<i>27,023</i>
(Gain)/ loss recognised in the CIES	(78,341)	(165,285)
<hr/>		
Total Post Employment Benefit Charged to the CIES	(51,946)	(140,921)
<hr/>		
Movement in Reserves Statement (MIRS)		
Reversal of net charge made to the surplus or deficit on the provision of Services	(26,395)	<i>24,364</i>
<hr/>		
Employer's Contributions Payable to Falkirk Pension Fund	10,871	<i>11,324</i>
Pensions Assets and Liabilities Recognised in the Balance Sheet	(15,524)	35,688

Pension Assets and Liabilities Recognised in the Balance Sheet

The amount included in the balance sheet arising from the local authority's obligation in respect of its defined benefit plan is as follows:

Movement in Reserves Statement (MIRS)	2021/22	2022/23
	£'000	£'000
Present value of the Pension Fund Liabilities (1)	(508,979)	<i>(361,642)</i>
Fair value of pension fund assets	420,120	<i>425,028</i>
<hr/>		
Net Asset /(Liability) arising from Defined Benefit Obligation	(88,859)	63,386
<hr/>		
(1) Unfunded liabilities included in the figure for Present value of liabilities is:	15,629	14,022

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A reconciliation of Clackmannanshire Council's share of the present value of Falkirk Pension Fund's defined benefit obligation (liabilities) is as follows:

	2021/22	2022/23
	£'000	£'000
Opening Balance at 1 April	(522,011)	(508,979)
Current service cost	(23,047)	(21,676)
Interest cost	(10,569)	(13,890)
Contributions by Pension Fund participants	(2,583)	(2,730)
Re-measurement gains/(losses)		
Actuarial gains/losses from change in demographic assumptions	2,864	3,706
Actuarial gains/(losses) from change in financial assumptions	34,968	196,276
Actuarial gains/(losses) from other experiences	(552)	(27,023)
Past service costs	(194)	(150)
Benefits paid	12,145	12,824
Closing value at 31 March	(508,979)	(361,642)

A reconciliation of Clackmannanshire Council's share of the fair value of Falkirk Pension Fund's Assets is as follows:

	2021/22	2022/23
	£'000	£'000
Opening fair value of pension fund assets	370,335	420,120
Interest income	7,415	11,352
Return on pension assets (excluding amounts included in net interest)	41,061	(7,674)
Contributions from employers	10,871	11,324
Contributions by employees in the scheme	2,583	2,730
Benefits paid	(12,145)	(12,824)
Closing fair value of pension fund assets	420,120	425,028

A reconciliation of the movements in Clackmannanshire Council's share of the fair value of Falkirk Pension Fund's assets is as follows:

	2021/22	2022/23
	£'000	£'000
Equity instruments (by industry type)		
- Consumer	25,654	25,953
- Manufacturing	22,502	22,765
- Energy & Utilities	14,632	14,803
- Financial institutions	30,556	30,913
- Health & Care	13,748	13,909
- Information & Technology	34,043	34,441
- Other	4,105	4,153
Sub Total Equity	145,240	146,937
Debt Securities		
- Corporate Bond (investment grade)/Other	17,198	17,399
- Other	7,839	7,930
	25,037	25,329

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	2021/22 £'000	2022/23 £'000
Property (by type)		
- UK	26,022	26,326
- Overseas	35	35
Sub Total Property	26,057	26,361
Private Equity		
- UK	5,061	5,120
Sub Total Private Equity	5,061	5,120
- Equities	108,465	109,733
- Bonds	22,327	22,588
- Infrastructure	45,686	46,220
- Other	24,932	25,224
Sub Total Other Investment Funds	201,411	203,765
Cash and cash equivalents	17,314	17,516
Total Assets	420,120	425,028

Basis for Estimating Assets and Liabilities

The Council's share of the net obligations of the Falkirk Pension Fund is an estimated figure based on actuarial assumptions about the future and is a snapshot at the end of the financial year. The net obligation has been assessed using the "projected unit method", that estimates that the pensions will be payable in future years dependant upon assumptions about mortality rates, salary levels and employee turnover rates.

The fund's obligation has been assessed by Hymans Robertson, an independent firm of actuaries, and the estimates are based on the latest full valuation of the fund at 31 March 2021. The significant assumptions used by the actuary are shown in the table below. The note includes a sensitivity analysis for the pension obligation based on reasonably possible changes in these assumptions occurring at the reporting date.

	2021/22	2022/23
Long-term expected rate of return on assets in the fund		
Equity investments	2.7%	4.75%
Bonds	2.7%	4.75%
Property	2.7%	4.75%
Cash	2.7%	4.75%
Mortality assumptions	2021/22	2022/23
	Years	Years
Longevity at 65 for current pensioners (years):		
Men	20.4%	20.0%
Women	23.0%	22.7%
Longevity at 65 for future pensioners (years):		
Men	21.6%	21.2%
Women	25.0%	24.7%
Inflation assumptions	2021/22	2022/23
Rate of inflation	3.2%	2.95%
Rate of increase in salaries	3.8%	3.55%
Rate of increase in pensions	3.2%	2.95%
Rate for discounting Fund liabilities	2.7%	4.75%

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LGPS liabilities are sensitive to the actuarial assumptions set out in the table below. The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The method and types of assumption used in preparing the sensitivity analysis below did not change from this used in the previous period.

Changes in assumptions

	Increase to Employer %	Monetary Amount £'000's
0.1% Decrease in Real Discount Rate	2%	6,251
1 year increase in member life expectancy	4%	14,466
0.1% increase in the Salary Increase Rate	0%	612
0.1% increase in the Pension Increase Rate	2%	6,006

McCloud Ruling

When the LGPS benefit structure was reformed in 2015, transitional protections were applied to certain older members close to normal retirement age. The benefits accrued from 1 April 2015 by these members are subject to an ‘underpin’ which means that they cannot be lower than what they would have received under the previous benefit structure. The underpin ensures that these members do not lose out from the introduction of the new scheme, by effectively giving them the better of the benefits from the old and new schemes.

In December 2018 the Court of Appeal upheld a ruling (“McCloud/Sargeant”) that similar transitional protections in the Judges’ and Firefighters’ Pension Schemes were unlawful on the grounds of age discrimination. The implications of the ruling are expected to apply to the LGPS (and other public service schemes) as well. The UK Government requested leave to appeal to the Supreme Court, but in June 2019 the Supreme Court ruled that the Government has no grounds for appeal and the earlier ruling by the Court of Appeal was upheld.

The clear expectation from this ruling is that many more members would see an enhanced benefit rather than just those currently subject to these protections. In this outcome, there would likely be a retrospective increase to members’ benefits, which in turn would give rise to a past service cost for the Fund employers when the outcome is known.

Quantifying the impact at this stage is very difficult because it will depend on the compensation awarded, members’ future salary increases, length of service and retirement age, and whether (and when) members withdraw from active service. Salary increases in particular can vary significantly from year to year and from member to member depending on factors such as budget restraint, job performance and career progression. The Government Actuary’s Department (GAD) has estimated that the impact for the LGPS as a whole could be to increase active member liabilities by 3.2%, based on a given set of actuarial assumptions. A full description of the data, methodology and assumptions underlying these estimates is given in GAD’s paper, dated 10 June 2019.

The Fund’s actuary has adjusted GAD’s estimate to better reflect the Falkirk Council Pension Fund’s local assumptions, particularly salary increases and withdrawal rates with a high level estimate of the impact on the pension fund liability having been built into the pension disclosures.

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These numbers are high level estimates based on scheme level calculations and depend on several key assumptions. The impact on employers' funding arrangements will likely be dampened by the funding arrangements they have in place. There has been no change to the assumptions for this in 2021/22 or 2022/23.

Guaranteed Minimum Pension (GMP)

Guaranteed minimum pension (GMP) was accrued by members of the Local Government Pension Scheme (LGPS) between 6 April 1978 and 5 April 1997. The value of GMP is inherently unequal between males and females for a number of reasons, including a higher retirement age for men and GMP accruing at a faster rate for women. However, overall equality of benefits was achieved for public service schemes through the interaction between scheme pensions and the Second State Pension. The introduction of the new Single State Pension in April 2016 disrupted this arrangement and brought uncertainty over the ongoing indexation of GMPs, which could lead to inequalities between men and women's benefits.

As an interim solution to avoid this problem, GMP rules were changed so that the responsibility for ensuring GMPs kept pace with inflation passed in full to pension schemes themselves for members reaching state pension age between 6 April 2016 and 5 April 2021. This new responsibility leads to increased costs for schemes (including the LGPS) and hence scheme employers.

The Fund's actuary has carried out calculations in order to estimate the impact that the GMP indexation changes will have on the liabilities of Clackmannanshire Council for financial reporting purposes. The estimate assumes that the permanent solution eventually agreed will be equivalent in cost to extending the interim solution to all members reaching state pension age from 6 April 2016 onwards. There has been no change to these assumptions in 2022/23.

Goodwin

The remedy for the Goodwin ruling in relation to the past underpayment of spouses' benefits is still uncertain. The pension fund actuary has estimated that the impact is expected to be small at 0.1-0.2% for a typical fund. For Clackmannanshire this would equate to £0.361m to £0.722m. When weighing the fact that the remedy is still uncertain and the estimate is of small value, against the level of additional work that would be required, the actuary has not deemed it necessary or appropriate to make an adjustment for 2022/23 and no adjustment has been made to the figures noted above.

Impact on the Authority's Cash Flow

The objectives of the LGPS are to keep employers' contributions at a constant rate where possible. The triennial valuation at 31 March 2020 set the Employers contribution rates at 23% for 2023/24. The next triennial valuation as at 31 March 2023 is currently underway, and the results are expected to be available towards the end of 2023, where the future contribution rates will be set.

The Employer Contribution rates per the latest triennial valuation on the fund at 31 March 2020 are shown in the table below:

	2021/22	2022/23	2023/24
--	---------	---------	---------

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Employer Contribution rates	22.5%	22.5%	23%
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The total contributions expected to be made by Clackmannanshire Council to Falkirk Pension Fund in the year to 31 March 2024 is £10.496m.

Note 36 – Contingent Liabilities

Equal Pay

The Council has previously received claims of historic pay inequality from specific groups of staff. At this time there are no known claims however, this contingent liability represents the potential liability for any future claims.

Insurance

Prior to local government reorganisation in 1996, Central Regional Council and Clackmannan District Council, entered into a solvent run-off arrangements with their insurer, MMI, with the aim of having sufficient assets to meet outstanding insurance claims. The outcome of recent litigation has triggered the Scheme of Arrangement and created a financial liability for Clackmannanshire Council as successor Council. The Council has made a provision, as detailed in Note 20, which is deemed sufficient based on the latest estimate of any future claims. However, should additional claims arise over and above the remaining provision, there remains potential for an increase in provision. At the time of preparing these accounts the timing and amount of any further liability in relation to MMI claims is unknown.

Historic Sexual Abuse Cases

The Council has received claims in relation to historic sexual abuse cases which have been passed to its insurers. It is anticipated that there may be more claims received in the future, particularly in light of the important work of the National Scottish Child Abuse Inquiry and media coverage of other claims. These claims cannot be predicted or quantified at this time, but remain a potential risk as a future liability. The Council is part of the Forth Valley working group coordinated by SOLACE which is assessing the National Redress Scheme for the impact and consequences for the Council.

Social Services Judicial Reviews (Scottish Prison Service)

At this time there are a number of Social Services cases under judicial review relating to the Scottish Prison Service. The Council has a Service Level Agreement with the Scottish Prison Service under which statutory requirements of the Scottish Prison Service sit with the Council. At this time, no quantification or timing of any potential liability is known for these cases.

Note 37 – Nature and Extent of Risks Arising from Financial Instruments

The Council’s management of treasury risks actively works to minimise the Council’s exposure to the unpredictability of financial markets and to protect the financial resources available to fund services. The Council has fully adopted CIPFA’s Code of Treasury Management Practices and has written principles for overall risk management as well as written policies and procedures covering specific areas such as credit risk, liquidity risk and market risk.

CLACKMANNANSHIRE COUNCIL
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1. Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers.

This risk is minimised through the Annual Investment Strategy, which requires that deposits are not made with financial institutions unless they meet identified minimum credit criteria, in accordance with the Fitch, Moody's and Standard & Poor Credit Ratings Services. The Annual Investment Strategy also considers maximum amounts and time limits in respect of each financial institution. Deposits are not made with banks and financial institutions unless they meet the minimum requirements of the investment criteria outlined above. Additional selection criteria are also applied. Details of the Investment Strategy can be found on the Council's website. The Treasury Management Strategy Statement for 2022/23 and Prudential Indicators for 2022/23 to 2024/25 were approved by Full Council on 4 March 2022 and are available on the Council's website.

Customers for goods and services are assessed, taking into account their financial position, past experience and other factors, with individual credit limits being set in accordance with internal ratings in accordance with parameters set by the Council.

The Authority's maximum exposure to credit risk, in relation to its investments in banks and financial institutions of £39.9m, cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principal sum will be specific to each individual institution.

Debtors

The Council generally allows credit of 14 days for customers, such that £3.408m, (2021/22 £3.389m) is past its due date for payment. The past due amount can be analysed by age as follows:

	2021/22	2022/23
	£'000	£'000
Less than three months	953	655
Three to six months	160	114
Six months to one year	234	400
More than one year	2,042	2,239
Total	3,389	3,408

During the year £0.179m was charged to the Comprehensive Income and Expenditure statement, increasing the provision against current debts to £1.586m.

2. Liquidity Risk

The Council manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the CIPFA Code of Practice. This seeks to ensure that cash is available when needed.

The Council has access to a facility to borrow from the Public Works Loans Board. As a result there is no significant risk that the Council will be unable to raise finance to meet its commitments under financial instruments. The Council has safeguards in place to ensure that a significant proportion of its borrowing does not mature for repayment at any one time to reduce the financial impact of re-borrowing at a time of unfavourable interest rates. The Council's policy is to ensure

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Notes to the Financial Statements

that not more than 25% of loans are due to mature within any financial year through a combination of prudent planning of new loans taken out and, where it is economic to do so, making early repayments.

The maturity structure of financial liabilities is as follows (at nominal value):

Loans Outstanding	2021/22 £'000	2022/23 £'000
Public Works Loans Board	77,096	74,148
LOBO Loan	5,000	5,000
Market Debt	19,151	19,080
Total	101,247	98,228

Maturity Structure	2021/22 £'000	2022/23 £'000
Less than 1 year	3,008	475
Between 1 and 2 years	-	475
Between 2 and 5 years	3,670	4,820
Between 5 and 10 years	5,601	3,526
More than 10 years	88,968	88,932
Total	101,247	98,228

In the more than 10 years category there are £18.5m of market loans which have a fixed rate of interest and £5m of LOBO loans which the lender has the option to alter the rate of interest at predetermined dates. If this occurs the Council has the option to repay the principal and accrued interest.

3. Market Risk

Interest rate risk

The Council is exposed to interest rate risk in two different ways; the first being the uncertainty of interest paid/ received on variable rate instruments, and the second being the affect of fluctuations in interest rates on the fair value of an instrument.

The current interest rate risk for the Council is summarised below:

- Decreases in interest rates will affect interest earned on variable rate investments, potentially reducing income credited to the Comprehensive Income and Expenditure Statement;
- Increases in interest rates will affect interest paid on variable rate borrowings, potentially increasing interest expense charged to the Comprehensive Income and Expenditure Statement;
- The fair value of fixed rate financial assets will fall if interest rates rise. This will not impact the Balance Sheet as assets are held at amortised cost, but will impact the disclosure note for fair value; and

CLACKMANNANSHIRE COUNCIL
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- The fair value of fixed rate financial liabilities will rise if interest rates fall. This will not impact on the Balance Sheet for the majority of liabilities are held at amortised cost, but will impact on the disclosure note for fair value.

The Council has a number of strategies for managing interest rate risk. Policy is to aim to keep a maximum of 25% of its borrowings in variable rate loans. During periods of falling interest rates, and where economic circumstances make it favourable, fixed rate loans will be repaid early to limit exposure to losses. The risk of loss is reduced by the fact that a proportion of government grant payable on financing costs will normally move with prevailing interest rates or the Council's cost of borrowing and provide compensation for a proportion of any higher costs. However this is difficult to quantify as loan charge support is calculated on weighted average interest rates for all local authorities in Scotland.

The treasury management team has an active strategy for assessing interest rate exposure that feeds into the setting of the annual budget and which is used to update the budget during the year. This allows any adverse changes to be accommodated. The analysis will also advise whether new borrowing taken out is fixed or variable.

As the Council now only have fixed rate borrowing, there will be no impact on the Comprehensive Income and Expenditure Statement due to fluctuations in interest rates.

Price Risk

The Council has no investments held as available for sale and thus has no exposure to loss arising from price movements.

Foreign Exchange Risk

The Council has no financial assets or liabilities denominated in foreign currencies and therefore no exposure to loss arising from movements in exchange rates.

Note 38 – Trust Funds

The Council administers a number of Trust Funds listed below, some of which have charitable status and are registered with the Office of the Scottish Charity Regulator (OSCR). The Sundry Trusts Funds are accounted for separately from the Council's funds and are reported in a separate set of accounts, a copy of which can be obtained on request from Clackmannanshire Council.

	2021/22	2022/23
	£'000	£'000
The Council administers the funds for 61 (2021/22 61) Trusts:		
Value of other Charitable Trusts and Endowments	364	367
Total value of all Trusts and Endowments	364	367

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
HOUSING REVENUE ACCOUNT (HRA)

Income and Expenditure Statement for the year ended 31 March 2023

The HRA Income and Expenditure Statement shows the economic cost in the year providing housing services in accordance with generally accepted accounting practices, rather than the amount to be funded from rents and government grants. Councils charge rents to cover expenditure in accordance with regulations; this may be different from the accounting costs.

The increase or decrease in the year, on the basis of which rents are raised, is shown in the Movement on the HRA Statement.

2021/22		2022/23
£'000		£'000
	Expenditure	
7,366	Repairs and maintenance	7,981
4,664	Supervision and management	4,893
5,176	Depreciation and impairment of non-current assets	5,555
174	Impairment of debtors	85
504	Other Expenditure	605
17,884	Total Expenditure	19,119
	Income	
(19,943)	Dwelling Rents	(20,413)
(134)	Non-dwelling rents	(103)
(315)	Government Grant	-
(20,392)	Total income	(20,516)
(2,508)	Net Cost of HRA Services	(1,397)
-	(Gain)/Loss on sale or disposal of HRA fixed assets	(125)
-	Interest payable and similar charges	1,098
1,144	Interest and Investment Income	(184)
(12)	Pensions Interest Costs and expected return on pension assets	282
335	Charges to CIES for Movement in Investment Property on Revaluation	-
(490)	Capital Grants and Contributions Receivable	(4,113)
978		(3,042)
(1,530)	Deficit/(Surplus) for the year on HRA Services	(4,439)

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ANNUAL ACCOUNTS 2022/23
HOUSING REVENUE ACCOUNT (HRA)
Movement in Housing Revenue Account Statement

2021/22		2022/23
£'000		£'000
(7,610)	Balance on the HRA at the end of the previous year	(9,552)
	Deficit/(Surplus) for the year on the HRA Income and	
(1,530)	Expenditure Statement	(4,439)
(719)	Adjustments between accounting basis and funding basis under	4,108
	regulations (Note HRA 1)	
<u>(2,249)</u>	Net Decrease before transfers to/from Reserves	<u>(331)</u>
307	Transfer to the General Fund Reserve	<u>1,168</u>
307	Transfers to/from Reserves	1,168
<u>(1,942)</u>	(Increase)/Decrease in year on the HRA	<u>837</u>
<u>(9,552)</u>	Balance on the HRA at the end of the current year	<u>(8,715)</u>

HRA 1. Adjustment between Accounting Basis and Funding Basis under Statute

2021/22		2022/23
£'000		£'000
-	Gain/(loss) on sale and disposal of HRA Non Current Assets	125
5,265	Capital expenditure funded by the HRA (CFCR)	6,655
490	Capital Grants contributions that have been applied to capital	4,113
	financing	
	Transfer to/from the Capital Adjustment Account:	
(5,177)	- Depreciation and Impairment	(5,555)
304	- Repayment of Debt	384
(1,754)	HRA share of contributions to/from the Pension Reserve	(1,554)
	Amount by which officer remuneration charged to the HRA	
	Income and Expenditure Statement on an accruals basis is	
	different from remuneration chargeable in the year in accordance	(60)
	with statutory requirements	
153		
<u>(719)</u>		<u>4,108</u>

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ANNUAL ACCOUNTS 2022/23
HOUSING REVENUE ACCOUNT (HRA)

HRA 2. Housing Stock

The Council's housing stock at 31 March 2023 was 5,007 (31 March 2022 4,974) in the following categories:

2021/22		2022/23
Number		Number
29	One apartment	29
1,361	Two apartment	1,367
2,211	Three apartment	2,231
1,227	Four apartment	1,232
142	Five apartment	144
4	Six apartment	4
<u>4,974</u>		<u>5,007</u>

HRA 3. Rent Arrears

Rent Arrears increased during the year by £0.259m to a total of £2.495m (2021/22 £2.236m). As a percentage of gross rental income, the arrears represent 12.2% (2021/22 11.2%) which is equivalent to £500 (2021/22 £450) per house.

HRA 4. Impairment of Debtors

In 2022/23 an impairment of £2.361m (2021/22 £2.236m) has been provided in the Balance Sheet for irrecoverable rents, an increase of £0.125m on the provision in 2021/22

HRA 5. Rent Lost Due To Empty Properties

Rent lost due to empty properties during the year was £0.539m (2021/22 £0.457m) this is included within the other expenditure figures in the Income and Expenditure Statement.

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ANNUAL ACCOUNTS 2022/23
Council Tax Income Account for the year ended 31 March 2023

The Council Tax Income Account shows the gross income raised from Council taxes levied and deductions made under Statute. The resultant net income is transferred to the Comprehensive Income and Expenditure Statement of the Council.

2021/22		2022/23
£'000		£'000
(31,837)	Gross Council Tax levied and contributions in lieu	(33,098)
	Deduct	
3,839	Other discounts and reductions	4,115
234	Write-off of uncollectable debts and allowance for impairment	592
46	Adjustments to previous years Council Tax	56
3,744	Council Tax Reduction Scheme	3,903
(23,974)	Net Council Tax Income transferred to General Fund	(24,432)

CTI 1. Council Tax Properties and Council Tax Changes

Occupiers of domestic properties are liable to pay Council Tax. This is a tax levied by local authorities on domestic properties within their area.

Dwellings fall within a valuation band which is determined by the Assessor employed by the Central Scotland Valuation Board. In setting its budget the Council determines the Council Tax level each year. Charges for other bands are proportionate to the Band 'D' figure, which for 2022/23 was £1,343.77 (2021/22 £1,304.63). This was a 3.0% increase from the previous year.

Valuation Band	Council Tax Charge
	£
A	895.85
B	1,045.15
C	1,194.46
D	1,343.77
E	1,765.56
F	2,183.62
G	2,631.55
H	3,292.23

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Council Tax Income Account for the year ended 31 March 2023

CTI.2 Calculation of the Council Tax Charge Base 2022/23

number of dwellings (properties)

	A	A	B	C	D	E	F	G	H	Total
	(Disabled)									
	Relief)									
Total number of dwellings	-	6,314	7,334	2,163	2,782	3,455	2,085	922	54	25,109
Less exempt dwellings	-	(342)	(249)	(81)	(47)	(54)	(25)	(17)	(7)	(822)
Dwellings subject to disabled reduction	-	(25)	(29)	(21)	(22)	(58)	(18)	(5)	(2)	(180)
Dwellings subject to tax at this band due to disabled relief	25	29	21	22	58	18	5	2	-	180
Less adjustments for single discounts	(3)	(931)	(844)	(243)	(234)	(202)	(76)	(34)	(1)	(2,568)
Less adjustments for double discounts	-	(36)	(40)	(35)	(29)	(16)	(10)	(3)	-	(169)
Less adjustments for disregarded adults	-	(1)	(1)	-	-	(1)	-	-	-	(3)
	22	5,008	6,192	1,805	2,508	3,142	1,961	865	44	21,547
Effective number of dwellings after discounts, exemptions and reliefs										
Band D equivalent factor (ratio)	5/9	6/9	7/9	8/9	9/9	(473/360)	(585/360)	(705/360)	(882/360)	
Band D equivalent properties Number of Dwellings	12	3,339	4,816	1,604	2,508	4,128	3,187	1,694	108	21,396
Less provision for non-collection @ 2.5%										(535)
Council Tax Base 2022/23										20,861

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23

Non Domestic Rates Income Account for the year ended 31 March 2023

The Non-Domestic Rate Account is an agent's statement that reflects the statutory obligation for billing authorities to maintain a separate Non-Domestic Rate Account. The Statement shows the gross income from the rates and deductions made under statute. The net income is paid to the Scottish Government as a contribution to the national non-domestic rate pool.

2021/22		2022/23
£'000		£'000
(21,281)	Gross rates levied and contributions in lieu	(21,068)
6,610	Reliefs and other deductions	4,287
384	Allowance for impairment of debts and appeals	32
(15,055)	Net Non-Domestic Rate Income	(16,749)
1,216	Adjustment to previous years' national non-domestic rates	712
66	Non-Domestic Rates Income Retained by Authority (BRIS)	-
(34)	Discretionary Reliefs charged to the General Fund	(40)
(13,807)	Total Non-Domestic Rates Income/Income for Contribution to Non-Domestic Rate Pool	(16,077)
2021/22		2022/23
£'000		£'000
13,807	Contribution to National Non-Domestic Rate Pool	16,077
(13,650)	Distribution from National Non-Domestic Rate Pool	(18,065)
157	(Gain)/Loss from National Pool	(1,988)
(13,650)	Net NNDR Income per the Comprehensive Income and Expenditure Statement (Note 10)	(18,065)

The Council retained Nil (2021/22 - £65,678) in respect of the Rates Incentivisation scheme.

NDR 1. Net Rateable Value Calculation

The amount paid for NNDR is determined by the rateable value placed on the property by the Assessor multiplied by the rate per pound of £0.490 which is determined each year by the Scottish Government.

NDR 2. Rate Poundages Levied

	2021/22	2022/23
National Non-Domestic Rate	49.0p	49.8p
Intermediate Property Supplement – properties valued > £51,000	1.3p	1.3p
Large Property Supplement – properties valued > £95,000	2.6p	2.6p

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Non Domestic Rates Income Account for the year ended 31 March 2023

NDR 3. Analysis of Rateable Values as at 1 April 2022

	Number of Premises	Rateable Value £'000
Type of Subject		
Commercial	950	15,176
Industrial	296	16,388
Miscellaneous	466	10,523
Total	1,712	42,087

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Common Good

Summary

Common Good Funds are the assets and income of the former burghs of Scotland and stand separate from other accounts and funds of the Council. The Common Good is corporate property and must be applied for the benefit of the community as the Council thinks fit. The assets incorporated within the Common Good Account comprise the Speirs Centre, Alloa Town Hall and West End Park all within the former burgh of Alloa. There are also currently £9k principal funds held within the Common Good Accounts.

Common Good Comprehensive Income and Expenditure Statement
For the year ended 31 March 2023

2021/22 £'000		2022/23 £'000	2022/23 £'000
	Income		
(267)	Charges for use of premises	(322)	
(267)			(322)
	Expenditure		
58	Property Maintenance	55	
57	Utilities	103	
99	Rates	100	
41	Cleaning, land services and refuse collection	45	
12	Insurance	19	
187	Depreciation, Impairment and Revaluations	187	
454			509
187	Cost of Services		187
-	Taxation and Non-Specific Grant Income		-
187	(Surplus)/Deficit on Provision of Services		187
-	Surplus on revaluation of non-current assets charged to the revaluation reserve		-
187	Total Comprehensive Income and Expenditure		187

CLACKMANNANSHIRE COUNCIL
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Common Good Balance Sheet
As at 31 March 2023

2021/22 £'000		2022/23 £'000
	Long-Term Assets	
5,165	Property, Plant and Equipment	4,978
	Current Assets	
9	Short-Term Investments	9
5,174	Net Assets	4,987
	Reserves	
(9)	Usable Reserves	(9)
(1,701)	Revaluation Reserve	(1,701)
(3,464)	Funds tied up in Fixed Assets	(3,277)
(5,174)	Total Reserves	(4,987)

Common Good Movement on Reserves Statement
As at 31 March 2023

	Notes	Usable Reserves £'000	Unusable reserves £'000	Total reserves £'000
2022/23				
Balance at 1 April 2022		(3,473)	(1,701)	(5,174)
Movement in reserves during 2022/23				
Total comprehensive income and expenditure		187	-	187
Increase or (decrease) in 2022/23				
Balance at 31 March 2023		(3,286)	(1,701)	(4,987)
2021/22				
Balance at 1 April 2021		(3,847)	(1,701)	(5,548)
Movement in reserves during 2021/22				
Total comprehensive income and expenditure		187	-	187
Increase or (decrease) in 2021/22		187	-	187
Balance at 31 March 2022		(3,473)	(1,701)	(5,174)

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements

The Council has interests in its subsidiary, associates and joint ventures. It participates in these companies by means of Board membership and the provision of funding and management support. In accordance with the Code of Practice on Local Authority Accounting in the United Kingdom, Group Accounts have been prepared in addition to single entity financial statements.

The following entities have been consolidated into the Group Financial Statements:

Subsidiary:

- Common Good

Joint Ventures:

- Clackmannanshire and Stirling Integration Joint Board

Associates:

- Central Scotland Valuation Joint Board

Information on how the Council participates in these companies is given in Note 6 to the Group's Financial Statements.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements

Group Comprehensive Income & Expenditure Statement for the year ended 31 March 2023

This statement combines the Comprehensive Income and Expenditure of the Council with the share of its subsidiary, associates and joint ventures income and expenditure to show the group position.

2021/22				2022/23		
Restated Gross Expenditure	Restated Gross Income	Restated Net Expenditure /(Income)		Gross Expenditure	Gross Income	Net Expenditure /(Income)
£'000	£'000	£'000		£'000	£'000	£'000
102,799	(6,515)	96,284	People	97,072	(6,854)	90,218
29,307	(22,597)	6,710	Partnership & Performance	26,892	(23,282)	3,610
33,875	(12,575)	21,300	Place	43,147	(12,823)	30,324
17,884	(20,392)	(2,508)	Housing Revenue Account	19,119	(20,516)	(1,397)
1,232	-	1,232	Corporate Services	1,214	(1)	1,213
58,116	(36,391)	21,725	Clackmannanshire & Stirling IJB	65,739	(38,754)	26,985
445	-	445	Central Scotland Valuation Joint Board	453	-	453
355	-	355	Common Good	409	-	409
244,013	(98,470)	145,543	Group Cost of Services	254,045	(102,230)	151,815
11	-	11	Other Operating Expenditure	(201)	-	(201)
12,157	(383)	11,774	Financing & Investment Income & Tax Expenditure	12,878	(1,488)	11,390
-	(138,997)	(138,997)	Taxation & Non-Specific Grant Income	-	(143,455)	(143,455)
256,181	(237,850)	18,331	(Surplus) or Deficit on Provision of Services	266,722	(247,173)	19,549
		(3,431)	Share of (surplus) or deficit on provision of services by associates & joint ventures			1,459
		14,900	Group (Surplus)/Deficit			21,008
		(24,659)	(Surplus) or deficit on revaluation of non-current assets including share of subsidiary			(62,233)
		2,494	Impairment (gain)/ loss on non-current asset to the revaluation reserve			4,391
		(78,341)	Actuarial (gains)/losses on pensions assets/liabilities			(165,285)
		(607)	Share of other comprehensive (income) & expenditure of associates & joint ventures			(1,287)
		(101,113)	Other Comprehensive (Income) and Expenditure			(224,414)
		36,213	Total Comprehensive (Income) and Expenditure			(203,406)

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements
Group Movement in Reserves Statement
For the Year Ended 31 March 2023

This statement shows the movement in the year on the different reserves held by the Council alongside the reserves of the subsidiary, associates and joint ventures that the Council has an interest in giving a total reserves position for the Group.

	Usable Reserves			Unusable Reserves			Total Group Reserves
	Council	Council's share of subsidiary, associates & joint ventures	Group Total	Council	Council's share of subsidiary, associates & joint ventures	Group Total	
2022/23	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2022	(38,877)	(10,631)	(49,508)	(164,411)	(878)	(165,289)	(214,797)
Opening balance adjustment	-	(2)	(2)	-	16	16	14
Balance at 1 April 2022 Revised	(38,877)	(10,633)	(49,510)	(164,411)	(862)	(165,273)	(214,783)
Movement in Reserves during 2022/23							
Total comprehensive income & expenditure	19,362	1,646	21,008	(223,127)	(1,287)	(224,414)	(203,406)
Adjustments between accounting basis & funding basis under statutory provisions	(15,476)	(82)	(15,558)	15,476	82	15,558	-
Net increase/ decrease before transfers	3,886	1,564	5,450	(207,651)	(1,205)	(208,856)	(203,406)
Transfers to/from Earmarked Reserves	799	-	799	(884)	-	(884)	(85)
(Increase)/decrease in 2022/23	4,685	1,564	6,249	(208,535)	(1,205)	(209,740)	(203,491)
Balance at 31 March 2023	(34,192)	(9,069)	(43,261)	(372,946)	(2,067)	(375,013)	(418,274)

The opening balance at 1 April 2022 has been adjusted to reflect the change in share of the Valuation Joint Board from 15.4% in 2021/22 to 15.7% in 2022/23. This increase reflects the inclusion of additional Barclay funding within the requisitions made to the Board from the constituent authorities.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23

	Usable Reserves			Unusable Reserves			Total Group Reserves
	Council	Council's share of subsidiary, associates & joint ventures	Group Total	Council	Council's share of subsidiary, associates & joint ventures	Group Total	
2021/22	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2021	(33,094)	(7,293)	(40,387)	(87,832)	(365)	(88,197)	(128,584)
Movement in Reserves during 2021/22							
Total comprehensive income & expenditure	18,144	(3,244)	14,900	(100,506)	(607)	(101,113)	(86,213)
Adjustments between accounting basis & funding basis under statutory provisions	(24,128)	(94)	(24,222)	24,128	94	24,222	-
Net increase/ decrease before transfers	(5,984)	(3,338)	(9,322)	(76,378)	(513)	(76,891)	(86,213)
Transfers to/from Earmarked Reserves	201	-	201	(201)	-	(201)	-
(Increase)/decrease in 2021/22	(5,783)	(3,338)	(9,121)	(76,579)	(513)	(77,092)	(86,213)
Balance at 31 March 2022	(38,877)	(10,631)	(49,508)	(164,411)	(878)	(165,289)	(214,797)

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements
Group Balance Sheet as at 31 March 2023

The Group Balance sheet shows the value of the Group combining Clackmannanshire Council's assets and liabilities with its share of the assets and liabilities of those entities in which it has a financial interest.

31 March 2022 £'000		31 March 2023 £'000
399,654	Property, Plant & Equipment	457,011
805	Heritage Assets	805
7,690	Investment Properties	7,532
310	Intangible Assets	206
7,062	Investments in Associates and Joint Ventures	5,682
-	Pensions Asset	63,386
-	VJB Assets	467
1	Long-Term Debtors	1
415,522	Non-Current Assets	535,090
225	Investment Properties held for Sale	242
535	Inventories	598
18,727	Short-Term Debtors	13,968
32,010	Short-Term Investments	34,009
9,234	Cash and Cash Equivalents	5,889
60,731	Current Assets	54,706
(31,653)	Short-Term Creditors	(35,927)
-	Provisions	(125)
(5,867)	Short-Term Borrowings	(3,032)
(37,520)	Current Liabilities	(39,084)
(60)	Provisions	(65)
(98,238)	Long-Term Borrowing	(97,754)
(124,911)	Other Long-Term Liabilities	(34,619)
(727)	VJB Liabilities	-
(223,936)	Long-Term Liabilities	(132,438)
214,797	Net Assets	418,274
(49,508)	Usable Reserves	(43,261)
(165,289)	Unusable Reserves	(375,013)
(214,797)	Total Reserves	(418,274)

The unaudited financial statements were issued on 10 August 2023.

Lindsay Sim
Chief Finance Officer

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements

Notes to the Group Financial Statements

Note 1 Group Accounting Policies

In accordance with the Code of Practice on Local Authority Accounting in the United Kingdom, Group Accounts have been prepared in addition to single entity financial statements. The Financial Statements for the Group have been prepared in accordance with the Accounting Policies specified for the Council's Financial Statements and are set out in Note 1 of this document.

Note 2 Disclosure of Interest in Other Entities

The Council has adopted the recommendations of the Code, which requires local authorities to consider their interests in all types of entity to incorporate into Group Financial Statements. Group accounts have been prepared using the following basis:

- subsidiaries – consolidated on a line by line basis; and
- associates and joint ventures – using the equity method of accounting.

A full set of Group Financial Statements with the exception of a Cash Flow Statement, has been prepared and presented in the pages above, incorporating material balances from identified associates. The Group Cash Flow Statement is provided alongside the single entity statements as it is not materially different to the cash flow statement for the Council as a single entity.

Note 3 Group Entities

The accounting period end for the entities below is for the year end 31 March. Financial information up to 31 March was obtained and accounted for in the Group accounts. The dates of these accounts are included below.

The Group Accounts consolidate the results of other entities:

- The Common Good Fund has been consolidated in full as a subsidiary (31/03/23).
- Central Scotland Valuation Joint Board has been incorporated as an associate with a 15.7% share of total requisitions (31/03/23); and
- Clackmannanshire & Stirling Integration Joint Board has been incorporated as a joint venture with a 25% shareholding (31/03/23).

The Council also has an interest in Coalsnaughton NHT 2012 LLP as an associate and in CSBP Clackmannanshire Investments Limited as a joint venture. On assessment of the financial information of both entities, the total net assets of each are below materiality level and the financial information is not consolidated into the Group Financial Statements.

The individual accounts relating to these entities are published separately, and are available from Companies House or the Chief Finance Officer and Section 95 Officer, Kilncraigs, Alloa, FK10 1EB.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements

Notes to the Group Financial Statements (continued)

With regard to the Joint Boards, the Council's interest reflects the requisition share paid by the Council. As no consideration was paid for such interests, there is no requirement to account for goodwill.

The Council holds no shares in the bodies governed by these Boards.

The Joint Boards have a wide range of functions to discharge, and members of each Board are elected Councillors and are appointed by the Council in proportions specified in the legislation.

Under accounting standards guidance, the Council can be seen to have significant influence over these statutory bodies, through nominated Council Member involvement in the bodies' governing Boards. The Boards are included within the Group Accounts even when our interest in these bodies is less than the 20% that is normally presumed to represent significant influence.

The Council has accounted for its interest in its joint venture using the equity method of accounting. The consideration paid by the Council equalled the fair value of assets and liabilities acquired, and therefore no goodwill arose on acquisition.

Note 4 Non-Material Interest in Other Entities

The Council recognises Coalsnaughton NHT 2012 LLP as an associate. The Council is one of four members of the LLP (25%). The Council made no contribution to the associate in the 2022/23 or 2021/22 financial years and the financial information from this associate has not been consolidated into the Group Financial Statements as it is considered immaterial to the understanding of the accounts.

The Council recognises CSBP Clackmannanshire Investments Limited as a joint venture. The council has two elected members of the Council who sit on the board of directors (50%). The Council received £0.043m in 2021/22 which was the repayment of rent guarantee funds previously provided by the Council. No funds were received in 2022/23. The Council made no contribution to the joint venture in the 2022/23 or 2021/22 financial years and the financial information from this joint venture has not been consolidated into the Group Financial Statements as it is considered immaterial to the understanding of the accounts.

The Council also has an interest in SEEMIS Group LLP and Scotland Excel. The financial results of the organisations have not been consolidated into the Council's Group Accounts as they are considered immaterial to the understanding of the accounts.

Note 5 Financial Impact of Group Consolidation

The effect of inclusion of the Subsidiary (Common Good), Associate, Joint Ventures and entities on the Group Balance Sheet is to increase both the Reserves and Net Assets by £11.136m (2021/22 £11.509m) representing the Council's net asset in the consolidating entities.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements

Notes to the Group Financial Statements (continued)

Note 6 Financial Results of Associates and Joint Ventures

The Council has interests in its subsidiary, associates and joint ventures. It participates in these companies by means of Board membership and the provision of funding and management support.

Subsidiary:

- **Common Good – the Common Good is administered and fully controlled by Clackmannanshire Council.**

Common Good is treated as a subsidiary within the Council's Group accounts with assets, liabilities, reserves, income and expenditure being consolidated line by line.

The income and charges made in the year by the Council for services provided can be seen in the previous section of these accounts.

Joint Ventures:

- **Clackmannanshire and Stirling Integration Joint Board**

The Clackmannanshire and Stirling Integration Joint Board (IJB) is a statutory body established to integrate health and social care services between Clackmannanshire Council, Stirling Council and NHS Forth Valley. The contribution provided by Clackmannanshire Council to the IJB in 2022/23 was £25.167m (2021/22 £21.583m). The IJB Board comprises twelve voting members with three elected members of Clackmannanshire Council (25% voting share).

Associates:

- **Central Scotland Valuation Joint Board**

The Central Scotland Valuation Joint Board (VJB) is the statutory body responsible for maintaining the electoral, council tax and non-domestic rate register for Clackmannanshire, Stirling and Falkirk Councils. The contribution made by Clackmannanshire Council to the board for 2022/23 was £0.453m (2021/22 £0.445m). The VJB board comprises fifteen voting members with three elected members of Clackmannanshire Council (20% voting share) the accounts are consolidated based on the payment share of 15.7%.

- **Coalsnaughton NHT 2012 LLP**

Under the NHT initiative, the Scottish Futures Trust, Hadden Construction and Clackmannanshire Council (25%) entered into a Limited Liability Partnership (LLP) to purchase newly-built homes so they could be made available for rent at 'mid market' rates, for a period of up to 10 years. All housing units were sold to Kingdom Housing Association on 7th March 2021 and the investment was fully repaid to the Council on that date. This associate is not included within the Group Financial Statements for 2022/23 or 2021/22 as it is considered immaterial to the understanding of the accounts.

CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23
Group Financial Statements

The following table represents the Group's share of key financial information included within the Group statements, extracted from the accounts of the above entities for 2022/23.

	Central Scotland VJB		Clackmannanshire and Stirling IJB		Common Good	
	2021/22 £'000	2022/23 £'000	2021/222 020/21 £'000	2022/23 £'000	2021/22 £'000	2022/23 £'000
Gross Income	(477)	(489)	(2,116)	(2,158)	(267)	(322)
Gross Expenditure	557	544	58,176	65,388	454	509
Financing & Investment Income & Expenditure	27	23	(60,568)	(61,848)	-	-
(Surplus)/ Deficit on Provision of Services	77	78	(3,508)	(1,382)	187	187
Other Comprehensive Income/ Expenditure	(607)	(1,287)	-	-	-	-
Non-current assets	8	372	-	-	5,165	4,978
Current assets	172	168	7,062	5,682	9	9
Current liabilities	(80)	(73)	-	-	-	-
Long Term liabilities	(827)	-	-	-	-	-

**CLACKMANNANSHIRE COUNCIL
ANNUAL ACCOUNTS 2022/23**

Report to Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: Annual Review of Debtors 2022/23

Report by: Chief Finance Officer (S95 Officer)

1.0 Purpose

- 1.1. To provide council with the annual update on income collection and to propose the 'write-off' of those debts which are deemed as irrecoverable.

2.0 Recommendations

- 2.1. It is recommended that the council;
- 2.1.1. Note the trends in income collection for 2022/23;
- 2.1.2. Approve the proposed write-off £1,307,287 as per paragraph 6.2 (Appendix C);
- 2.1.3. Approve the write-off of school meal debt held within Schools of £14,489.20 (paragraph 4.8) and within Sundry Debtors of £3,147 (paragraph 4.9);
- 2.1.4. Note the focussed activity on sundry debt recovery (paragraph 4.7), and
- 2.1.5. Note and comment as appropriate on the other matters raised in the report.

3.0 Background

- 3.1. Responsibility for the collection and recovery of income due to Clackmannanshire Council principally lies with the Finance and Revenues Service currently within the Partnership & Performance Directorate. All income collected by the service is done so in accordance with the Council's Corporate Debt Recovery and Write-Off Policy. The Council also uses Sheriff Officers to administer collection on the Council's behalf. Stirling Park continue to provide this service to the Council following a successful tender exercise in 2019/20.

- 3.2. This report analyses collection performance, updates members on recovery actions taken and service developments, and proposes the write-off across all debt streams for the financial year.
- 3.3. During the year bills and invoices totalling £72.603m were issued by the Council. This is a slight increase from £69.694m issued in 2020/21. The following paragraphs set out the details for each income stream.

4.0 Income Streams

Council Tax Collection

- 4.1. In 2022/23, Council Tax bills totalling £34.361m were issued to 25,207 households. In 2022/23 the Council increased Council Tax by 3% and the total income received for Council Tax in 2022/23 was £33.465m. This includes income in relation to water and sewerage charges that are included in the annual council tax bill and collected by the Council on behalf of Scottish Water. Charges for water and sewerage are set by Scottish Water on an annual basis.
- 4.2. The key indicator of performance for Council Tax collection (excluding water and sewerage) is the in-year collection rate. This represents the total amount of Council Tax collected as a percentage of the total amount billed. In 2022/23 the in-year collection rate was 96.8%. This is an increase of 0.8% on the recorded collection rate of 96.00% in 2021/22 and 0.6% above the national average of 96.2% for 2022/23.
- 4.3. Throughout the year the Revenues team have focused on processing applications for Council Tax Reduction (CTR). It has also continued to review processes and look for ways to improve efficiency. The team works closely with the Department of Work & Pensions (DWP) and the Council utilises its ATLAS information system which is used to ensure that all CTR cases are identified and processed.
- 4.4. The Citizens Access Portal went live during 2022/23. This gives council tax payers the ability to sign up to an online service, report changes and view their account online. Further work to develop these features will be carried out during 2023/24.

Sundry Debt Collection

- 4.5. During 2022/23 sundry debtor invoices totalling £6.584m (£5.594m 2021/22) were issued by the Council. A sundry debtor is the name given for invoices raised for chargeable council services. A large number of these invoices are for Social Services such as charges for Community Alarms (MECS), which account for 50% of the number of invoices raised in 2022/23. Other chargeable services include; client contribution towards care, commercial waste and after school fees. However, large invoices for Health and Social care to the NHS and Stirling Council are also raised using the same approach. Individual services are responsible for raising their own invoices with payments monitored by Finance and Revenues.

- 4.6 During 2022/23, sundry debt aged over 90 days is around 72% of total debt outstanding. Trends show that the older the debt is the harder it is to collect, with sundry debt being subscribed after 5 years.
- 4.7 Sundry Debt recovery was paused during the pandemic to ensure sufficient Revenues expertise and resources could be deployed on to critical response activity over an extended period. It has since partially resumed with targeted debt groups. Over the past two months, a review of the entire Sundry Debt caseload and recovery processes has been undertaken with a credit controller employed on a fixed term basis to support this. This initial work has resulted in a number of older debts being proposed for write-off as these fall into the category of prescribed and can no longer legally be recovered. Processes are being put in place where the Revenues team will work closely with legal services to ensure all recovery action is explored so that every effort is used to recover outstanding debt.

School Meal Debt

- 4.8 Debt that is due to unpaid School meal income is initially attempted to be recovered by the school. However, once this balance reaches £50, it is then transferred to sundry debtors to raise an invoice. As at the 31 March 2023 there is a balance of unpaid debt within the schools of £14,489.20 going back to 2018/19. Detail of the debt by year for each school is included in Appendix D.
- 4.9 Within sundry debt is a balance of £3,643 relating to debt due on school meals. In line with the categories for debt write-off, £496 of this amount is older than 5 years and is prescribed and is therefore included within the proposed write-off figure. In addition to this, Council is asked to write-off the remaining balance of £3,147 within sundry debt and the balance of £14,489.20 within Schools to support families through the cost of living crisis.

Non Domestic Rates (NDR) Collection

- 4.10 Clackmannanshire Council are required to bill and collect Non Domestic Rates (NDR) on behalf of the Scottish Government. Income is then pooled and distributed to Councils, under the rates pooling system. During 2022/23 the council billed businesses for rates totalling £17.217m. The collection rate for 2022/23 as a percentage of the total billed was 95.37%. This is an increase of 1.42% on previous collection rate of 93.95%.
- 4.11 As with Council Tax, Covid-19 had an impact on both billing and collection of Non Domestic Rates on both 2020/21 and 2021/22. In recognition of the impact of Covid-19 lockdown the Scottish Government again awarded 50% payment relief to business premises in the retail, hospitality, leisure and aviation sector for 3 months of 2022/23. This reduced our annual net billing by approximately £68,000. The Council was compensated for this reduction in income through an adjustment to its General Revenue Grant (GRG).
- 4.12 In 2023/24 there has been a number of changes to NDR administration in Scotland. The latest revaluation took effect from 1 April 2023 and the Small Business Bonus Scheme thresholds were amended. In addition to this, the relief for Empty properties was removed from statute and is now determined locally from 1 April 2023. Consistent with other Scottish local authorities, the

Council approved a policy replicating the previous statutory relief, with a view to reviewing this for 2024/25.

Housing

- 4.13 The total gross rental liability for 2022/23 payable by approximately 5,000 council tenants and associated lock-ups was £20.516m (2021/22 £20.077m).
- 4.14 Overall, rent arrears increased during the year by £0.259m to a total of £2.495m (2021/22 £2.236m). As a percentage of gross rental income, the arrears represent 12.2% (2021/22 11.2%) which is equivalent to £500 (2021/22: £450) per house. Housing officers worked closely with vulnerable tenants during the pandemic, whilst also delivering vital community supports.
- 4.15 In addition to the debtor for rents, the Housing debtors also includes unpaid invoices for rechargeable repairs and Housing Benefit Overpayments. The following sections sets out details for each of the categories of debts within Housing. Appendix A summarises the arrears position for Housing debts broken down by category for the years 2020/21 to 2022/23.

Current Rent Arrears

- 4.16 The tables below provide a breakdown of current rent arrears and the impact of Universal Credit (UC). It should be noted that the Scottish Housing Regulator (SHR), to allow for comparisons between Councils and Housing Associations, allow for some year-end adjustments to the arrears figures particularly dealing with UC Payments meant for the previous financial year.
- 4.17 Table 1 below details that overall, in the last financial year, arrears reduced by almost £0.012m. However, the main comparison figure utilised by the SHR (Indicator 31), Gross rent arrears increased by 0.85 percentage points to 11.51%. The table demonstrates that this 9% increase was because of former tenant arrears increasing by 1.16 percentage points or 16.5% increase in Former Tenant Arrears.

Table 1

	2019/20	2020/21	2021/22	2022/23	Current / Last Year Increase (Decrease)
Current tenant rent arrears value	£916,696	£848,778	£873,255	£861,742	(£11,513)
Gross rent arrears (current and former tenants) as a % (SHR indicator 31)	10.12%	9.56%	10.66%	11.51%	0.85%
SHR Current Tenant arrears as a %	3.91%	3.33%	3.63%	3.32%	(0.31%)

SHR Former Tenant arrears as a %	6.21%	6.23%	7.03%	8.19%	1.16%
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4.18 The following table provides a breakdown of arrears cases by value band over the last two financial years and the movement in each of those bands.

Table 2

Breakdown of arrears case load	2021/22	2022/23	Current / Last Year Increase (Decrease)
Total No of current rent accounts in arrears	1,793	1,895	102
Greater than £4,000	15	6	(9)
Between £3,000 & £3,999	17	13	(4)
Between £2,000 & £2,999	39	40	1
Between £1,000 & £1,999	146	172	26
Between £500 & £999	267	257	(10)
Between £0 and £499	1,309	1,407	98
Highest rent account balance	£7,943.57	£7,438.24	£505.33

4.19 Table 3 provides a further breakdown of arrears value per case and the illustration between those arrears cases claiming Universal Credit Housing Cost Assistance and those in arrears who are not.

Table 3

	2019/20	2020/21	2021/22	2022/23	Current / Last Year Change
Total Arrears Value	£916,696	£848,778	£873,255	£861,742	(£11,513)
Average value per case	£459	£475	£488	£454	(£34)
Total Number of UC cases in arrears at year end	1,251	1,138	1,226	1,398	172
Total Arrears value for UC cases	£697,126	£600,319	£637,562	£669,646	£32,085
Average value per case	£557	£528	£520	£479	(£41)

Non UC claimants in arrears at year end	747	593	564	501	(63)
Total Arrears value for non UC cases	£219,570	£236,295	£235,694	£192,096	(£43,598)
Average value per case	£294	£399	£418	£383	(£34)
Total Number of UC claimants at year end	1,518	1879	2049	2204	155
% UC claimants in arrears	82%	60.56%	59.83%	63.43%	3.60%

Former Tenant Arrears

- 4.20 Tenancies end for a variety of reasons including abandonment, eviction or death. When there is a balance on the account these arrears can be difficult to collect if for example, there is no forwarding address, or the deceased has no estate.
- 4.21 The total former tenant arrears at the 31 March 2023 was £1.622m (including lock-ups) made up of 2,624 cases. This is an increase from 2021/22 of £0.277m and an increase of 289 cases.

Housing Benefit Overpayments

- 4.22 An overpayment of Housing Benefit (HB) occurs when an individual receives an award of benefit that is then deemed not to have been due. This can occur for a variety of reasons, including claimant error, fraud, and a backdated change in circumstances or Local Authority (LA) error. For existing HB claimants any overpayment can be recovered from on-going entitlement where possible, but for others, customers are required to make arrangements to repay. HB overpayment accounts can also be sent to Sheriff Officers for collection.
- 4.23 At the end of 2022/23 there were outstanding Housing Benefit Overpayments relating to Council tenancies for both Former and Current Tenants of £0.965m. This is a slight decrease of £0.002m from 2021/22.

5.0 Overall Debt Position

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

Table 4

Debtor	2020/21 £000	2021/22 £000	2022/23 £000
Council Tax	12,017	12,584	12,488
Sundry Debtors	4,106	3,389	3,408
HRA Debts	3,183	3,361	3,779
Total Gross Debtor	19,306	19,334	19,675
Total Provision	(13,816)	(14,023)	(14,608)
Total Net Debtor	5,490	5,311	5,067

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

5.3 The net debtor reflects the amount that the Council realistically expects to recover. The difference between these two figures is the debtor provision which is a prudent calculation of debt that is not expected to be recovered, however action to recover the debt will still take place. Debt will only be written off when all avenues of recovery have been exhausted. The net debtor position is recognised as the best reflection of debts that can be recovered. Further breakdown of the gross and net debtor for each debt stream after the provision is provided in Appendix B.

5.4 For 2022/23, the figures are draft and still subject to audit. They also incorporate the proposed write-off detailed within this paper to show a comparable position of the gross and net debtors over the three years. Each year there is adequate provision made against the debtor. The key indicator for debtor performance is that of net debtor, which is not affected by any write-off.

6.0 Irrecoverable Debt for Write-Off

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

6.2 The table below highlights the proposed write-off from each income stream along with a comparison of the accounts approved for write-off in financial year 2021/22.

Table 5

Type of Debt	Proposed Write Off 2021/22		Proposed Write Off 2022/23	
	Number of accounts	Value £	Number of accounts	Value £
Council Tax	743	256,496	1,045	402,350
NDR	23	97,453	21	206,254
Sundry Debt	498	114,776	2,079	625,719
Former Tenant Arrears (incl Lockups and Recharges)	254	76,833	380	66,068
Housing Benefit Overpayments	289	22,738	148	6,896
Total	1,807	568,299	3,673	1,307,287

- 6.3 Accounts can be proposed for write-off for a number of reasons including;
- Deceased – where the customer has died and left no estate.
 - Sequestration – The customer has applied for and been awarded bankruptcy and there is unlikely to be any dividend for creditors.
 - Untraceable – No up to date contact information is available for the customer and all means of contacting them have been exhausted.
 - Small Balance – The balance outstanding on the account is small and it is not deemed cost effective to pursue.
 - Management Write-Off – Management have agreed to the write-off of the debt due on a particular case due to the individual circumstances of the customer.
 - Time Lapsed – Where the debt has prescribed under the Prescription and Limitation Act Scotland 1973 and it has been more than 5 years since last contact from the customer. This excludes debt relating to Council Tax, NDR and Housing Benefit Overpayment.
- 6.4 The overall increase in debt proposed for write-off reflects the recommencement of the review of outstanding debt.
- 6.5 For 2022/23 there has been an increase in the value of proposed debt for write-off across Council Tax, NDR and Sundry Debt both in number of accounts and in value.
- 6.6 The reasons for this increase can be attributed to both the pandemic and the current cost of living crisis affecting both businesses and individuals. Specifically, over the past three years, the Council has had to make conscious choices on prioritisation of services while responding to the pandemic. As such focus was primarily on supporting individuals and businesses with the administration of council tax reduction and housing benefit and the timely award of crisis and support grants.

- 6.7 The economic climate has also had an impact on businesses with higher levels of debt being identified for write-off due to the business or sole trader going out of business and no longer trading.
- 6.8 Appendix C provides a breakdown by reason for the proposed write-off of debts in each income stream.

7.0 Sustainability Implications

- 7.1 None

8.0 Resource Implications

8.1 *Financial Details*

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

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

8.4 *Staffing*

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

9.0 Exempt Reports

- 9.1 Is this report exempt? Yes No X

10.0 Declarations

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

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

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

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

Clackmannanshire Council Debt Recovery and Write Off Policy – June 2018

11.0 Equalities Impact

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

Yes No

12.0 Legality

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

13.0 Appendices

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

Appendix A – Housing Debts at 31 March 2023

Appendix B – Overall Debtor Position at 31 March 2023

Appendix C – Proposed Write-offs at 31 March 2023

Appendix D – School Meal Debt

14.0 Background Papers

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

Yes No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ben Watson	Interim Revenues Supervisor	6228
Lindsay Sim	Chief Finance Officer	2022

Approved by

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

Housing Debts at 31 March 2023

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

HRA arrears position 2020/21 to 2022/23

	2020/21 £000	2021/22 £000	2022/23 £000
Current Tenant Arrears	849	873	862
Former Tenant Arrears	1,173	1326	1,592
HB Overpayments (HRA only)	977	967	965
Rechargeable Repair	99	99	99
Other Miscellaneous	85	96	261
Total Gross Debtor	3,183	3,361	3,779
Provision	(3,181)	(3,361)	(3,446)
Total Net Debtor	2	-	333

- 1.2 The majority of this debt is accounted for within the Housing Revenue Account, with the exception of Housing Benefit Overpayments which are included in the general fund account.
- 1.3 For 2022/23 the gross Debtor has increased by £418k. This is mainly due to an increase in Former Tenant Arrears and Other Miscellaneous.
- 1.4 The pandemic, the roll out of Universal Credit and the current cost of living crisis, has had, and will continue to have, a significant impact on rent arrears. Housing rent is managed by the Tenancy Management Team and Housing Officers work closely with tenants to help them to sustain their tenancy and pay their rent.

Overall Debtor Position at 31 March 2023

1.1 The table below details the debt position for each of the main council income streams and the provision made against each. At the end of 2022/23, there have been increases in outstanding debt across all income streams. As such, corresponding provisions have also been increased.

Debtor	2020/21 £000		2021/22 £000		2022/23 £000	
Council Tax	12,017		12,584		12,488	
Provision	(9,205)	2,812	(9,151)	3,433	(9,576)	2,912
HRA Debts	3,183		3,361		3,779	
Provision	(3,181)	2	(3,361)	-	(3,446)	333
Sundry Debtors	4,106		3,389		3,408	
Provision	(1,430)	2,676	(1,511)	1,878	(1,586)	1,822
Total Net Debt		5,490		5,311		5,067

Proposed Write-Offs at 31 March 2023

- 1.1 The following paragraphs set out for each of the proposed debt streams, the total amounts and number of cases by reason for write-off showing comparison to the previous year. Full case records are retained by the Revenues Team for audit purposes.
- 1.2 Current Tenant arrears are managed by the Tenancy Management Team, within Housing. These debts are dealt with separately and are not included within the proposed write-off below.

Council Tax and Water Charges

- 1.3 The following table details the proposed write-offs for Council Tax and Water Charges by reason

Reason	2021/22		2022/23	
	No of Accounts	Total £	No of Accounts	Total £
Deceased	454	115,599	603	158,724
Sequestration	192	99,692	350	205,168
Untraceable	97	41,205	91	38,457
Small Balance	-	-	1	1
TOTAL	743	256,496	1,045	402,350

- 1.4 The proposed write off for Council Tax compared with 2021/22 has increased by £145,854, an equivalent of 56.9% and increase of 302 cases.
- 1.5 51% of the council tax accounts being proposed for write-off are due to people being sequestered or entering a Trust Deed. This increase can more than likely be attributed to the cost of living crisis. A further 39% of the council tax accounts being proposed for write-off are due to death of the debtor leaving no estate. The remaining 10% are where there is no information to contact the rate payer and pursue the debt.

Non Domestic Rates (NDR)

1.6 The following table details the proposed write-offs for NDR by reason.

Year	2021/22		2022/23	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	3	365	4	33,088
Sequestration/ Liquidation	6	51,874	10	140,528
Ceased Trading/ Dissolved	14	45,214	7	32,638
Total	23	97,453	21	206,254

1.7 The number of cases proposed for write-off have remained at a similar level to 2021/22, however there has been a 112% increase in the total value of proposed write-offs, indicating a higher average value per case than 2021/22.

1.8 The majority of the cases and value of debts identified for write-off (68.1%) are due to Rate Payers entering liquidation or being sequestrated.

Sundry Debts

- 1.9 The following table sets out the detailed reasons for proposed write-off of Sundry Debts.

Year	2021/22		2022/23	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	288	25,131	23	924
Sequestration	34	17,685	2	470
Deceased	152	58,158	12	622
Small Balances	7	1,021	-	-
Ceased Trading/ Dissolved	17	12,781	-	-
Time Lapsed	-	-	2,035	618,778
Management Write Off	-	-	7	4,925
Total	498	114,776	2,079	625,719

Former Tenant Arrears

- 1.10 The following table sets out the detailed reasons for proposed write-off of former tenant arrears.

Year	2021/22		2022/23	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	-	-	2	406
Deceased	175	50,037	96	49,803
Small Balances	49	251	173	3,513
Sequestration	30	26,545	109	12,346
Total	254	76,833	380	66,068

Housing Benefit Overpayments

1.11 The following table sets out the detailed reasons for proposed write-off of Housing Benefit Overpayments.

Year	2021/22		2022/23	
Reason	No of Accounts	Total £	No of Accounts	Total £
Deceased	85	15,160	39	4,432
Sequestration	3	412	-	-
Untraceable	14	5,532	-	-
Small Balances	187	1,634	109	2,464
Total	289	22,738	148	6,896

APPENDIX D

School Meal Debt by School

1.1 The table below shows the outstanding income due for school meals, by school, that is not yet passed to sundry debtors.

The school lunch debt recorded for the past five years, broken down by year						
School	2018-19 £	2019-20 £	2020-21 £	2021-22 £	2022-23 £	TOTAL ALL YEARS £
Abercromby	-	341.30	362.80	373.30	805.80	1,883.20
Alva PS / Alva ASD	16.20	23.30	150.50	-	-	190.00
Banchory PA	132.40	116.00	50.00	586.00	605.00	1,489.40
Deerpark PS	-	140.00	546.10	470.00	667.15	1,823.25
Fishcross PS	-	-	-	-	14.00	14.00
Park PS	38.00	533.00	516.00	2,117.45	1,580.00	4,784.45
St Bernadette's PS	72.00	319.00	191.00	757.50	405.00	1,744.50
St Serf's PS	117.00	194.20	629.70	280.00	714.70	1,935.60
Strathdevon PS	-	-	-	284.50	-	284.50
Tillicoultry PS				96.00	244.30	340.30
TOTAL	375.60	1,666.80	2,446.10	4,964.75	5,035.95	14,489.20

Report to: Clackmannanshire Council

Date of Meeting: 10th August 2023

Subject: Mainstreaming Equality and Diversity Progress Report 2021-2023

Report by: Strategic Director, Partnership and 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, as set out in the Mainstreaming Equality & Diversity 2021/25 report, approved by Council in 2021. This report follows previous progress reports agreed by Council every 2 years with the latest published in 2021. It also sets out employment data relating to Equality and Diversity and to gender pay and the gender pay gap for the Council.

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.2. Notes, challenges and comments on the report; and,
- 2.3. Notes the statutory requirement for the report to be published on the web following consideration by Council.

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. The report sets out the progress the Council is making on mainstreaming equality and diversity. Progress is set against the seven outcomes agreed by Council in 2021, namely:

- We will work alongside our partners to reduce socio-economic disadvantage faced by families and communities in Clackmannanshire.
- We will have strong, vibrant and inclusive communities where citizens have a sense of belonging and identity.
- We will reduce the attainment and achievement gap for pupils and young people with protected characteristics and those living in poverty.
- Clackmannanshire Council has increased knowledge and capacity about equality, diversity and poverty and meets its responsibilities and duties under the Equality Act 2010.
- In Clackmannanshire people will feel equally safe from harm.
- Clackmannanshire Council is inclusive and values and respects all employees equally.
- Access to Council services will be improved for citizens with a protected characteristic in Clackmannanshire.

3.6 The report at Appendix 1 sets out the progress being made relating to the seven outcomes and the general equality duty. The appendix also provides employee information and data as well as data on gender pay and the gender pay gap.

4.0 Sustainability Implications

4.1. The report contributes positively to improving social inclusion, reducing health inequality, improving quality of life and efforts to reduced underemployment. No negative sustainability implications are identified.

5.0 Resource Implications

5.1. There are no financial or staffing implications arising from the mainstreaming equalities 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)

Mainstreaming Equalities and Diversity 2021/25

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

8.2 The mainstreaming equalities and diversity report set out the progress being made by Council on the outcomes and actions agreed in 2021. There are no equalities impacts arising directly from this report.

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 Equalities and Diversity Progress Report 2021/23

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager Partnership and Transformation	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director of Partnership and Performance	

Mainstreaming Equality and Diversity in Clackmannanshire 2023



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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 2010¹ 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 2021-25 report, approved by Council in 2021. This report also presents data relating to our workforce and the gender pay gap, demonstrating trends in our data since 2017.

In 2021 Clackmannanshire Council agreed the following Mainstreaming Equalities outcomes on which it would seek to make progress over the 4 years of the Mainstreaming Equalities plan:

We will work alongside our partners to reduce socio-economic disadvantage faced by families and communities in Clackmannanshire.
We will have strong, vibrant and inclusive communities where citizens have a sense of belonging and identity.
We will reduce the attainment and achievement gap for pupils and young people with protected characteristics and those living in poverty.
Clackmannanshire Council has increased knowledge and capacity about equality, diversity and poverty and meets its responsibilities and duties under the Equality Act 2010.
In Clackmannanshire people will feel equally safe from harm.
Clackmannanshire Council is inclusive and values and respects all employees equally.

¹ Further information on the Equality Act 2010, Public Sector Duties and guidance on the protected characteristics can be accessed here: <https://www.equalityhumanrights.com/>

Access to Council services will be improved for citizens with a protected characteristic in Clackmannanshire.

Strategic Landscape 2023

Clackmannanshire Council seeks to ensure that promoting equality and addressing inequality sits at the centre of our strategic planning landscape and at the heart of the outcomes we are seeking to achieve. We are seeking to achieve that through delivery of our Equality Outcomes and Priority Actions, but also through the following key strategies, all of which have a specific equality focus. The latest versions of these plans can be accessed on the Council's website.

- Community Wealth building Action Plan
- British Sign Language Action Plan
- National Improvement Framework
- Wellbeing Economy Local Outcome Improvement Plan (being refreshed)
- Be the Future Transformation Programme and Target Operating Model
- Local Child Poverty Action Plan
- Community Justice Action Plan
- Children's Services Plan
- Violence Against Women and Girls Strategy
- The Promise
- Workforce Strategy and Employee Policies
- Gaelic Language Plan
- Sport and Active Living Framework
- Stirling and Clackmannanshire City Region Deal Skills and Inclusion Programme

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 has been important therefore that our Mainstreaming Equalities outcomes and priorities reflect those set out in our key corporate strategies, and reflect our work on a wellbeing economy in Clackmannanshire. Whilst these are currently under review, 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:

- 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

This mainstreaming equalities report is a key part of the Council's Strategic Performance Framework and aligns with our Corporate Plan which sets out the 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/>

Key Developments and Achievements 2021-23

The following pages set out our progress on the actions agreed by Council in 2021, and builds on the progress reports published in 2019 and 2021, copies of which can be found on our website.

Employee Data and Gender Pay Gap

Updated information is provided on employee data and gender pay data, including gender pay gap information for 2021 and 2022. This information is provided in the tables at appendix A.

Mainstreaming Equality and Diversity in Clackmannanshire: Report on Progress 2021-2023.

Outcome 1 - We will work alongside our partners to reduce socio-economic disadvantage faced by families and communities in Clackmannanshire.	
Equalities Duties: Advance Equality; Foster good relations between different groups.	
Linked Strategies: Local Outcome Improvement Plan; Community Wealth building Action Plan; Local Child Poverty Action Reports; Children's Services Plan; Stirling and Clackmannanshire CRD Skills and Inclusion Programme.	
Priority Action:	Latest Note
We will deliver a wellbeing economy for Clackmannanshire with inclusive growth and community wealth building at its heart. This will include the development of a good employment charter for Clackmannanshire and specific work to target gender justice across the County.	The Council, alongside our strategic and Community Planning Partners remain committed to delivering a wellbeing economy for Clackmannanshire. A pilot with the Scottish Government has been successfully completed and work is well underway to develop a Wellbeing Economy Local Outcome Improvement Plan for Clackmannanshire which will be completed in 2023. The Council also approved a 2 year annual report in March 2023 on the progress made to date on implementation of the Community Wealth building Action Plan. Progress has included the development of a Good Employment Charter for Clackmannanshire and progress made on the Women into Business targeted programme. This work is led by the Clackmannanshire anchor partnership and the Clackmannanshire Alliance.
Working alongside our Community Planning Partners and through the Tackling Poverty Partnership we will deliver our commitments to reduce Child Poverty in Clackmannanshire. This will include specific work to develop the newly formed Clackmannanshire Food Partnership and a food resilience action plan for Clackmannanshire.	The Tackling Poverty Partnership continues to work with a wide range of partners to deliver our commitments to reduce Child Poverty in Clackmannanshire. This includes specific work around families through the Family Wellbeing Partnership; linkages with employability programmes; work with the established Forth Valley Food Partnership; targeted work on Cost of Living and ongoing work to raise awareness of poverty and inequality through Challenge Poverty Week campaigns. Further information on progress against this action can be found in the Local Child Poverty Action Reports which are published annually. These reports can be accessed here: https://www.clacks.gov.uk/site/documents/deprivation/clackmannanshirelocalchildpovertyactionreport/ In addition, the Council alongside our Community Planning Partners undertook some specific focussed work on Cost of Living. This work resulted in the development of an action plan and a number of additional supports including increased advice and information.
We will continue to provide support services for people disproportionately impacted by the Covid pandemic including on welfare and financial assistance; food; advice and support on employment, redundancy and	The Council, alongside a wide range of partners, provided significant support to those people most impacted by the Covid pandemic. This included provision of welfare and financial assistance; support accessing services, food and information; provision of grants and financial support and working with a range of partners to signpost people to the most appropriate places for support. The Council published a debrief report on our response to Covid which provides more detail on the range of services provided. This report can be accessed here:

money.	https://www.clacks.gov.uk/document/meeting/289/1126/7278.pdf
We will build on the achievements made in 2021 to reduce digital exclusion across protected groups and will publish a Digital Inclusion Strategy for Clackmannanshire by 2023.	Good progress has made by the Council on digital inclusion, including roll out of the Connecting Communities programme; work with partners on Digital through the Tackling Poverty Programme; creation of a Digital Champions network for employees and the roll out of the Digital Devices for Learning programme and work on digital inclusion is planned aligned with a refresh of the Digital Transformation Strategy. Digital inclusion has also been included as a specific discussion theme through Challenge Poverty week. Work with partners to develop a digital inclusion strategy will be progressed in 2023/24.
We will implement actions to tackle period poverty for all women and girls across Clackmannanshire.	Monitoring of the work in Clackmannanshire to tackle period poverty for women and girls is taken forward through the Tackling Poverty Partnership and Local Child Poverty Action Reporting. Developments in the reporting period include engagement with communities and young people to identify needs and gaps; specific work in educational establishments and launch of the my period live app which shows where access to free period products can be found in Clackmannanshire. Further information on work that partners in Clackmannanshire are taking forward to address period poverty can found here https://www.clacks.gov.uk/community/sanitaryprov/
We will deliver our Skills and Inclusion programme as part of the Stirling and Clackmannanshire City Region Deal. This programme will support people with protected characteristic into skills and support programme for employment.	A Flexible Skills & Inclusion Programme comprising the development and delivery of a community benefits programme, skills, a barrier free fund and Fair Work Incentive is underway with partners including Forth Valley College and FEL. A Deliver Stirling and Clackmannanshire City Region Deal (CRD) Inclusion Support Worker programme is also ongoing which supports access to a range of barrier removal programmes including adult literacy and numeracy, confidence building, wellbeing activities, self-esteem programmes and basic computing all designed to help people progress to next steps programmes where they can take full advantage of pre employability support programmes and then progress in to work.

Outcome 2 - We will have strong, vibrant and inclusive communities where citizens have a sense of belonging and identity.	
Equalities Duties: Advance Equality; Foster good relations between different groups.	
Linked Strategies: Be the Future; Mainstreaming Equalities; Gaelic Language Plan;	
Priority Action:	Latest Note
We will work with local organisations to help raise awareness of local cultural heritage in Clackmannanshire.	Clackmannanshire Council works with a number of partners to raise awareness and promote local cultural heritage including through our local archives and museum collection. In this reporting period a number of local campaigns have been led by the Council's archivist. These have included doors open days; a digital tour of Clackmannanshire as well as information on the local history service and the clackspast online catalogue of archives. Further information on the

	<p>Council's archive and genealogy services can be found here https://www.clacks.gov.uk/culture/archives/</p>
<p>We will deliver our Gaelic language plan to promote the heritage and history of language and place in Clackmannanshire.</p>	<p>Progress on implementation of the Council's Gaelic Language Plan 2020/25 is monitored through annual reports to the Bord na Gadligh. The plan is published on the Council's website and can be found here https://www.clacks.gov.uk/learning/gaeliclanguageplan/</p> <p>Progress has been made in the reporting year on promoting Gaelic identity through signage at public buildings and vehicle fleet as well as through a review of Gaelic education provision in Clackmannanshire.</p>
<p>We will develop awareness raising activities in support of national campaigns such as International Women's Day, Challenge Poverty Week, LGBT + History, World Mental Health Day amongst others to raise awareness and support across Clackmannanshire.</p>	<p>In both 2021 and 2022 the Council, alongside Alliance partners supported events in support of Challenge Poverty Week which included hosting a conference; provision of training and learning events, community based events and social media awareness raising activities. Social media campaigns were also supported for national events including International Women's Day and World Mental Health Day. The Council alongside our partners also hosts events each year as part of 16 days of action against gender based violence.</p>
<p>We will use place based approaches to develop a transformation zone as part of a long term masterplan for Alloa. This will contribute to inclusive growth approaches by creating new health. Wellbeing and educational facilities along side increasing its attractiveness as a place to live and creating skills and employment opportunities.</p>	<p>Work is ongoing to develop a town centre masterplan for Alloa which meets the Council's wellbeing economy ambitions. This plan will include development of the wellbeing hub; learning estate; town centre regeneration; optimising use of green space and active travel developments. The Council, alongside our partners is also taking part in the national Shaping Places for Wellbeing programme with Public Health Scotland. Living Alloa, an award winning project between the Council and a range of partners including Clackmannanshire Third Sector Interface, completed a number of innovative projects in Alloa including an active travel hub and dementia friendly housing. More information on these projects can be found here https://www.clacks.gov.uk/property/livingalloaproject/</p>
<p>Deliver a transformation zone in an SIMD area which centres around sustainable food growing (including community food growing) and renewable energy generation which contributes to helping families living in poverty.</p>	<p>Clacks Good Food (CGF) is a cross-sector partnership that uses the Sustainable Food Places (SFP) national framework to use food to tackle multiple key issues. Since its official launch in May 2022, it has come together to outline five visions which it has set out in a Good Food Charter. More information on this can be found here. https://forthvalleyfoodfutures.org/download/22/sitedownloads/757/clacks_good_food_charter.pdf</p> <p>The vision was developed from local priorities identified during a series of Food Conversations held in 2021, as part of research into a <i>Food System Needs Assessment</i> completed in 2021. This work, which is being led through the Community Planning Partnership in Clackmannanshire also ties in with work looking at local food growing and embedding principles of dignified food access across the county. Further work on food poverty and sustainable access to food has also been led through the Family Wellbeing Partnership and as part of partnership work with schools.</p>

	More information on this can be found in the Local Child Poverty Action Reports on www.clacks.gov.uk
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Outcome 3 - We will reduce the attainment and achievement gap for pupils and young people with protected characteristics and those living in poverty.	
Equalities Duties: Eliminate discrimination, harassment and victimisation; Advance Equality	
Linked Strategies: Children’s Services Plan; Be the Future; Sport and Active Living Framework	
Priority Action:	Latest Note
We will deliver targeted support to young mothers in Clackmannanshire to help them achieve their full potential in learning and employment.	A range of support is helping pregnant and young mothers across Clackmannanshire, including specific help with financial security and benefits through the new baby financial health service partnership; best start grants and best start food and family nurse partnership which seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services. The service provides support to teenage mothers to support them to engage with services early and throughout their pregnancy with positive results. 83.9% of eligible teenage parents from Clackmannanshire enrolled with the Family Nurse Partnership programme in 2022/23, with 50% of clients receiving the recommended programme delivery of at least 11 visits during pregnancy. Work to embed the Young Parents Project in the Family Wellbeing Partnership has also been completed and links are in place with the family nurse partnership. The Parental Employability Support programme is also in place to provide personalised and tailored help to meet needs on gaining employment or a better job. This support includes confidence building, IT skills, financial advice, job search skills (job applications, CVs, interview techniques), access to volunteering and work taster opportunities, industry specific training, help with travel and childcare costs and clothes for interview/starting work.
We will develop integrated Promise and Child Poverty action plans as part of our overall approach to Children’s Services Planning in Clackmannanshire.	Clackmannanshire’s Children’s Services Plan 2021/24 was approved by Council in 2021. The plan has adopted The Promise outcomes to ensure the closest possible strategic alignment. The Children and Young People Strategic Partnership Group leads the delivery of the plan, monitors its progress and publishes annual reports on implementation of the plan. More information on this plan and annual reports can be found here https://www.clacks.gov.uk/children/childrenservicesplanning/ More information on Keeping the Promise in Clackmannanshire can be found here https://www.clacks.gov.uk/social/thepromisecics/
We will roll out the Cost of the School Day Toolkit to all Education establishments	The Cost of the School Day toolkit has been implemented in all Education establishments in Clackmannanshire. The Education Week of Action (3 rd -7 th October 2022) celebrated the positive

across Clackmannanshire.	initiatives undertaken by educational establishments as part of the local and national Challenge Poverty Week Awareness Raising Campaign. A survey was undertaken to capture the planned focus for each establishment, with 100% of schools raising awareness of a key poverty issue as part of the themed days of the Challenge Poverty Week. This work is ongoing in 2023.
We will implement action plans on delivering change in mental health and wellbeing for children and young people.	The Mental Health and Wellbeing in Clackmannanshire Transformation Project aims to develop a whole systems approach to supporting the mental health and wellbeing of children, young people and their families within Clackmannanshire. We have developed a Continuum of Support, which offers a range of services across different age groups, some of which offer 24/7 availability, delivered either virtually or face-to-face. This enables children, young people and their families to create packages of support that most suit their needs.
We will implement MCR pathways to address outcome gaps between care experienced young people and their peers.	MCR Pathways continue to work across all Secondary Establishments to address the outcome gap between care-experienced young people and their peers. This work aims to enhance established support for young people, who have experienced disadvantage, to realise their full potential through education by increasing the number of school-based mentors and partnership engagements. Over the last academic year more than 150 young people have been supported by the MCR programme in Clackmannanshire. Young people looked after at home, looked after away from home, those with informal social work supervision and those previously looked after were targeted for support with MCR mentored care-experienced young people demonstrating positive results across attainment performance measures.
We will improve access to sport and leisure activities for young people with protected characteristics.	The Sport and Active Living Framework (SALF) sets out the commitment from the Council along with our partners to improve access to sport and active living opportunities in Clackmannanshire. This includes a commitment to improve access to sport and active living for people with protected characteristics. Information on the activities provided can be found here. http://www.clacks.gov.uk/leisure/wellbeing The SALF is being refreshed in 2023 to align with the Wellbeing Hub and Lochies programme as well as the refresh of the Local Outcomes Improvement Plan.

Outcome 4 - Clackmannanshire Council has increased knowledge and capacity about equality, diversity and poverty and meets its responsibilities and duties under the Equality Act 2010.	
Equalities Duties: Advance Equality	
Linked Strategies: Mainstreaming Equalities	
Priority Action:	Latest Note
We will take into account equality, diversity and poverty when planning and developing services and making decisions and we will clearly publish information on our processes for doing so.	The Council reviewed and updated its Equality Impact Assessment process and guidance in 2021. The Council's Fairer Scotland duties were integrated as part of one assessment and approach. This approach is published on our website. As part of this process all policies and significant decisions are screened, and where appropriate equality and fairer Scotland impact assessments are prepared as part of decision making by Council. Impact assessments are published on the Council's website which can be found here https://www.clacks.gov.uk/council/eqia/ Our approach and the information that we publish on equalities will be further reviewed in 2023/24 to ensure a focus on continuous improvement in complying with our duties.
The Council will publish and promote its Licensing Board Equality and Diversity Policy.	The Licensing Board Equality and Diversity Policy is published on the Council's website and can be accessed here https://www.clacks.gov.uk/site/documents/policies/licensingboardequalityscheme/
We will provide staff and elected members with a sound understanding of the Equality Act and Public Sector Duties (and associated legislation) as part of induction and learning and development.	Information on the Equality Act and Public Sector Duties was provided to elected members as part of the induction process in May 2022. This included guidance prepared for elected members by COSLA and the Improvement Service on the Equality Act and Public Sector Duties and Fairer Scotland Duties. Equality and Diversity elearning is provided for employees through the Council's mandatory training programme.
We will identify and assess Equalities training needs of our workforce and provide refresher training on Equality and Fairer Scotland Impact Assessments.	Work is underway to identify training needs on equalities and fairer Scotland duties. We are working with specialist providers to design a bespoke training and awareness programme for elected members and staff to raise awareness of equalities issues, learn about specific barriers through lived experience case studies and preparing equality impact assessments as a key part of the public sector duties. This programme will be delivered in 2023/24.
We will review capacity and knowledge across the organisation to deliver our Equalities duties (and associated legislation) and agree an improvement plan.	This work will be progressed as part of the training needs analysis work outlined above.
We will take into account equality, diversity and poverty when planning and developing services and making decisions and we will	Equality and Fairer Scotland impact assessments are prepared for all policies which require a decision by Council. This includes all strategic documents, policies and procedures and budget setting and key financial decisions. Impact assessments are considered as part of our decision

clearly publish information on our processes for doing so.	making processes and inform specific engagement activity where this is required. More information on the approach, along with published impact assessments can be found on the Council's website.
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Outcome 5 - In Clackmannanshire people will feel equally safe from harm.	
Equalities Duties: Eliminate discrimination, harassment and victimisation; Advance Equality; Foster good relations between different groups	
Linked Strategies: Equally Safe; Children's Services Plan; Community Justice Strategy and Delivery Plans; Mainstreaming Equalities.	
Priority Action:	Latest Note
We will work with our partners to deliver Equally Safe and ensure appropriate plans are in place to address domestic abuse.	Clackmannanshire's Violence against Women and Girls partnership leads work to deliver Equally Safe. This partnership sits as part of the wider Community Planning framework and reports on progress and developments to that partnership. The VAWG partnership has reviewed its priorities, in line with Equally Safe, and is currently developing a strategy for Clackmannanshire. The partnership supports each year a range of activities and events in support of the national 16 days of action campaign. Information on services and support for people affected by domestic abuse is published on the Council's website.
We will continue to implement Safe and Together across Clackmannanshire.	Training on Safe and Together has been rolled out across key Council services and has also included partners.
We will work with our Community Justice partners to deliver our Community Justice Improvement Plan 'Resilience in the face of Adversity'.	A Community Justice improvement plan 2018/23 was published in 2018 following a Community Justice Strategic Needs Assessment undertaken in 2016. Work to refresh these plans is underway. An annual report setting out progress against the plan was submitted to the Community Planning Partnership, which has oversight of the work in 2022. A Community Justice Partnership for Clackmannanshire leads the delivery of the improvement plan. Further information on the plans and reports can be found here https://www.clacks.gov.uk/community/ccjp/
We will develop plans to implement appropriate actions from the newly passed Hate Crime (Scotland) Act 2021.	Information relating to support and services relating to hate crime, as well as details on third party reporting is provided on the Council's website. In March 2021 Council approved a new Equality, Diversity and Inclusion policy for employee's which includes hate crime legislation. Further work is required with partners to ensure that effective approaches are in place to record information on hate crimes in the community as well as in Council and education settings. This work will be taken forward in 2023/24 with relevant partners.

Outcome 6 - Clackmannanshire Council is inclusive and values and respects all employees equally.	
Equalities Duties: Eliminate discrimination, harassment and victimisation; Advance Equality.	
Linked Strategies: Mainstreaming Equalities; Community Wealthbuilding Action Plan; Workforce Strategy; Communications Strategy	
Priority Action:	Latest Note
We will build confidence in our staff to ensure disclosure of sensitive information in order to improve the data that we hold on our staff in order to better inform our decision making processes.	Efforts have continued to encourage employees to update equalities information though this remains voluntary to do so. Employee data is published every 2 years and this data is used to increase knowledge about our workforce and to aid workforce planning. Data on our employees also helps shape the development and improvement of workforce policies and approaches.
We will undertake a mapping and diversity exercise and seek to better understand and reflect the community in our workforce.	This work will be taken forward in 2023/24. The latest census results when published will provide updated information on equalities and diversity across Clackmannanshire and this data will be used to complete the diversity mapping exercise.
We will continue to support the health and wellbeing of our workforce through implementation of our action plan and implementation of our tool kit developed in 2021.	A wide range of support and advice for employees on Health and Wellbeing is provided by the Council. This includes a wellbeing toolkit for staff, signposting to support and advice, provision of a dedicated webpage for staff on health and wellbeing, training modules on Clacks Academy and in person training for all Council employees. Keepwell health assessments are offered to employees in partnership with NHS; mental health first aiders are in place to provide support for employees and an independent employee assistance programme (PAM Assist) is also in place to support staff. More information on this work is published on the Councils' website and Keeping Staff Connected pages. https://www.clacks.gov.uk/coronavirus/wellbeing/
We will evaluate hard to reach employee groups (with protected characteristics) to understand barriers and improve engagement and internal communications.	This work will be taken forward in 2023/24 as part of the Council's Workforce Strategy and Corporate Communications Strategy.
We will work towards Healthy Working Lives continued accreditation.	Clackmannanshire Council has achieved Healthy Working Lives accreditation at Silver level.
We will explore options to work with a relevant agency to develop an LGBTQ inclusive workforce across Clackmannanshire Council.	This work will be taken forward in 2023/24 as part of the work to develop an equalities and fairer Scotland training and awareness raising programme.
We will continue to demonstrate our Disability Confident Employer Status and continue to strive to make improvements	Clackmannanshire Council has retained its Disability Confident Employer status in 2022/23.

where we can.	
We will review our workforce policies on a programmed basis to ensure that they promote equality for all employees at Clackmannanshire Council.	Workforce policies are reviewed and updated on a programmed basis. Over the reporting period a range of workforce policies have been agreed which contribute to promoting equalities for Council staff. These have included the Equality, Diversity and Inclusion policy; Mental Health, Stress and Wellbeing policy, Grievance policy, Dignity at Work policy, learning and Development, Recruitment and Organisational Change policies.
We will ensure that all our workforce complete mandatory Equality and Diversity training each year.	Equality and Diversity e-learning remains part of the Council's annual mandatory learning programme. Delivery of the mandatory training programme is monitored by the Senior Leadership Group.

Outcome 7 - Access to Council services will be improved for citizens with a protected characteristic in Clackmannanshire	
Equalities Duties: Advance Equality; Foster good relations between different groups.	
Linked Strategies: Mainstreaming Equalities; BSL Strategy; Customer Charter; Customer Contact Policy (being refreshed).	
Priority Action:	Latest Note
We will further develop our knowledge of representative groups to ensure that our consultation on equality impacts is meaningful and can genuinely inform decision making.	The Council continues to work closely with a range of organisations and groups which represent the needs and views of equalities groups. This work will continue to be developed in 2023/24. As part of our approach on equality and fairer Scotland impact assessment, data and evidence is gathered from engagement and feedback which helps inform decision making and improving our understanding of equalities impacts. We continue to seek opportunities to work in partnership to improve our understanding of equalities and to further develop a robust evidence base on equalities groups.
We will implement our British Sign Language Plan 2018/24 and report and publish our progress.	The Council's British Sign Language Plan was published in 2018 and can be accessed here. https://www.clacks.gov.uk/site/documents/equalopportunities/britishsignlanguageplan201824/ A number of actions in the plan have been progressed including promoting BSL translation services through our customer contact channels; promoting BSL support and advise services, promoting BSL adult learning opportunities and supporting families with specialist support services.
We will work with local organisations to review our Council buildings to ensure that they are accessible for people with a disability.	We will progress this action in 2023/24.
We will improve access to services for	Council has agreed a programme of redevelopment of the Westhaugh travelling site in

<p>gypsy travelling families in Clackmannanshire.</p>	<p>Clackmannanshire anticipated to take around 18 months. Following a period of engagement with residents, a significant programme of investment is committed to redeveloping and improving services at the site.</p>
<p>We will review our customer charter to reflect our commitment to improving services for customers with a protected characteristic and will ensure that our customers are informed about how to influence decisions and services that matter to them and how they can access Council services.</p>	<p>The Council's Customer Charter and Customer Contact Policy has been refreshed and is currently subject to a period of consultation with both customers and employees. The Charter and Customer Contact Policy will be published in 2023 subject to appropriate approvals.</p>

Appendix A: Clackmannanshire Council Employee Data and Gender Pay Gap 2021 and 2022

Employee Headcount 2021 and 2022

Table 1

Total Employees by Gender 2021			
	Female	Male	Total
All Staff	2009	700	2709

Table 2

Employee Data Gender by Directorate 2021 (teachers)			
	Female	Male	Total
Teachers	542	124	666

Table 3

Total Employees by Gender 2022			
	Female	Male	Total
All Staff	2075	678	2753

Table 4

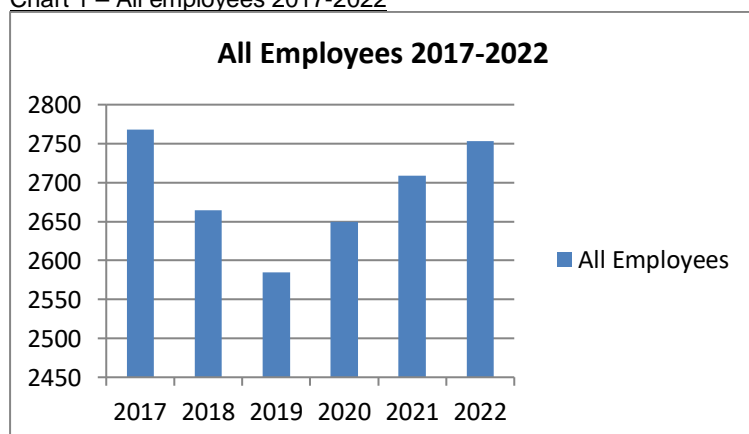
Employee Data Gender by Directorate 2022 (teachers)			
	Female	Male	Total
Teachers	575	126	701

Employee Headcount 2017-2022

Table 5

Total Employees 2017-2022					
2017	2018	2019	2020	2021	2022
2768	2664	2585	2650	2709	2753

Chart 1 – All employees 2017-2022



Employee Data by Gender 2021 and 2022

Table 6

Employee Data by Gender 2021 All Employees			
	Male	Female	Total
Health and Social Care Partnership	32	212	244

People	150	851	1001
Place	347	288	635
Partnerships and Performance	47	116	163
Teachers	124	542	666
All employees	700	2009	2709

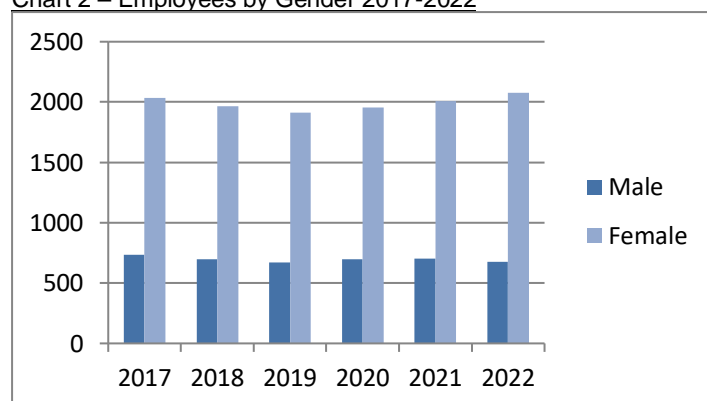
Table 7

Employee Data by Gender 2022 All Employees			
	Male	Female	Total
Health and Social Care Partnership	31	228	259
People	130	866	996
Place	338	294	632
Partnerships and Performance	52	106	158
Teachers	126	575	701
Other	1	6	7
All employees	678	2075	2753

Table 8

Employees by Gender 2017-2022		
Year	Male	Female
2017	732	2036
2018	697	1967
2019	673	1912
2020	697	1953
2021	700	2009
2022	678	2075

Chart 2 – Employees by Gender 2017-2022



Employee Data by Age

Table 9

Employee Data by Age Group 2021 (including teachers)		Employee Data by Age Group 2022 (including teachers)	
Under 21 years	44	Under 21 years	42
21-30	426	21-30	438
31-40	584	31-40	616
41-50	664	41-50	645
51-60	749	51-60	760
61+	242	61+	252
Total	2709	Total	2753

Table 10

Employee Data by Age Group by Directorate 2021 (excluding teachers)					
	HSCP	Place	People	Partnerships and Performance	Total
Under 21 years	3	13	28	0	44
21-30	27	68	173	8	276
31-40	51	103	209	28	391
41-50	50	145	233	43	471
51-60	92	224	263	66	645
61+	21	84	95	16	216
Total	244	637	1001	161	2043

Table 11

Employee Data by Age Group and Gender 2021 (excluding teachers)			
	Female	Male	Total
Under 21 years	25	19	44
21-30	197	79	276
31-40	283	108	391
41-50	360	111	471
51-60	458	187	645
61+	144	72	216
Total	1467	576	2043

Table 12

Employee Data by Age Group and Gender 2021 (teachers)			
	Female	Male	Total
Under 21 years	0	0	0
21-30	128	22	150
31-40	151	42	193
41-50	162	31	193
51-60	80	24	104
61+	21	5	26
Total	542	124	666

Employee Data by pay and Gender Pay Gap 2021 and 2022

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

Table 13

Employee Data by Hourly Pay all Employees		
	2021	2022
Females	£16.40	£16.52
Males	£16.58	£16.85
Gender Pay Gap	1.08%	1.90%

Table 14

Employee Data by Hourly Pay 2017-2022 all Employees							
	2017	2018	2019	2020	2021	2022	Change 2017-2022 (+)
Female	£14.01	£14.26	£15.47	£15.99	£16.40	£16.52	£2.51
Men	£14.38	£14.74	£15.70	£16.25	£16.58	£16.85	£2.47

Table 15

Employee Data on Gender Pay Gap 2017-2021						
	2017	2018	2019	2020	2021	2022
Gender Pay Gap %	2.6	3.3	1.5	1.6	1.1	1.9

Chart 3 – Gender Pay Gap 2017-2022

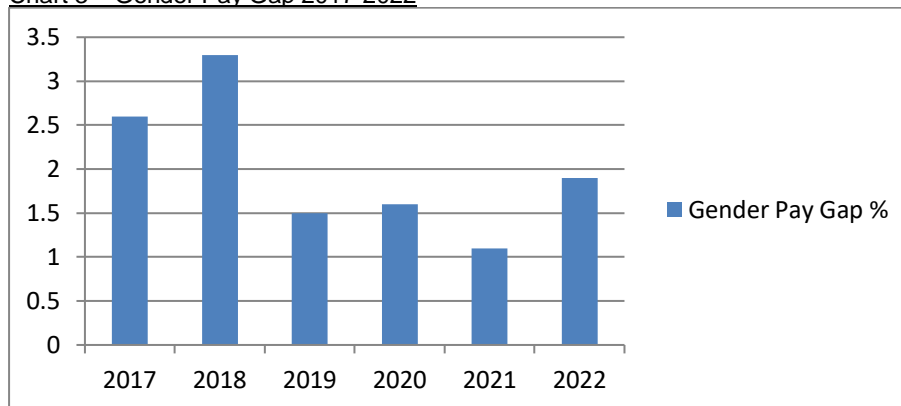


Table 16

Employee Data by Grade and Gender 2022		
Grade	% Males	% Female
G1	5.2%	94.8%
G2	2.2%	97.8%
G3	26.4%	73.6%
G4	21.0%	79.0%
G5	32.9%	67.1%
G6	28.3%	71.7%
G7	30.6%	69.4%

G8	23.0%	77.0%
G9	51.9%	48.1%
G10	33.3%	66.7%
G11	66.7%	33.3%
G12	41.7%	58.3%
Chief Officer	37.5%	62.5%
Chartered Teacher	10.0%	90.0%
Deputy and Head Teachers	27.7%	72.3%
Main Grade Teachers	15.8%	84.2%
Music Instructors	44.4%	55.6%
Principle Teachers	26.1%	73.9%
Quality Improvement	12.5%	87.5%
Principle/Dep Psychology	0.0%	100.0%
Education Psychologist	0.0%	100.0%
Education Psychologist Trainee	0.0%	100.0%
Invigilators	0.0%	100.0%
Skillseekers	100.0%	0.0%
Craft	100.0%	0.0%
Former Ace Employees	66.7%	33.3%

Chart 4

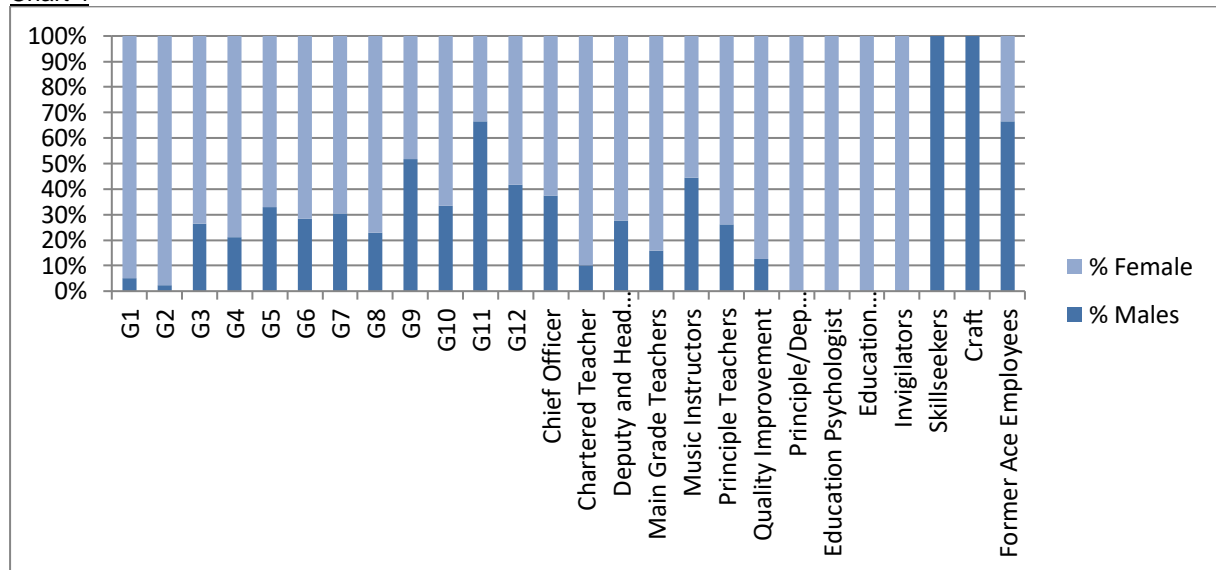


Table 17

Employee Data by Grade and Directorate 2021					
Males	HSCP	P&P	People	Place	Transformation
G1	20.0%	0.0%	40.0%	40.0%	0.0%
G2	0.0%	0.0%	0.0%	100.0%	0.0%
G3	6.9%	0.0%	51.4%	41.7%	0.0%
G4	4.1%	3.3%	21.3%	71.3%	0.0%
G5	7.9%	5.3%	38.2%	48.7%	0.0%
G6	3.7%	8.4%	21.1%	66.8%	0.0%
G7	4.5%	31.8%	9.1%	50.0%	4.5%
G8	9.4%	9.4%	37.5%	43.8%	0.0%
G9	3.6%	46.4%	17.9%	32.1%	0.0%

G10	27.8%	11.1%	11.1%	50.0%	0.0%
G11	0.0%	50.0%	50.0%	0.0%	0.0%
G12	20.0%	20.0%	20.0%	40.0%	0.0%
Chief Officer	0.0%	33.3%	33.3%	33.3%	0.0%
Chartered Teacher	0.0%	0.0%	100.0%	0.0%	0.0%
Deputy and Head Teachers	0.0%	0.0%	100.0%	0.0%	0.0%
Main Grade Teachers	0.0%	0.0%	100.0%	0.0%	0.0%
Music Instructors	0.0%	0.0%	100.0%	0.0%	0.0%
Principle Teachers	0.0%	0.0%	100.0%	0.0%	0.0%
Quality Improvement	0.0%	0.0%	100.0%	0.0%	0.0%
Principle/Dep Psychology	0.0%	0.0%	0.0%	0.0%	0.0%
Education Psychologist	0.0%	0.0%	0.0%	0.0%	0.0%
Education Psychologist Trainee	0.0%	0.0%	0.0%	0.0%	0.0%
Invigilators	0.0%	0.0%	0.0%	0.0%	0.0%
Skillseekers	0.0%	0.0%	100.0%	0.0%	0.0%
Craft	0.0%	0.0%	0.0%	100.0%	0.0%
Former Ace Employees	0.0%	0.0%	0.0%	100.0%	0.0%

Table 18

Employee Data by Grade and Directorate 2022					
Females	HSCP	P&P	People	Place	Transformation
G1	1.1%	0.0%	1.1%	96.7%	0.0%
G2	0.0%	0.0%	0.0%	89.8%	0.0%
G3	2.5%	1.5%	69.2%	15.4%	0.0%
G4	1.1%	3.7%	74.2%	5.7%	0.0%
G5	3.9%	16.8%	25.8%	8.4%	0.6%
G6	1.5%	5.2%	69.2%	11.2%	0.0%
G7	2.0%	10.0%	50.0%	8.0%	0.0%
G8	2.8%	10.3%	56.1%	11.2%	1.9%
G9	3.8%	46.2%	15.4%	23.1%	0.0%
G10	13.9%	13.9%	58.3%	5.6%	0.0%
G11	0.0%	0.0%	0.0%	0.0%	0.0%
G12	14.3%	14.3%	42.9%	14.3%	14.3%
Chief Officer	0.0%	40.0%	40.0%	0.0%	20.0%
Chartered Teacher	0.0%	0.0%	100.0%	0.0%	0.0%
Deputy and Head Teachers	0.0%	0.0%	100.0%	0.0%	0.0%
Main Grade Teachers	0.0%	0.0%	100.0%	0.0%	0.0%
Music Instructors	0.0%	0.0%	100.0%	0.0%	0.0%
Principle Teachers	0.0%	0.0%	100.0%	0.0%	0.0%
Quality Improvement	0.0%	0.0%	100.0%	0.0%	0.0%
Principle/Dep Psychology	0.0%	0.0%	100.0%	0.0%	0.0%
Education Psychologist	0.0%	0.0%	100.0%	0.0%	0.0%
Education Psychologist Trainee	0.0%	0.0%	100.0%	0.0%	0.0%
Invigilators	0.0%	0.0%	100.0%	0.0%	0.0%

Skillseekers	0.0%	0.0%	0.0%	0.0%	0.0%
Craft	0.0%	0.0%	0.0%	0.0%	0.0%
Former Ace Employees	0.0%	0.0%	0.0%	100.0%	0.0%

Employee Data Disability 2021 and 2022

Table 19

Employee Data by Disability all Employees (2021)		
	Number	%
Yes	88	3.2%
No	2538	93.7%
Not known or Prefer not to say	83	3.1%
Total	2709	

Table 20

Employee Data by Disability all Employees (2022)		
	Number	%
Yes	94	3.4%
No	2567	93.2%
Not known or Prefer not to say	92	3.3%
Total	2753	

Employee Data by Ethnicity

Table 21

Employee Data by Ethnic Group 2021 all Employees		
	Number of employees	% of all employees
White	1768	65.3%
Asian or British Asian	7	0.3%
Black or British Black	5	0.2%
Mixed	3	0.1%
Other	35	1.3%
Prefer not to say	891	32.9%
Total	2709	-

Table 22

Employee Data by Ethnic Group 2022 all Employees		
	Number of employees	% of all employees
White	1856	67.4%
Asian or British Asian	11	0.4%
Black or British Black	6	0.2%

Mixed	4	0.1%
Other	31	1.1%
Prefer not to say	845	30.7%
Total	<u>2753</u>	

Employee Data by Religion

Table 23

Employee Data by Religion all Employees (2021)		
	No of employees	% of employees
Church of Scotland	550	20.3%
Roman Catholic	201	7.4%
Jewish	1	0.0%
Muslim	4	0.1%
Buddhist	4	0.1%
Other Christian	78	2.9%
Other	1	0.0%
None	803	29.6%
Prefer not to say	1067	39.4%
Total	2709	

Table 24

Employee Data by Religion all Employees (2022)		
	No of employees	% of employees
Church of Scotland	543	19.7%
Roman Catholic	198	7.2%
Jewish	2	0.1%
Muslim	3	0.1%
Buddhist	5	0.2%
Other Christian	86	3.1%
Other	26	0.9%
None	892	32.4%
Prefer not to say	998	36.3%
Total	2753	

Employee Data by Sexual Orientation

Table 25

Employee Data by Sexual Orientation all Employees (2021)		
	No of employees	% of employees
Heterosexual	1590	58.7%
Gay	22	0.8%
Bisexual	8	0.3%
Other	4	0.4%

Prefer not to say	1085	40.1%
Total	2709	

Table 26

Employee Data by Sexual Orientation all Employees (2022)		
	No of employees	% of employees
Heterosexual	1671	60.7%
Gay	26	0.9%
Bisexual	11	0.4%
Other	3	0.1%
Prefer not to say	1042	37.8%
Total	2753	

Employee Data Marital Status

Table 27

Employee Data by Marital Status 2021		
Marital Status	Number	%
Married	1107	40.9%
Not Married	421	15.5%
Single	187	6.9%
Other	101	3.7%
Prefer not to say	877	32.4%
Civil Partnership	16	0.6%
Total	2709	

Table 28

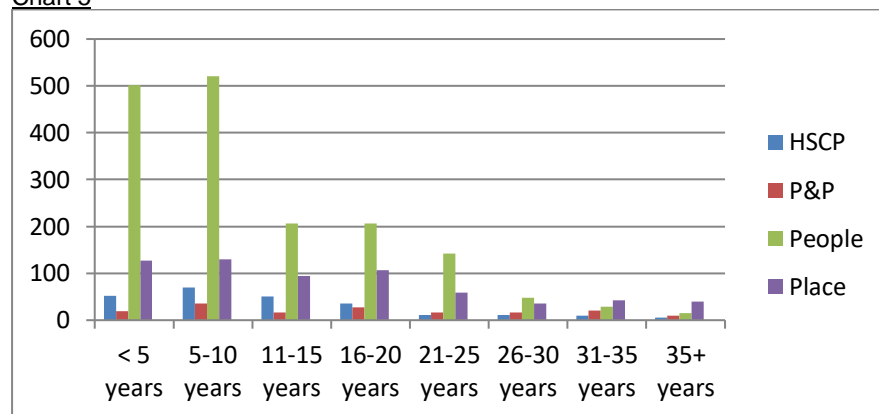
Employee Data by Marital Status 2022		
Marital Status	Number	%
Married	1098	39.9%
Not Married	432	15.7%
Single	276	10.0%
Other	106	3.9%
Prefer not to say	822	29.9%
Civil Partnership	19	0.7%
Total	2753	

Length of Service by Directorate 2021

Table 29

2021	HSCP	P&P	People	Place
< 5 years	52	19	501	127
5-10 years	70	36	520	130
11-15 years	51	17	206	95
16-20 years	35	28	206	107
21-25 years	11	16	142	59
26-30 years	11	17	48	35
31-35 years	9	21	29	42
35+ years	5	9	15	40

Chart 5



CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: People Directorate Business Plan

Report by: Catriona Scott, Senior Manager, People

1.0 Purpose

This report presents the People Directorate Business Plan 2023/24. The People Business Plan aligns with a number of strategic local and statutory plans (see **Appendix 3**), some of which are also presented at this Council), namely :

- National Improvement Framework Plan
- Violence Against Women Strategic Plan
- Family Wellbeing Partnership Plan
- Promise Plan

2.0 Recommendations

2.1 It is recommended that Council, note, comment on and approve this Plan.

3.0 Considerations

3.1 The People Directorate Business Plan is focused on transformation and in particular 'Be the Future' programme workstreams of:

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

3.2 The service is committed to progressing workforce development and leadership plans to support the transformation of services.

4.0 Sustainability Implications

4.1 None

5.0 Resource Implications

5.1 ***Financial Details***

5.2 None

5.3 ***Staffing***

5.4 There are no implications for staffing arising from this report

6.0 Exempt Reports

6.1 Is the report exempt? No

7.0 Declarations

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

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

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

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

10.0 Equalities Impact

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

Yes.

11.00 Legality

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

Yes.

12.0 Appendices

(Appendix 1) People Directorate Business Plan

(Appendix 2) Clackmannanshire Demographic Profile

(Appendix 3) People Strategic Planning Framework

13.0 Background Papers

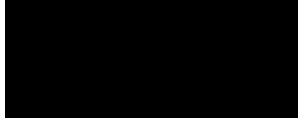
13.1 Have you used other documents to compile your report? Yes

- Clackmannanshire Family Wellbeing Partnership Strategic Plan 23-24
- The Promise Plan 23-24
- Clackmannanshire Children's Services Plan, 2021-2024
- Clackmannanshire National Improvement Framework Plan 23-24

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director People	



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

People Directorate

Business Plan 2023-24



**Be the
FUTURE**

1 SERVICE OVERVIEW

1.1 SERVICE PURPOSE & OBJECTIVES

The People Directorate plays an integral role in supporting the delivery of the Council's vision and outcomes. The Directorate is committed to improving the life chances and outcomes for children, families and communities, with a particular focus on the most vulnerable.

The Plan sets out our shared vision, values and priorities over the next 12 months and has been developed considering the views and experiences of children, young people and families. It articulates where partnership working improves outcomes. Individual services have their own Plans and where partnership working enhances the priorities of discrete Service Plans, they are included within our priorities.

Where pre-existing partnership groups exist, these have been referenced in the Plan. For example, the Tackling Poverty Partnership, Children and Young People's Strategic Partnership, Child Protection Committee and Clackmannanshire and Stirling Alcohol and Drug Partnership. These provide a place to develop a coherent and whole systems approach to tackling local and national priorities.

The Council's Vision – Be the Future

"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."

Council Values

- **Be the customer** - Listen to our customers; communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
- **Be the collaborator** - Work collaboratively with our partners and communities to deliver our vision and outcomes.
- **Be the innovator** - Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
- **Be the future** - Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with reputation for innovation and creativity.

People Directorate Principles

- **Tackle Inequalities** - Reduce the gap in outcomes between the most and least deprived children and young people in Clackmannanshire by working to reduce child poverty within our communities and keep our children and young people safe from harm.
- **Support our Care Experienced Young People** - Work to bring about the changes demanded by the Independent Care Review that we keep 'The Promise' that children and young people who are care experienced are supported to improve their life experiences and life chances and that they grow up, loved, safe and respected.
- **Improve Health and Wellbeing** - Ensure all children, young people and families are supported to achieve and maintain good physical and mental health and wellbeing, as reflected in the Clackmannanshire Sport and Active Living Framework, which takes a whole population approach to sport and active living, ensuring it is accessible for all and particularly those who already face barriers through poverty, life circumstances or disability.
- **Promote Children's Rights and Participation** - Work to ensure we are delivering on the provisions of the United Nations Conventions on the Rights of the Child (UNCRC) as incorporated into Scots Law.
- **VAWG** - Women and Girls in Clackmannanshire are Equally Safe at Home, at Work and in the Community. By working collaboratively, across all our organisations and with our partners, we can deliver significant change for women, children and young people affected by violence and abuse.
- **Justice** - Improving Community Safety through Robust Assessment and Management of Risk- Providing effective community disposals/interventions and tackling re-offending through effective partnership working.

This Plan sets out the key actions that will be delivered by the People Directorate in 2023-2024 and will contribute to the delivery of key strategic objectives as set out within:

- Local Outcomes Improvement Plan 2017-27 (Wellbeing Economy Local Outcomes Improvement Plan under development)
- Clackmannanshire Council's Children's Services Plan 2021-24
- Clackmannanshire Community Justice Plan 2018-23

- Violence against Women and Girls Strategic Plan 23-24
- The Promise Plan 21-24
- The National Improvement Framework Plan 23-24

It is guided by, and aligned with, the ‘Be the Future’ Programme, Community Wealth Building and the Wellbeing Economy.

The plan sets out targeted aims, outcomes, priorities and activities for 2023-24. It focuses on collaboration and intelligence gathered from across the system - in particular stakeholders’ needs. There is a continuing focus on Health and Wellbeing - of our staff, our families and communities, as we continue to address the short, medium and long term effects and learning from the impact of the Covid crisis.

As set out in the ‘Be the Future’ Programme, we need to work differently to deliver sustained and improved outcomes for our communities, connecting and collaborating with our public sector and third sector partners, business and empowering our families and communities.

This means embracing new ways of working, structuring and delivering our services differently, in a more integrated and collaborative way, based on the principle of continuous improvement, which prioritises getting the basics right, as outlined in Clackmannanshire’s Targeted Operating Model (TOM).

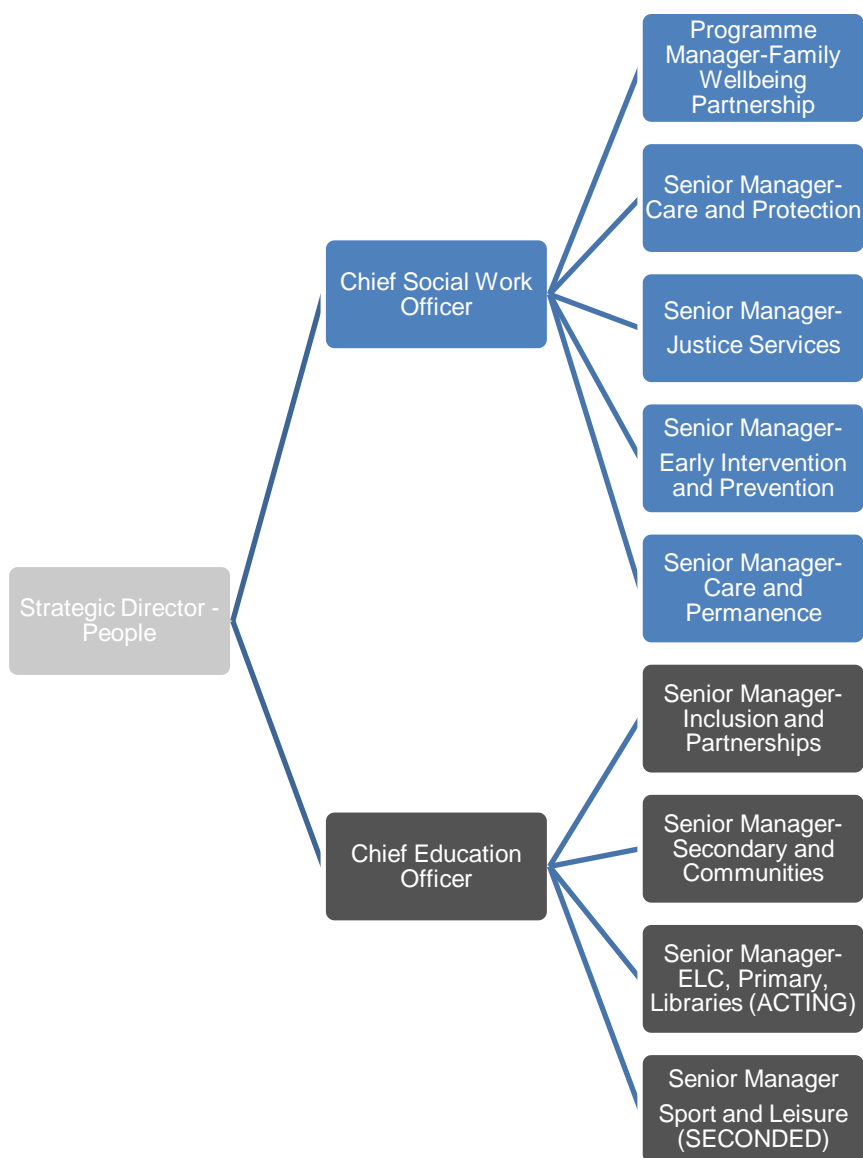
The People Directorate will deliver improved outcomes in the following areas:

Be the Future Workstreams	People Service Workstreams
Sustainable Inclusive Growth	<ul style="list-style-type: none"> ● Reducing Poverty ● Ensuring Digital Equity and Safety ● Developing the Young Workforce ● Positive and Sustained Destinations ● Skills Framework ● Learning Estate ● Learning for Sustainability ● Regional Improvement Collaborative
Empowering Families and Communities	<ul style="list-style-type: none"> ● The Promise ● United Nations Convention on the Rights of the Child ● Family Wellbeing Partnership

	<ul style="list-style-type: none"> ● Learning , Teaching and Assessment ● Community Engagement ● Early Learning and Childcare (ELC) ● Additional Support for Learning ● Youth Justice ● Workforce and Leadership ● Violence Against Women and Girls
<p>Health and Wellbeing</p>	<ul style="list-style-type: none"> ● Sport, Physical Education and Active Living ● Alcohol and Drug Misuse ● Mental Health ● Child Protection ● Getting it Right for Every Child (GIRFEC) ● Violence Against Women and Girls ● STRIVE – Safeguarding through rapid intervention ● GIRFEC Forum ● Wellbeing Hub

1.2 SERVICE STRUCTURE

The organisational structure is designed to promote a deeper integration of People Services and supports. The Service continues to progress with networks of collaborative teams, clearly focused on the needs of children, families, individuals and communities. These teams work in an integrated way across Education, Children's Social Work, Justice Services, Sport, Leisure, Libraries and Community Learning and Development, as well as more closely with other Directorates and Alliance Partners.



1.3 BUDGET

This budget is based on the current People Directorate allocations and may be subject to change due to additional financial burdens.

Revenue Budget 23/24	£,000
Care and Protection	17,140
Education and Learning	57,549
Strategic Director-People	-224
Support and Wellbeing	1713
TOTAL	76,178
Capital Budget	£,000
Digital Learning Strategy	250
Social Services IT System	80
ICT Replacement Secondary Schools	125
Fitness Equipment	12
Wellbeing Hub	3,300
Lochies School	1,195
Free School Meals Infrastructure	754 (under review)
TOTAL	5,716

1.4 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

The ambition is to improve approaches to service delivery in the face of current pressures including:

- reduced funding
- impact of Covid-19
- increased demand on public services
- reduced availability of qualified staff
- demographic and socio-economic pressures
- cost of living crisis
- increasing inequalities

The People Directorate operates within a highly complex environment and its key objectives are driven by a number of overlapping strategic plans, legislation and policies.

- National Improvement Framework – a key driver for dynamic and agile improvement in education. It underpins work on the all the Attainment Funding (Scottish Attainment Challenge, Pupil Equity Funding, Care Experienced Funding)
- Children and Young People (Scotland) Act 2014)
- Getting It Right For Every Child
- Children’s Rights - United Nations Convention on the Rights of the Child (UNCRC)
- Expansion of Early Learning and Childcare
- Curriculum for Excellence
- Community Empowerment (Scotland) Act 2015
- Community Learning and Development (Scotland) Regulations 2013
- Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement Action Plan “Learning Together” launched in August 2018
- The Education (Additional Support for Learning) (Scotland) Act 2003 (as amended 2009)
- Developing the Young Workforce and Youth Employment Strategy
- Tackling Child Poverty Delivery Plan 2022-26- Best Start, Bright Futures
- The Promise Plan 21-24
- Forth Valley and West Lothian Regional Improvement Collaborative (RIC) Plan
- Equally Safe Strategy - Scotland’s strategy for prevention and eradicating violence against women and girls

- Framework for Risk Assessment Management & Evaluation (FRAME) with children aged 12-17. Standard, Guidance & Operational Requirements for risk practice June 2021
- Age of Criminal Responsibility (Scotland) Act 2019
- Section 13 of the Children’s (Scotland) Act 2020 (Standing Up for Siblings)
- Secure Care Pathways and Standards Scotland October 2020
- National Youth Justice Vision and Strategy June 2021
- National Guidance for Child Protection in Scotland 2020.

This schedule includes key strategic documents and publications:

Service Strategy or Policy	Approved Last Reviewed	Date for Review
Clackmannanshire Children’s Services Plan, 2021-2024	Launched August 2021	August 2024
Community Justice Improvement Plan, 2018-2023 Community Justice Improvement Plan 2023-2028	2018 (following LOIP Plan) Under development	2023 December 23
The Promise 2021-24	May 2021	May 2024
National Improvement Framework (NIF) Education Plan 2023-24	August 2023	August 2024
Family Wellbeing Partnership Plan 23-24	under review	under review
Digital Learning Strategy, 2023-2025	May 2023	May 2025
Additional Support for Learning Strategy, 2019-22	October 2019	October 2022
Strategic Equity Fund Plan 2023-2024 (Part of NIF Plan)	September 2023	September 2024
Health and Wellbeing Strategy	August 2023	August 24

Learning, Teaching and Assessment Strategy	Implementation Phase	December 2022
Outdoor Learning Strategy	Implementation Phase	December 2023
Numeracy Strategy	August 2023	August 2024
Literacy Strategy	August 2023	August 2024
Parental Involvement and Engagement Strategy	August 2021	August 2024
Learning Estate Strategy, 2019-40	2023	2040
Community Learning and Partnership Plan, 2023-24	August 2023	August 2024
Sport and Active Living Framework for Clackmannanshire, 2018-28	2018	Under development
Violence against Women and Girls Strategy 23-24	under development	under development
Safe and Together	Implementation Phase 2023	2024
Forth Valley Care and Risk Management Procedures 2022-2025	2023	2024
Forth Valley Social Work Operational Child Protection Procedures	2023	2024
Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	2023	2024
Forth Valley Secure Pathway and Standards Procedures	under Development	under Development

2 KEY ISSUES FOR THE DIRECTORATE

Financial sustainability remains a key challenge and theme for the Council. The negative impacts of rising costs, the Covid crisis and on-going economic challenges are felt across Clackmannanshire and add continuing pressure on services.

As a result, our focus must remain on transforming services and alternative delivery models.

The context of need in our communities is evidenced in the demographic profile **(Appendix 2)** and continues to be challenging with:

- Higher than average incidences of care experienced children and child protection cases, often due to areas of significant deprivation, and parental drug and alcohol misuse.
- Increasing numbers of children with additional support needs in schools and Early Learning Centres.
- Increased emphasis on Public Protection incorporating Child Protection, Adult Support and Protection, substance misuse, gender-based violence and Multi-Agency Public Protection Arrangements in respect of Community Justice.
- Identification with partners of new and innovative community payback placements for unpaid work.
- On average, there were 118 incidents of domestic violence recorded by the police in Scotland per 10,000 population in 2021-22. Clackmannanshire was in 4th place (146), a slight fall in the previous year's figures of 3rd place (158).

An additional key issue for the People Directorate is impending educational reform, which has been informed by the findings of the OECD, Muir, Hayward and Withers reviews. Consequently, there will be a number of significant developments within Scottish Education over the months ahead.

In Clackmannanshire, we aim to ensure that the voices of our learners, practitioners and communities are pivotal to our trajectory and we will respond to national educational developments in a manner which best meets the needs of the Children and Young People in our Clackmannanshire context.

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION AND COLLABORATION

The Council's Target Operating Model (TOM), agreed in August 2022, aims to allow the Council to transform from its current operating model to one that is sustainable for the future.

The People Directorate has made significant contribution to the 'Be the Future' Transformation Programme and elements within the TOM:

- Family Wellbeing Partnership *
- Innovative and collaborative approach to the Wellbeing Hub development
- STRIVE – Safeguarding through Rapid Intervention
- Mental Health Transformation
- The Promise
- Digital Learning
- Non Statutory Domestic Abuse Early Intervention

*The Family Wellbeing Partnership is an overarching cross portfolio approach which aims to shift to early intervention and prevention, person-centred delivery models and increased collaboration with community partners and third sector organisations. *"It is not a project, it is a way of working"*.

3.2 STAKEHOLDER ENGAGEMENT

On-going Stakeholder Engagement is essential as we move forward with different ways of working and empowering families and communities.

As well as capturing all stakeholders' views, this Plan has been devised to take into account the incorporation of the United Nations Convention on Children's Rights into Scottish law.

The collective goal is to improve our approach to engaging all stakeholders in the development of services, and to increase their direct participation in decision-making which directly affects them and their future. The rapid shift to digital platforms for service delivery offers further potential to improve the range of methods for engaging stakeholders while ensuring that services continue to build 'one-to-one' in person support and relationships.

Some examples of engagement with stakeholders this year are listed below:

- Engagement with stakeholders on new Vision and Values for Education Services
- Participation with children and families and community partners on Family Learning projects.
- Engagement with Third Sector, Statutory partners, schools, ELCs and community on the Planet Youth / Icelandic Model.
- Support and engagement sessions within the community on MCR Pathways (Young Clacks Talent).
- Mental Wellbeing Survey for Primary and Secondary pupils
- Six Weekly Parent Council Forum Chairs meetings.
- Engagement with Youth Council and all schools to share information on areas such as UNCRC
- Collaboration and engagement across Central Scotland Regional Equalities Council.
- Collaboration and engagement across the Regional Improvement Collaborative (RIC) with teachers, officers, unions, Heads, CLD, Educational Psychologists across Stirling, Falkirk, Clackmannanshire and West Lothian
- Partner engagement stakeholders to develop key priorities for Service Development – Columba 1400, MCR Pathways, Youth Link Scotland, Winning Scotland Foundation, DYW, Skills Development Scotland, NHS, etc.

- Implementation of the RIC Youth Charter to influence service provision locally
- Violence Against Women Partnership - Implementation of three national pilots each targeting earlier intervention and support relating to domestic abuse. The Non Court Mandated Caledonian Programme, the STRIVE support for Women and Perpetrators and the new Men's Self Referral helpline launched in January 23 are part of a collaboration between the Scottish Government Housing, Police Scotland, Community Justice Partnership and the Alcohol and Drug Partnership.
- Community Justice Partnership - Collaboration with Housing to provide an Addiction Recovery Worker as part of Justice Services
- Columba1400 Cohorts with Young People, Families, Individuals and Communities
- WEAll–Wellbeing Economy Alliance
- Review of holiday provision provided by the Sport & Leisure team undertaken with both attendees and their families after October, Easter, Christmas & Summer programmes annually which help shape future planning of activities
- Continued public, stakeholder and partner engagement has taken place to informing the development of the Wellbeing Hub and Lochies School development.
- Extensive public and partner engagement informing the development of the Wellbeing Hub and future Leisure Provision.
- Corporate Parenting Group.
- Children and Young People's Strategic Partnership.
- Developing the Young Workforce including employers and college.
- Engagement with Kinship Carers.
- Oor Clacks Voices and Oor Wee Clacks voices with some of our care experienced children and young people.
- Young Carers' Groups in schools.
- LGBT Youth - Clax LGBT Youth Group (13-25 yrs.).

3.3 MANAGING SERVICE PERFORMANCE

Across the People Directorate there is a *relentless focus* on improving outcomes to determine the positive impact our actions have on our children, young people and families.

There is a robust planning methodology, which ensures that there is a clear rationale for each action with defined outcomes and a measurement plan for evidencing impact

Our outcomes are that:

- Our families; children and young people will have the best possible start in life.
- Our communities will be resilient and empowered so that they can thrive and flourish.

and that there is an emphasis on minimising the effects of childhood poverty and a commitment to raising attainment for all children and young people.

The People Directorate Performance Indicators, including from within the Local Government Benchmarking Framework, are outlined below and are reported on.

Early Years

- Cost per ELC registration
- Funded Early Years provision graded good or better
- Communication and vocabulary gap

Attainment

- 4th year pupils gaining 5+ awards at level 5 or above
- 5th year pupils gaining 5+ awards at level 6 or above
- 4th year pupils from deprived areas gaining 5+ awards at level 5 or above
- 5th year pupils from deprived areas gaining 5+ awards at level 6 or above
- Average tariff score in SIMD quintile 1 (most deprived)
- Average tariff score in SIMD quintile 2 (2nd most deprived)
- Average tariff score in SIMD quintile 3 (middle)
- Average tariff score in SIMD quintile 4 (2nd least deprived)
- Average tariff score in SIMD quintile 5 (least deprived)
- Overall average tariff score – all pupils

Schools

- Cost per primary school pupil

- Cost per secondary school pupil
- Average working days lost through sickness absence per teacher
- School attendance - all pupils
- School attendance - Looked After Children
- School exclusions - all pupils (per 1,000 pupils)
- School exclusions - Looked After Children (per 1,000 Looked After Children)
- School leavers entering positive destinations
- 16-19 year-olds participating in employment, education or training
- Satisfaction with schools (3 year average)

Child Care

- The number of children placed in out of authority placements
- The number of Looked After Children in the community per child per week
- The number of children subject to Compulsory Supervision Orders (CSO)
- The number of children protection referrals
- The number of child protection registrations
- Looked After Children with more than 1 placement in the last year
- Child Protection re-registrations within 18 months
- Number of children who have been on the register for 12 months or longer

Justice Services

- % of Criminal Justice Social Work Reports (CJSWRs) submitted to Court on time (within 48hrs of court date)
- % of First Direct Contacts with new Community Payback Orders undertaken within 1 working day of Order being imposed
- % of Induction appointments for new Community Payback Orders arranged within 5 working days of Order being imposed
- % Unpaid Work Requirements started work placement within 7 working days of Order being imposed
- % Unpaid Work Requirements completed within allotted timeframe
- % LSCMI case management plans completed within 20 working days of Order being imposed

The Key Indicators shown below are termed People Directorate *obsessions* and are relentlessly tracked and monitored.

21 Key Indicators (tracked by SIMD 1 & 2 and overall) <i>COVID Recovery will be integral to all key indicators</i>	
<ul style="list-style-type: none"> ● % Children achieving expected levels of Literacy & Numeracy* ● % Young people achieving at SCQF Levels in Literacy & Numeracy* ● No of Awards achieved by young people by end of Senior Phase ● No of Children & Young People (C&YP) gaining volunteering awards at school and in the community ● Attendance figures* ● Poverty Related Attainment Gap ● Number of external placements for Care Experienced ● Care Experienced young people with more than one placement ● Number of children on the child protection register / length of time registered ● Number of individuals accessing mental health support (Justice) ● Number of referrals received for Caledonian Programme (domestic abuse) ● Number of orders for Caledonia Programme granted (domestic abuse) 	<ul style="list-style-type: none"> ● Sustained Positive Destinations* ● No of C&YP reporting engagement in leadership opportunities ● No of children / families in SIMD 1&2 with access to digital resources ● No of C& YP who area aware of their rights in relation to UNCRC ● No of young people who report drinking alcohol ● Mental Health Indicator – No. of young people (3years-18 years) accessing digital mental health supports ● % of children expected to achieve their chronological vocabulary/communication level ● Permanency Timescales

4 DELIVERY PLAN 2023-2024

Business Plan 2023-24

The People Directorate proposes the following workstreams, priorities and actions to achieve the 'Be the Future' objectives of ***Sustainable Inclusive Growth, Empowering Families and Communities and Health and Wellbeing.***

Service objective / priority

Key Organisational Performance Results

Code	KPI	2020-21	2021-22	2022-23	Target	Lead
		Value	Value	Value		
YTH LVR 01a	Positive Destinations	95.9%	96.5%	Not yet available	97%+	Chief Education Officer
PTR DTR 001	No. of children / families with access to digital resources as part of 1:1 digital device rollout	--	58.3%	75%	As per 10 year programme	Chief Education Officer
	Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in literacy.	66.9%	63.3%	69.5% (unpublished)	72.3%	Chief Education Officer
	Percentage of P1, P4 and P7 pupils combined achieving expected CFE level in Numeracy	74.7%	71.7%	72.4% (unpublished)	79.1%	Chief Education Officer
	Numeracy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-27.4pp	-15.6pp	-17.8pp (unpublished)	-21.3pp	Chief Education Officer

Code	KPI	2020-21	2021-22	2022-23	Target	Lead
		Value	Value	Value		
	Literacy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils	-22.2pp	-19.3pp	-18.6pp (unpublished)	-20.3pp	Chief Education Officer
	% Young people achieving at SCQF Levels in Literacy (Levels 4, 5 & 6)	74%	73.5%	Not yet available	78.1%	Chief Education Officer
	% Young people achieving at SCQF Levels in Numeracy (Levels 4, 5 & 6)	57.2%	56.8%	Not yet available	63.3%	Chief Education Officer
	Proportion of adolescents who have used alcohol in last 30 days (Icelandic Model / Planet Youth)	No data	36%	Not yet available	Reduce	Chief Education Officer
	No. of referrals received for Caledonian Programme (domestic abuse)	16	28	20	Increase	Senior Manager, Youth Justice
	No. of orders for Caledonian Programme imposed (domestic abuse)	9	15	8	Increase	Senior Manager, Youth Justice

Code	KPI	2020-21	2021-22	2022-23	Target	Lead
		Value	Value	Value		
	Women Supported through Caledonian Service Referrals Received for Women Workers' Support for the Caledonian Programme	35	26	Not yet available	Increase	Senior Manager, Youth Justice
	Reduction in rates of completed suicide	[2016/20] 17.1:100k	7	Not yet available, but youngest person to date this year is 34	Reduce	Chief Education Officer
	No. of children referred to Children's Reporter	149	161	118	Reduce	Chief Social Work Officer
New	No. of young people (3years-18 years) accessing digital mental health supports	72% (Mind Moose) 187 (Kooth)	642	681	Increase	Chief Education Officer
SCH ATD B3a	Attendance figures	92.2%	92.2%	90.5% (unpublished)	94%	Chief Education Officer
NEW	Reduction in number of external placements	96	125	115	Reduce	Chief Social Work Officer
NEW	Reduction in number of unplanned external placement changes for children	7	9	1	Reduce	Chief Social Work Officer
NEW	Increase in children and young people's participation/consultation feedback for LAAC reviews	No Data	No Data	23%	50%	Improvement Analyst

Please note – any PIs which are as yet unpublished may change as part of the validation process. SCQF data will be available after the 8th of August.

Code	ACTION	Impact	By When	Lead
PPL 23 01	<p>Digital Learning Strategy Roll out the revised Digital Learning Strategy 2023-2025. Continue Digital Device Deployment Programme and evaluate.</p>	<p>A. Children and families know how to stay safe online. B. All young people know the importance of responsible digital citizenship.</p>	31 Aug 2024	Senior Manager-Secondary and Communities
PPL 23 02	<p>Developing the Young Workforce Monitor and track progress of all young people who enter commissioned training programmes of sector based provision with the Scottish Government's 'No-one Left Behind' grant. Work in partnership with new Key Worker for Employability post to support the transition of young people leaving school and into appropriate pathways. Continue collaboration with DYW Coordinators to strengthen links with employers and businesses. Strengthen partnership with FIDA (Futures Institute at Dollar Academy).</p>	<p>A. All young people who enter short term training programmes continue into a positive destination, ensuring that sustained destination figures improve. B. Young people are empowered to learn in new ways, through innovative projects rooted in the United Nations' Sustainable Development Goals.</p>	31 Aug 2024	Senior Manager-Secondary and Communities
PPL 23 03	<p>Skills Framework Collaborate with partners from the Local Employability Partnership, schools and establishments to develop a Skills Framework for Clackmannanshire which reflects local labour market intelligence, puts learners and employers at the centre, ensures parity of esteem between vocational and academic routes and aligns with the findings of the Withers review, with a specific focus on learner demographics relating to the City Region Deal's target groups:</p> <ul style="list-style-type: none"> - Women and girls - People with a disability - Those living in areas experiencing the highest levels of deprivation (top 20%) 	<p>A. All children and young people are able to articulate the skills they need for learning, life and work. B. Schools have a continued focus on apposite progression pathways for young people. C. On-going work with employability partners addresses how workforce skills development allows all learners to enjoy rewarding careers, and contribute to efforts to move the economy towards a net-zero basis.</p>	31 Aug 2024	Senior Manager-Secondary and Communities
PPL 23 04	<p>Learning for Sustainability Continue work with Regional Improvement Collaborative Learning for Sustainability (Lfs Workstream). Increase the number of schools and establishments with 'Eco School' status. Build on the success of the Scottish International Environment Centre (SIEC) Young Pathfinder Programme.</p>	<p>A. All schools and establishments will be able to evidence Lfs in their curriculum. B. Increased number of establishments participating in Social Enterprise initiatives. C. Young Pathfinders have a higher profile in Clackmannanshire.</p>	31 Aug 2024	Senior Manager-Secondary and Communities
PPL 23 05	<p>Positive Destinations Continued partnership with Academies, Local Employability Partnership</p>	<p>A. Initial positive destinations in Clackmannanshire remain in the highest quartile of all 32 local</p>	31 Aug 2024	Senior Manager-Secondary and

Code	ACTION	Impact	By When	Lead
	and Skills Development Scotland to ensure all young people enter an initial positive destination. Work with Clackmannanshire Partners Participation Group to improve sustained destinations (6 months after school leaving date) and to track those at risk beyond this date.	authorities. B. The gap between initial and sustained destinations has narrowed. C. Greater monitoring of short term training programmes to ensure young people progress into a positive pathway beyond this.		Communities
PPL 23 06	Data Map The People Directorate and the Family Wellbeing Partnership, in conjunction with the Hunter Foundation and Scottish Government, will work with a researcher to deliver a data map for Clackmannanshire. Governance The People Directorate will review Associated Governance of all strategic plans to ensure a more holistic approach to meeting needs.	A. This will mean that the People Directorate and Clackmannanshire Council and its partners move towards a model driven by a real evidence based approach to service design and implementation. B. The above approach will ensure the lessons from Clackmannanshire can herald real public sector reform, benefiting our community and lessons learned would be shared across Scotland, the UK and internationally; leaving a lasting legacy of public sector reform.	31 Aug 2024	Senior Managers – All
PPL 23 07	Family Wellbeing Partnership Increase understanding of wellbeing and capabilities approach across Council and partners.	A. 5% increase in staff and partners working together on FLM. B. Community entity is developed. C. 'What Matters to You?' is activated.	31 Aug 2024	Programme Manager – Family Wellbeing Partnership
PPL 23 08	Family Wellbeing Partnership Identify barriers and share learning of our transformation journey; learning from others who are transforming systems.	A. Wellbeing Economy Alliance Scotland (WEALL) report completed, disseminated and action plan agreed. B. 5% increase in number of people who are skilled, trained and ready for learning and employment.	31 Aug 2024	Family Wellbeing Partnership
PPL 23 09	Family Wellbeing Partnership Redesign structures around relationships and needs.	A. 10% increase in number of parents accessing school for adult/family supports from baseline. B. 5% increase in number of families accessing childcare. C. 20% increase in number of families actively supported by Clackmannanshire's Family Wellbeing Partnership from baseline.	31 Aug 2024	Senior Manager Early Intervention
PPL 23 10	Family Wellbeing Partnership Mobilise and support Community of change makers.	A. 5% increase in number of families accessing childcare.	31 Aug 2024	Senior Manager Partnerships and Inclusion
PPL 23 11	Family Wellbeing Partnership Align money flow, funding and reporting.	A. 5% increase in families supported. B. 5% increase in partners involved in community around the school. C. New funding and resources are leveraged and directed to FLM. D. Transformation Momentum secured.	31 Aug 2024	Programme Manager – Family Wellbeing Partnership
PPL 23 12	UNCRC Continue work with Regional Improvement Collaborative on	A. The duties that will be placed on public authorities under the Bill will have widespread implications for	31 Aug 2024	Senior Manager-Secondary and

Code	ACTION	Impact	By When	Lead
	<p>implementation of UNCRC Incorporation (Scotland) Bill, further to the announcement from Scottish Parliament in June 2023 that changes will be brought forward to the Bill.</p> <p>Develop a timeline to refresh professional learning of staff and to engage with the Improvement Service (IS) which is actively supporting local authorities across Scotland to prepare for the incorporation of the UNCRC and take forward a children's rights approach to policy and practice.</p>	<p>policy and practice beyond services that are directly related to children and young people.</p> <p>B. All staff will be fully cognisant of the need to ensure that they are acting in a manner that is compatible with UNCRC requirements and that they will need to report every three years on what they are doing to meet UNCRC requirements.</p> <p>C. Increased number of families conversant with expectations of the Bill.</p>		Communities
PPL 23 13	<p>Youth Voice Youth Charter Guidance Framework to be launched in August 2023 to support practitioners and leaders.</p> <p>Establishment of cross sector youth voice networks within each authority in the RIC.</p>	<p>A. Plans and policies in schools and establishments have the voice of children and young people as an integral component and the Youth Charter is used routinely to ensure this is captured in a meaningful way.</p>	31 Aug 2024	Senior Manager-Secondary and Communities
PPL 23 14	<p>Empowerment Agenda Continue to embed the work of Empowerment Group, building on the good practice from session 22/23. Embed support for an empowered system, working collectively and in partnership across all establishments and with relevant stakeholders.</p>	<p>A. Increased understanding of an Empowered System with resultant improvement in outcomes for all.</p>	31 Aug 2024	Senior Managers-Education
PPL 23 15	<p>Intensive Therapeutic Service Extend the range of therapeutic supports available through the Intensive Therapeutic Service that are specifically targeted towards the refugee population within Clackmannanshire.</p>	<p>A. Increase the percentage of children and young people who state that they know where and how to access support.</p> <p>B. Increase uptake of SHOUT, our evidence based, trauma informed text based service for suicide prevention for 5-26 year olds to ensure awareness of crisis support which is available 24/7, 365 days per year.</p>	31 Aug 2024	Educational Psychology/Refugee Team
PPL 23 16	<p>STRIVE/Family Wellbeing Partnership To support local service delivery and tackle needs early, embed STRIVE model as a common early intervention approach that delivers improved outcomes for children, young people, families and adults. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.</p>	<p>A. Reduction in repeat VPDs and referrals to statutory services.</p>	31 Aug 2024	Senior Manager – Early Intervention
PPL 23 17	<p>Early Intervention Commissioning Strategy Alongside the development of the Early Intervention Service within the People Directorate, the Commissioning Strategy will support the provision of flexible and holistic family support services which enable families to build resilience and capacity. The range of family support provision within communities is enhanced and includes the re-design of and investment in early help and intensive family support services.</p>	<p>A. Reduction in children and young people subject to statutory measures.</p>	31 Aug 2024	Senior Manager – Early Intervention
PPL 23 18	<p>Inter Agency Support for Families and Vulnerable People Families and vulnerable people get the help and support they need as</p>	<p>A. Reduction in children and young people subject to statutory measures.</p>	31 Aug 2024	Senior Manager – Early Intervention

Code	ACTION	Impact	By When	Lead
	early as possible, from agencies working together. The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support services.			
PPL 23 19	Family Voice Support practitioners to have the appropriate knowledge, skills, tools and good practice exemplars to work with families to deliver Family Learning as outlined in School Improvement Plans Ensure Parent/Carer Councils are supported to fulfil their legally prescribed and constituted role, offering individual support as identified and required.	A. Increased offer of Family Learning opportunities and impact evaluated. B. 100% of Parent/Carer Councils fulfil their legal role defined by the 2006 Parental Involvement Act.	31 Aug 2024	Improving Outcomes Team – Education
PPL 23 20	Early Intervention Referrals The range of family support provision within communities is enhanced and includes the redesign of and investment in early help and intensive family support.	A. Increase number in families who have received an intensive family support service. B. Increased number of families supported in the Early Intervention Team. C. Decreased Numbers of children on statutory orders. D. Decreased numbers of children becoming care experienced.	31 Aug 2024	Senior Manager – Early Intervention
PPL 23 21	Remuneration - Care Experienced Service Design Implement a fair and transparent policy for remunerating care experienced individuals involved in co-designing and co-producing aspects of service design in order that they receive fair remuneration for their time/input.	A. Care experienced young people receive fair remuneration for participating in co-design and co-production activities.	31 Aug 2024	Educational Psychology Service
PPL 23 22	Increased Local Care Provision Continued focus on reducing use of external placements to support children and young people to remain within the local area. Continued review and development of the Resource Allocation Group demonstrating reduction in admissions to care and use of external resource. Recruitment of local foster carers will be achieved through increased dedicated resource within Family Placement Team and implementation of new recruitment strategy. Increased support to foster carers in order to prevent unplanned endings, increase retention, and improve reputation locally. Development of additional residential provision in Clackmannanshire.	A. The continuation of a trend in reduction of admissions to care and use of external residential and foster care placements. B. An increase in the number of internal foster carers. C. Increased retention rates.	31 Aug 2024	Senior Manager – Permanence
PPL 23 23	Care Experienced Young People Increase support available to care experienced young people. Development of Supported Lodgings Service for young people aged 16-25.	A. Elimination of homelessness for care experienced young people as a result of leaving care on an unplanned basis, or through being unable to sustain a tenancy. B. Use of outcomes star alongside qualitative data will show a trend towards young people feeling	31 Aug 2024	Senior Manager – Permanence

Code	ACTION	Impact	By When	Lead
	<p>Development of supported accommodation for young people leaving care in Clackmannanshire.</p> <p>Development of a multidisciplinary model of working to support care experienced young people with the aims of reducing isolation, creating community, and creating accessible pathways of support based on learning from Aberlour/Vardy work with young people and partners.</p>	less isolated, more supported, and evidencing improved indicators of wellbeing.		
PPL 23 24	<p>Improving participation and planning for children and young people Review of approaches to planning for children in order to increase participation and improve outcomes.</p> <p>Implementation of a new team dedicated to leading planning for children with a focus on quality assurance, participation and language.</p> <p>Extending remit of Independent Reviewing Officers to include children living at home, and dedicated resource for pathway planning.</p>	<p>A. Reduction in time taken to achieve permanent destinations for Looked After Children.</p> <p>B. Reduction in young people leaving care in an unplanned way.</p> <p>C. Evaluation of children’s planning meetings with young people and stakeholders will demonstrate improvement in young people’s experience of participating in planning and review processes as well as increased numbers.</p>	31 Aug 2024	Senior Manager – Permanence
PPL 23 25	<p>Youth Criminal Justice A whole system approach is developed for young people who are involved or on the cusp of involvement with youth or criminal justice services.</p> <p>Review and redesign of service is underway with ongoing support and with Children and Young People's Centre for Justice (CYCJ). Further workshops are being scheduled, including workshops consisting of operational staff and those with lived experience. The need for a shared language/approach across services has been identified to ensure a consistent approach to intervention, support and recording of outcomes. The Outcome Star tool has been identified and the first training event takes place in June 23 and consists of staff from Children Services, Justice Services, Community Justice and Housing.</p>	<p>A. A reduction in the number of children and young people in the youth or criminal justice system.</p> <p>A. Youth crime is reduced.</p> <p>B. Services are accessed and provided at the earliest opportunity by those best placed to provide specialist support as part of a collaborative approach with partners.</p> <p>C. Interventions are targeted and trauma informed.</p>	<p>31 Aug 2024</p> <p>31 Aug 2024</p>	<p>Senior Manager Justice</p> <p>Senior Manager Care & Protection</p>
PPL 23 26	<p>Readiness for Learning Re-fresh and re-launch the Readiness for Learning (R4L) approach to ensure establishments are maximising their ability to provide trauma-informed environments and approaches to closing the poverty-related attainment gap.</p>	<p>A. Improvements in a range of individual (e.g. BRIEF2, SDQ, NME Mini Map) and outcome (e.g. attendance, Staged Intervention statistics) measures. R4L included in School Improvement Plans.</p> <p>B. Increased number of staff completing R4L modules.</p> <p>C. Increased number of schools achieving R4L accreditation status.</p>	31 Aug 2024	Empowerment Leadership Team/Educational Psychology Service
PPL 23 27	<p>Education and Libraries Partnership Plan 23/24 Increased partnership working between primary schools and Librarians through the implementation of Education and Libraries partnership plan 23/24.</p>	<p>A. Increased access to dyslexia friendly books and eBooks.</p> <p>B. Creation of a Children’s Reading Festival providing children with direct access to authors.</p> <p>C. Develop a system to promote ECALM (Every Child a Library Member) through existing Book Bug P1 bag.</p>	31 Aug 2024	Senior Manager ELC Primaries Libraries

Code	ACTION	Impact	By When	Lead
PPL 23 28	<p>Assessment of Children's Progress Implement key actions outlined in Clackmannanshire's 'Numeracy and Literacy Frameworks' to support increased attainment and improved practice across the Broad General Education.</p>	A. Increased attainment in Literacy and Numeracy at P1, P4 and P7 combined and at Third Level.	31 Aug 2024	Improving Outcomes Team
PPL 23 29	<p>Tracking Vulnerable Groups Implementation of the Virtual School Improvement Plan in line with Phases 1 & 2 of 'Change Programme One' within The Promise.</p> <p>Supporting establishments to identify, monitor and track the attainment and achievement of Care Experienced Young People (CEYP) and those furthest from engagement, From August 2023, monthly People Directorate meetings focussed on Improvement Analyst's Tracking Spreadsheet of CEYP.</p> <p>Ensure all agencies around young people are both accountable and working effectively together. Strengthen links between MCR Pathways Coordinators and monitor the impact of mentoring.</p>	<p>A. All care experienced children are referenced within a newly devised local authority and dashboard, which allows all within the professional network to have a single point of access to all information relating to the child, leading to a more cohesive approach to supporting all children.</p> <p>B. % Care Experienced Young People attaining in the senior phase. mentored young people stay on until S5.</p> <p>C. All care experienced young people have an MCR Mentor and involvement in Columba 1400.</p>	31 Aug 2024	Virtual Headteachers
PPL 23 30	<p>Improving learning and teaching across all establishments Develop opportunities with the support of the Regional Improvement Collaborative and Education Scotland to share effective practice around 'How Good is Our School? 4' Quality Indicator 2.3 Learning, Teaching and Assessment, with the aim of raising attainment and closing the poverty related attainment gap.</p>	<p>A. Improved learning experience for children and young people in Clackmannanshire.</p> <p>B. Improved HMIE grades for this area in inspections in Clackmannanshire.</p>	31 Aug 2024	RIC Funded Quality Improvement Officer
PPL 23 31	<p>Active Learning Develop increased opportunity for learners to engage in active learning including Outdoor Learning and Wider Achievement.</p> <p>Explore opportunities of developing a 'Clackmannanshire Active Learning Academy'.</p>	<p>A. Improved academic achievement, social skills, and mental health.</p> <p>B. Reduced isolation and social exclusion for learners with additional support needs or those disengaged/disengaging from education.</p> <p>C. Increased awareness of the benefits of active learning for learners with additional support needs among parents, teachers, and other stakeholders.</p> <p>D. An increase in attendance and attainment for disengaged learners.</p>	31 Aug 2024	Chief Education Officer
PPL 23 32	<p>Additional Support for Learning Improved strategy for Additional Support for Learning across Clackmannanshire.</p>	<p>A. Learners with ASL have access to the best possible education and support.</p> <p>B. Improvement in ASL appropriate environments within mainstream setting.</p> <p>C. Strengthened quality assurance model for specialist provisions strengthened.</p> <p>D. Continue to build capacity and expertise across all schools to support learners with ASL.</p>	31 Aug 2024	Senior Manager Partnerships and Inclusion
PPL 23 33	<p>Transitions Improved transitions for children and young people with Additional Support Needs.</p>	<p>A. Smooth and successful transitions to adulthood will result in: positive destinations.</p> <p>B. Smooth and successful transitions to primary and secondary school will result in improved outcomes for young people including increased attendance</p>	31 Aug 2024	Senior Manager Partnerships and Inclusion

Code	ACTION	Impact	By When	Lead
		<p>and sustained placements.</p> <p>C. Review and update transitions guidance following consultation with children/young people, parents/carers and staff/other professionals.</p> <p>D. Provide CLPL for establishments relating to process</p> <p>E. Develop and monitor database of transitions.</p>		
PPL 23 34	<p>Education Reform Ensure all stakeholders are fully appraised of the latest developments within Scottish education, informed by the OECD, Muir, Hayward and Withers reviews and have opportunities to discuss this and provide feedback.</p>	<p>A. The voices of our learners, practitioners and communities are pivotal to our trajectory regarding how we implement reform which best meets the needs of the Children and Young People in our Clackmannanshire context.</p>	31 Aug 2024	Senior Manager-Secondary and Communities
PPL 23 35	<p>Raise attendance overall whilst closing the attendance gaps for Quintile 1, ASN and Care experienced learners. Use resources and support provided by our Regional Improvement Collaborative to improve practice in relation to attendance in the following key areas:-</p> <ul style="list-style-type: none"> • Ethos and Relationships • Policy and procedures • Targeted interventions <p>Partnership working.</p>	<p>A. Improved attendance at all levels.</p> <p>B. Ethos and Relationships improve.</p> <p>C. Policies and Procedures are in line with national guidance and established good practice.</p> <p>D. Targeted Interventions are data informed using relevant up to date data.</p> <p>E. Partnership working is established as the norm.</p>	31 Aug 2024	Strategic Lead for Attendance (Data Coach)
PPL 23 36	<p>Strategic Equity Funding Ensure that Strategic Equity Funding (SEF) interventions continue to be targeted to those areas of greatest need, to improve outcomes and close the poverty related attainment gap.</p>	<p>A. Increase in the number of establishments reporting that their improvement planning clearly outlines how Attainment Scotland Funding (PEF, SAC, CE) is used to close the poverty related attainment gap.</p>	31 Aug 2024	Improving Outcomes Team
PPL 23 37	<p>Stretch Aims- Poverty Gap Ensure that stretch aims articulate both ambitious and achievable aims and take into account evidence-based self-evaluation.</p>	<p>A. Reduction in the poverty related attainment gap across identified aims.</p>	31 Aug 2024	Improving Outcomes Team
PPL 23 38	<p>Sportscotland School Sport Awards Schools to put young people at the heart of decision making, planning and implementation of extra-curricular school sport to achieve greater levels of participation and engagement.</p>	<p>A. 100% of schools have pupil-led school sport committees.</p> <p>B. 100% of schools complete the self assessment process of the Sportscotland School Sport Award.</p> <p>C. 100% of schools implement a continuous improvement action plan based on award level.</p>	31 Aug 2024	Senior Manager – Team Leader Sport & Leisure


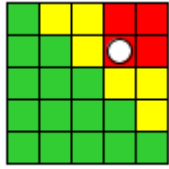
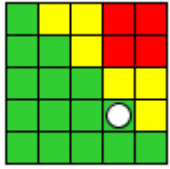
Code	ACTION	Impact	By When	Lead
PPL 23 39	Improved outcomes for young adults with disabilities Develop an integrated transitions strategy and operational procedure to improve outcomes for disabled children and young people to support their timely transition to adulthood and accessing adult services/support.	A. Increased number of young people with severe and complex disabilities who have a timely transition to adult care services. B. Revised Transition policy and procedure in place.	31 Aug 2024	Senior Manager- Early Intervention
PPL 23 40	R4L Through R4L principles and practice, increase knowledge and skill of Clacks educators to include and meet the needs of all learners.	A. Educators will have a deep understanding of readiness for learning principles and practice. B. Educators will be better able to create learning environments that are responsive to the needs of all learners.	31 Aug 2024	Quality Improvement Officer ASL
PPL 23 41	Active Learning Develop increased opportunity for learners with additional support needs to engage in active learning including Outdoor Learning and Wider Achievement. Explore opportunities of developing a 'Clackmannanshire Active Learning Academy'.	A. Improved academic achievement, social skills, and mental health. B. Reduced isolation and social exclusion for learners with additional support needs or those disengaged/disengaging from education. C. Increased awareness of the benefits of active learning for learners with additional support needs, among parents, teachers, and other stakeholders D. An increase in attendance and attainment for disengaged learners.	31 Aug 2024	Quality Improvement Officer ASL
PPL 23 42	Quality Assurance Review the Quality Assurance model for ASN/ EASN to ensure there is a relentless improvement agenda to meet learners' needs.	A. Learners with ASN/EASN have access to the best possible education and support. B. Identification of areas of strength and areas for development will lead to an improved model.	31 Aug 2024	Quality Improvement Officer ASL
PPL 23 43	ASD Support Build capacity and expertise across all school to support learners with ASD to ensure our mainstream schools have a level of expertise.	C. Improved emotional well-being for learners with ASD. D. Improvement in ASD appropriate environments within mainstream settings. E. Increased academic achievement for all learners F. Increased parental satisfaction with the school system.	31 Aug 2024	Senior Manager Partnerships and Inclusion
PPL 23 44	Transitions For learners with ASN/EASN, improve the key stage transitions experience for learners and families.	A. Smooth and successful transitions to adulthood will result in: positive destinations, and increased participation in extracurricular activities. B. Smooth and successful transitions to primary and secondary school will result in improved outcomes for young people including increased attendance and sustained placements. C. Early and ongoing communication between schools and families and with social work, adult care and providers will reduce the stress cause by uncertainty.	31 Aug 2024	Senior Manager Partnerships and Inclusion


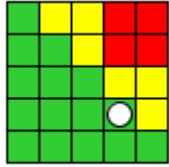
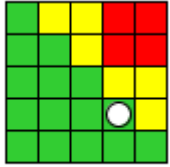
Code	ACTION	Impact	By When	Lead
PPL 23 45	CLD Re-design Implementation Implement the re-design of the CLD team to a locality model, adhering to Organisational` Change processes.	A. There is a more streamlined approach to service delivery, moving closer to communities. B. Creation of a flexible workforce and a vibrant and productive working environment which enables staff to work collectively to meet organisational needs and customer expectations.	31 Aug 2024	Senior Manager Secondary and Communities
PPL 23 46	Effective GIRFEC systems and processes Clackmannanshire to implement revised GIRFEC materials and Pathways, in line with Forth Valley activity.	A. Reduction in number of children and young people subject to statutory measures.	31 Aug 2024	Improving Outcomes Team - Early Intervention
PPL 23 47	Year 1 Developmental Milestones Develop and implement a systematic approach to gathering developmental milestone data for 2 yr olds. Make effective use of developmental milestone data to ensure experiences provided in ELCs meet children's needs. Provide professional learning to support observational assessment of developmental milestones.	A. Robust local data will supplement NHS 27-30 month review data providing more detailed local information. B. ELCs will provide developmentally appropriate experiences. C. Confident and skilled workforce.	31 Aug 2024	Senior Manager ELC Primaries Libraries
PPL 23 48	Sport and Active Living Framework Through the 5 year refresh process & as part of a re-alignment of priority areas, revise Implementation Plan within Sport and Active Living Framework.	A. Identify wider opportunities for children & young people to be active in the community. B. Raised awareness of local sport and community organisations within schools. C. Increased access to leadership and coaching opportunities for young people through pathways & partnerships with community groups/clubs.	31 Aug 2024	Senior Manager – Team Leader Sport & Leisure
PPL 23 49	Partnership Agreement Between Sportscotland and Clackmannanshire Council Creation of a 4 year action plan with key priority areas.	A. High quality opportunities to take part in sport and physical activity before school, during lunchtime and after school supported by the Active Schools team. B. 2% increase in the number of children taking part in extra curricular sport in both primary & secondary schools. C. Maintain the number of Community Sport Hubs across Clackmannanshire but increase the number of clubs / organisations involved by 5%.	31 Aug 2024	Senior Manager – Team Leader Sport & Leisure
PPL 23 50	Primary PE Maintain 2 hours (per pupil per week) of high quality curricular PE for all children in all primary establishments.	A. All pupils receive the same Council wide curriculum at each stage / level. B. Increase in pupil confidence level. C. Increase of 1% on 21/22 baseline in attainment in First Level for Primary 4 learners for physical competencies and personal qualities.	31 Aug 2024	Senior Manager – Team Leader Sport & Leisure
PPL 23 51	Primary 5 School Swimming Programme Deliver the Primary 5 School Swimming Programme for all schools.	A. 100% of children in 18 primary and Lochies School attend 5 weeks of Water Safety & Aquatics skills sessions. B. CPD / training programme in place for Primary PE team, Swimming Teachers and Lifeguards.	31 Aug 2024	Senior Manager – Team Leader Sport & Leisure


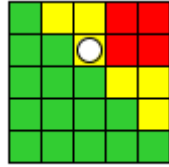
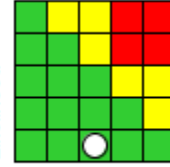
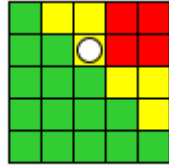
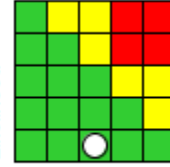
Code	ACTION	Impact	By When	Lead
		C. Pupils and staff report increased confidence in their abilities both in / out of the pool.		
PPL 23 52	Therapeutic Supports across People Directorate Identify and extend the range of therapeutic supports offered across the People Directorate to ensure an integrated pathway of therapeutic support to further increase the impact of individual interventions.	A. Integrated, coherent approach to supporting individuals is developed across the People Directorate.	31 Aug 2024	Principal Educational Psychologist/ Senior Manager - Performance
PPL 23 53	Trauma-informed suicide service Increase uptake of Text Clacks, an evidence-based trauma-informed text-based service for suicide prevention for 5 – 26 year olds to ensure awareness of crisis support that is available 24/7, and 365 days.	A. Usage rate of 6% of target 5-26 year old population. B. Reduction in completed suicides within Clackmannanshire, particularly those 26 and under.	31 Aug 2024	Principal Educational Psychologist
PPL 23 54	Mental Health Transformation Project Extend the continuum of support available within the Mental Health and Wellbeing in Clacks Transformation Project in order that children and young people can access the right support at the right time in the right place.	A. Usage figures for individual services. B. Improvements in a variety of relevant mental health and wellbeing measures for children and young people accessing services (e.g. YP-CORE, CROPS/PROPS, SDQ, BRIEF2 etc.)	31 Aug 2024	Principal Educational Psychologist
PPL 23 55	Trauma-informed practice across workforce Integrate aspects of Readiness for Learning ('R4L') into the wider development of trauma informed practice across the workforce in order to better support children, young people and families.	A. Greater awareness of impact of trauma on children, young people and their families across the workforce leading to improved service delivery and better outcomes.	31 Aug 2024	Principal Educational Psychologist
PPL 23 56	Child Protection Improve the responses and identification of children in need of protection alongside the intervention strategies that will support recovery and safety. Implementation of the Scottish Child Interview Model (SCIM), a trauma informed, evidenced and rights based approach to interviewing children/young people involved with the Child Protection process.	A. Child Protection Referrals decrease. B. Where Child Protection processes are required, a trauma informed and rights based approach with children/young people will be implemented from March 2024.	31 Aug 2024	Senior Manager Care and Protection
PPL 23 57	Icelandic Prevention Model Implement Phase 2 of the Icelandic Prevention Model to ensure that all practitioners have access to clear, practical support, training and help to enhance the consistency of response particularly in relation to substance use, self-harm and suicidal intent.	A. Reduction in the number of Secondary pupils reporting that they have seriously considered suicide. B. IPM Census Data 2021 – 28%. C. Reduction in the number of Secondary pupils reporting that they have self-harmed on purpose. D. IPM Census Data 2021 – 44%.	31 Aug 2024	Senior Manager Inclusion and Partnerships


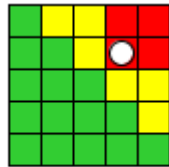
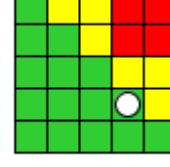
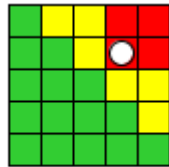
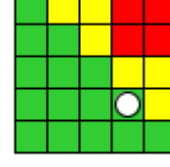
Code	ACTION	Impact	By When	Lead
PPL 23 58	<p>Domestic Abuse – Criminal Justice There is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse.</p> <p>In consultation with partners we are looking to develop and introduce a 2 year full time Domestic Abuse Coordinator post. This is in line with COSLA recommendations relating to Equally Safe.</p>	<p>A. Feedback highlights that children and families experiencing domestic abuse are supported and feel safer.</p> <p>B. Rates of domestic Abuse incidents decrease.</p> <p>C. Services are directed and accessible at an earlier stage of intervention to prevent further trauma and address risk.</p>	31 Aug 2024	Senior Manager Justice
PPL 23 59	<p>Domestic Abuse Education Working with Clackmannanshire Violence Against Women, support practitioners to embed the principles and practice within the Scottish Government’s ‘Equally Safe at School’ strategy to prevent and eradicate violence against women and girls. Increase offer of support measures.</p>	<p>A. Rates of domestic abuse incidents decrease.</p>	31 Aug 2024	Improving Outcomes Team Education
PPL 23 60	<p>Wellbeing Hub & Lochies School Project Deliver a new Lochies School and Wellbeing Hub that provides a range of inclusive and accessible health, well-being and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Progress the project through the RIBA pre construction stages, completing RIBA Stage 2 - Concept Design, and RIBA Stage 3 Spatial Coordination, and begin RIBA Stage 4 Technical Design. Ensure effective communication with all stakeholders throughout the RIBA process.</p>	<p>A. Deliver a new Wellbeing Hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted, creating a destination that the community takes pride in, and a new Lochies School which benefits from the facilities of the Hub and provides and excellent learning environment for its pupils.</p>	31 Aug 2024	Senior Manager Sport & Leisure



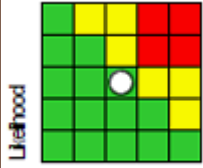
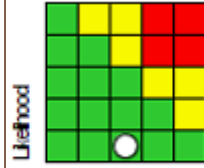
Service Risk Register

ID & Title	PPL SRR 001 ELC establishment gradings	Approach	Treat	Status		Managed By	IO Manager	Current Rating	16	Target Rating	8
Description	ELC Partner providers not achieving gradings of 'Good or above' through inspection										
Potential Effect	Children would not have a high quality ELC experience. Ability to offer funded places may be withdrawn leading to decreased capacity to deliver 1140 hours across Clackmannanshire.										
Related Actions	People Business Plan	Early Learning, Primary and Secondary school curricula continue to be developed and implemented. Robust quality assurance is enhanced and improvement activity is in place.	Internal Controls	People Directorate Children's Services							
Latest Note	Two partner provider establishments and one local authority establishment are currently being supported for improvements										

ID & Title	PPL SRR 003 Leadership Recruitment & Retention	Approach	Monitor	Status		Managed By	Improving Outcomes Manager - Broad General Education	Current Rating	8	Target Rating	8
Description	The Service may struggle to recruit and retain senior leaders within Primary Schools and ELC settings due to the national shortage of people willing to undertake such roles										
Potential Effect	Concern around the quality of new leaders in promoted posts, and pressure on other staff members										
Related Actions	People Business Plan	Work with partners to provide opportunities for staff to participate in leadership development training and other LAs to understand how they are responding to these challenges	Internal Controls	Recruitment & Retention Policy Education Senior Management Team							
Latest Note	Recent recruitment for head teachers and depute heads has been successful and a number of staff are undertaking leadership training courses										

ID & Title	COU CRR 011	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of child/children.	Status		Managed By	Strategic Director	Current Rating	12	Target Rating	3
Potential Effect	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.									
Related Actions	LOI LP1 102	Develop a workforce plan	Internal Controls	People Directorate		Likelihood		Impact	Likelihood	
	PPL CSP	Children's Services Plan		Children's Services						
	PPL DBP	People Directorate Business Plan		Child Protection Procedures						
Latest Note	Measures in place include a risk management plan and case management framework which is regularly reviewed and updated by Senior Managers. We continue to recruit to vacant social worker posts as and when vacancies exist.									

ID & Title	COU CRR 048	The Council fails to reduce the educational attainment gap between pupils from more and less deprived areas due to financial pressures, workforce issues, or wider economic, demographic and poverty-related issues.	Status		Managed By	Improving Outcomes Manager - Senior Phase	Current Rating	16	Target Rating	8
Potential Effect	Reputational damage, implications for inspection & funding, and continued poor school leaver destinations, participation & young people reaching potential, longer-term impacts on social mobility, poverty, life chances and economic growth.									
Related Actions	PPL DBP	People Directorate Business Plan	Internal Controls	Education Senior Management Team		Likelihood		Impact	Likelihood	
	PPL EDU CRP	Covid-19 Education Recovery Plan		Scottish Attainment Challenge						
	PPL EDU SAC	Scottish Attainment Challenge Action Plan								
Latest Note	Recovery Plans now form part of School Improvement Plans and support continues from Centre Teams & government funding. Health & wellbeing impacts and emerging challenges being addressed by Educational Psychology & partners. Redesigned approach to Scottish Attainment Challenge has seen funding to 9 Challenge Authorities (£43m) distributed equitably between all 32 local authorities - now named Strategic Equity Funding. This significantly reduces finance available for local Programme Plans, tapering down over next 4 years (2022-25). We continue to monitor attainment closely, with targeted support to close any identified gaps, and funding will be carefully allocated to mitigate risks.									

  Harm to Child(ren)		Strategic Director - People		Current Score	9	Target Score	3
Risk	A lack of capacity or stability in key roles reduces the Council's ability to fulfil statutory requirements and intervene to prevent the serious harm of a child/children.			 Likelihood Impact		 Likelihood Impact	
Potential Impact	Effects of injury or death on individual, family, friends & staff members, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.						
Note	Planning and measures are in place to address staffing, leadership, assurance and improvement planning, including quarterly reports to Committee. We have successfully recruited team leaders into posts and 2 senior practitioners(as part of the Children's Services re-design) to build resilience and skill within the workforce, particularly with the high number of newly qualified social workers within the service, this allows the service to develop an approach to practice that is trauma informed and rights based. There is also a recurrent social work recruitment campaign to ensure that all vacant posts are recruited to in a timely manner as well as forging links with academic institutions to highlight Clackmannanshire Council as a forward thinking local authority for child protection work, for newly qualified social workers. Furthermore, the locality model will provide greater flexibility and be more responsive to children/young people at risk of harm as well as focussing on strengthening early intervention at the first point of contact. The e-IRD system is now embedded and allows for agencies to respond in real time to children/young people at risk of harm for timely assessments and interventions. In addition there has been a sustained decrease in the number of child protection registrations.						
Related Actions	Children's Services Plan 2021-24		PPL CHC CSP	Existing Controls	Child Protection Procedures		
	Covid-19 Education Recovery Plan		PPL EDU CRP		Public Protection Chief Officers Group		
	People Business Plan 2021-22		PPL PBP 212		Public Protection Committee		

Clackmannanshire People Directorate

Demographic Profile

July 2023

The following profile includes data available at time of writing.

AIM: The aim of this profile is to provide background data to inform improvement planning across Clackmannanshire’s People Directorate

GEOGRAPHY

Clackmannanshire has 9 main localities or neighbourhood settlements:

- Alloa
- Alva
- Clackmannan
- Dollar
- Menstrie
- Muckhart
- Sauchie
- Tullibody
- Tillicoultry

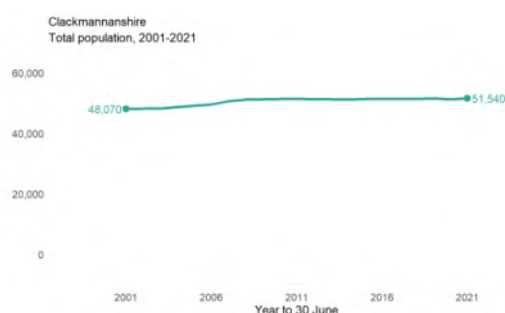


The Scottish Household Survey [SHS] is an annual survey of the general population in Scotland. Typically, SHS respondents are interviewed face-to-face, in their homes; however, in March 2020 the fieldwork approach was altered in response to the COVID 19 pandemic.

The majority of the 2020 survey fieldwork, and all of the 2021 survey fieldwork was carried out using telephone interviewingⁱ.

POPULATION

In June 2021, the population of Clackmannanshire increased by 0.5% to 51,540. Over the same period, the population of Scotland increased by 0.3%.



Between 2001 & 2021, the population of Clackmannanshire increased by 7.2%; this is the **16th highest percentage change** out of the 32 council areas in Scotland. [*Over the same period, Scotland’s population rose by 8.2%*].ⁱⁱ



Between 2018 & 2028, the population of Clackmannanshire is projected to **decrease** by 0.4% compared to a projected increase of 1.8% for Scotland as a whole.



24077

In 2021, the number of households in Clackmannanshire was **24,077**. This is a slight increase on the previous year [24,066].

In comparison, the number of households in Scotland overall increased by 0.8%ⁱⁱⁱ.

In 2021 there was **no change** to the gender ratio with more females [51.1%] than males [48.9%] living in Clackmannanshire^{iv}.



DEPRIVATION

Scottish Index of Multiple Deprivation [SIMD] is an area-based measure of *relative deprivation*; not every person in a highly deprived area will experience high levels of deprivation.



If an area is identified as ‘deprived’, it can relate to people having a low income, fewer resources or opportunities.

SIMD looks at the extent to which an area is deprived across **seven domains**:

- income,
- employment,
- education,
- health,
- access to services,
- crime and
- housing^v.



Clackmannanshire consists of **72 datazones** [out of 6976 across Scotland].

It has a **25%** share of the 20% most deprived data zones [18 datazones].

One of the datazones in Clackmannanshire features as the **6th highest** overall deprived data zone and the **10th highest** most income deprived data zone across Scotland^{vi}.

This means that some areas of Clackmannanshire still experience a *high number of vulnerable communities* associated with high levels of unemployment, including youth unemployment, substance misuse, mental health issues and young parents/one parent families.



EMPLOYMENT^{vii}

Clackmannanshire’s employment traditionally consisted of industries such as brewing, coal mining and textiles. Now the area relies more heavily on public service employment, production and retail.

According to NOMIS figures for the year 2022 [Jan – Dec] Clackmannanshire had **61.9%** of its population in the age range 16 to 64 years, lower than the Scottish average of 63.8%.

Almost 70% [**69.5%**] of its population recorded as “Economically Active”, less than the Scottish average of 77.1%.

4% of its population recorded as “unemployed”; higher than the Scottish average of 3.4%.

Higher
Unemployment
Rate than
Scottish
Average

WORKLESS HOUSEHOLDS

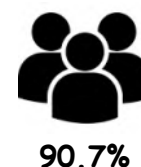
Across Clackmannanshire it is estimated there are 23.7% households classed as “workless”; this is higher than the Scottish average of 18.6%. [Workless Households: where no-one aged 16 or over is in employment. These members may be unemployed or economically inactive. Economically inactive members may be unavailable to work because of family commitments, retirement or study, or unable to work through sickness or disability].



YOUNG PEOPLE EMPLOYMENT

Employment statistics for young people [16-19 year olds] is published by Skills Development Scotland and is part of a national measure, “Participation Measure” [PM].

In 2022, the PM, i.e the percentage of 16 to 19 year olds participating in **education, employment, or training** was 92.4% across Scotland; in Clackmannanshire the percentage was lower at **90.7%**^{viii}.



The gender participation gap [the difference between the PM for men and women] for young people is reported at 1.7pp in 2022 with young women participating more than young men.

This is an improvement on the year before [2021] where the gap was 2.8pp with the change caused by more young men participating in 2022.

CHILD POVERTY

Scottish Government reported in March 2023 that child poverty rates have stabilised at **24%** *[after housing costs]*.

It is estimated that in 2019-22, **69%** of children in relative poverty after housing costs were living in working households [170,000 children each year]^{ix}.

Across Clackmannanshire there are **28.3%** of children living in poverty, higher than the Scottish average^x.

More than two thirds of children in poverty live in working households.



28.3%

HOMELESS^{xi}

Over the same six month period, April to September, there has been a *6% increase* in the number of homelessness applications across Scotland in 2022. Across Clackmannanshire this increase is higher at **8%**.



311 Homeless Applications

Over the same period there has also been a *6% increase* in the number of households across Scotland assessed as homeless or threatened with homelessness; in Clackmannanshire this is slightly higher at **7%**.



45 children in temporary accommodation as of 30th Sept 22

Across Scotland there was a *10% increase* in the number of children in temporary accommodation; across Clackmannanshire there was no change with 45 children remaining in temporary accommodation.

HEALTH

Children's Health

"Every child has the right to the best possible health"



My Health, My Rights is a national campaign with the aim to give voice to Health Priorities that support the health and wellbeing of children and young people whilst raising awareness of health rights and the benefits of health-related play. This campaign will officially launch during Scottish Children's Health Week 2023 [**4-10 September 2023**] and is supported by Children's Health Scotland [Charity]^{xii}.

SUBSTANCE MISUSE

ALCOHOL

Across Scotland the number of alcohol specific deaths *rose by 5%* to 1,245 in 2021.



9
deaths

Across the Clackmannanshire area the number of alcohol related deaths ***fell by a quarter*** to 9 in 2021^{xiii}.



Average age:
58.7 years



Average age:
59.7 years



Two thirds
deaths
were male

In the five year period from 2017 to 2021 there have been a total of 50 alcohol related deaths across the Clackmannanshire area.

50
deaths

DRUG MISUSE

The Scottish Government has a National Mission to reduce drug deaths and improve the lives of those affected by drugs.

Suspected Drug Deaths – Police Scotland publish quarterly reports on the number of [Police Scotland] suspected drug deaths. This report gives an indication whether drug related deaths are increasing or falling across the area. Across Scotland there were 298 suspected drug deaths between January and March 2023; 3 more than the previous quarter and 5% [13] higher than during the same period of 2022^{xiv}.

Across the Forth Valley area there were *14 suspected drug related deaths* [5% of the overall total] between January and March 2023; one less than the same period in 2022. Overall, in 2022, Police Scotland figures report **54 suspected drug related deaths**, a reduction on the year before where there were 63.



Males still account for the largest percentage of drug deaths [just over two thirds] with the 35 to 54 age range experiencing the highest number of deaths.

BREASTFEEDING

It has been long reported that breastfeeding provides the best nutrition for babies and young children supporting children's health in both the short and longer term. There is strong evidence that breastfeeding reduces children's risk of infections and can lead to a small but significant improvement in brain development.

Almost two thirds [65%] of babies born in Scotland in 2021/22 were breastfed for at least some time after their birth; a slight fall on the year before where it was 65.6%.



Lower no. of babies breast fed in Clacks

55.6% of babies born in Clacks in 2021/22 started off breast fed

More than half [55%] of babies were being breastfed at 10-14 days of age in 2021/22. This has increased from 44% in 2002/03, mainly due to an increase in mixed breast and formula feeding. Across Clackmannanshire this figure was slightly lower at 42.7%.

TEENAGE PREGNANCIES



43 teenage pregnancies in 2020

The teenage pregnancy rate in Scotland is at its lowest level since reporting began as rates fell to 23.9 per 1000 women in 2020 [equivalent to 3300 teenage pregnancies – women aged less than 20 years]. While teenage pregnancy rates have reduced across all levels of deprivation, they have fallen more rapidly in the most deprived areas which has narrowed the absolute gap between the most and least deprived areas.^{xv}

Across Clackmannanshire, this rate is *higher* at 32.8 per 1000 women however is much lower than the last recorded figure which was 46.8.

Teenage women from the most deprived areas are more likely to deliver than to terminate their pregnancy. In contrast, those from the least deprived areas are more likely to terminate than to deliver.

YOUNG PEOPLE - SUICIDE

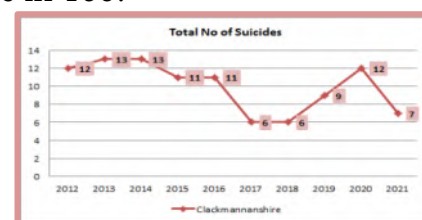


1 in 4 Deaths in Young People - Suicide

The Scottish Suicide Information Database, [ScotSID] brings together data to improve the understanding of suicide in order to help reduce the number of suicide deaths in Scotland. The latest report concerns suicide amongst children and young adults aged 5 to 24 years during the period 2011 to 2020.

During this ten year period **820** young people resident in Scotland died as a result of suicide. **About one in four** of all deaths among young people is caused by suicide. This proportion is much greater than the proportion of deaths caused by suicide in older adults, which is around one in 100.

The overall number of suicides across Clackmannanshire fell to 7 in 2021^{xvi}. [Young person data not available at local authority level]



CRIME

Domestic Abuse



755
incidents

In 2021/22 the rate of domestic abuse at **146 incidents per 10k population** is the **fourth highest** in Scotland with Dundee City, West Dunbartonshire & Glasgow City higher [Scottish average was 118 incidents per 10k population]^{xvii}.

Despite being the fourth highest, the number of incidents of domestic abuse fell by 6.6% in 2021/22 to 755. More than a third [37%] included a crime or offence being committed, slightly lower than the Scottish average of 39%.

The highest percentage of domestic incidents take place in the victim's home with females remaining the more common victim. The weekend remains the highest risk period for domestic incidents to occur.

Juvenile Offending [Referrals to Children's Reporter]

In 2022/23, 10,981 children and young people in Scotland were referred to the Children's Reporter; 1.2% of all children and young people in Scotland.

The majority of children and young people [9,025] were referred due to concerns about them [care and protection grounds].

Lack of parental care is the most common reason assigned by Reporters when a child or young person is referred to the Reporter

The most common ages for children and young people to be referred to the Reporter continues to be 14 and 15 years.

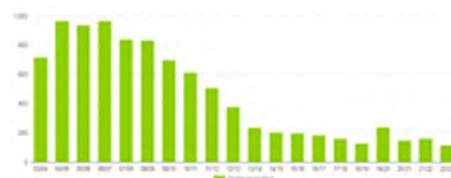
For very young children [those who were aged under one year] the principal concern identified related to **a lack of parental care** or having close connection with a person who has carried out **domestic abuse**.



Fall in
number of
referrals

Across Clackmannanshire **118 children** were referred to the Children's Reporter in 2022/23, 43 children less than in 2020/21; a **fall of 27%** over a two year period.

The most common reason for referral remains "parental care/neglect" at 30% of all referrals. Young people "committing an offence" accounted for 24% of all referrals in 2022/23^{xviii}.



Prison Population

Prison Population has increased to 3.3 per 1k population [Clackmannanshire]

Recent statistics released by the Scottish Prison System [SPS] report HMP Glenochil as having an average of 717 prisoners held each day in 2021/22; this is an increase of 11% on the year before.^{xx}

Scotland has one of the highest imprisonment rates in Western Europe [138 per 100,000 population in April 2023], although the prison population remains lower than pre-pandemic levels. As at the 1st April 2023, the average daily prison population in Scotland was **7,507^{xix}**.

HMP Glenochil is located within Clackmannanshire and holds both short and long term convicted prisoners; some of whom may come from the Clackmannanshire area.

Offenders who live in the Clackmannanshire area are likely to be held on remand at HMP Barlinnie [Glasgow] or HMP Saughton [Edinburgh] with young offenders held at HMYOI Polmont.

Young people [under 21 years old] represented less than 3% of the total prison population in 2021/22, and the average daily numbers in prison fell to 193, driven by a reduction in both sentenced and tried population

The number of offenders who entered the prison system [arrivals] from the Clackmannanshire area in 2021/22 increased to a rate of 3.3 per 1000 population from 2.8 per 1k population the previous year; this rate is the **second highest** across Scotland.

EDUCATION

Educational Establishments



Clackmannanshire has 18 publicly funded primary schools, 3 publicly funded secondary schools, 2 Special Schools [Secondary School Support Service & Lochies], 4 Specialist Provisions [Alloa Academy [EASN], Alva Academy [ASD], Alva PS [ASD] & Primary School Support Service] and 4 standalone Early Learning & Childcare [ELC] establishments.

Staffing

At the latest annual school staff survey^{xxi}, Clackmannanshire is reporting **553 teachers** [including ELC], slightly lower than the year before but still an increase of 8% over the last 5 years.

The overall pupil teacher ratio hasn't changed at **12.1**, lower than the Scottish average of 13.2 [no change on previous year].



Free School Meals

77% of primary school pupils and **21%** of secondary school pupils are registered for FSM. Both cohorts reporting an increase in the uptake of FSM. Scottish average 76% for primary & 17.8% for secondary]^{xxiv}



The chart opposite illustrates the *upward trend* in the uptake of Free School Meals for primary school pupils.

HEALTH & WELLBEING

Attendance



Statistics on attendance & absence are collected and published every two years by Scottish Government. In 2020/21 [*most recent published data*] attendance across Clackmannanshire was higher than the national average at 92.9%^{xxv}.



As previously reported, attendance across all educational establishments had been improving prior to COVID-19. Since schools returned to a normal timetable attendance across Clackmannanshire has been sporadic.

In 2021/22, the average attendance reported was 90.5% [authority figure]. Provisional figures for 2022/23 indicate that attendance has increased to **90.7%** [unpublished figures].

At the start of the new academic term in 2023/24 a new **Attendance Campaign** is being launched led by the Forth Valley & West Lothian Regional Improvement Collaborative (RIC).

Its slogan:

**Be INspired
Be INVolved
Be IN school**

Exclusions:

Since the introduction of a new exclusion policy across the authority, there have been **no recent exclusions**. The last reported exclusion was in 2020/21.

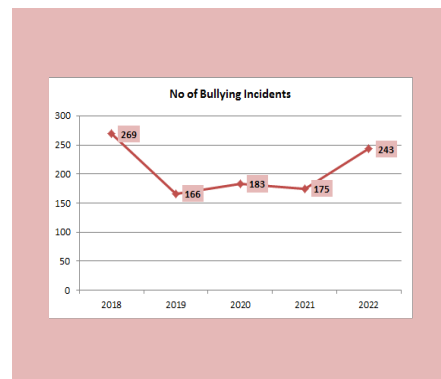


Bullying

In 2022/23, the number of reported bullying incidents increased by 39% compared to the year before^{xxvi}.

The main nature of reporting has changed to “Name calling, teased, put down or threatened”, accounting for almost half of all bullying incidents [46.5%].

Note: A review of all recent bullying incidents has identified that only some schools seem to be using the new “Bullying & Equalities” reporting on SEEMiS. Care also needs to be taken when comparing reporting of incidents and it is likely the reported increase is due to an increase in reporting and not necessarily an increase in bullying incidents.



Lets Talk Scottish Education

The Scottish Government and COSLA co-convened a national discussion on the future of education in Scotland in response to Professor Ken Muir’s report “Putting Learners at the Centre”.

The “**All Learners in Scotland Matter: Our National Discussion on Education**” was subsequently published on 31st May 2023. This report is based on the findings of a listening exercise which took place between 21st September 21 & 5th December 2022.



More than one hundred organisations dedicated to supporting children and young people were consulted as well as education partners and parent and carer groups in designing the National Discussion.

The Scottish Government and COSLA, at the time of writing, are considering the report and are working to ensure that the vision for Scottish education is realised for all learners^{xxvii}.

ATTAINMENT INC. POVERTY RELATED ATTAINMENT GAP

Curriculum for Excellence [CfE] - [2021/22 results]

The following details the main findings from analysis of CfE results for 2021/22 [published data].

Early Level Reading beginning to show signs of recovery with the rate of 80.7% higher than the national average.

First Level Reading remained lower than the national average but reported a yearly increase at 69.9%.

The attainment gap for First Level Reading *narrowed* and remains smaller than the national gap.



Increases in Reading



**Increases
in Writing**

The achievement rate for **Early Level Writing** increased to 76.1% and is higher than the national average.

The achievement rate for **First Level Writing** increased to 61.2%.

The attainment gap for First Level Writing **narrowed** although remains slightly more than the national gap.

The achievement rate for **Second Level Writing** reported a yearly increase and is higher than the national average.

The achievement rate for **Early Level Literacy** reported a yearly increase and is higher than the national average in 2020/21.

The achievement rate for **Second Level Literacy** also reported a yearly increase.

The achievement rate for **Early Level Numeracy** reported a yearly increase and is higher than the national average.

The achievement rate for **First & Second Level Numeracy** also reported yearly increases.

The attainment gap for First Level Numeracy **narrowed** in 2021/22 and is slightly smaller than the national gap.

The achievement rate for the combined cohort [P1, P4 & P7] for Literacy reported a yearly increase and the attainment gap narrowed.

The achievement rate for the combined cohort [P1, P4 & P7] for Numeracy also reported a yearly increase and the attainment gap narrowed.



Unpublished data for CfE reporting 2022/23 indicates a further improving picture with increases in Literacy & Numeracy together with further narrowing of the poverty related attainment gap.

Senior Phase - [2021/22 awards]

Results in 2022 were compared to results in 2019 [pre-COVID] as both years students undertook similar examinations with the two years in between involving different assessment models.

Compared to 2019 [last exam year]:

- Overall fall in National 4 awards but an increase in both National 5 & Higher results
- More students passing Advanced Higher Awards
- Overall increase in pass rate for Maths at National 5 continuing an increasing trend
- Despite increase in pass rates, the attainment gap **widened** at National 5 and Higher.
- All three secondary schools reported improvement in pass rates at National 4, National 5 and Higher.



SCHOOL LEAVERS

Attainment:

The percentage of school leavers attaining 1 or more passes at SCQF level 5 in 2021/22 fell to 84.1%. Despite the fall the rate is higher than in 2018/19 where the assessment circumstances were similar.

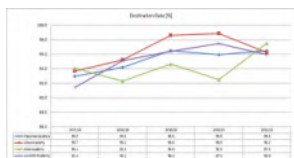


The percentage of school leavers attaining 1 or more passes at SCQF level 5 who live in our most deprived areas (Q1) *increased* in 2021/22 to 77.5%.

The percentage of school leavers attaining 1 or more passes at SCQF level 6 in 2021/22 fell to 54.8%. Despite the fall the rate is the same as 2018/19 where the assessment circumstances were similar.

The percentage of school leavers attaining 1 or more passes at SCQF level 6 who live in our most deprived areas (Q1) fell in 2021/22 to 36.7%.

Positive Destinations



96.5%
Initial Destination Rate

96.5% of all young people in Clackmannanshire entered an initial positive destination in 2021/22; higher than the previous year & the Scotland-wide figure of 95.7%.

This rate matches the **highest rate** ever reported in Clackmannanshire [2019/20] and is higher than the previous year & the pre-COVID rate.

56.9% of young people in Clackmannanshire moved on to further or higher education, a *fall* on last year's figure of 66.8%, reflecting the fall nationally which is suspected as being an impact of increase in cost of living.

Three in ten young people entered employment, an *increase* on 28% from the previous year and higher than the Scottish rate of 25%.



Participation Rate



90.7%

The Annual Participation Measure [APM] reports on the economic and employment activity of 16 to 19 year olds in Scotland and is the source of the Scottish Government's National Performance indicator "Percentage of young adults [16-19 year olds] participating in education, training or employment".

In 2022, this national indicator stood at 92.4%, a slight increase on the rate in 2021^{xxviii}. Across Clackmannanshire the Participation Rate also increased to **90.7%** continuing a 3 year increasing trend.

67.8% participating in Education, 20.6% participating in Employment & 2.3% in other training & development.

CHILDREN & YOUNG PEOPLE

Child Social and Physical Development

Problems with early child development are strongly associated with long-term health, educational, and wider social difficulties. Detecting developmental problems early provides the best opportunity to support children and families with good evidence that parenting support and enriched early learning opportunities can improve outcomes for children including intensive early interventions for children with serious developmental problems.

The percentage of children meeting developmental milestones across Clackmannanshire continued to fall in 2021/22 to 75.9%. The Scottish average also fell to 73.2%^{xxix}. The percentage with a concern about speech, language & communication development has continued to increase over the last 3 year period. *[Note: due to COVID-19 some assessment practices differed over the period under review.]*



Care Experienced [or LAC]

The total number of Looked After Children [LAC] across Clackmannanshire as of 31st July 2021 was 261; the total number LAC as of 31st July 2022 was 263, 3% of the population. This rate is **higher** than the Scottish average at 1%, and the highest rate recorded across all authorities [apart from West Dunbartonshire which has the same rate]^{xxx}.

More males are Looked After than females with a split of 58% to 42% across Clackmannanshire. 16% aged under 5 years, slightly lower than the Scottish average of 17%; 14% aged over 16 years, again slightly lower than the Scottish average of 15%.

The largest proportion of LAC continues to be looked after by friends/relatives [43%], followed by foster carers purchased by local authority at 24%. Across Scotland 34% are looked after by friends /relatives and 10% purchased by local authority. The funding for LAC across Clackmannanshire is therefore **more expensive** than the Scottish average.

Child Protection

The number of children on the Child Protection Register across Clackmannanshire on 31st July 2022 was 15, a rate of **1.7 per 1000 children**. The national rate across Scotland was 2.2 per 1000 children^{xxxi}.

Across Scotland the main concern reported is linked to domestic abuse followed by parental substance abuse [drugs & alcohol] and then neglect. Across Clackmannanshire the main concern identified is linked to domestic abuse followed by neglect. In the year 2021/22, **80 children** were registered with the main concerns identified at case conference being neglect, domestic abuse and parental substance abuse [in that order]-all similar to what is being reported across Scotland.



CLACKMANNANSHIRE EDUCATIONAL PSYCHOLOGY SERVICE

The Educational Psychology Service [EPS] has had **539** requests for assistance from establishments and parents/ carers looking for support and advice between August 2022 & June 2023, approximately **49 requests per month^{xxvii}**.



More than 600 [602] cases have been opened on the EPS database in this time period. The most frequent issue raised in requests for assistance remains **autism spectrum conditions**, with *anxiety* and *non-attendance* also featuring heavily.

Of the 602 cases opened, the majority were male [61.7%]; female – 37.8%; & other – 0.5%. The majority of work was in the Primary Sector [52% age 6-11 years, 20% age 0-5 years, 27% age 12-16 years and 1% age 17-24 years].

The **Intensive Therapeutic Service** works regularly [usually weekly] with **13 children, young people and their families** to help resolve trauma that is affecting their education.

A further **28 children and young people** are supported by the EPS in Out of Authority Placements.

Mental Health and Wellbeing in Clacks Transformation Project

The EPS over-sees the development and operation of a range of mental health services for children and young people, including

- The Counselling in Schools Service (CiSS);
- Creative Therapeutic Interventions for Children Service (CTIfCS);
- Through Care After Care Wellbeing Worker Service; and,
- Two digital mental health services.

In addition, the EPS is a stakeholder in the **Getting It Right Forum** for both mental health and Additional Support Needs.

There have been **156 referrals** to the Forum since Sept 2022 and 22 of these have been allocated to CTIfCS.

701 children and young people have been referred to our face-to-face services with statistically significant improvements [i.e. not by chance] in wellbeing scores for those accessing CiSS, and improvements in wellbeing for those accessing CTIfC that are heading towards statistical significance.

To date [June 2023], the digital services have been accessed by 841 individuals [approximately 6% of our target population].

Although time of use within the day fluctuates, both of our open-access services show a high level of use **out of normal working hours** [January – March 2023, 75% of Kooth and 51% for Shout contact/logins have been out of hours] indicating the importance of providing services around the clock.

access to a free bike as part of a Scottish Government programme in partnership with Forth Environment Link.

Every child received a day of journey training, bike maintenance and for those who needed it a new bike, helmet, lock and high viz vest was provided for the children to keep.

All primary 5 and 6 children continued to receive *free cycle skills* training with **556** P5s completing their Level 1 Bikeability Award and **593** pupils completing their Level 2 Bikeability Award.

Events & Festivals

During academic year 2022/23, every P1 to P7 had the opportunity to take part in a range of events and festivals either delivered at their own school or in a central venue.

During this period the full secondary events calendar was re-introduced with the schools badminton and athletics championships taking place for the first time since 2019.



There was also a full calendar of events for children & young people with *Additional Support Needs* and this included the local and regional Boccia Championships, local & regional cross country and athletics events, and the **Para Sport Festival** hosted by The Peak in Stirling.

This has returned the events calendar for everything to pre-COVID levels.

Physical Education

All primary pupils continue to receive 2 hours quality PE each week delivered by a qualified teacher.

All primary 5 pupils took part in a 5 week water confidence / aquatics skills programme during April to June 2023. This was due to the re-introduction of the curricular swimming programme with **590 pupils** from across 19 primary schools involved including Lochies.

All Primary 7 pupils are offered a day's ski instruction during the school day at Firpark Ski Centre.

Engagement in Sport

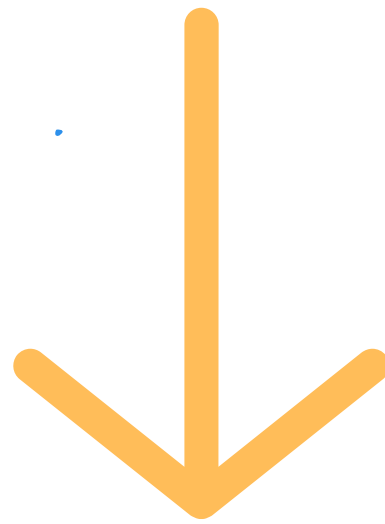
2022/23 is the first full year of data collection around the *participation levels* of school aged children in extra curricular sport and has built on the baseline set during 2021/22.

- 58% of primary school pupils took part in extra curricular sport; **up 5%** from previous year's figures
- 21% of secondary school pupils took part in extra curricular sport; **6% increase** from previous year's figures.

Appendix [References]

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Golden Thread



Clackmannanshire
Wellbeing Economy
Local Outcomes
Improvement Plan

**People Business
Plan**
Team Plans

People Strategy and Plans

Family Wellbeing Partnership Plan
National Improvement Framework Plan
Scottish Attainment Challenge & Strategic Equity Fund Plan
Promise Plan

Children's Services Plan
Community Learning Development Partnership Plan
Violence Against Women & Girls Strategic Plan
Criminal Justice Plan

Other Directorate's Plans

Community Wealth Building Plan
Local Employability Plan
Local Child Poverty Action Plan

CLACKMANNANSHIRE COUNCIL

Report to: Council

Date of Meeting: 10 August 2023

Subject: National Improvement Framework Plan 2023 -2024

Report by: Catriona Scott, Senior Manager, People

1.0 Purpose

- 1.1. This report presents Clackmannanshire Council's National Improvement Framework (NIF) Plan 2023/24. (**Appendix 1**)

2.0 Recommendations

- 2.1. It is recommended that Council approves this Plan.

3.0 Considerations

- 3.1. Education authorities must prepare and publish annual plans describing the steps they intend to take during the planning period, to achieve the five key priorities of the National Improvement Framework:

NIF Priorities

- Placing the human rights and needs of every child and young people at the centre of education
- Improvement in children and young people's health and wellbeing
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy.

- 3.2. The National Improvement Framework Plan is focused on:

- Empowering families and communities
- Sustainable Inclusive Growth
- Health and Wellbeing

- 3.3. The actions contained within the NIF Plan will ensure that improved outcomes are delivered for children and young people, families, individuals and communities, so that every young person can reach their full potential, both within and outwith school.

3.4 The service is committed to progressing workforce development and leadership plans to support the transformation of services.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. *Financial Details*

5.2. None

5.3. *Staffing*

There are no implications for staffing arising from the NIF Plan and Report. The reduction in Scottish Attainment Challenge funding will have implications for staff and this will be progressed in line with Council policy.

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

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

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

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 No

10.0 Appendices

(Appendix 1) NIF Plan 2023/2024

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)

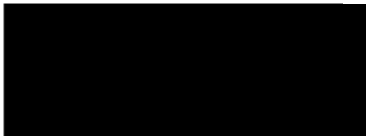
Yes (please list the documents below)

- People Directorate Business Plan 23-24
- Clackmannanshire Family Wellbeing Partnership Strategic Plan 23-24
- The Promise Plan 23-24

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Education Service

National Improvement Framework Plan 2023-
24

A large teal circle containing the text "Be the FUTURE".

**Be the
FUTURE**

Introduction

What is the National Improvement Framework?

Since its launch in January 2016, The National Improvement Framework (NIF) and its subsequent annual reviews have reflected the Scottish Government's pledge to deliver excellence and equity, whilst closing the attainment gap between the most and least disadvantaged children; a goal which continues to be at the core of government policy, to make Scotland the best place to grow up and learn.

The NIF states what is required to improve Scottish education so that every young person can reach their full potential, both within and outwith school. The framework uses information from schools and ELCs, local authorities and national organisations, in order to identify actions that have a positive impact on learning and the health and wellbeing of children and young people.

This information, alongside the experiences of children and parents/carers regarding Scottish education, is published annually in the National Improvement Evidence Report. The National Improvement Framework and Improvement Plan then uses this information to make recommendations each year for how to best meet the aims of the NIF.

Education authorities must prepare and publish annual plans describing the steps they intend to take, during the planning period, to achieve the five key priorities of the National Improvement Framework. Integral to this is the involvement of a wide range of stakeholders.

Our identified improvement outcomes have been based on the evaluation of the NIF 2022-2023 Report. Progress, performance data, Standards and Quality Reports, School Improvement Planning and evidence collected from the Clackmannanshire Empowerment groups have informed the key actions and associated impact measures. We have also taken into account youth and parent/carer voice, national surveys, local authority self-evaluation information and planned quality improvement visits, including any new and emerging priorities.

The 2023-2024 Plan considers the totality of Attainment Scotland Funding (Strategic Equity Funding (SEF), Pupil Equity Funding (PEF) and Care Experienced Children and Young People (CECYP) funding) so that there is alignment between priorities of the NIF and the planned outcomes for children and young people affected by poverty.

Clackmannanshire National Improvement Framework Plan

The National Improvement Framework Plan (NIF) 2023-2024, sets out a clear vision for Clackmannanshire based on delivering Excellence and Equity across the five national priorities:

- Placing the human rights and needs of every child and young person at the centre of education
- Improvement in children and young people's health and wellbeing
- Closing the attainment gap between the most and least disadvantaged children and young people
- Improvement in skills and sustained, positive school-leaver destinations for all young people
- Improvement in attainment, particularly in literacy and numeracy.

To deliver this improvement, six 'drivers' are identified. These are:


- **School and ELC Leadership:** how we develop and support our head teachers and how we develop leadership across all parts of our school community
- **Teacher and Practitioner Professionalism:** how we support teachers and practitioners in their professional development
- **Parent/Carer Involvement and Engagement:** how we ensure the maximum benefit of parent and carer involvement and engagement in children's learning and in the life of the school
- **Curriculum and Assessment:** how we gather information about children's progress and how we use this information to support improving outcomes for all
- **School and ELC Improvement:** every school and ELC has a responsibility to evaluate how well it is doing against the National Improvement priorities and other performance measures. These are evaluated by the schools themselves, by the local authority and by HMI inspections
- **Performance Information:** how we gather data and analyse information to help us target areas for improvement, show where we have been successful and where we may need to do more



Clackmannanshire Empowerment Groups

In 2022, colleagues from Clackmannanshire Council, Education Scotland, ADES and Forth Valley and West Lothian Regional Improvement Collaborative engaged in professional discussion as part of collaborative improvement, with a specific focus on data for analysis, quality assurance and recovery approaches. One of our emergent priorities was to develop an empowered system by building capacity in our Headteachers and Centre Teams and to strengthen partnerships with the Regional Improvement Collaborative and Education Scotland. This has continued throughout 22/23 through the establishment of Collaborative Empowerment Groups.

The priorities noted below were developed by our Empowerment Groups and have informed some of the strategic actions in our NIF Plan.



Pedagogy

- * Effective partnership collaboration and consultation
- * Agreed definition and principles

1. [Agreed Definition](#)
2. [Clackmannan Pedagogy Principles](#)
3. Engagement in National Writing Programme
4. Provide examples of principles in practice
5. Build capacity in the system with middle leaders and curriculum leaders



Curriculum

Partnership working to establish a curriculum promise that all children and young people of Clackmannanshire deserve

- [Draft rationale](#) created and out for consultation
- Virtual consortium arrangement planned for session 2023-24
- CLPL agreed for Senior Leaders for session 2023-24 and planned in conjunction with the RIC



Quality Assurance

We will create:

- a safe space
- reflective thinking time
- a structure

Senior Leaders to engage collaboratively to inform future professional learning and improvement to improve outcomes for learners.




Performance

Senior leaders will have access to an attainment cycle that provides a performance focus on attainment:

Year one:
Attainment cycle
Example framework

Future:
CLPL opportunities
Quality assurance



Health Wellbeing and Inclusion

[Through R4L principles and practice, increase knowledge and skill of Clacks educators to include and meet the needs of all learners.](#)

- [R4L mandatory CLPL for all staff](#)
- [R4L included in VSE and School Self Evaluation framework](#)
- [R4L Accreditation pathway open to all establishments](#)

Stretch Aims

The Scottish Attainment Challenge programme was refreshed with a view to supporting education recovery and accelerating progress in closing the poverty-related attainment gap, building on the progress made over the course of the previous parliamentary term and the 2021/22 academic year. The Scottish Attainment Challenge Framework for Recovery and Accelerating Progress introduced a requirement for local authorities to set ambitious, achievable stretch aims for progress in overall attainment and towards closing the poverty-related attainment gap in the 2022/23 academic year.

Stretch aims are to be embedded in local authority education service improvement plans. The core **stretch aims**, highlighted below, continue to focus on improving outcomes for all children and young people while closing the poverty-related attainment gap. They articulate both ambitious and achievable aims and take into account evidence-based self-evaluation, collaboration between and across school planning and have been supported and challenged through professional dialogue with Education Scotland to drive improved outcomes for children and young people impacted by poverty across Clackmannanshire.

- Increase attainment in Literacy (P1, P4 and P7 combined) to TBC
- Increase attainment in Numeracy (P1, P4 and P7 combined) to TBC
- Reduce the poverty related attainment gap in Literacy (P1, P4 and P7 combined) to TBC
- Reduce the poverty related attainment gap in Numeracy (P1, P4 and P7 combined) to TBC
- Increase the percentage of school leavers attaining 1 or more passes at SCQF level 5 to TBC
- Increase the percentage of school leavers attaining 1 or more passes at SCQF level 6 to TBC
- Increase percentage of 16-19 years olds participating in education, employment or training to TBC
- Increase attendance across all establishments by % percentage points from 94% to TBC
- Recognising the importance of wider achievements and a range of other factors that underpin positive outcomes for children and young people, stretch aims should also be detailed for a range of further local priorities, using local measures.

Core Plus Stretch Aims

Recognising the importance of wider achievements and a range of other factors that underpin positive outcomes for children and young people, stretch aims have also been detailed for a range of further local priorities, using local measures. These are our **Core Plus Stretch Aims**.

The focus on the attendance of Care Experienced Children and Young People especially the historical difference between Looked After at Home and Looked After Away continues to be a priority Annual Participation Measures (APM) will continue to be monitored and reviewed to ensure that by narrowing the gap between initial and follow up destinations our APM will improve.

Progress will continue to be monitored through existing governance across Education Services and within the Children and Young People Strategic Group, People Committee, Strategic Equity Fund Board, Education Scotland and Scottish Government Service improvement continues to take into account focused improvements for children and young people across Clackmannanshire with a particular emphasis on:

- Robust data analysis and review
- Targeted support to close the poverty related attainment gap
- Strengthening of partnerships

- Alignment of NIF with wider strategic planning

Robust contextual analysis has allowed us to continue to focus on ambitious but achievable stretch aims for raising attainment and closing the poverty related attainment gap in Literacy and Numeracy at P1, P4 and P7. This has included the analysis of historical ACEL data, scrutiny of ACEL data for children affected by poverty, Quintiles 1 and 5, determining the percentage of children 'off track' and using knowledge and impact of interventions benchmarking against national measures. **(Appendix 2)**

Progress during session 2022/23 with our priorities

Progress made with the main drivers for the Education Service between August 2022 and June 2023 are set out in NIF 2022-2023 Report, highlighting what has been achieved and areas where further progress is needed*. This will be presented at Audit and Scrutiny Committee in August 2023.

The Standards in Scotland's Schools, etc. Act 2000 places duties on education authorities in relation to the delivery of school education, to reduce inequalities of educational outcome experienced by pupils as a result of socio-economic disadvantage. This Act requires Clackmannanshire to prepare and publish an annual report setting out the steps taken to secure improvements in education provision and outcomes set out in the National Improvement Framework Improvement Plan and those identified by the Service.

The Scottish Government expects every education authority to prepare and submit a National Improvement Framework Plan and Progress Report by the end of August, annually.

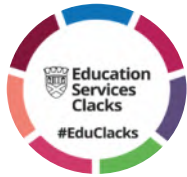
This Education Service Improvement Plan continues to take account the priorities set out in the Scottish Government's 2020 National Improvement Framework and Improvement Plan, Clackmannanshire People Business Plan, Clackmannanshire Children's Services Plan and the refreshed Local Outcome Improvement Plan.

While the continued reduction in Attainment Challenge funding has impacted on the finance available for the Clackmannanshire Programme Plans, interventions planned to support closing the poverty related attainment gap and ensuring equity and excellence have been reviewed with those having the greatest impact being the focus of this Plan.

As part of a wider People Service, the aim is to continue to ensure that as an integrated service we continue to seek to get it right for all of our children, living and learning in Clackmannanshire through the actions taken across our Service areas and in our establishments.

Quality Frameworks, such as How Good is Our School? (4th edition) and the Quality Improvement Framework continue to support the Education Service to benchmark the Service provision, including feedback from key stakeholders. Overall, progress has been made to deliver on almost all of the key priorities and objectives set out in the 2022-2023 Plan.

*New data is not yet available. ACEL (Curriculum for Excellence) data will be published in December 2023, and Insight data will be published in February 2024. We are not permitted to share this data until that time.



National Improvement Framework Delivery Plan 2023/24

Key	
NIF Priorities <ol style="list-style-type: none"> 1. Placing the human rights and needs of every child and young people at the centre of education 2. Improvement in children and young people’s health and wellbeing 3. Closing the attainment gap between the most and least disadvantaged children and young people 4. Improvement in skills and sustained, positive school-leaver destinations for all young people 5. Improvement in attainment, particularly in literacy and numeracy. 	NIF Drivers <ol style="list-style-type: none"> 1. School and ELC Leadership 2. Teacher and Practitioner Professionalism 3. Parent/Carer Involvement and Engagement 4. Curriculum and Assessment: 5. School and ELC Improvement 6. Performance Information

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
1.1	All staff are cognisant of the need to ensure that they are acting in a manner that is compatible with UNCRC requirements. Increased number of families conversant with expectations of the UNCRC Bill.	1	1 2 3	A. Further develop work with partners, staff, young people and families to ensure that UNCRC legislation is understood to inform practice.	Senior Manager Secondary and Communities
1.2	Enhanced opportunities through ‘The Promise’ for children and young people to actively participate in decision making which impacts on them.	1	1	A. Increase number and diversity of children and young people engaging and participating in the youth voice network across services, schools and wider community. B. Development of a Youth Charter across all schools and ELCs. C. Achieve authority Promise award. D. Ensure the NIF Plan aligns with the Family Wellbeing Partnership Plan.	Senior Manager Secondary and Communities
1.3	Improved transitions for children and young people with Additional Support Needs and their families.	1	1 5	A. Review and update transitions guidance following consultation with children/young people, parents/carers and staff/other professionals.	Quality Improvement Officer ASL

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
				B. Provide CLPL for establishments relating to process. C. Develop and monitor database of transitions.	
1.4	Improved strategy for Additional Support for Learning across Clackmannanshire.	1	1 5	A. Revise and update ASL Strategy. B. Work with self identified establishments to improve practice in ASL.	Quality Improvement Officer ASL
1.5	Improved pupil participation of children/young people with ASN in decisions affecting them, their school and their community.	1		A. Develop resource bank of resources to support pupil participation (ASN). B. Develop and deliver CLPL for staff. C. Support schools to include children/young people with ASN to actively participate in pupil groups.	Quality Improvement Officer ASL
2.1	Improved confidence and skill of staff in schools and ELCs to support children and young people's health and wellbeing.	2	2 4	A. Continue to implement the Icelandic Prevention Model B. Embed Scottish Government's 'Equally Safe at School' strategy in partnership with 'Clackmannanshire Violence against Women and Girls Plan'. C. Embed approaches to promote positive relationships, diversity equality and inclusion; including the consistent recording of incidents. D. Develop an enhanced system of data collection and improvement across our ELCs to ensure children from age 2 and beyond reach their developmental milestones as part of a 3 year plan. (Developmental milestones are a set of goals or markers that a child is expected to achieve during maturation)	Quality Improvement Officers Seconded EY Head
2.2	Improved outcomes for children and young people, with a focus on those living in SIMD Q1, to support their health and wellbeing.	2 3	3 4	A. Extend the scope of the Wellbeing Service to ensure that there is a continuum of specialist and targeted support to align with the Clackmannanshire Driving Change in Mental Health for Children, Young People and their Families Transformational Project.	Quality Improvement Officers
2.3a	Health and Wellbeing Improved health and wellbeing for children and young people with increased opportunities to engage in physical activities.	2 4	4 5 6	A. Develop strategies to promote water confidence. B. Implement Clackmannanshire's Health and Wellbeing Strategy.	Team Leader – Sport & Leisure
2.3b	Mental Health and Wellbeing Improved mental health and wellbeing for children and young people with increased opportunities to engage in a broad range of activities that meet individual needs.	1 2	5 6	C. Extend Clackmannanshire's FWB partnership Community around the school approach D. Increase children and young people's voice within ASN	Principal Educational Psychologist Senior Manager Partnerships and Inclusion

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
2.4	Improved wellbeing, equity and inclusion	1 2	6	<p>A. Through the use of the self-evaluation toolkit, identify potential reasons for non-attendance and further establish systems to support children and young people at risk of non-attendance / late coming in schools and ELCs to ensure they are working effectively.</p> <p>B. Virtual Headteachers to continue rigorous attendance tracking using new Care Experienced Young People (CECYP) dashboard to analyse attendance patterns alongside establishment, providing support and challenge to ensure appropriate interventions and achieve Core Plus Stretch Aim.</p> <p>C. Implement Wellbeing and Inclusion Empowerment Group Action Plan 23/24 (see page 4)</p>	<p>RIC Coordinator</p> <p>Data Coach</p> <p>Improvement Analyst</p> <p>Lead Heads</p>
2.5	Increased opportunities to engage in a broad range of targeted health and wellbeing activities that meet the individual needs of all children and young people	2	1	<p>A. Develop strategies to put young people at the heart of decision making, planning and implementation of extra-curricular school sport.</p> <p>B. Continue to work with SportsScotland to deliver agreed actions within the Partnership Agreement 2023-2027.</p> <p>C. Identify wider opportunities for children and young people to be active in the community through the refresh of the Sports and Active Living Framework. (SALF)</p>	Team Leader – Sport & Leisure
2.6	Improved attendance of children and young people living in Quintile 1	1 2	6	<p>A. Collaborate with our RIC on the renewed focus on promoting attendance at school through their campaign across Forth Valley and West Lothian: Be INspired. Be INvolved. Be IN school</p> <p>B. With the support of our RIC look inwards and outwards to share effective practice to improve attendance by:-</p> <p>(i) Linking establishments with similar challenges to work collaboratively on improving attendance, as identified through the self-evaluation toolkit.</p> <p>(ii) Develop a cluster based approach to improving attendance using frontline staff from the People Directorate</p>	Quality Improvement Officers
3.1	Improved arrangements for tracking, monitoring, moderating and quality assuring attainment and progress with a focus on narrowing the gap for identified groups	3	1 2 5	<p>A. Support schools and ELCs to focus on effective self-evaluation of Q12.3 for continuous improvement.</p> <p>B. Develop a Strategic Equity Plan 23/24 to ensure that</p>	

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
			6	<p>Strategic Equity Funding is effectively targeted to those in greatest need.</p> <p>C. Embed systematic data upload processes ELC-S3 (Performance Uplift)</p> <p>D. Implement QA and Performance Groups Action Plans 23/24</p> <p>E. Implementation of Literacy and Numeracy Frameworks - Year 2</p> <p>F. Appoint a seconded Quality Improvement Officer through the Regional Improvement Collaborative to support Learning, Teaching and Assessment (QI 2.3)</p>	Lead Heads Quality Improvement Officers
3.2	Increased capacity and flexibility of wraparound childcare offer and ELC to enable families to engage in skills improvement, training, pre-employment and employment.	3	3	<p>A. School aged childcare (Child Wellbeing Project) is delivered.</p> <p>B. Further support families to access supports and services through the family wellbeing partnership.</p> <p>C. Continue to promote and support uptake of eligible ELC 2 year old places.</p>	Senior Manager Partnerships and Inclusion
3.3	Increased participation and confidence of parents and carers in supporting their child/ren's learning and development	3 5	3	<p>A. Development of an authority approach to inform parents/cares of their child's progress towards developmental milestones.</p> <p>B. Share best practice of parental engagement and involvement across Clackmannanshire.</p>	Senior Manager Partnerships and Inclusion Senior Manager ELC, Primaries and Libraries
3.4	Enhanced opportunities to work with Community Learning and Development to close the poverty related attainment gap.	3	3	<p>A. Implement the re-design of the CLD team to a locality model, which reflects a 'Flourishing Lives' approach, whilst adhering to Organisational Change processes.</p> <p>B. Develop the role of school based youth workers in the new model to support partnership working</p> <p>C. Develop outdoor learning as part of the Ranger Service</p> <p>D. Strengthen partnerships in the delivery of Bowmar Bookies and family learning/ family engagement programmes.</p> <p>E. Implement the CLD Partnership Plan.</p> <p>F. Link CLD with Family Wellbeing Partnership.</p>	Senior Manager Secondary and Communities
3.5	Equity of access to digital devices, so that all young people are able to access learning and are included, engaged and involved.	3	3 4	<p>A. Roll out the revised Digital Learning Strategy 2023-2025</p> <p>B. Continue Digital Device Deployment Programme and</p>	Senior Manager Secondary and Communities

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
				evaluate.	
4.1	Increased awareness and improved understanding of skills development with and established skills framework for schools and ELCs	4	4 5	<p>A. Further collaborate with partners from the Local Employability Partnership, with a specific focus on learner demographics relating to the City Region Deal's target groups of:</p> <ul style="list-style-type: none"> • <i>Women and girls</i> • <i>People with a disability</i> • <i>Those living in areas experiencing the highest levels of deprivation (top 20%)</i> <p>B. Ensure parity of esteem between vocational and academic routes.</p> <p>C. Take forward the findings of the Withers review to address how workforce skills development could allow all learners to enjoy rewarding careers, and contribute to efforts to move the economy towards a net-zero basis.</p> <p>D. Continue to embed Learning for Sustainability in the curriculum.</p>	Senior Manager Secondary and Communities
4.2	Enhanced arrangements for tracking progress of vulnerable groups of children and young people	1 2	2 4	<p>A. Keep 'The Promise' to the care experienced community by enabling all staff within the professional network to have a single point of access to all information relating to the child, leading to a more cohesive approach to supporting all children and young people.</p> <p>B. The Virtual Headteachers will monitor progress within this and engage in dialogue with educational establishments to offer both support and challenge.</p>	Virtual Headteachers
4.3	Increased number of children and young people securing and sustaining a positive destination.	4	4 5	<p>A. Continued partnership with Academies, Local Employability Partnership and Skills Development Scotland to ensure all young people enter an initial positive destination.</p> <p>B. Work with Clackmannanshire Partners Participation Group to improve sustained destinations (six months after school leaving date and specifically targeting those at risk.</p>	Senior Manager Secondary and Communities
4.4	Increased number of school leavers attaining SCQF and wider achievement qualifications.	3	4	<p>A. Work with school senior leadership teams and improvement analyst to scrutinise the attainment gap, determine stretch aims and to ensure robust tracking and monitoring is in place.</p>	Senior Manager Secondary and Communities

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
				<p>to achieve this.</p> <p>B. Work in partnership with Forth Valley College to ensure there is a wider curricular offer for young people.</p> <p>C. Ensure parity of esteem between vocational and academic qualifications in school subject choice programmes.</p> <p>D. Strengthen partnership with FIDA (Futures Institute at Dollar Academy) to offer additional qualifications.</p> <p>E. New Clackmannanshire Academy is scoped and delivered, focused on children and young people thriving and developing their capabilities.</p>	
4.5	Improved understanding of Educational Reform proposals from Muir, Hayward and Withers reviews.	3	1 2 4	<p>A. Ensure all stakeholders are fully appraised of the latest developments within Scottish education, informed by OECD, Muir, Hayward and Withers reviews.</p> <p>B. Ensure that the voices of our learners, practitioners and communities are pivotal to our trajectory and respond to national educational developments in a way which best meets the needs of the Children and Young People in our Clackmannanshire context.</p>	Senior Manager Secondary and Communities
5.1	Improved self-evaluation and moderation through enhanced collaboration, empowered leadership and teacher/practitioner professionalism.	5	2 4	<p>A. Continue to embed and enhance approaches to school and ELC improvement planning, standards and quality reporting and self-evaluation</p> <p>B. Embed validated self-evaluation and quality assurance systems and processes across schools and ELCs.</p> <p>C. Deliver actions of the Performance and QA Empowerment Groups (see page 4).</p> <p>D. Plan a cross authority moderation event.</p>	Lead Heads Senior Manager ELC, Primaries and Libraries
5.2	Improved experiences in schools and ELCs to meet the needs of children and young people leading to increased attainment	5	1 2 5	<p>A. Pedagogy Empowerment Group – Implement Writing programme in partnership with EdScot CYPIC</p> <p>B. Implement year 2 Literacy Framework</p> <p>C. Implement year 2 Numeracy Framework</p> <p>D. Continued revision of early level progression pathways</p> <p>E. Development of an Early Level network (ELCs and Primary 1 Practitioners)</p> <p>F. Increased partnership working between primary</p>	Lead Heads Quality Improvement Officers Senior Manager ELC Primaries Libraries

NIF Code	Improvement Outcome	NIF Priorities	NIF Drivers	Strategic Actions	Responsible
				schools and Librarians (Education and Libraries partnership plan 23/24)	
5.3	Improved systematic approaches to assessment and moderation of children's progress and achievements including the enhanced use of rich data to track progress	5	4	<ul style="list-style-type: none"> A. Embed validated self-evaluation and quality assurance systems and processes across schools and ELCs B. Performance and QA Empowerment Groups (see page 4) C. Consistent use of data collection tools. D. Develop an enhanced system of data collecting and improvement across our ELCs to ensure children achieve their developmental milestones as part of a three year plan E. Continued revision of early level pathways 	<p>Lead Heads</p> <p>Quality Improvement Officers</p> <p>Senior Manager ELC, Primaries and Libraries</p>
5.4	Enhanced use of rich data to inform improvements and track and monitor progress.	5	5 6	<ul style="list-style-type: none"> A. Embed Inspiration Hub and Connecting Clacks Educators website. B. Develop and deliver a Performance and Improvement Professional Learning Programme to upskill and support senior leadership teams. 	<p>Senior Manager ELC, Primaries and Libraries</p> <p>RIC</p>
5.3	Improved systematic approaches to assessment and moderation of children's progress and achievements including the enhanced use of rich data to track progress	5	4	<ul style="list-style-type: none"> F. Embed validated self-evaluation and quality assurance systems and processes across schools and ELCs G. Performance and QA Empowerment Groups (see page 4) H. Consistent use of data collection tools. I. Develop an enhanced system of data collecting and improvement across our ELCs to ensure children achieve their developmental milestones as part of a three year plan J. Continued revision of early level pathways 	<p>Lead Heads</p> <p>Quality Improvement Officers</p> <p>Senior Manager ELC, Primaries and Libraries</p>
5.4	Enhanced use of rich data to inform improvements and track and monitor progress.	5	5 6	<ul style="list-style-type: none"> C. Embed Inspiration Hub and Connecting Clacks Educators website. D. Develop and deliver a Performance and Improvement Professional Learning Programme to upskill and support senior leadership teams. 	<p>Senior Manager ELC, Primaries and Libraries</p> <p>RIC</p>

Report to: Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: The Promise Plan 2023-26

**Report by: Sharon Robertson, Chief Social Work Officer /
Lorraine Sanda, Strategic Director, People**

1.0 Purpose

The purpose of this report is to seek approval for:

- 1.1 Clackmannanshire's Promise Plan 2023-2026.
- 1.2 Clackmannanshire's Language of Care, Language Policy.

2.0 Recommendations

It is recommended that Council:

- 2.1 Approves the Clackmannanshire's Promise Plan 2023-2026 (**Appendix 1**).
- 2.2 Approves the Clackmannanshire's Language of Care, Language Policy (**Appendix 2**).
- 2.2 Notes the reviewing of specific Council policies and provisions, in the context of the Promise Plan.
- 2.3 Notes the further work needed to develop a 'Data Map' to assess our progress towards The Promise (para 3.6).
- 2.4 Notes the positive partnership work with The Vardy Foundation (para 3.7).

3.0 Background

- 3.1 The Promise is a national approach that by 2030, all of Scotland's children and young people will grow up loved, safe and respected so that they realise their full potential.
- 3.2 The Clackmannanshire Promise Plan 2023-2026 aligns to the National Promise Change Plan and aligns with local council plans (The National Improvement Framework, The People Business Plan, The Family Wellbeing Partnerships Plan) and Clackmannanshire Children's Strategic Partnership's Children's Services Plan 2021-2024.

- 3.3 Our Promise Plan sets out our actions and commitments to Keep the Promise for care experienced children, young people and their families and contributes to our ambition to ensure care experienced children and young people from Clackmannanshire have the very best support, life chance and opportunities possible so they can lead loving, settled and fulfilled lives well into adulthood.
- 3.4 In order to keep The Promise by 2030 in Clackmannanshire, Council wide policies and provisions, and our approaches to service delivery will be reviewed and adapted to better improve the life chances of our care experienced community. This will include:
- A review of current provisions for employees who serve on a Children's Panel or as a Justice of the Peace or undertake mentoring of a young person through a recognised scheme, such as MCR.
 - As part of a wider review of Housing Policy, ensure priority is given to care experienced young people leaving care, whether they have been in care in Clackmannanshire or other parts of Scotland, and as part of that review consideration to the housing needs of our kinship and foster carers to ensure that children and young people can remain with their family and community in Clackmannanshire.
 - Amend the Guaranteed Interview Scheme to allow for any care experienced young person whether in care in Clackmannanshire, or elsewhere in Scotland, to be guaranteed an interview and support to prepare for an interview with Clackmannanshire Council.
- 3.5 These policy and provision changes will come back to Council for approval, following relevant consultation and engagement, as appropriate with Trade Union colleagues.
- 3.6 To assess progress towards The Promise, and ensure that there is appropriate monitoring of The Promise Plan, including tracking of targets and measures, a 'Data Map' workstream will be established alongside the Family Wellbeing Partnership and Children and Young People Strategic Partnership to look across all data sets and improvement measures relating to The Promise delivery plan. This will ensure we are collecting the right data to understand where our priority opportunities for improvement are and identify data gaps.
- 3.7 To ensure that we have high quality residential care and housing accommodation for our children and young people, while working towards supporting more children to stay at home in loving family homes, we have developed a strong partnership with The Vardy Foundation. The Foundation is committed to funding a portfolio of accommodation and supports to assist Clackmannanshire to #KeepThePromise by 2030.
- 3.8 The Participation Network was established to uphold the voice principle of The Promise and strengthen participatory opportunities for care experienced children, young people and families to influence change in service delivery. The Language of Care Policy has been co-designed by the Participation Network utilising the Scottish Approach to Service Redesign, and has also been influenced by learning from workshops provided by Each and Every

Child in relation to framing and reframing language relating to care experience.

The policy reflects the priorities identified by the members of the network with lived experience, and provides a framework of principles to underpin considerations around language for services within the Council. The approach within the policy is not prescriptive, it is intended to guide considerations around language to ensure communication with care experienced individuals is framed in a way which doesn't reinforce stigma, is respectful, and removes some of the cold and formal language that families experience using services.

4.0 Sustainability Implications

4.1 None

5.0 Resource Implications

5.1 None

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)

- National Improvement Framework 2023-2024
- People Business Plan 2023-2024
- The Family Wellbeing Partnership Plan 2023-24
- The Virtual Headteacher Plan 2023-24

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 No

10.0 Appendices

10.1 Appendix 1 - Promise Plan 2023-2026

10.2 Appendix 2 – Language of Care, Language Policy – July 2023

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

Clackmannanshire Children's Services Plan 2021-24

National Improvement Framework 2023-2024 (Presented to Council – Aug 23)

People Business Plan 2023-2024 (Presented to Council – Aug 23)

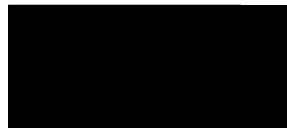
The Family Wellbeing Partnership Plan 2023-24 (Presented to Council – Aug 23)

HR Policies

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Sharon Robertson	Senior Manager People/CSWO	

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Clackmannanshire's Promise

Keeping The Promise Plan 2023 – 2026

Clackmannanshire Council's Promise Plan articulates with the five key actions of Change Programme One

The five foundations of family, voice, care, people and scaffolding underpin the principles of our plan.

**By 2030, Clackmannanshire will #KeepThePromise and ensure that all young people grow up Loved, Cared for,
Safe and Respected**

Foreword by Ellen Forson

All children in Clackmannanshire deserve to grow up loved, safe and respected. That is the commitment made by Clackmannanshire Council and by our Alliance Partners when we collectively agreed to Keep the Promise in 2020.

We have made good progress with that pledge but we know we need to do more. Our children, young people and their families deserve better. Keeping the Promise is non-negotiable for me and as Leader of the Council, and our Champion for The Promise, I make no excuses for setting high expectations and driving the change that needs to happen. I know it is a considerable task but we can achieve it.

Through our Participation Network which works directly with our families and young people, we have ensured that "voice" is a foundation of our plans, and that there is a feedback loop as we progress.

We are redesigning our services so that what matters to children and families can be at the heart of our plans - and to support this work, we are working to ensure our workforce is trained in trauma informed practice and fully understands their role in Keeping the Promise.

We now have a Virtual Head teacher in post working directly with our education establishments to ensure that our care experienced young people have access to greater opportunities. Crucially, we are planning for young people to stay with or return to their families and communities, where there is the right support at the right time

None of this is easy but I want to ensure that Clackmannanshire gets this right and by 2030 at the latest. This Plan takes us closer to that ambition.

Councillor Ellen Forson,

Leader of Clackmannanshire Council

Champion for The Promise

Clackmannanshire's Promise Plan

Our Promise Plan sets out the key actions that will be delivered by the People Directorate in 2023-2026 and will contribute to the delivery of key strategic objectives as set out within:

- Local Outcomes Improvement Plan 2017-27 (Wellbeing Economy Local Outcomes Improvement Plan under development)
- Clackmannanshire Children's Services Plan 2021-24
- Clackmannanshire Community Justice Plan 2018-23
- Violence against Women and Girls Strategic Plan 23-24
- The National Improvement Framework Plan 23-24

It is guided by, and aligned with, the Be the Future Programme, Community Wealth Building and the Wellbeing Economy.

The plan sets out targeted aims, outcomes, priorities and activities for 2023-26. It focuses on collaboration and intelligence gathered from across the system - in particular stakeholders' needs. There is a continuing focus on Health and Wellbeing - of our staff, our families and communities, as we continue to address the short, medium and long term effects and learning from the impact of the COVID crisis.

As set out in the Be the Future Programme, we need to work differently to deliver sustained and improved outcomes for our communities, connecting and collaborating with our public sector and third sector partners, business, and empowering our families and communities.

This means embracing new ways of working, structuring and delivering our services differently, in a more integrated and collaborative way. We will focus on continuous improvement, and prioritise getting the basics right, as outlined in Clackmannanshire's Targeted Operating Model (TOM).

With the appointment of the Virtual Head teacher, we will work in a multi-agency manner to develop targets across all areas of the People Directorate. This will include care, support, protection, attendance, attainment, achievement and positive, sustained destinations for Care Experienced Young People. This will be underpinned by rigorous tracking, monitoring, intervention and bespoke support.

The Promise Scotland

Introduction

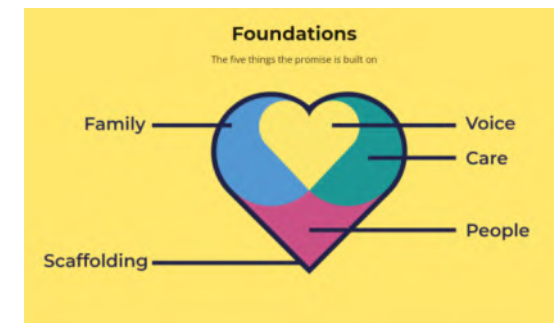
The Scottish Government commissioned an Independent Care Review in 2016. From 2016 – 2020, the Review listened to care experienced children, young people and families. It heard that many of them “did not feel loved, not kept safe and not respected”. Listening to the experiences of the “care system” helped make it clear what needed to change.

In 2020, Scottish Government committed to **#KeepThePromise and ensure that– all young people in Scotland grow up loved, cared for and respected.** Since 2020, the launch of The Promise and its subsequent supporting documentation and reviews have reflected the Scottish Government’s pledge to deliver excellence and equity for all young people, with a particular focus on care experienced children and young people.

Significant change is required to systems, processes and structures in all areas and **The Promise** provides recommendations, outcomes, ‘calls to action’ and a phased change programme from 2021 – 2030.

Promise Scotland Plan 21 - 24

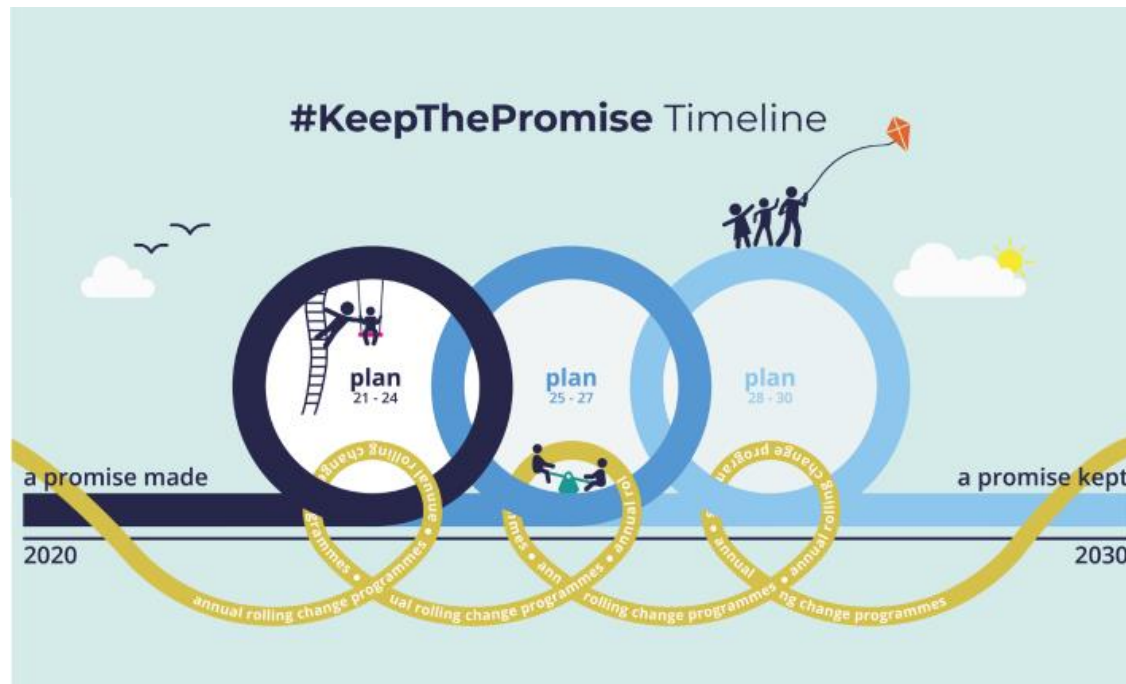
On 31 March 2021, The Promise Scotland published Plan 21-24, the first of three overarching plans, outlining five priority areas of change, each with actions. Those actions must be completed by 2024 for Scotland to stay on track to #KeepThePromise it made to its children and families, in full, by 2030.



Family, Voice, Care, People and Scaffolding are the five foundations that underpin Scotland’s Promise Plan 2021 - 2024

Introduction to Clackmannanshire’s Promise

Clackmannanshire’s Keeping The Promise Plan 2023-26 seeks to build on what we have already achieved within Clackmannanshire since The Promise Scotland published Plan 21-24, and looks ahead at how we can build momentum in Clackmannanshire to uphold our Promise by 2030. Our plan is ambitious and reflects our commitment to transformational change to ensure that we are able to Keep Our Promise that care experienced children and young people in Clackmannanshire will grow up loved, safe, and respected.



Change Programme One 21-24

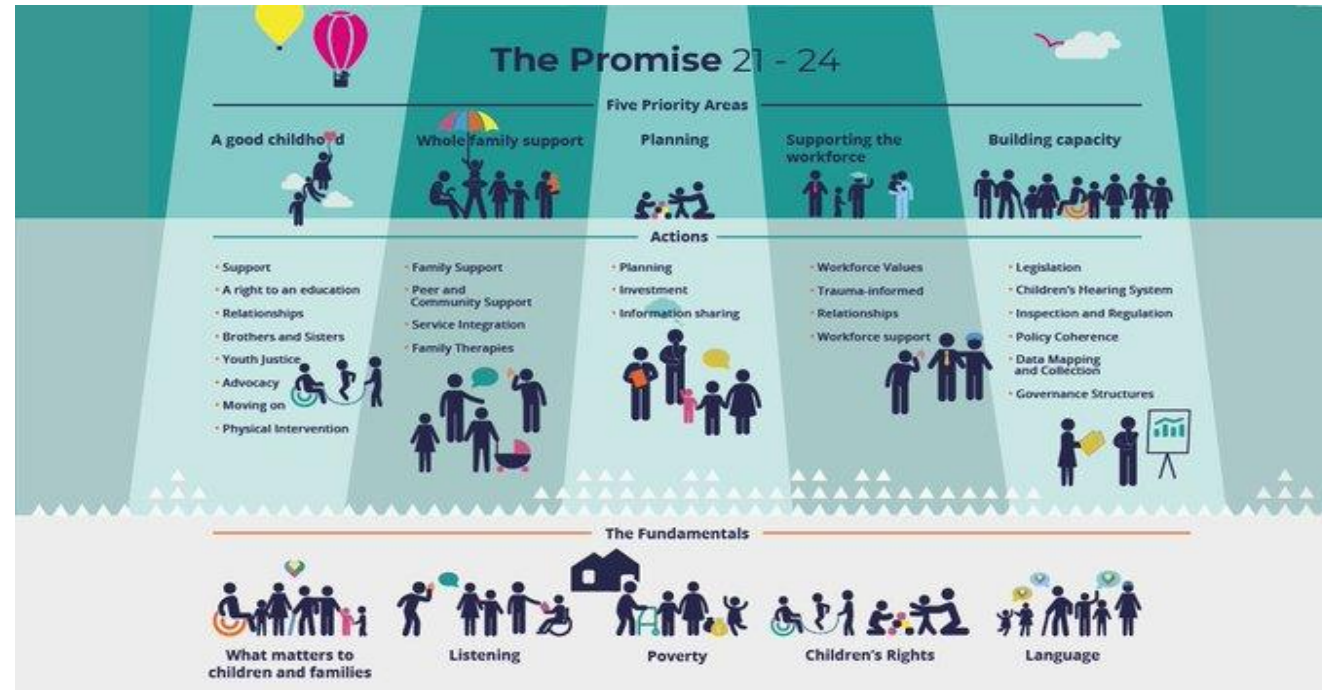
The Promise that Scotland made to care experienced children and young people is built on **five foundations: family, voice, care, people and scaffolding.**

The Promise Scotland published Plan 21-24, followed up with **The Change Programme One** outlining **five priority actions, under which organisations will work to achieve the required change.**

Our plan is aligned to the five priority areas and underpinned by the five principles.

Five Priority Areas

- A Good Childhood
- Whole Family Support
- Supporting the Workforce
- Planning
- Building Capacity



What must change

Find out the specific actions that Scotland must take in order to keep the promise.

Supporting organisations to change

The Promise Scotland can offer support to organisations who act to #KeepThePromise.

Foundations of the promise

The promise that Scotland made to care experienced children and young people is built on five foundations: family, voice, care, people and scaffolding.

Behind every one of these statistics there are real children and young people. It does not have to be like this.



1 Source: Scottish Centre for Administrative Data Research - <https://www.celcis.org/news/news-pages/new-information-published-infants-born-care-scotland>
 2 Source: Scottish Government - <https://www.gov.scot/publications/keeping-promise-implementation-plan-fairer-scotland-duty-impact-assessment/>
 3 Source: Scottish Government - <https://www.gov.scot/binaries/content/documents/govscot/publications/statistics/2022/07/education-outcomes-looked-children-2020-21/documents/education-outcomes-looked-children-2020-21/education-outcomes-looked-children-2020-21/govscot%3Adocument/education-outcomes-looked-children-2020-21.pdf>
 4 Source: Scottish Prison Service - <https://www.sps.gov.uk/Corporate/Publications/Publication-7136.aspx>
 5 Source: Independent Care Review - <https://www.carereview.scot/wp-content/uploads/2020/02/Follow-the-money.pdf>
 6 Source: Independent Care Review - <https://www.carereview.scot/wp-content/uploads/2020/02/Follow-the-money.pdf>

Why change is still needed?

The Promise Oversight Board met in June 2023 to review progress and consider whether Scotland remains on track with The Promise in regards to pace of change, quality of change and whether it is reaching children, young people and families.

The Promise Oversight Board has acknowledged that three years have now passed since the promise was made. **Keeping the promise is non-negotiable.**

Lives have been disrupted by the COVID-19 pandemic for over two years and the cost of living crisis has pushed more children, young people and families into poverty. These factors make it even more imperative that The Promise is kept.

The June 2023 meeting of The Promise Oversight Board recognised that due to worsening circumstances for so many, and the pace of change to date that there will be additional challenges in delivering Plan 21-24 in the original timescale. The Oversight Board believe that ‘a call to action’ around explicit leadership and strategic planning is required at all levels in order to #KeepThePromise. Plan 21-24 will continue into 2025.

Clackmannanshire Virtual Head teacher

Clackmannanshire Council have appointed a Virtual Head teacher to support the implementation of The Promise.

The Virtual Head teacher Improvement Plan (23-24) articulates with the five key foundations of The Promise and the five key priority areas of Change Programme One. The Virtual Head teacher Improvement Plan has key impact measurements for 2024, 2026 and 2028 to support our ambition.

The Virtual School acts as a local authority champion to bring about improvements in the education of Care Experienced children and young people and those who are furthest from engagement; to promote their educational achievement as if they were in a single school.

The core purpose of the Virtual School Head Teacher is to be relentless in driving up improvements in the educational progress and attainment/achievement of an identified group of young people, including Care Experienced, across Clackmannanshire schools.

This includes ensuring that all young people have access to appropriate and timely support by collaborating with relevant professionals and developing plans, which are of a high quality, with impact and outcomes followed up. This will require the creation of appropriate support packages with partners, including third sector colleagues, Community Learning & Development (CLD) and college that best meet the needs of young people with Additional Support Needs (ASN), enabling them to enter positive, post school destinations.

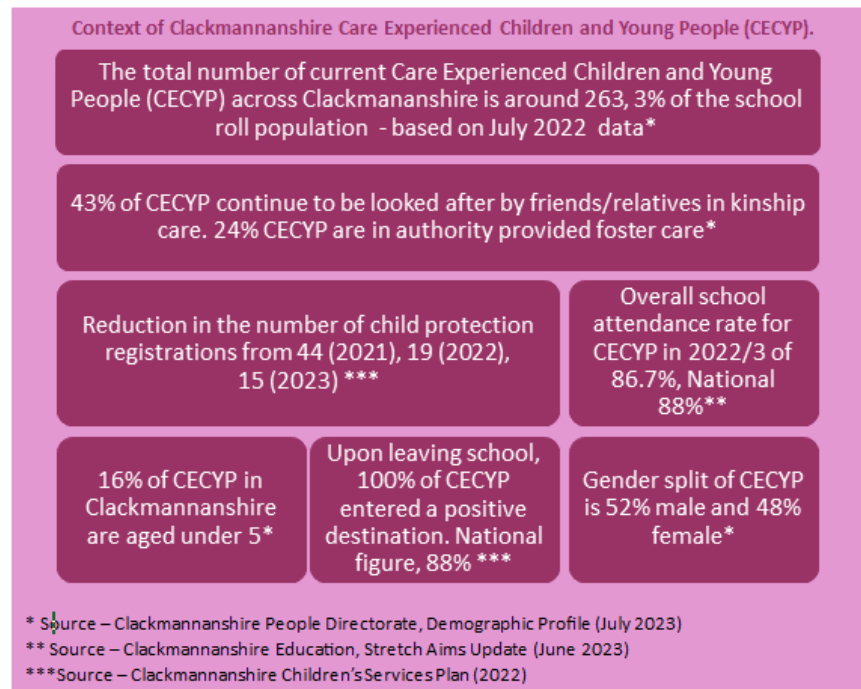
In practice, the Virtual Head teacher will fulfil a dual role for young people **and their families**. For those young people who are disengaged from Education, the Virtual Head teacher will work with the school and



the families as a conduit, looking for innovative and bespoke methods and timescales to gradually introduce to education, balancing support and challenge to ensure this is genuinely pupil focused.

Our plan has been informed by what young people have told us is important to them, as well as ongoing self evaluation, engagement with stakeholders, and the data and evidence we hold about the Clackmannanshire area and what is important to our care experienced children, young people and families.

Our context informs the next steps in Clackmannanshire’s journey towards ‘The Promise’. From June 2023, a bespoke tracker for attendance, attainment and bespoke curriculum development for Care Experienced and other targeted groups will support the improvement of outcomes for young people. Rigorous data meetings will drive this.





Our Governance structure around CECYP is shown below.



Corporate Parenting

Our commitment to The Promise is consistent with our statutory Corporate Parenting responsibilities to care experienced children and young people here in Clackmannanshire. Clackmannanshire Council is committed to being a good corporate parent to our children and young people; upholding their rights, safeguarding and promoting the wellbeing of care experienced children and young people. Our Promise Plan is an expression of our commitment to uphold our Corporate Parenting responsibilities through the lens of the Promise, as loving and supportive parents, providing the scaffolding and support to enable all of our care experienced children and young people to thrive and meet their full potential.

Central to our Corporate Parenting actions are “Oor Clacks Voices”, a group of care experienced children and young people with a focus on peer support and participation. Central to the group is care family, and young people are involved in co-design and consultation based on their lived experiences within the care system and what they identify as priorities for change... “Oor Clacks Voices” are part of a wider Participation Network in Clackmannanshire which comprises of a range of representatives from different groups for example young people, foster carers and kinship carers. The Participation Network has been instrumental in driving the voice of young people to underpin the promise in Clackmannanshire - utilising the Scottish Approach to Service Design model. The professional group within this network comprises of Corporate Parents and third sector partners who assist in affecting change.



Keeping The Promise:
Exploring the Language of care

FRIDAY 21ST APRIL

9.15AM - 4PM
SAUCHIE HALL
ALLOA
FK10 3JQ

The Participation Network has co-designed a Language of Care Policy to support change in the language we use which can be formal and impersonal, this policy also challenges us to work differently with young people and their families. This culminated in a dedicated day of collaboration with young people, care givers, and partners in April 2023. Work is ongoing within the network to develop Trauma-Transformed Cultures in Clackmannanshire

What has Clackmannanshire **already achieved** as part of our Promise?

- Language of Care Policy has been co-designed 2022 - 2023
- Engagement with Communities That Care / Who Cares? Scotland to support workforce capacity
- Virtual Head teacher Appointment – focus on the delivery of The Promise across all Clackmannanshire establishments
- Bespoke tracking database created – including:
 - Attendance tracking
 - Attainment tracking
 - Achievement profiling being designed in conjunction with schools
- Partnership working opportunities being developed for Care Experienced Young people including partners such as Ochil Youth Community Improvement , Clacks Voices, Clackmannanshire Third Sector Interface, Coach My Sport and Clackmannanshire Primaries and Early Learning Centres (35 young people) providing placement opportunities
- Specific support of a Wellbeing Worker for all Care Experienced Young People in Clackmannanshire is available
- 1-1 support for individual families and young people across all Secondary's from Virtual Head teacher
- Collaborative work around Children's Hearings has been undertaken between Scottish Children's Reporter Administration, Panel Members, Social work and Education
- Active schools monitoring participation of care experienced young people in sport and leisure opportunities
- FLIP (Flexible Learning Independent Pathways), FLIP Plus and individual pathways created for those most at risk of being disengaged from education.
- Roll-out of NHS Education for Scotland Transforming Psychological Trauma materials across the Council workforce in collaboration with the Resilience Learning Partnership and led by the Educational Psychology Service, including piloting of a trauma-informed audit tool which will support service re-design.
- Development of a Participation Network to improve the current collaboration and participatory opportunities for care experienced children and young people and their families and carers to support Keeping The Promise across Clackmannanshire
- Increased foster and kinship care allowances, applicable to children in foster care and eligible kinship care
- Targeted financial support for care experienced families for activities during the summer holidays.



- Increased support to foster carers, kinship carers, and adopters through investment in Family Placement Team and focus on building the Care Community
- Children's Services Redesign focusing on early intervention, a community model of working, implementing a relationship based approach to practice.
- Commissioning of intensive support provision to support children on the "edge of care" to remain supported at home with their family
- Development of enhanced support for young people and families returning to Clackmannanshire from placements in other areas
- Establishment of a brothers and sisters working group to develop policy, review procedures and build on keeping brothers and sisters connected training which took place in December 2022.
- The Early Intervention Team has continued to strengthen support to families by developing the range of family support services and groups available
- A new Family Support Working Group is ensuring co-ordinated support to parents and carers across Clackmannanshire
- Establishment of a Children and Young People's Suicide Prevention Group; which has the aim of re-developing Suicide and Self-Harm policies for education staff.
- Established a Housing and Through Care After Care group to ensure improved pathway planning for care leavers preparing to living independently and maximise opportunities for care experienced young people to return and live closer to home
- A Supported Lodgings Service has been registered with Care Inspectorate and awaiting approval
- Joint working between Educational Psychology and Woodside Children's House to embed trauma informed therapeutic approaches to caring through PACE and DDP training for staff.
- Mental Health and Wellbeing in Clacks transformation project has implemented a well-developed Continuum of Support that offers both digital and face-to-face services for children and young people aged 5-26 years including a text based crisis service. New services developed include a Wellbeing Worker for young people who have left care.
- The MCR Pathways Programme across Clackmannanshire continues to ensure that every care experienced young person has access to the same educational outcomes, career opportunities and life chances as every other young person.
- Award of funding from The Lens following a successful bid created by young people at Woodside Children's House to design the spaces that matter to them.

- Strengthening support in Early Intervention for 0-2 through development of baby massage and groups at the Alloa Family Centre in partnership with health.
- Provision of flexible wrap around child care supporting families
- Initial phase complete of Human Economic Cost Modelling (HECM) in partnership with the Clackmannanshire Alliance and The Promise Scotland
- A strong partnership developed with Vardy Foundation to support our commitment to keeping The Promise.
- Selected to work alongside the Aberlour/Vardy Foundation Partnership in Clackmannanshire using the Scottish Model of Service Redesign to define and discover approaches to designing and delivering services to support children disengaged from school and at risk of going into care, and support for young people leaving care and moving onto positive destinations.
- Embedding the principles of The Promise in the Family Wellbeing Partnership
- Secured funding for five year programme 'Communities that Care' delivered within schools and communities within Clackmannanshire.

Clackmannanshire's Promise

A Good Childhood

Key	
Promise Foundations	Promise Key Priority Areas (Promise Pillars)
1. Voice – Children must be listened to - meaningfully and appropriately involved in decision making 2. Family – Where children are safe in their families and feel loved, they must stay 3. Care – Children must be able to live with brothers and sisters, as long as it's safe 4. People – The children Scotland cares for must be supported to develop 5. Scaffolding – Children, families and the workforce must be supported – help, support and accountability	A Good Childhood Whole Family Support Supporting the Workforce Planning Building Capacity

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
GC 1	No Care Experienced Children or Young People excluded in Clackmannanshire	A Good Childhood	5	1. Ensure there are no formal or informal education exclusions of Care Experienced Children and Young People. 2. HTs to liaise with Virtual HT if there is a significant concern regarding safety of a CECYP where exclusion would previously have been considered.	1. 0% care experienced Children and Young People excluded, formally or informally in 2023 – 2024 2. Where previously an exclusion would be considered, VHT/Senior Manager to be involved, to ensure appropriate education is maintained 3. To maintain no formal exclusions within Clackmannanshire.	Head teachers
GC 2	Young people have access to the appropriate support they need to thrive at school	A Good Childhood	1, 4, 5	1. All CECYP to have appropriate educational planning built into statutory Child's Plans. 2. Quality Assurance process to be strengthened around Child's Plans to ensure adherence to Clackmannanshire Education Service, Additional Support for	1. Audit of CECYP's GIRFEC paperwork including Child's Plans to be completed by December 2023. .	Senior Manager: Inclusion and Partnerships Virtual Head teacher

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
				Learning - Staged Intervention Guidance 3. The Educational Psychology Service will continue to provide an enhanced level of support to care experienced children and young people educated outwith Clackmannanshire		
GC 3	Clearer understanding of the impact of Care Experience on Children's development aged 2-8 Appropriate and timely interventions aged 2-8 to ensure children meet developmental outcomes.	A Good Childhood	1, 4 ,5	1. Creation of a Data Gathering tool from age 2+ with colleagues in ELCs 2. Creation of an Observation tool from age 2+ with colleagues in ELCs 3. Support ELCs and Schools to provide developmentally appropriate experiences through the curriculum. 4. Developmental Milestones to be tracked from age 2 5. Working with all ELCs and Primary Schools to ensure consistency of data gathered	1. Data Gathering Tool to be created 2023 – 2024 2. Data Gathering Tool to be implemented by 2024 3. Observational Tool to be implemented for 2+ and record from 2 years old to 8 years old – annual implementation	Senior Manager: ELC, Primary & Libraries Virtual Head teacher (Primary) ELC and Primary Leadership Teams
GC 4	Improved educational outcomes (SCQF) and improved SLDR statistics for Care Experienced Children and Young People	A Good Childhood	1, 4 ,5	1. Tracking discussions with a key focus on care experienced group 2. Creation of Care Experienced Bespoke Local Authority Tracker by October 2023 3. Quality assurance of Care Experienced data termly (VHT + DHTs) 4. Embedding of Good Practice group to identify emerging good practice 5. Work with Scottish Government INSIGHT advisor to support proactive planning around enhanced SCQF outcomes for young people	1. Termly discussions with DHTs Support/CECYP lead via existing forum 2. Bespoke Tracker has been implemented ahead of schedule (June 2023) 3. Senior Manager Secondary and VHT to meet with Scottish Gov by Aug 2023 to discuss SCQF for CECYP 4. Skills Development Scotland meeting (termly) with Senior Manager and Virtual HT	Senior Manager: Secondary and Communities Virtual Head teacher Improvement Analyst

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
GC 5	Care Experienced Young People to have access to wide ranging opportunities	A Good Childhood	1, 4,5	<ol style="list-style-type: none"> 1. Creation of Clackmannanshire Virtual Academy of partnerships 2. Bespoke curriculum making process for young people –removing barriers to education 3. Training opportunities for all CE leads in all establishments around bespoke curriculum making and partnerships 	<ol style="list-style-type: none"> 1. Virtual Head teacher to forge 15 additional partnership opportunities for young people by June 2024 2. Virtual Head teacher to create access to 50 individual work experience opportunities for young people by Dec 2024 3. Virtual Head teacher to facilitate Leadership Programmes with CMS 	<p>Virtual Head teacher</p> <p>Head teachers Depute Head teacher</p>
GC 6	Children are supported to have safe, quality time with people they care about	A Good Childhood	4,5	<ol style="list-style-type: none"> 1. Collaborate with families to develop flexible, friendly and welcoming spaces that enable families who are separated to spend time together 2. Develop programmes that support children and young people to keep in touch with people that matter to them 3. Implementation of AFKA Staying Connected Toolkit 	<ol style="list-style-type: none"> 1. Families will be able to access a range of ways to remain connected including use of technology. 2. Evidence that significant relationships are central to planning for children. 3. Evidence of creative approaches to family time which are not stigmatising and trauma informed. 4. These will be measured through planned quality assurance activity including survey and consultation to determine families' experiences of contact and areas for improvement. 	Senior Manager: Permanence
GC 7	Brothers and sisters live together when safe to do so	A Good Childhood	4,5	<ol style="list-style-type: none"> 1. Brothers and sisters to be supported to stay together, unless for reasons of safety. No brothers or sisters should be separated 2. Sibling relationships to be cherished and protected across decision making around placements 3. Local drive to recruit more foster carers and adoptive parents to look after larger sibling groups 	<ol style="list-style-type: none"> 1. Bespoke tracker implemented that monitors whether brothers and sisters are living together – develop baseline July 2023 2. Development and Implementation of a brothers and sisters policy. December 2023 3. Evidence that assessment of significant relationships to the child is considered in all planning forums. - planned Quality Assurance activity. 	Senior Manager: Permanence

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
				4. Increase availability of placements in the local area to support young people staying together	4. Implementation of AFKA Staying Connected Toolkit by January 2024	
GC 8	Transformation in youth justice reduces the criminalisation of care experienced young people	A Good Childhood	1, 2, 3, 4,5	<ol style="list-style-type: none"> 1. Review approaches to how CECYP access Youth Justice 2. Second multi-agency event for the youth justice re-design led by the Children's and Young People's Centre for Justice. Ensuring alignment of The Promise and UNCRC to develop a rights upholding approach to practice. 3. Ensuring there is a seamless transition between Children's Services and Justice Services for care experienced young people. 	<ol style="list-style-type: none"> 1. Children referred to the Children's Reporter on Offence Grounds will reduce to 4% by 2026 below national average. 2. Clackmannanshire will continue to have no children placed in Secure Accommodation 3. Numbers of care experienced young people referred to adult justice will reduce. 	Senior Manager: Justice
GC 9	Children and young people in care are receiving trauma-informed, safe care without physical intervention	A Good Childhood	4,5	<ol style="list-style-type: none"> 1. All appropriate staff to be trauma-informed Those young people who need to have their liberty restricted will be cared for in small, secure, safe and trauma-informed environments that uphold their rights 2. Processes implement to record and gather information on use of physical intervention for children placed out with authority or in health and educational settings. 	<ol style="list-style-type: none"> 1. Whole workforce engaging with care experienced children is trauma informed by 2026. 2. Establish baseline data and mechanisms to track. 3. Demonstrate continued trend of no admissions to secure care, and no use of restraint within Clackmannanshire Council Residential Establishments 	Senior Manager: Permanence
GC 10	CECYP and families have access to independent advocacy and legal advice	A Good Childhood		<ol style="list-style-type: none"> 1. All CECYP to be made aware that they have access to independent advocacy through Who Cares? Scotland 2. All CECYP attending a Children's Hearing to have access to independent advocacy 	<ol style="list-style-type: none"> 1. Increased numbers of children and young people receiving advocacy support 2. All Care Experience Young People will be offered advocacy support via Who Cares? 	Senior Manager: Permanence



Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
				3. Improved awareness across educational establishments around advocacy services for young people	3. Implementation of Communities that Care will strengthen advocacy and participatory opportunities through increased awareness.	
GC 11	Clackmannanshire Care Leavers' Guaranteed Interview Scheme is extended to lead to more employment opportunities for care experienced young people	A Good Childhood	4, 5	<ol style="list-style-type: none"> Care Leavers' Guaranteed Interview Scheme to be extended to include care experienced young people via My Job Scotland regardless of where they have been in care. Pre-interview coaching to be developed in partnership with Skills Development Scotland and Virtual Head teacher to support those on Care Leavers' Guaranteed Interview Scheme as a scaffolded support 	<ol style="list-style-type: none"> 100% of Care Experienced Leavers/families to be aware of scheme. Signposting/promotion to be started August 2023 and re-publicised termly Continue to increase number interviewed under guaranteed scheme To increase the number of Care Experienced people working within the organisation. 	<p>Senior Manager (HR)</p> <p>Senior Manager: Secondary and Communities</p> <p>Virtual Head teacher</p>

Whole Family Support

Key	
Promise Foundations	Promise Key Priority Areas (Promise Pillars)
6. Voice – Children must be listened to - meaningfully and appropriately involved in decision making 7. Family – Where children are safe in their families and feel loved, they must stay 8. Care – Children must be able to live with brothers and sisters, as long as it's safe 9. People – The children Scotland cares for must be supported to develop 10. Scaffolding – Children, families and the workforce must be supported – help, support and accountability	A Good Childhood Whole Family Support Supporting the Workforce Planning Building Capacity

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
WFS 1	High quality family support for Care Experienced Children and Young People	Whole Family Support	1,4,5	1. Clackmannanshire Alliance to continue to forge new partnerships 2. Clackmannanshire Alliance of statutory, third sector and community services continue to meet to support and challenge authority support for CECYP 3. Looking outwards at best practice, nationally, around CECYP 4. Bespoke curriculum making 5. New Intensive Support for children on the edge of care has been commissioned and will reduce the number of children becoming care experienced	1. Commissioning Consortium to be developed in partnership with families 2. Reduction in children that are looked after to be in line with Scottish average 12.9% BY 2026	Senior Manager Secondary & Communities Virtual Head teacher Senior Manager: Early Intervention
WFS 2	Support to families will and communities will be non-stigmatising	Whole Family Support	1,4,5	1. Communities that Care will work to break down stigma within schools and communities.	1. Development and Implementation of new communication strategies	Virtual Head teacher

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
				2. Current Whole Family Support Provision will develop clearer community links through engagement in the communities model and earl intervention team 3. Approaches within the Family Wellbeing Partnership will be aligned.	around Care Experienced Young People 2. Measure through service evaluation to ascertain people's lived experience and areas of improvement.	Senior Manager Early Intervention
WFS 3	Care Community will experience high quality support – with measurable improvement	Whole Family Support	1,4,5	1. Language of Care Policy to be implemented – test of change for Reviewing Service and Community Teams. 2. Investment in Family Placement Team and Social Work Redesign will increase support available to care giving families 3. Clackmannanshire Care Experienced Event to be arranged – all support organisations to be invited – “Care Fest” with Columba 1400	1. Evidence of increased support to care giving families through increase in care givers accessing training and support. 2. Reduction in unplanned endings of placements 3. Reduction in children who have had one or more placements within twelve months – target 10% by 2026 4. Reduction in children who have had three or more placement moves – target 3.8% by 2026 5. Increase in local care provision, measured through % of children cared for within the Local Authority – Target 20% by 2026 6. Clackmannanshire People Directorate to host a Care Event for all CECYP and families, support agencies and partners during 2023 - 2024	Senior Manager Permanence Virtual Head teacher
WFS 4	Improved support for young people leaving care	Whole Family	1, 3, 4, 5	1. Invest in home and community opportunities for Care	1. 100% young people transitioning out of care will	Senior Managers

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
		Support		<p>Experienced young people in partnership with the Vardy Foundation</p> <p>2. Dedicated Independent Reviewing Officer resource to support quality pathway planning and reviews for young people</p>	<p>access supportive, caring services for as long as they require them OR</p> <p>2. 100% young people supported through the transition into adulthood and independent living have active pathway plans</p> <p>3. 100% of care leavers will have an allocated pathway coordinator</p>	Virtual Head teacher
WFS 5	School leaders to be aware of attendance concerns, to proactively support families	Whole Family Support	1, 2, 5	<p>1. Monthly attendance tracking of CECYP to be implemented</p> <p>2. Monthly information sharing with each Secondary establishment around attendance to provide support and challenge</p> <p>3. Monthly information sharing with each Secondary establishment around attendance to provide support and challenge</p> <p>4. Tracking, monitoring and interventions around attendance in liaison with young people and families to improve outcomes</p>	<p>1. Monthly attendance tracking to be implemented by VHT & Improvement Analyst by Aug 2023</p> <p>2. 100% of CECYP with attendance below 80% to be highlighted monthly to schools by VHTs</p> <p>3. 100% of CECYP who are not attending school to be referred to Virtual HT for discussion</p> <p>4. Improvement in attendance percentage for Care Experienced Children and Young People from 2022 – 2023 into 2023 - 2024</p>	<p>Virtual Head teacher</p> <p>Improvement Analyst</p>

Supporting the Workforce

Key	
Promise Foundations	Promise Key Priority Areas (Promise Pillars)
11. Voice – Children must be listened to - meaningfully and appropriately involved in decision making 12. Family – Where children are safe in their families and feel loved, they must stay 13. Care – Children must be able to live with brothers and sisters, as long as it's safe 14. People – The children Scotland cares for must be supported to develop 15. Scaffolding – Children, families and the workforce must be supported – help, support and accountability	A Good Childhood Whole Family Support Supporting the Workforce Planning Building Capacity

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
STW 1	Enhanced Support for Foster carers, adopters and kinship carers	Supporting the workforce	1,2	1. Develop and deliver trauma informed training 'Readiness for Caring' for foster carers, adopters and kinship carers	1. All foster carers to complete this suite of training by end of 2024. 2. Training to be offered to all new and existing kinship carers and adopters by end of 2024 3. Reduction in unplanned endings 4. Increase in care givers reporting feeling supported and well trained through annual evaluation. 5. Reduction in children who have had three or more placement moves – target 3.8% by 2026	Senior Manager Permanence
STW 2	Enhanced knowledge and skills of staff in trauma informed practice	Supporting the workforce	4, 5	1. Develop and deliver a trauma informed suite of staff training 'Readiness for Practice' within Children's Services. 2. Continue to implement Readiness for Learning (R4L) across educational establishments.	1. To be developed in partnership with Psychological Services building on R4L approach. 2. All Children's Services staff to completed Readiness for Practice (R4P) by December 2024. Increased number of	Senior Manager Permanence Principle Educational

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
				3. Programme of training, development and support for all council employees delivered in collaboration with the Resilience Learning Partnership	<p>education establishments achieving R4L accreditation status as a result of at least 95% of staff completing the R4L Level One modules</p> <p>3. Increased number of education establishments implementing an R4L approach through school improvement planning cycles</p> <p>4. All managers to take part in half day in-person trauma-informed training by December 2023</p>	Psychologist.
STW 3	Improved support for practitioners	Supporting the workforce	4, 5	<p>1. Identify Trauma Champions to develop and facilitate a support network for practitioners</p> <p>2. To be developed in partnership with Psychological Services and RLP</p>	1. Increased reporting of practitioners feeling supported when dealing with trauma.	Senior Manager Permanence
STW 4	Improved policy and guidance to support staff in effective practice and engagement with children/young people.	Supporting the workforce	1,2,4,5	<p>1. Develop and Implement a 'Language of Care Policy' to support the changes in practice and language used to ensure the children and young people are included in decisions involving them, their views are sought and taken account of</p> <p>2. Review of electronic mechanisms to support young people to share their views and participate in planning.</p>	<p>1. Policy to be implemented through communication strategy and tests of change across services.</p> <p>2. Increase in number of children and young people attending and or participating in planning processes</p> <p>3. Increased evidence year on year of the voice of children being evidence in planning processes.</p> <p>4. Increased evidence year on year of children and young people participating in their meetings.</p>	Senior Manager Permanence

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
					5. All care experienced children will have permanent plans within six months of becoming looked after. – by December 2025	
STW 5	Increased staff awareness of their responsibilities under The Promise	Supporting the workforce	4, 5	<ol style="list-style-type: none"> 1. Develop and deliver training on The Promise across all areas of Clackmannanshire Council – three key directorates 2. Who Cares? will deliver training on Corporate Parenting and the legislative responsibilities around the promise 3. Provide training to all People Directorate staff around 'The Promise' – national context and Clackmannanshire's plan/commitment 	<ol style="list-style-type: none"> 1. Virtual Head teacher to present to all People Directorate staff in September 2023 on Promise 2. Who Cares will deliver Corporate Parenting Training by March 2024 3. Through evaluation all staff within the Directorate will report increased understanding of The Promise and Corporate Parenting Responsibilities. 	Virtual Head teacher Senior Manager (Permanence)
STW 6	Clackmannanshire Council to be the first local authority in Scotland to be part of Education Scotland's Keeping The Promise Award (KTPA). Improving life chances for CECYP through a highly-skilled workforce	Supporting the workforce	5	<ol style="list-style-type: none"> 1. Clackmannanshire Council to sign up to Education Scotland "Keeping The Promise Award" (KTPA) as an early adopter of programme 2. Virtual Head teacher to work with Senior Manager (Secondary's) and Senior Manager (Primaries) on KTPA implementation plan 3. Self-evaluation processes and quality assurance to be co-developed by Virtual Head teacher and Education Scotland 4. Virtual Head teacher to keep Senior Managers appraised on progress 	<ol style="list-style-type: none"> 1. KTPA to be launched to all HTs Aug 2023 2. Identified ELCs, Primaries and Secondary's to begin programme by October 2023 3. KTPA Phase 1 to be completed by identified establishments by December 2023 4. KTPA Phase 2 to be completed by identified establishments by April 2024 5. KTPA Evidence (MS Forms) to Education Scotland by June 2024 for individual school awards 	Virtual Head teacher Senior Manager Secondary & Communities



Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
STW 7	All establishments provide excellent support to CECYP	Supporting the workforce	4, 5	<ol style="list-style-type: none"> 1. Who Cares? Scotland training to all Primaries (Term 3) 2. Who Cares? Scotland training to all Secondary's (Term 1) 3. Keeping The Promise Award launched with ELCs to support data exercise 4. Cluster support (for each Secondary) from Who Cares?/VHT 5. GIRFEC Resilience Matrix tool to be used for all CECYP in schools 6. Training opportunities for CECYP leads to be created 7. Virtual HT to attend CELCIS to identify best practice – monthly 8. Virtual HT to facilitate best practice groups and opportunities for collaboration 	<ol style="list-style-type: none"> 1. KTPA Self Evaluation throughout 2023 – 2024 2. Cluster support from Virtual HTs termly – enhanced support for CECYP with signposted opportunities 3. Virtual HT to embed good practice network – termly 4. CELSIS termly meetings to be attended with feedback to Education Directorate and HTs/DHTs in each establishment 	<p>Virtual Head teacher</p> <p>Senior Manager (ELC, Primary, Libraries)</p> <p>Senior Manager (Secondary & Communities)</p>

Planning

Key	
Promise Foundations	Promise Key Priority Areas (Promise Pillars)
16. Voice – Children must be listened to - meaningfully and appropriately involved in decision making 17. Family – Where children are safe in their families and feel loved, they must stay 18. Care – Children must be able to live with brothers and sisters, as long as it's safe 19. People – The children Scotland cares for must be supported to develop 20. Scaffolding – Children, families and the workforce must be supported – help, support and accountability	A Good Childhood Whole Family Support Supporting the Workforce Planning Building Capacity

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
P 1	Improved delivery of relationship based services to families	Planning	4,5	1. Undertake redesign exercise of People Service	1. Increased numbers of children and families will be supported on a voluntary basis 2. Fewer children and young people will be care experienced	Senior Manager Early Intervention
P 2	Improved policies which positively reflect on children/young people who are care experienced and their families	Planning	2,5	1. Review of housing and recruitment policies to ensure care experienced children/young people and their families are positively represented 2. Creation of Youth Voice (ASN Inc. CECYP) strategy to be created	1. Audit of existing housing/recruitment policies to ensure support for Care Experience Young People and support to Kinship Carers by December 2023 2. Audit of existing Pupil Voice structures by end Term 2 (Apr 23) to inform positive representation strategy	Senior Manager Permanence Virtual Head Teacher
P 3	Improved service delivery incorporating the principles of Scottish Service Design	Planning	5	1. Expand the work of the participation network 2. All Education Staff to be trained in The Promise by 2024 (phase 1)	1. Who Cares?/Virtual HT to train 100% of Secondary establishments by October 2023 2. Who Cares?/Virtual HT to train 100% of Primary Establishments	Senior Manager Permanence

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
				3. Development of Clacks Learners Who Move Policy 4. All Education Directorate policies to be linked to The Promise by 2024 5. Training e-module to be created in Clacks Academy 6. Probationer Teacher and new employee training to be created 7. All Directorates to be trained in The Promise by Who Cares by 2028 8. All Council policies and procedures designed to be cognisant of The Promise by 2028	by April 2024 3. Implementation of Learners Who Move Policy 2023 - 2024 4. E-Module to be created in conjunction with Education Scotland/ HR – by Dec 2024 5. E-Module to be in use by all Directorates by August 2026 6. Virtual HTs to work with all new Education (Teaching) staff as part of induction in session 2023 – 2024 7. Full policy review/policy mapping linked to Phase 2 + Phase 3 of Change Programme One by 2028	Senior Manager Secondary & Communities Virtual Head teacher
P 4	Improved understanding of UNCRC and the implications for practice, processes and systems	Planning	2, 5	1. Ensure Clackmannanshire's implementation of UNCRC takes account of The Promise and aligns with this plan.	1. Timeline to be reviewed and refreshed as legislation progresses.	Senior Manager Secondary & Communities

Building Capacity

Key	
Promise Foundations	Promise Key Priority Areas (Promise Pillars)
21. Voice – Children must be listened to - meaningfully and appropriately involved in decision making 22. Family – Where children are safe in their families and feel loved, they must stay 23. Care – Children must be able to live with brothers and sisters, as long as it's safe 24. People – The children Scotland cares for must be supported to develop 25. Scaffolding – Children, families and the workforce must be supported – help, support and accountability	A Good Childhood Whole Family Support Supporting the Workforce Planning Building Capacity

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
BC 1	Improved local care provision and housing options for children and young people who are care experienced.	Building Capacity	5	1. Work to develop a portfolio of accommodation and supports for care experienced young people in partnership with the Vardy Foundation. 2. Recruitment of Foster carers and Supported Lodgings Carers. 3. Review of local housing policy and protocols that ensure all young people with care experience in the area are given priority access to housing	1. Decrease in number of external placements from 2022 – 2023 level. 2. By December 2024 demonstrate year on year increase to meet demand. 3. Demonstrate a year on year Increase in number of young people able to access housing in the area they consider home.	Senior Manager Permanence
BC 2	Integrated support from Skills Development Scotland with Senior Manager and Virtual Head teacher.	Building Capacity	5	1. Strengthening Pathway Planning for Care Experienced Young People in a collaborative way with partners	1. 100% of young people in Virtual Head teacher caseload to be offered bespoke support from Skills Development Scotland by December 2023	Senior Manager Secondary and Communities Virtual Head teacher

Action Code	Outcome	Promise Pillar	Promise Foundation	Actions	Target and Timescales	Responsible
	Wide range of bespoke opportunities for young people including work experience in the locale.				<ol style="list-style-type: none"> 100% of disengaged young people in Virtual Head teacher caseload to be offered bespoke curriculum making by December 2023. 100% of young people on Virtual Head teacher caseload to be offered additional opportunities including work experience and extra curricular offers – from August 2023 ongoing. Monthly review of targets to be completed by Virtual Head teacher and recorded on bespoke tracker. 	
BC 3	Robust tracking, monitoring and intervention in place to support young people	Building Capacity	4, 5	<ol style="list-style-type: none"> Develop a robust tracking mechanism to track attainment and sustained positive destination outcomes for all care experienced children and young people, strengthening oversight of children placed out with Clackmannanshire 	<ol style="list-style-type: none"> All young people on bespoke packages to be tracked on VHT bespoke authority tracker by September 2023. All CECYP to be tracked and monitored by July 2023. Quality Assurance with each establishment to be completed by Term 1 	<p>Senior Manager Secondary & Communities</p> <p>Virtual Head teacher</p>
BC 4	Improved data collection and analysis to demonstrate impact of actions	Building Capacity		<ol style="list-style-type: none"> Develop a data map to inform how indicators of success can be further developed and analysed to measure impact on children and young people. 	<ol style="list-style-type: none"> Data Map to be developed by December 2023 All People Directorate staff to have draft Data Map by December 2023 	<p>Programme Manager Family Wellbeing Partnership</p>



Scotland made a promise ...

Scotland made a promise to care experienced children and young people:



You **will** grow up loved, safe and respected.
And by 2030, that promise **must be kept**.

"Every child deserves

A CHAMPION

an adult who will **never** give up on them
who understands the power of connection

and **INSISTS** that they

become the best

they can possibly be."

-Rita Pierson

-intheLandofTeaching-

Clackmannanshire **can deliver** on that promise

Language of Care

Clackmannanshire Council Language Policy



Who is this policy for?

This document was developed in the context of care experienced children and young people, however it is applicable to any child we support. It is for anyone across Clackmannanshire working with children, young people and their families including:

Clackmannanshire Council Staff

Elected Members

Clackmannanshire Alliance

Corporate Parents

Clackmannanshire Community

Third Sector Partners



Language and The Promise



Between 2017 and 2020, the Independent Care Review listened very carefully to those with experience of living and working in and around the 'care system' to properly understand what needs to change. The Care Review heard over 5,500 experiences. Over half were children, young people and adults who had lived in care. The rest were families and the paid and unpaid workforce. It was their stories that guided the Care Review and their experiences that shaped the findings of the Care Review.

The Care Review published seven reports; The Promise was one of these reports. The Promise laid out five foundations and over 80 calls to action.

The Promise shone a light on the impact of language and the language used when talking to and about care experienced children and families.

Through the Independent Care Review, care experienced children and young adults voiced that their time being looked after by the state often "felt cold, overly professionalised, stigmatising and uncaring."

The Promise outlines that "Scotland should be a good parent to the children it has responsibility for."

The workforce, carers and the community should "act, speak and behave like a family so that Scotland can be the best parent it can be."

"Scotland must stop stigmatising the children it cares for."

- The Promise, p.87



Language in Clacks

In Clackmannanshire, we are keen to ensure we are keeping The Promise by addressing our language and its impact on our care experienced community.

Oor Clacks Voices and Oor Wee Clacks Voices were involved in giving their views to the Care Review and vocalised that they wanted the language used around care experienced children and young people to change. Our Participation Network have been looking into language intensively, working with different groups including foster carers and kinship carers, as well as local organisations to discover and define the changes in language required in Clacks.

The Participation Network developed a Corporate Sponsorship Pledge signed by Senior Leaders and Elected Members to pledge their commitment to address reframing the language of care.

Through extended Discovery and Definition phases, utilising surveys, discussions and design workshops, the idea of a Language Policy for Clackmannanshire was developed.

Corporate Sponsor Pledge



Task: Re-framing the Language used in Care

I, **Lorraine Sanda and Councillor Ellen Forson**, on behalf of the **Children and Young People's Board** pledge to support work undertaken by **Keeping the Promise Clacks (Participation Forum)** in collaboration with the **Mobilisation Team** to challenge and re-frame the language used in respect of care within the work of **Clackmannanshire Council**, our **Third Sector Partners** and **The Clackmannanshire Alliance**.

I will support this by:

- Ensuring that I maintain **clarity** to those within Clackmannanshire Council, Third Sector Colleagues and The Clackmannanshire Alliance around the potential impact that re-framing the language used in care will have on our care experienced community and our wider community.
- Ensuring my **commitment** to the planning, implementation and evaluation of reframing the language used in respect of care.
- Ensuring that I am actively **challenging** the Keeping the Promise Clacks and the Mobilisation Team around their commitment to the delivery of re-framing their use of language in care.
- Ensuring that I am effectively **communicating** to members of the organisation, including members of our Communications team, the significance and impact of reframing the language used in care.

What does this mean for practice?

"The voice of every person with care experience must be heard in their care journeys, with real weight given to their wishes in line with the UNCRC"

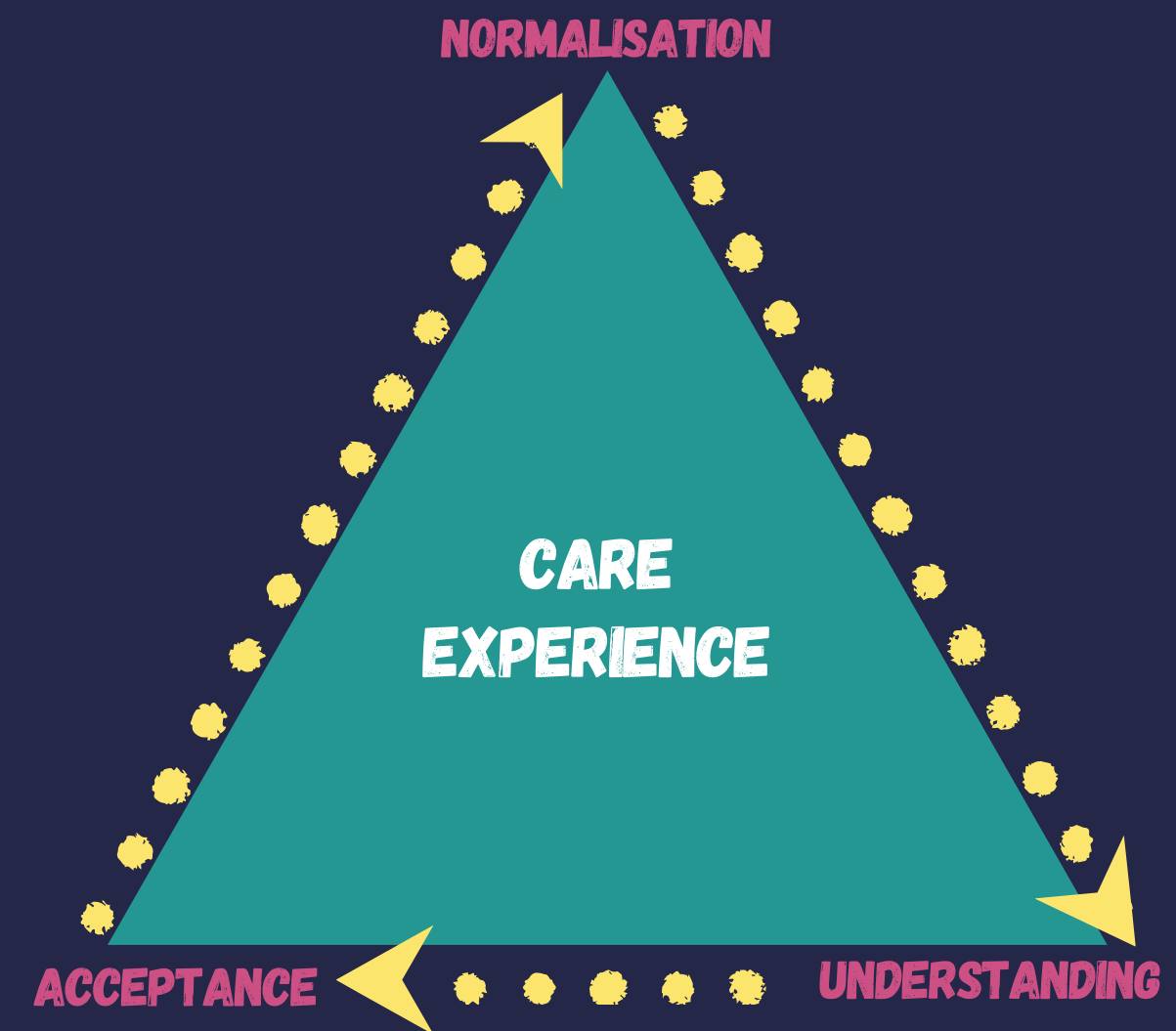
-The Promise, p33

We want to ensure that we provide stable environments with the loving, supportive, and enduring relationships that every child needs to thrive, while ensuring that our care experienced community have access to the support and tools they may require when it is needed, for as long as it is needed.

Our language should be reflective of this, and should be respectful, empowering and inclusive of our care experienced community. We will achieve this by reducing the language that reinforces the 'othering' and stigma associated with the care system.

Discussions around preferred language will be a collaborative and individualised conversation between professionals and children and their families. We will check with each individual young person what terms and phrases they prefer and they are most comfortable with. In doing this, our young people's own language will be heard, respected and included in their reports, meetings and discussions.

We will become flexible and able to evolve with our language, taking time to pause and reflect while writing reports or having discussions within our teams, and remember the lasting impact that language can have.



The Promise, p 87

KEY THEMES TO CONSIDER



Key Themes

These four themes were identified during the collaborative design process of the policy.

Non-judgemental

Language used should be inclusive, thoughtful and free of judgement.

Easy to understand

Language should be clear and use of abbreviations and acronyms should be limited.

Transparent

Young people should be able to see and hear themselves within anything written about them.

Culture and values align

It is not enough to just change our language. These changes need to be reflected in our work with children and their families.

NON – JUDGEMENTAL

It is important as a community that the **language we use is non-judgemental and empowering.** Our care experienced community may have experienced language that make them feel blamed, judged and stigmatised.

We will ensure that the language used in respect of care experienced children and young people does not reinforce negative feelings that have a lasting impact.

We will try to **understand the thoughts, feelings and experiences of our young people rather than labelling behaviour.** For example, rather than referring to 'challenging' behaviour, considering how the young person is feeling and what they are experiencing.

WHY THIS MATTERS?

We know through research that "shifting public attitudes is a vital component of addressing stigma and creating systemic change at all levels of society."

Each and Every Child, Frameworks

Through ensuring that our language is non-judgemental, empowering and focused on what all children need to thrive and meet their potential, we can create real change in public perception, and remove some of the barriers and stigma associated with living in care.

Our care experienced children and families are some of the few groups in society that are required to read and hear about their lives. This in itself reinforces difference. It is important to be mindful of the language that we use reduce the judgement placed on the care community.

KEY POINTS:



Language should be inclusive



Language should not reinforce stigma or shame



Understanding of feelings and experience rather than labeling behaviour

TRANSPARENT

We will **always write and speak as if children and their families are in the room alongside us.**

We will ask children and young people their preferred words and phrases so that their language is heard and respected when writing reports or attending meetings.

When writing or speaking about a child, we will use language that describes what is happening for them at that time in a way they can understand. For example, rather than using 'dysregulated', explaining what this means: 'having trouble coping with some of the big emotions that a person feels.'

Checking in with the child or young person around the content of what has been written and ensuring their understanding of this throughout their journey of care.

WHY THIS MATTERS?

Key themes and feedback from young people were:

they felt passionately around ensuring that their voice is clear throughout

reports should be written alongside them

they could not see themselves in their reports and meetings

don't cut and paste!

they understand the language used

actions are communicated back to them

KEY POINTS:

★ Write and speak as though the child or young person is in the room

★ Check that a child or young person understands what has been written

EASY TO UNDERSTAND

We need our language to be simple, clear and easy to understand for everyone, with little use of abbreviations and acronyms.

Sometimes we can use professional terms or jargon and this can feel too formal. Acronyms or abbreviations may feel like a hidden or secretive language to the wider community, and can leave people feeling unsure or embarrassed to ask the meaning.

We will ensure that reports, meetings and discussions take on a **more informal tone** where professionals **use clear, simple language and limit the use of abbreviations and acronyms. If there is a requirement to use an abbreviation or acronym, explain what they mean.**

WHY THIS MATTERS?

Discussions with Oor Clacks Voices and The Participation Network highlighted abbreviations and acronyms as problematic. Most notably, the acronym LAC due to the association with 'lacking' in something.

"The physical act of writing out or saying the words in full serves to remind us that looked after children are children and young people first and not a category. Each child has individual talents and claims on a positive future. And is it really such an inconvenience to type a few more letters?"

Dr Graham Connelly, CELCIS

When someone does not understand the meaning of words or acronyms it means that they can't fully engage in the decisions that are being made about them or their children. We need to make sure that everyone understands what is said or written so they can be fully included in decisions.

KEY POINTS:

- ★ If there is a simpler word to use, use it
- ★ Less jargon
- ★ Try to write more informally
- ★ Limit or stop using abbreviations

CULTURE AND VALUES ALIGN

It is not enough to just change our language. These changes need to be reflected in the way we work with children and their families.

While it is key that we understand individual preferences around language, we need to ensure our culture and values align. To put this policy into practice, **we will work in a personalised and collaborative way with children and their families.**

We will **lead in sharing the preferred language that individual children and young people use with other professionals** working alongside families to ensure respect and consistency.

WHY THIS MATTERS?

Changing language is only effective if we also change the practice. For example, considering words around 'family time' is meaningless if the arrangements themselves reinforce the stigma associated with care experience.

This policy challenges us to consider whether the language we use is as a result of duty, choice or habit.

The language we use in writing about a child or young person is both a habit and a choice. Often, there is no legislative reason as to why we need to use certain descriptors, yet we continue to use them. For example, while we continue to have the term "looked after" in policy and legislation, this does not need to dictate the language we use in discussions and reports with or about children and young people.

We will promote a positive culture with the conditions to challenge our language and change our habits. This policy does not stand alone, and should inform the review and development of other policies and procedures relevant to children and their families.

KEY POINTS:

- ★ Considering language in isolation is not enough. Our values and culture need to reflect this.
- ★ Is our language a habit, duty or choice?
- ★ A child's preferred language should be consistent amongst those working alongside them.

Further Information



**Clackmannanshire
Council**

www.clacks.gov.uk

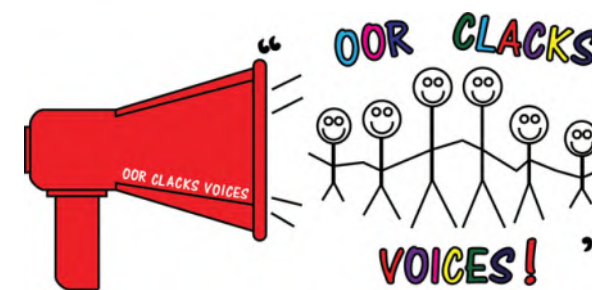
Comhairle Siorrachd
Chlach Mhanann



**the promise
scotland**



**WHO
CARES?
SCOTLAND**



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Acknowledgements

Thank you to the Participation Network,
Reframing Language Working Group
and Oor Clacks Voices for their input.

Heartfelt thank you to all our children,
young people and families who have
shaped the development of this policy.
We could not have done this without
you.

Report to: Council

Date of Meeting: 10 August 2023

Subject: Violence Against Women and Girls Strategy

Report by: Scott McDonald, Senior Manager, Justice Services

1.0 Purpose

- 1.1. To approve the Clackmannanshire Violence Against Women and Girls (VAWG) Strategy 2023-2026.

2.0 Recommendations

- 2.1. It is recommended that the Council:
- 2.1.1 Approves the Clackmannanshire Council Violence Against Women and Girls Strategy 2023-2026 (**Appendix 1**).
 - 2.1.2 Approves the plans for development of the Delivery Plan to support the Strategy by August 2024 (para 3.6).
 - 2.1.3 Approves the repurposing of £115,000 from the discretionary fund earmarked reserve to fund a Violence against Women and Girls Partnership officer for 2 years and support the partnership to raise awareness, build capacity and work together (para 3.9).

3.0 Background / Considerations

- 3.1 The Clackmannanshire Violence against Women and Girls Partnership (the Partnership) consists of representatives from a range of public and third sector organisations involved in tackling gender based violence against women and girls. The Partnership is currently chaired by the Strategic Director, People. The Leader of the Council, Councillor Forson is a member of the Partnership and is Champion for Equalities. The purpose of the Partnership is to provide a multi-agency mechanism to deliver on *Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls* at a local strategic level. Membership of the Partnership is listed in **Appendix 2**.

- 3.2 Scottish Government defines violence against women and girls as including (but not limited to):
- Domestic abuse
 - Sexual Violence (including harassment, sexual assault and rape, and child sexual abuse)
 - Commercial sexual exploitation
 - Child sexual exploitation
 - So called "Honour"-based violence, including female genital mutilation and forced marriage. (Scottish Government 2022)
- 3.3 Clackmannanshire is the smallest county within mainland Scotland and yet we continue to have high numbers of calls to Police Scotland about domestic abuse incidents. In 2021-22 Clackmannanshire was fourth highest per 10,000 of population at 146. (Scottish Government 2022)
- 3.4 During 2022-23, the Partnership has developed a new Violence Against Women and Girls Strategy which will last for 3 years. The strategy was developed through collaboration with partners in the Partnership, alongside other agencies involved in tackling VAWG locally, consultation with those with lived experience and through support from the Improvement Service. The Strategy aligns with national policy set out in Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls (Scottish Government 2016) and associated Delivery Plan (refreshed in 2022), which outlines 'the joint commitment of the Scottish Government and COSLA to preventing and eradicating all forms of violence against women and girls and tackling the underpinning attitudes that perpetuate it (Scottish Government 2022)'. Equally Safe identifies 4 key priorities:-
- Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls;
 - Women and girls thrive as equal citizens – socially, culturally, economically and politically;
 - Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people;
 - Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response
- 3.5 The VAWG Strategy identifies 7 key priorities to be taken forward in partnership in Clackmannanshire in order to address violence against women and girls:-
- Raise awareness in our community of what Gender Based Violence is and what support services are available;
 - Listen to those with lived experience;
 - Work with people who experience and commit GBV;
 - Address positive relationships in all educational establishments;
 - Train our staff;
 - Work Together: Partnerships and Gender Equal Policies in place;
 - Monitor how effective we are in progressing the above.
- 3.6 In order to address local priorities, the Partnership have agreed a number of high level outcomes that also align with the Equally Safe national priorities set

out on page 4 of the Strategy. The Delivery Plan for working towards these outcomes will be developed over the next 12 months led by a number of Task and Finish Groups that feed in to the VAWP. Groups will use a co-production approach to ensure that the related actions and performance measures reflect views and the needs of people with lived experience of violence against women and girls. Further, the current roll out of multi-disciplinary training on the Outcomes Star will facilitate the use of shared assessment tools across public and third sector agencies working with perpetrators and survivors and to enable better measurement of progress against individual outcomes. It is important that these developments are reflected in the development of the delivery Plan.

- 3.7 Scottish Government is due to publish a renewed Equally Safe Strategy and delivery Plan in the Autumn of 2023 in addition to providing a response to the extensive recommendations of the recent [Report from the Independent Strategic Review of Funding and Commissioning](#) of VAWG services. Development of the Local Delivery Plan to support this Strategy over the coming year will allow the VAWGP to ensure that performance and reporting locally aligns with national frameworks for delivery.
- 3.8 In addition to development of the Strategy, there has been significant proactive work undertaken within Clackmannanshire to address Domestic Abuse. As well as contributing to the 16 Days of Action as part of Forth Valley, we continue to run 3 pilot schemes:- Non Court Mandated Caledonian Programme, the STRIVE support for Women and Perpetrators and the new Men's Self Referral helpline launched in January 2023 (information flyer attached in **Appendix 3**). All three pilots have national attention with neighbouring authorities looking for input and information relating to these. Positively these services are being accessed and funding has been agreed to be extended for a further 6 months by Scottish Government and partners from Housing, Police Scotland and Alcohol and Drug Partnership.
- 3.9 Currently Clackmannanshire Council receives £13,000 to fund a VAWG post. This is significantly disproportionate to the level of domestic abuse incidents reported. In order to progress the Strategy and the Plan, it is proposed that £115,000 from the discretionary fund earmarked reserve is allocated which will cover the full time costs of Violence against Women and Girls Partnership officer and support the partnership to raise awareness, build capacity and work together. This will allow the work to progress at pace while more sustainable funding streams will be pursued nationally.
- 3.10 These reserves had previously been earmarked for work at West End Park Alloa, but due to an underspend on this project, these funds can be released.

4.0 Sustainability Implications

- 4.1. No sustainability implications are identified.

5.0 Resource Implications

- 5.1. *Financial Details*

5.1.1 £115,000 will be allocated from reserves over the next 2 years

5.2. Staffing

5.2.1 In consultation with partners we are looking to develop and introduce a 2 year full time Violence against Women and Girls Partnership officer. This is in line with COSLA recommendations relating to Equally Safe.

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

The strategy has been produced through collaboration with the VAWG Partnership, alongside other agencies involved in tackling VAWG locally, consultation with those with lived experience and through support from the Improvement Service. A full EQIA will be carried out alongside development of the Delivery Plan to support the Strategy.

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 No

10.0 Appendices

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

Appendix 1 – Clackmannanshire Violence Against Women and Girls Strategy 2023-2026.

Appendix 2 – Membership of Clackmannanshire VAWGP

Appendix 3 – Information flyer for Men’s Self-Referral Helpline

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

Equally Safe: Scotland’s strategy for preventing and eradicating violence against women and girls (Scottish Government 2016)


Equally Safe Short Life Delivery Plan, Summer 2022-Autumn 2023 (CoSLA, Scottish Government 2022)

Violence Against Women and Girls - Independent Strategic Review of Funding and Commissioning of Services: report (Scottish Government 2023)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Scott McDonald	Senior Manager (Justice Service)	

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Clackmannanshire Violence Against Women and Girls Strategic Plan 2023-26



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FOREWORD:

Lorraine Sanda, Director of People Clackmannanshire Council and Chair of the VAW Partnership:

As Chair of the Clackmannanshire Violence Against Women Strategic Partnership, I am pleased to present our Strategic Plan for 2023-2026.

The Clackmannanshire Violence Against Women Strategic Partnership has come together, with the support of the Improvement Service, and with renewed strength and commitment to develop this plan. It sets out a vision that:

WOMEN AND GIRLS IN CLACKMANNANSHIRE ARE EQUALLY SAFE AT HOME, AT WORK AND IN THE COMMUNITY.

This Strategy and Action Plan sets out the collective commitment of partners to actions and robust monitoring and evaluation over the next three years. The circumstances during and following the COVID-19 pandemic, and now the challenges of a cost of living crisis, have sharpened our focus on promoting the safety and well-being of women and their families. We know there has been progress and successes, but there remains a great deal of work to be done. The Partnership is not shying away from that challenge.

By working collaboratively, across all our organisations, and with our partners, we can deliver significant change for women, children and young people affected by violence and abuse.

SECTION 1 INTRODUCTION & BACKGROUND INFORMATION

In 2014 the Scottish Government published *Equally Safe: Scotland's strategy for preventing and eradicating violence against women and girls*. It was produced in partnership with the Convention of Scottish Local Authorities (CoSLA), Police Scotland, Health Scotland and specialist Violence Against Women (VAW) support groups like Scottish Women's Aid and Rape Crisis Scotland. In 2016 the national strategy was updated and a framework providing guidance for implementation was included. A further refresh of the Equally Safe Delivery Plan in 2022 outlined the 'joint commitment of the Scottish Government and COSLA to preventing and eradicating all forms of violence against women and girls and tackling the underpinning attitudes that perpetuate it' (Scottish Government 2022). The Plan sets out the priorities for VAW Partnerships to tackle the sharp increase in demand for domestic abuse services following the pandemic. Additionally the cost of living crisis has further increased the vulnerability of women. *Equally Safe* provides strategic direction to tackle all forms of gender-based violence and abusive behaviour and each local authority is tasked to work collaboratively with key partners in the public, private and third sectors to prevent and eradicate all forms of violence against women and girls.

Equally Safe has four key priorities:

1. Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls;
2. Women and girls thrive as equal citizens – socially, culturally, economically and politically;
3. Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people;
4. Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response.

Equally Safe recognises that women and girls are disproportionately affected by various forms of violence and abuse precisely because they are women and girls, and that, perpetrators of such violence are overwhelmingly male. In respect of domestic abuse, 80% of perpetrators are male.

It recognises that this violence is an abuse of power and stems from deep rooted and systemic gender inequality and the subordinate position women occupy in society in relation to men.

Men, boys and non-binary individuals may also be victims of violence and abuse and the Clackmannanshire VAWG Partnership is committed to ensure there are appropriate services responding to the needs of survivors of all of such violence.

The Scottish Government's Definition of Gender Based Violence is:

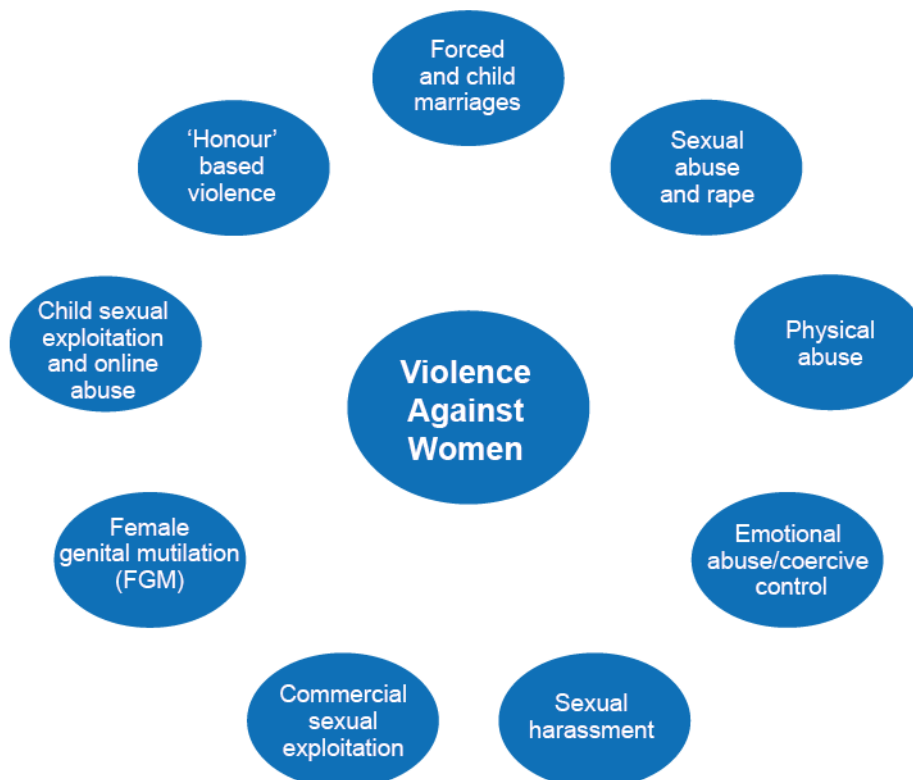
“Gender-based violence is a function of gender inequality, and an abuse of male power and privilege. It takes the form of actions that result in physical, sexual, and psychological harm or suffering to women and children, or affront to their human dignity, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or private life. It is men who predominantly carry out such violence, and women who are predominantly the victims of such violence. By referring to violence as ‘gender-based’ this definition highlights the need to understand violence within the context of women’s and girl’s subordinate status in society. Such violence cannot be understood, therefore, in isolation from the norms, social structure and gender roles within the community, which greatly influence women’s vulnerability to violence.”

Throughout this strategy, we use the term ‘violence against women and girls’ (or VAWG) as a convenient and widely used way of referring to an issue which, by its very nature impacts on women, children and families.

What is Violence Against Women and Girls

Equally Safe defines violence against women and girls as including (but not limited to):

- Domestic abuse
- Sexual Violence (including harassment, sexual assault and rape, and child sexual abuse)
- Commercial sexual exploitation
- Child sexual exploitation
- So called "Honour"-based violence, including female genital mutilation and forced marriage. (Scottish Government 2022).



Victim Blaming Statements:

“She stayed with him too long”

“She must have know the kind of person she was marrying”

“She must have said something to make him snap”

“She probably had a boyfriend he found out about”

Whilst these people certainly weren't saying that what happened to her was okay, justifiable, or understandable, they were 100% victim blaming. And that's 100% not OK.

Source: National Coalition Against Domestic Violence

What is Domestic Abuse?

The definition of domestic abuse used by Scottish Government is:

'Any form of physical, verbal, sexual, psychological or financial abuse which might amount to criminal conduct and which takes place within the context of a relationship. The relationship will be between partners (married, cohabiting, civil partnership or otherwise) or ex-partners. The abuse can be committed in the home or elsewhere, including online.

It is acknowledged that domestic abuse as a form of gender-based violence is predominantly perpetrated by men against women. This definition also acknowledges and includes abuse of male victims by female perpetrators, and includes abuse of lesbian, gay, bisexual, transgender and intersex (LGBTI) people within relationships
Scottish Government

What is Coercive Control?

Coercive control is a purposeful and sustained pattern of behaviour whereby one person within the relationship (most usually a man) seeks to exert power, control or coercion over another. A range of tactics are used such as isolating the partner from sources of support and social interaction, exploiting their resources (financial and emotional), depriving them of the means needed for independence, resistance and escape and regulating their everyday behaviour (Dobash & Dobash, 1993, 2004; Stark, 2006; Johnson, 2006; Hester, 2009)

What is Child Sexual Exploitation?

Child sexual exploitation (CSE) is a form of child sexual abuse in which a person(s) of any age takes advantage of a power imbalance to force or entice a child into engaging in sexual activity in return for something received by the child and/or those perpetrating or facilitating the abuse.

Source: Scottish Government

What is Honour Based Violence?

Honour-based violence (HBV) is the term used to refer to a collection of practices used predominantly to control the behaviour of women and girls within families or other social groups in order to protect supposed cultural and religious beliefs, values and social norms in the name of 'honour'.

There are often multiple perpetrators (family, community).

When perpetrators come from within the family it means the family home is not a safe place for victims: It can lead to a deeply embedded form of coercive control, built on expectations about acceptable and unacceptable behaviours. Control is often established without overt violence against the victim. For example, family members may threaten to kill themselves or ostracise the victim.

Perpetrators are often partners or ex-partners, or family members and most victims experience abuse from multiple perpetrators, including parents and siblings.

Sources: HMICFRS and Karma Narvana 2014

What is Commercial Sexual Exploitation?

Commercial sexual exploitation (CSE) includes a wide range of often linked sexual activities which (typically) men profit from or buy from women and which objectify and harm women. It includes prostitution, phone sex, internet sex/chat rooms, stripping, pole dancing, lap dancing, peep shows, pornography, trafficking, sex tourism and mail order brides.

Source: Public Health Scotland 2021

What is the impact on survivors?

The World Health Organisation (WHO) describe gender-based violence as a global health problem of epidemic proportions. Domestic abuse is costly, in both financial and human terms. The costs are high, principally because opportunities for early intervention and prevention are missed routinely, leading to more expensive interventions later.

In addition to the significant monetary impact of dealing with domestic abuse, there are distressing human and social costs. The ripple effects are long-term and far reaching; not just for the individuals and their children, but for the wider community. Domestic abuse features heavily in the lives of children on the Child Protection Register, looked after children, children living in kinship care placements, adopted children, young offenders and in those displaying bullying and disruptive classroom behaviour.

Domestic abuse is also a feature in the lives of many people with mental health issues, people who use alcohol and drugs problematically and women offenders. It is a factor in many violent crime figures, including murder and serious sexual offending, and in a substantial number of homeless applications and disputed child contact cases in the court system.

Rates of Domestic Abuse in Scotland

Police Scotland recorded 64,807 incidents of domestic abuse in 2021-22, a decrease of 1% compared to the previous year. This is the first year this figure has shown a decrease since 2015-16.

In 2021-22, 39% of incidents of domestic abuse recorded by the police in Scotland included the recording of at least one crime or offence.

The type of crime or offence that was most frequently recorded as part of a domestic abuse incident in 2021-22 was Common Assault, accounting for 32% of all crimes and offences recorded. This was followed by Threatening and Abusive behaviour accounting for 21% of crimes and offences.

The cost of domestic abuse to the Scottish public purse in 2021 was £2.3 million, whilst the cost of all forms of VAWG was £4million.

Who were the victims?

The following statistics are based on the most up to date data available at the time of strategy development.

In 2021-22 more than 4 out of 6 (81%) of victims of domestic abuse were female.

What was the gender of victims & suspected perpetrators?

- *81% of incidents involved a female victim and a male suspected perpetrator;*
- *14% of incidents involved a male victim and a female suspected perpetrator;*
- *The remaining 5% of victims and suspected perpetrators were of the same gender.*

Where did incidents occur?

89% of domestic abuse incidents occur in the home or a dwelling.

When do incidents occur?

Nearly half (48%) happen over the weekend – Friday, Saturday and Sunday.

Incidents of Domestic Abuse per 10,000 population:

On average there were 118 incidents of domestic abuse recorded by the police in Scotland per 10,000 population in 2021-22. At a local authority level, Dundee City (172), West Dunbartonshire (161) and Glasgow City (147) recorded the highest incident rates per 10,000 population. Clackmannanshire was in 4th place (146), a slight fall in the previous year's figures of 3rd place (158). Source: Police Scotland

Whilst these figures give us information that has been reported to the police, research has shown that some victims of domestic abuse do not contact services for many years, for a variety of reasons, including a lack of awareness or a poor experience when seeking support. Findings show that domestic abuse is mistakenly viewed as a difficult relationship, separation or disagreement, rather than a perpetrator choosing to use a pattern of abuse and control towards their ex/partner and children. At times, individuals feel judged, blamed for the abuse or the impact on their children, and pressured to make decisions such as separating or moving home, without an understanding of the other risks or disruption that these dramatic responses create. Negative responses from services impact on an individual's decisions and safety, as they are less likely to approach services or see them as a support.

'We need to EDUCATE our young people and CHALLENGE behaviours and attitudes

We need to stop PUNISHING victims with phrases like: "what was she wearing; why didn't she leave; I bet she was asking for it", these are NOT APPROPRIATE or helpful.

THIS IS EVERYBODY'S PROBLEM AND RESPONSIBILITY AND IT NEEDS TO END NOW'

SOURCE: Suzanne, Service User

SECTION 2 THE LOCAL PICTURE IN CLACKMANNANSHIRE

This strategy covers the period of 2023-2026 and links local strategic planning in Clackmannanshire to the national strategy to tackle violence against women & girls, “Equally Safe”.

Clackmannanshire is the smallest county within mainland Scotland and yet we continue to have high numbers of calls to Police Scotland about a domestic abuse incident. In 2021-22 Clackmannanshire was fourth highest per 10,000 of population at 146.

Although comparing reported incidents with actual incidents is complex, the high rate of domestic abuse reports in Clackmannanshire is consistent with other local indicators which measure adversity and disempowerment of women and girls: Clackmannanshire has among the worst trending rates in Scotland for the gender pay gap and rates of teenage pregnancies (2020) figures show Clackmannanshire is second highest in Scotland at 32.8 pregnancies per 1000 women (Public Health Scotland 2020). Therefore, other hidden violence, including sexual violence against women and girls is also likely to exist in Clackmannanshire and we need to be mindful of this when developing services.

The Clackmannanshire VAWG Partnership recognises:

- that men are statistically and overwhelmingly the main perpetrators of violence against women and children, other men, and themselves
- the majority of men are not violent or abusive
- that some women use violent and abusive behaviours
- that the meaning, use and consequences of violence by men and by women is not equivalent and cannot be understood in isolation, but as an expression of wider social factors
- the differences between men’s and women’s violent or abusive behaviour must be considered in the context within which it is perpetrated
- that prevention of Violence Against Women is everyone's responsibility

There has been a multi-agency approach to tackling Violence Against Women and Girls in Clackmannanshire since 1998. Originally established to focus specifically on domestic abuse, the Partnership’s remit was extended in recent years to encompass a wider Violence Against Women agenda: Stalking, Sexual Harassment, Rape & Sexual Assault, Honour Based Violence and recognising commercial sexual exploitation of women and girls as a form of VAWG.

This strategy outlines the development of a coordinated whole systems approach to violence and women and girls in Clackmannanshire and sets out our vision and proposed direction. A whole systems approach is based on the principle that no single agency or professional has a complete picture of the life of a victim, but many will have insights that are crucial to their

safety. It is paramount that agencies work together effectively and systematically to increase safety and hold perpetrators to account.

Gender inequality is a root cause of violence against women and girls, and there remain persistent inequalities between men and women in Clackmannanshire. In order to prevent and eradicate it from our communities we must focus our efforts on delivering greater gender equality, tackling perpetrators and intervening early and effectively to prevent violence.

People with lived experience give the most positive response about services when they are able to build a relationship with a professional who listens, empathises, is non-judgemental and understands the dynamics of domestic abuse. Most commonly, this is found within specialist domestic abuse services. However, professionals within these services can be overwhelmed by the volume of demand as a result: the impact of the Covid-19 pandemic and the cost of living crisis on our communities and our workforces and services have been incredibly difficult. The significant pressures, challenges and direct effects and harms are still being felt as we continue in our response to, and recovery from, the pandemic. We need to ensure that all professionals are able to offer safe and supportive advice to individuals affected by domestic abuse and that specialist services can be accessed where appropriate.

Why do we need this co-ordinated approach to Violence Against Women and Girls?

Research shows that 85% of those living with or who have lived experience of VAWG sought help from professionals five times on average in the year before they received effective help to stop the abuse. Regardless of whether the contact related to the abuse, each contact represents a chance for services to help the victim disclose and get help – a chance that was missed, leaving the victim to live with abuse for longer.

We will work closely with other community planning partnerships and forums to ensure that we are taking an integrated approach to tackling violence against women and girls. We will work particularly closely with public protection partnerships including adult and child protection and multi-agency forums for risk of violence (Multi – Agency Risk Assessment Conferences - MARAC) and tasking and co-ordinating (Multi-Agency Tasking and Coordination Protocol - MATAC). We will also work alongside Scotland's national network for tackling violence against women.

Whilst this strategy has a focus on tackling violence against women and girls it also recognises that it has a key role to play in addressing the wider issue of gender inequality in Clackmannanshire and will do so by contributing to the outcomes set out in the following strategic partnership plans:-

- Local Outcome Improvement Plan for Clackmannanshire 2017-2027 (new plan under development)
- Children's Services Plan 'Keeping Our Promise' 2021-24,
- Clackmannanshire & Stirling ADP Delivery Plan
- Clackmannanshire & Stirling HSCP Strategic Commissioning Plan 2023-2033
- Clackmannanshire Community Justice Outcome Delivery Plan 2018-2023 (new plan under development).

The way that partners will work together to deliver this strategy will reflect the principles set out in the **Local Outcome Improvement Plan 2017/2027**. These set out how we will

operate as a partnership, how we will work collaboratively with our partners and how we will identify solutions which aim to take action to prevent violence against women and girls.

These are:

- A focus on fewer key priorities to tackle inequality where we can genuinely make a difference.
- Prevention and early intervention aimed at reducing causes of poverty and inequality and not just its symptoms.
- Inclusive economic growth that benefits everyone.
- Participation, engagement and co-production in identifying and delivering solutions.
- Strong partnership leadership, governance and accountability.
- Integrated and multi-agency approaches focussed on our targeted priorities.
- Promoting and championing what we do well in Clackmannanshire and building and continuing areas of good practice.

During 2021, the Scottish Government worked with a number of Local Authorities on developing pilot areas to develop a Wellbeing Economy, embedding alongside, the five pillars of Community Wealth Building. The Wellbeing Economy model forms the basis of a review of the Clackmannanshire LOIP which is due for publication later in 2023. This CJOIP will be reviewed to ensure alignment with the new LOIP when published.

Alcohol & Drug Partnership:

The Clackmannanshire and Stirling Alcohol and Drug Partnership is committed to working with the Violence Against Women and Girls Partnership to address violence against women and girls in a substance use context. Whilst alcohol and/or drugs do not cause violence against women and girls, they are secondary factors that can increase both the frequency and severity of violence. Local and national strategic approaches are clear that men do not abuse because of alcohol and drugs but they can lower inhibitions and exacerbate behaviours. Perpetrators can use substances to coerce and control women and women experiencing domestic abuse may also use alcohol and/or drugs as a coping mechanism.

Drug and alcohol services provide a valuable opportunity for early identification of victims and perpetrators of violence against women. Through working with the Violence Against Women and Girls Partnership, drug and alcohol services should be part of an integrated system that works together to keep women and children safe. The VAWG Partnership also recognises the invaluable resource that the recovery community represents and is committed to working with those who have lived experience to better understand the interaction between domestic abuse and substance misuse in order to create effective and realistic avenues for change.

Community Justice Partnership:

The Clackmannanshire Community Justice Partnership (CJP) are committed to working with the Violence Against Women and Girls Partnership to develop 'healthy relationships, healthy minds and healthy gender constructs' (*Clackmannanshire CJOIP 2018-2023*). There is a recognised and significant overlap to the reporting outcomes of the Community Justice Partnership and the Violence Against Women Partnership. Through working with the VAWGP, the CJP will ensure that the priorities of the VAWG Strategy are reflected in the new Community Justice Outcome Improvement Plan for Clackmannanshire 2023-28. In addition, the CJP and VAWGP will aim to combine the work and actions of each partnership as far as possible, to enable greater understanding and support in achieving their outcomes.

SECTION 3

KEY SERVICES IN CLACKMANNANSHIRE & FORTH VALLEY

Clackmannanshire Women's Aid is affiliated to Scottish Women's Aid, but remains an independent charity, who have been offering services to women and children in Clackmannanshire since 1976.

CWA offers support, information and safe refuge to women, children and young people impacted by domestic abuse. Survivors do not need to leave the perpetrator of abuse to engage with the service; what's important is that the survivor feels safe and supported.

Telephone: 01259 721 407

Email: info@clackswomensaid.org.uk

MARAC/IDAA: CWA operate an Independent Domestic Abuse Advocate (IDDA) service. This service is aimed towards women and children who are subjected to medium to high risk of harm from an ex or currently partner.

The IDAA worker will take immediate action to support survivors of domestic abuse. To do this, the worker carries out an Initial Assessment and Risk Identification Checklist. The IDAA acts as an independent voice for the survivor and is able to present the survivor's needs, wishes and any relevant safety planning. The case may then be referred to a Multi Agency Risk Assessment Conference (MARAC).

At a MARAC, key agencies involved with a case meet to discuss survivors at high risk of domestic abuse. The Domestic Abuse Unit distributes relevant actions to provide increased safety, support and wellbeing to the survivor. The IDAA will pass this information back to the survivor and they will continue to work together until any risk of harm is dramatically reduced.

Central Advocacy Service provide an independent advocacy service to women and girls aged 16 years or over, who live in the Forth Valley area, who either: identify as or have been diagnosed with a learning disability, learning difficulties and/or autism AND who are experiencing or have experienced domestic abuse.

Telephone: 01324 633 321

Email: info@centraladvocacypartners.org.uk

Resilience Learning Partnership: The TIER Pathway is a Resilience Learning Partnership initiative for people 18+ with lived experience of trauma. The aim is to support participants to explore and realise their goals and aspirations whether that be college, university, paid employment, voluntary work or further engagement with RLP & TIER.

Telephone: 01259 272 015

Email: info@resiliencelearningpartnership.co.uk

Forth Valley Rape Crisis provide free and confidential information, advocacy and support to anyone 13 and over in the Forth Valley area (Clackmannanshire, Falkirk and Stirling) affected by sexual violence.

This includes survivors of sexual violence and their friends and families. They also provide advice, support and training to staff in other agencies who are working with survivors so they can provide a good response to survivors of sexual violence.

They aim to be inclusive and welcoming to all, regardless of age, disability, gender reassignment, marriage and civil partnership status, pregnancy and maternity, race, religion or belief, sex, gender identity, intersex status or sexual orientation.

Find out more about [how we can support you](#).

Telephone: 01786 439 244

Email: support@forthvalleyrapecrisis.org.uk

Sexual Assault Response Coordination Service (SARCS) is an NHS Service, located in The Meadows at Larbert, and is a service for adults and children who have experienced sexual assault, rape or gender based violence.

If you have been raped or sexually assaulted within the last 7 days and do not want to tell the police or are unsure about telling them now – you can self-refer to a SARCS. This means you don't need a GP or other healthcare professional to refer you to a SARCS – you can do this yourself.

You can phone a dedicated NHS telephone number 24 hours a day, 7 days a week and speak to a specially trained healthcare professional who can help to arrange the care you might need.

You can find more information about how to self-refer to a SARCS and the telephone number to call on the [NHS Inform](#) website.

Domestic Abuse Perpetrator Programmes:

There is significant proactive work being undertaken within Clackmannanshire to address Domestic Abuse. **As well as delivering the Caledonian Domestic Abuse Programme as part of a statutory community based disposal for the Courts**, Clackmannanshire Justice Services continue to run 3 pilot schemes, Non Court Mandated Caledonian Programme, the STRIVE support for Women and Perpetrators and the new Men's Self Referral helpline launched in January 2023. Positively these services are being accessed and funding has been agreed to be extended for a further 6 months by Scottish Government and partners from Housing, Police Scotland and Alcohol and Drug Partnership.

To speak to someone call 01259 452200 and ask for THE PROGRAMME (Ready for Change)

Text the word PROGRAMME to: 0798 000 1534 (attach poster self referral?)

Email programme@clacks.gov.uk

SECTION 4

CLACKMANNANSHIRE VAWG OUTCOMES AND DELIVERY PLAN DEVELOPMENT 2023-26

The Clackmannanshire VAWG Strategic Partnership held two development days facilitated by the Improvement Service, in August and October 2022, to help us determine our priorities. They were attended by the majority of representatives from the Partnership.

(The Improvement Service was established by the Scottish Government in 2005 as the national improvement organisation for Local Government in Scotland)

The Key Priorities identified are:

- 1. Raise awareness in our community of what GBV is and what support services are available;**
- 2. Listen to those with lived experience;**
- 3. Work with people who experience and commit GBV;**
- 4. Address positive relationships in all educational establishments;**
- 5. Train our staff;**
- 6. Work Together: Partnerships and Gender Equal Policies in place;**
- 7. Monitor how effective we are in progressing the above.**

Clackmannanshire continues to deliver a range of training that includes Safe and Together Briefings on the principles and components of the Framework and a 4 day Core Practice training. The model provides multi-agency training for all agencies and services who may work with someone living with or who has experienced domestic abuse. This provides a recognised approach to assessment and delivery of service which holds the perpetrator accountable for actions and behaviours. This approach is heavily embedded within the Caledonian System and provides staff with the necessary competences and skills in assessment, interviewing documentation and safe planning to ensure the required system change and cultural shift with cases of domestic abuse.

In addition the following training is also provided. Gender based Violence elearning and Public Protection is Everyone's Responsibility elearning. Responding to a disclosure of sexual assault and rape facilitated by Forth Valley Rape Crisis , MARAC, Coercive Control and Domestic Abuse (Scotland) Act, Under Pressure Training (for working with children and young people).

The current roll out of multi-disciplinary training on the Outcomes Star will facilitate the use of shared assessment tools across public and third sector agencies working with perpetrators and survivors and to enable better measurement of progress against individual outcomes. It is important that these developments are reflected in the development of the Delivery Plan.

Scottish Government are due to publish a renewed Equally Safe Strategy and Delivery Plan in the Autumn of 2023 in addition to providing a response to the extensive recommendations of the recent [Report from the Independent Review of Funding](#) for VAWG Services. Development of the Local Delivery Plan to support this Strategy over the coming year will allow the VAWGP to ensure that performance and reporting locally aligns with national frameworks for delivery.

In order to address the key priorities above, the Partnership has agreed a number of high level outcomes that also align with the four Equally Safe national priorities. These are set out in the table below. The Delivery Plan for working towards these outcomes will be developed over the next 12 months led by a number Task and Finish Groups that feed in to the VAWGP. Groups will use a co-production approach to ensure that the related actions and performance measures reflect the needs of people with lived experience of violence against women and girls.

<u>Equally Safe Priority</u>	<u>VAW Partnership High Level Outcomes 2023-2026</u>
Scottish society embraces equality and mutual respect, and rejects all forms of violence against women and girls	<p>More people in the workforce and the community are aware of VAWG and have confidence in available support.</p> <p>Increased awareness amongst young people of GBV issues and where to get help.</p> <p>Increased skills and knowledge across the workforce to support women and children affected by VAWG using a trauma informed approach.</p>
Women and girls thrive as equal citizens – socially, culturally, economically and politically	<p>More women take up earlier support for GBV issues.</p> <p>Fewer incidents of VAWG across Clackmannanshire.</p> <p>Reduction in inequalities in workplace as a result of GBV.</p> <p>More employers implement ES at Work.</p> <p>Local policies, processes and services promote equality for women and girls.</p>
Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people	<p>Women and girls living with VAWG receive the right support, in the right place, at the right time.</p> <p>Policies and services to support survivors of VAWG are co-produced.</p>
Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response	Earlier interventions for both perpetrators and survivors.

References

Building Resilience In the Face of Adversity in Clackmannanshire; Community Justice Outcome Improvement Plan 2018-2023; Clackmannanshire Alliance; 2018

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Commercial Sexual Exploitation; Public Health Scotland; 2021; accessed at <https://www.healthscotland.scot/health-topics/gender-based-violence/commercial-sexual-exploitation>

Current Picture and Statistics of Domestic Abuse and Violence in the UK; Touchstone; 2022

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Equally Safe: Scotland's Strategy for Preventing and Eradicating Violence Against Women and Girls; Scottish Government; 2018

Joint Protocol between Police Scotland and the Crown Office and Procurator Fiscal Service; Police Scotland, COPFS; 2019

Local Outcomes Improvement Plan, 2017-2027; Clackmannanshire Alliance; 2017

National Coalition Against Domestic Violence; <https://ncadv.org>

The Depths of Dishonour: Hidden Voices and Shameful Crimes – An Inspection of the Police Response to Honour-Based Violence, Forced Marriage and Female Genital Mutilation; HMICFR; 2015

Teenage pregnancies, 2020; Public Health Scotland; published July 2022

Membership of Clackmannanshire Violence Against Women and Girls Partnership

- Representative of Clackmannanshire & Stirling Alcohol & Drug Partnership
- Third Sector Agencies:
 - Clackmannanshire Women's Aid
 - Forth Valley Victims Support
 - Resilience Learning Partnership
 - CTSi
 - Forth Valley Rape Crisis
- Police Scotland
- NHS Forth Valley (GBV & Sexual Assault Service)
- Child Care Senior Manager
- Education Senior Manager
- Community Justice Coordinator
- Justice Services Senior Manager
- Housing Senior Manager
- Health & Social Care Partnership (2)
- Fire & Rescue Service
- Scottish Prison Service
- Elected Member
- MARAC Co-ordinator
- Clackmannanshire Council VAWG Lead Officer

The way that partners will work together to deliver this strategy will reflect the principles set out in the **Local Outcome Improvement Plan 2017/2027**. These set out how we will operate as a partnership, how we will work collaboratively with our partners and how we will identify solutions which aim to take action to prevent violence against women and girls.

These are:

- A focus on fewer key priorities to tackle inequality where we can genuinely make a difference.
- Prevention and early intervention aimed at reducing causes of poverty and inequality and not just its symptoms.
- Inclusive economic growth that benefits everyone.
- Participation, engagement and co-production in identifying and delivering solutions.

- Strong partnership leadership, governance and accountability.
- Integrated and multi-agency approaches focussed on our targeted priorities.
- Promoting and championing what we do well in Clackmannanshire and building and continuing areas of good practice.

Men's Self-Referral Helpline Flyer



Ready for change?

Worried about your behaviour within a relationship?

Would you like to be able to express how you feel safely?



Individual support for men is now available

Develop new skills to help you have a healthy and safe intimate relationship

To speak to someone:

call **01259 452200** and ask for **THE PROGRAMME (Ready for Change)**

Text the word **PROGRAMME** to: 07549 115 326

Email programme@clacks.gov.uk

 **Clackmannanshire Council**
www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Report to: Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: Family Wellbeing Partnership Annual Plan

Report by: Strategic Director of People

1.0 Purpose

- 1.1. The purpose of this report is to seek approval for Clackmannanshire's Family Wellbeing Partnership (FWP) Plan 2023/24.

2.0 Recommendations

It is recommended that Council:

- 2.1. Approves the Plan (**Appendices 1a and 1b**);
- 2.2. Notes the progress on current activity as outlined in the Annual Report (**Appendix 2**).

3.0 Background

- 3.1. Formed in 2020, the Clackmannanshire Family Wellbeing Partnership (FWP) is a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership. The FWP is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to be and do things they have reason to value and to live flourishing lives. At the heart of this approach is a recognition that we need to focus on what matters to people in our communities. We are focusing not only what needs to change but how change is sustained and implement, and how underlying values, cultures and behaviours need to shift if policy and practice is to have greatest impact.
- 3.2. By focusing on flourishing lives as a concept and people as our end point, this approach encourages us to think about people holistically and to move away from silo interventions that are about basic needs or responding to crisis. This lens prompts us to ask what do we need to do differently if policy and services are to better respond to people's needs and enable them to flourish, in line with the Christie Principles on Public Service Reform. The FWP is seeking to answer this question and to embed flourishing lives support approaches across the council.

- 3.3. Our work supports the core purpose of the National Performance Framework of supporting people to flourish and contributes to the aims and ambitions set out in the First Minister's Policy Prospect and, more specifically, those set out in Best Start, Bright Futures, as well as those of the Wellbeing Economy.
- 3.4. In a local context, the FWP's approach is informing work across the local authority. In line with the Target Operating Model agreed by Council in August 2022, it is testing alternative delivery models, and developing more meaningful partnerships with communities and third sector partners. At its heart is tackling poverty and a shift to early intervention and prevention. Therefore, there is an importance of getting the basics right by placing the needs of residents, communities and business at the heart of council decision making; aligning the council's trauma-informed approaches to our wellbeing and capabilities model, with a view to developing individual and community capacity through the way services are designed and delivered. This approach also informs the development of the new Clackmannanshire Wellbeing Hub and Lochies School.
- 3.5. Investment and Activity**
- 3.6. The work in 2022/23 was supported by investment of around £400k. Investment was received in both direct funding to the Council and to our delivery partners; such as the LENS and Columba 1400. The attached annual report at **Appendix 2** outlines the progress and activity achieved with that funding.
- 3.7. Columba 1400 continues to be a key delivery partner. They have supported values based leadership activity with partners, young people, families, individual community members, community groups, Council staff and elected members, creating the conditions for a community of change makers to emerge.
- 3.8. The Lens has also supported FWP activity through two separate programmes which helped local people and organisations develop ideas to support community initiatives. So far, nineteen community teams/organisations have benefited from the Lens programme with investment or by 1:2:1 business development support.
- 3.9. Included in the above investment, the Hunter Foundation funded the Wellbeing Economy Alliance Scotland (WEAll) to take a deep dive into the employment landscape in Clackmannanshire and to identify gaps and actions needed. The draft report and draft action plan has been shared with members.
- 3.10. As a result of the FWP, Clackmannanshire was invited to be a pilot for the Scottish Government's School Age Child Wellbeing Project (CWP). For 23/24, the Council has received c£1.14m funding in connection with the Scottish Government's commitment to create a community-based system that provides school age childcare before and after school, as well as during the holidays, where families on the lowest incomes will pay nothing. CWP will work with Scottish Childminding Association (SCMA), local partners and council services to explore the use of childminding services. CWP work with partners offering wider family support including, but not limited to the Parental Employability Team and the Social Work Early Intervention Team.

- 3.11. Community around the School takes a focused approach to person centred supports for young people, their families and members of the Community. It is centred on Alloa Academy and the range of activities has expanded significantly over the course of the Partnership so far, with initiatives which are focused on wellbeing and developing capabilities.
- 3.12. An annual report which provides more detail on this activity up until March 2023 is provided at **Appendix 2**.
- 3.13. Following a review of current plans, the next phase of the FWP has been agreed with Scottish Government and The Hunter Foundation at the FWP Board on 13 July 2023. The Draft Strategic Overview and Action Plan are provided at **Appendices 1a and 1b**. The Scottish Government have committed £300k to support the Plan, with an additional £200k from the Hunter Foundation to explore funding and reporting. The Hunter Foundation has also agreed to fund a Learning Partner to work alongside the Partnership to capture and share the learning of the transformation. Scottish Government Analysts are also working with the FWP Team to ensure adequate monitoring and evaluating progress, particularly in relation to understanding the short, medium and long term impacts on child poverty and best value.

3.14. Planning/ Evidenced Based Policy Implementation

- 3.15. Through the Family Wellbeing Partnership, we have come to understand that we need to use our information and local data, to help inform our work and approaches going forward. Holistic approaches must be embedded in policy development and partnership work is crucial. This includes policy initiatives from the Promise, FWP, Tackling Poverty Partnership, School Attainment Challenge, Children's Service Action Plan, Benefit and Income Maximisation and Homelessness Prevention Activity. This data mapping exercise also needs to include the work of The Clackmannanshire Alliance.
- 3.16. Discussions are ongoing with The Hunter Foundation and The Scottish Government on how they can help us identify a partner/researcher to assist us in building a Data Map which will help us understand what data sources exist, to identify and understand any gaps and support better use of what is already available. We can then use this data map to analyse the impact of policy, identify and engage the people impacted. This will enable us to track the effectiveness or otherwise of the interventions. It will also help us uncover opportunities for improvement and help us to explore implications for financial investment, accountability and practice.
- 3.17. This will mean that People Service and Clackmannanshire Council and its partners move towards a model driven by a real evidence based approach to service design and implementation. Future policy design will be informed by breaking down barriers and exploring pivotal questions, such as:
- If we implement this policy will we achieve the desired result, whilst managing the risks and the unintended consequences?
 - Does the Council have or able to leverage the resources to deliver on this?
 - Will this approach address an otherwise unmet need within Clackmannanshire citizens?

- 3.18. The above approach will ensure the lessons from Clackmannanshire can herald real public sector reform, benefiting our community and lessons learned would be shared across Scotland, the UK and internationally; leaving a lasting legacy of public sector reform.
- 3.19. The Family Wellbeing Partnership is also developing a long term plan to 2030, which will be informed by the proposed Data Map approach and aligned to Scottish Government ambitions. Council will be updated as this is developed further.

4.0 Sustainability Implications

- 4.1. No sustainability implications are identified.

5.0 Resource Implications

5.1. *Financial Details*

5.2. *As detailed in the report*

6.0 Exempt Reports

- 6.1. Is this report exempt? 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)

Target Operating Model and Organisational Redesign, 11th August 2022

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

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 1a – Draft Family Wellbeing Partnership Strategic Overview

Appendix 1b – Draft Family Wellbeing Partnership Action Plan 2023/24

Appendix 2 – Family Wellbeing Partnership Annual Report 2022/23

Appendix 3 – Wellbeing Economy Alliance Scotland (WEALL): Draft Report & Draft Action Plan

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Strategic Director People	01259 452425

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director People	

FAMILY WELLBEING PARTNERSHIP (FWP) One Page Strategy Plan: 2023/24

AMBITION

Our vision is to tackle poverty and inequalities and to develop the conditions to enhance wellbeing and create a community where everyone has the opportunity to thrive. This will be realised by a radical shift towards a preventative and relational model of public services; with the voice and agency of Clackmannanshire people and communities at the heart of power, design and decision making.

OBJECTIVES

Increase understanding of wellbeing and capabilities approach across Council and partners	Local services are re-designed; enabling person-centered and responsive approaches	Community of change makers is mobilised to deliver wellbeing and capabilities approaches	Align funding, money flow and reporting to support wellbeing and capabilities approaches and policy intent	As a learning partnership, capture and share our transformation journey and learn from others who are transforming systems	Invest in what matters and what works - Extend scope across Clackmannanshire
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OUTCOMES/KEY INITIATIVES

<ul style="list-style-type: none"> Communication and Engagement Strategy is effective and reaches all staff and key partners Capabilities module and associated training is delivered We are keeping The Promise, in partnership with Who Cares? Scotland - Communities that Care model, which is embedded Community entity is developed 	<ul style="list-style-type: none"> Strategic Action Plan to 2030 is developed Data Map is utilised to inform service planning and delivery Council Target Operating Model reflects FWP ambitions Learning from FWP work streams has informed the review of Council systems, structures, policies and procedures in line with the FWP vision. Enhanced early intervention and trauma informed service delivery and Flourishing Lives Model (FLM) approaches includes Community, Third sector, multi-agency We are keeping The Promise, in partnership with the Vardy Foundation 	<ul style="list-style-type: none"> What Matters to You is "activated" and community voice is visible Clackmannanshire Social Innovation Partnership (SIP) and change makers mobilised to pursue purposeful, partnership based transformation C1400 supports community assets cohort selected and activated around scaling deep activities 	<ul style="list-style-type: none"> Single reporting and funding framework used New funding and resources leveraged and existing resources redirected to maximise impact Corporate planning and Community Planning Partnerships plans align Public/Private Partnership models in place Income maximisation, financial insecurity supports, NOLB and relevant funds are aligned Lens contribution to FWP next phase is scoped 	<ul style="list-style-type: none"> SG and learning partner evaluations demonstrate measurable impact of FLM and systems transition Interactions with learning partner informs iterative transition process Child Wellbeing Project (CWP) reflects FLM Clackmannanshire and FWP benefit and contributes to national and UK networks Learning is shared with Scottish Government and relevant stakeholders WEAll informs Employability AP (Wellbeing Economy lens) 	<ul style="list-style-type: none"> FLM is embedded in localities CWP is extended beyond Alloa South and East by 2026 Develop Community around the School approaches for all secondary schools. Wellbeing Hub and Lochies School are designed around relationships and needs, in partnership with Sports Scotland New Clackmannanshire Active Academy is scoped and delivered, focused on children and young people thriving and developing their capabilities
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MEASURES /EVALUATIONS OF SUCCESS

A detailed Data Map will be developed to ensure all wider, softer and relevant data measures are captured and analysed to inform progress and targets

<ul style="list-style-type: none"> Number of families/individuals supported Increased number of partners and individuals involved in Community around the School Number of individuals engaged and involved in service design Reduced child poverty 	<ul style="list-style-type: none"> Increased staff resource dedicated on FWP No of adult qualifications/awards/employment achieved More people in good quality work Council Services/procedures support delivery of person-centred and responsive FLM approaches 	<ul style="list-style-type: none"> Enhanced evaluation reports and data sets to identify what matters and what works Increased understanding of FLM approach within council, partners and CPP Community voice and agency is increased
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Objectives: Structures are redesigned around relationships and needs				
Action		Who	When	Outcome (Success Criteria)
1.1	Community around the school structure for delivery is developed and resourced (Alloa South and East)	CB	Sep 23	Balance is shifted to early intervention, prevention and multi-agency Community around the school is scaled out to other locations
1.2	Identify and mobilise key front line contacts for families/individuals	JA	Dec 23	Council systems, structures, polices and procedures change
1.3	Outcome from Columba 1400 Cohort 10 embedded within Target Operating Model (TOM) Phase 1 Plan	LS	Oct 23	Target Operating Model for Council reflects FWP ambitions Corporate and Community Planning Partnerships (CPPs) align
1.4	Continued delivery and strengthening of Child Wellbeing Project within Alloa South and East	TG	Mar 23	Community organisations, Third sector are delivering services Scottish Government childcare project reflects FLM
1.5	Child Poverty Coordinator appointed	VC	Aug 23	Council systems, structures, polices and procedures change Increase in staff and partners working together on FLM including NOLB and child Poverty Funding
1.6	WFWF Coordinator appointed	GS	Sep 23	Council systems, structures, polices and procedures change Increase in staff and partners working together on FLM
1.7	Planet Youth Coordinator appointed	VC	Oct 23	Balance is shifted to early intervention, prevention and multi-agency Increase in staff and partners working together on FLM
1.8.1	Redesign of Children’s Services to reflect FLM	GS	Sep 23	Balance is shifted to early intervention, prevention and multi-agency Increase in staff and partners working together on FLM
1.8.1	Redesign of CLD to reflect FLM	CS	Oct 23	Balance is shifted to early intervention, prevention and multi-agency Increase in staff and partners working together on FLM
1.9.1	Finalise Promise on a Page	JR	Sep 23	Promise Plan integrates with FWP plan and other strategic planning approaches and governance
1.9.2	Develop business case for investment in	JR	Dec 23	Promise Plan aligns with FLM

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

	alternative structures and supports in partnership with the Vardy Foundation to ensure young people grow up loved, cared for and respected			Balance is shifted to early intervention, prevention and multi-agency
1.10	Fund for third sector partners to deliver FLM person-centred approaches	TG	Mar 24	Balance is shifted to early intervention, prevention and multi-agency
1.11	Data Map is developed	MS	Jun 24	Data map is in use and informs service planning and delivery, leading to improved outcomes for individuals and communities
1.12	FWP Strategic Action Plan to 2030 is created	MS	Oct 23	Transformation momentum secured

Measures /Evaluation of Success

Start Date	Measure	Review Date/s
Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased staff resource dedicated on FWP	Oct 23, Dec 23, Feb 24, May24

Objectives:

- **Increased understanding of wellbeing and capabilities approach across Council and partners**
- **Community of change makers is supported**

Action		Who	When	Outcome (Success Criteria)
2.1	FWP Plan shared with Council and Alliance	MS	Aug 23	Council and Alliance support direction of travel Communication and Engagement Strategy is in place to reach all front line and key partners
2.2	WMU discussions progressed and activated	LS	Sep 23	What Matters to You is activated in Clackmannanshire Community voice is visible
2.3	Columba legacy and leaders implemented	C1400	Dec 23	Transformation momentum secured Community voice is visible
2.4	Lens 2 Implementation and Mentoring completed	MS	Dec 23	Community organisations, Third sector are delivering services aligned to FWP ambitions Community voice is visible
2.5	Identification of gaps in support and delivery SIP partnership cohorts agreed	GL	Sep 23	Partnership cohort and change makers mobilised to pursue purposeful and partnership based transformation
2.6	Align MCR, Columba, Virtual Headteacher and other mentoring opportunities with focus on wellbeing and capabilities	CS	Oct 23	Increase in staff and partners working together on FLM Community assets cohort selected and activated
2.7	Communities that Care plan is delivered	Who Cares? Scotland Secondary Heads	Mar 24	Increase in staff and partners working together on FLM Transformation momentum secured
2.8	Create a strategic partnership with selected community assets to deliver FLM approach	GL	Oct 23	Community assets cohort selected and activated
2.9.1	Columba 1400 supports Senior Leadership	C1400	Mar 24	Transformation momentum secured

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

	Forum with individual/group coaching			Community voice is visible
2.9.2	Columba 1400 identifies key individual for VBL coaching	C1400	Mar 24	Transformation momentum secured Community voice is visible
2.9.3	Columba 1400 regroups with parents and identifies new parents to work with	C1400	Mar 24	Transformation momentum secured Community voice is visible
2.9.4	Repositioning of governance structures is undertaken (strategic/operational/advisory)	Lorraine Sanda	Mar 24	Council and Alliance support direction of travel Transformation momentum secured

Measures /Evaluation of Success

Start Date	Measure	Review Date/s
Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24
Aug 23	No of families/individuals who are engaged and involved in service design	Oct 23, Dec 23, Feb 24, May24
Aug 23	Council Services/procedures redesigned as a result of FLM approaches	Dec 23, May 24

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

Objectives: Money flow, funding and reporting align

Action	Who	When	Outcome (Success Criteria)	
3.1	Proposal for new community organisation prepared for approval	AW	Jan 24	New funding and resources are leveraged and directed to FLM Transformation momentum secured
3.2	Funding framework agreed with SG	LS	Oct 23	New funding and resources are leveraged and directed to FLM Single reporting and funding framework is in place
3.3	Work to align Scottish Welfare Fund (SWF) and other money supports to FWP	YS	Dec 23	Resources are redirected to FLM
3.4	Child Wellbeing Project reports and evaluation demonstrating FLM	TG	Dec 23	Resources are redirected to FLM
3.5	Cash first approaches for Summer 2023 deployed	TG	Aug 23	Community organisations, Third sector are delivering services aligned to FWP ambitions Community voice is visible
3.6	Lens proposal for next phase of FWP design is completed	MS	Dec 23	Community organisations, Third sector are delivering services aligned to FWP ambitions Community voice is visible

Measures /Evaluation of Success

Start Date	Measure	Review Date/s
Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24

Objectives: Identify barriers and share learning of our transformation journey; learning from others who are transforming systems				
Action		Who	When	Outcome (Success Criteria)
4.1	Columba VBL experience so far is captured and next steps agreed	JB	Dec 23	Learning is shared with Scottish Government/relevant stakeholders
4.2	WEALL report completed, disseminated and action plan agreed	AD	Dec 23	Corporate and Community Planning Partnerships (CPPs) align
4.3	Communications and Engagement Plan developed in partnership with Scottish Government	VC	Oct 23	Communication and Engagement Strategy is in place to reach all front line and key partners
4.4	Learning Partner contract agreed	MS	Aug 23	Learning is shared with Scottish Government/Forth Valley Regional Improvement Collaborative, relevant stakeholders and interactions inform iterative transition process Evaluation from learning partner demonstrates impact of FLM and systems transition
4.5	Learning from Child Wellbeing Project Pathfinder is shared	TG	Dec 23	Learning is shared with Scottish Government/relevant stakeholders Interactions with learning partner informs iterative transition process
4.6	Continued interactions with national and UK networks	LS	Ongoing	Clackmannanshire benefits from and contributes to national and UK networks Learning is shared with Scottish Government/relevant stakeholders
4.7	Reporting cycle is agreed, and disseminated, informing next steps (includes annual report)	JA	Ongoing	Communication and Engagement Strategy is in place to reach all front line and key partners Learning is shared with Scottish Government/relevant stakeholders

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

Measures /Evaluation of Success		
Start Date	Measure	Review Date/s
Aug 23	Enhanced evaluation reports and data sets to identify what matters and what works	Oct 23, Dec 23, Feb 24, May24
Aug 23	Increased understanding of FLM approach within council, partners and CPP	Oct 23, Dec 23, Feb 24, May24
Aug 23	Evidence of FLM approach within council, partners and CPP policies and processes	Oct 23, Dec 23, Feb 24, May24

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

Objectives: Invest in what matters and what works				
Extend beyond Alloa South and East				
Action		Who	When	Outcome (Success Criteria)
5.1	Wellbeing Hub and Lochies School are designed around relationships and needs Co-design using lived experience	RS	Mar24	Balance is shifted to early intervention, prevention and multi-agency Community organisations, Third sector are delivering services Community voice is visible
5.2	Locality Models include FLM approaches	GS	Mar 24	FLM is embedded in localities
5.3	Explore approaches and opportunities for childcare beyond Alloa South and East	VC	Mar 24	School age childcare is extended beyond Alloa South and East Community organisations, Third sector are delivering services Community voice is visible
5.4	Community around the Schools models developed in Alva and Lornhill Clusters	CB	Mar 24	FLM is embedded in localities Community organisations, Third sector are delivering services Community voice is visible
5.5	Develop increased opportunity for learners with additional support needs and disengaged learners to engage in active learning including Outdoor Learning and Wider Achievement. Explore opportunities of developing a 'Clackmannanshire Active Learning Academy'	CB	Mar 24	Balance is shifted to early intervention, prevention and multi-agency New funding and resources are leveraged and directed to FLM Transformation momentum secured
Measures /Evaluation of Success				
Start	Measure			Review Date/s

CLACKMANNANSHIRE FAMILY WELLBEING PARTNERSHIP ACTION PLAN 2023/24

Aug 23	No of families/individuals supported	Oct 23, Dec 23, Feb 24, May24	
Aug 23	Increased no of partners involved in community around the school	Oct 23, Dec 23, Feb 24, May24	
Aug 23	Increased staff resource dedicated on FWP	Oct 23, Dec 23, Feb 24, May24	

Clackmannanshire Family Wellbeing Partnership

Annual Report May 2023



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann



Scottish Government
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**THE
HUNTER
FOUNDATION**



Columba 1400

Executive Summary



Our ambition is to tackle child poverty by developing the conditions to enhance wellbeing so that people can thrive and flourish. We are facilitating a radical shift to a prevention model, which will support the delivery of sustainable person-centred public services. We seek to secure a system with the voice and agency of community at its heart. Throughout our transformation journey, we will identify barriers and share learning, whilst learning from others who are also transforming systems.

We will invest in what matters and what works, based on evidence; improving life chances and outcomes throughout Clackmannanshire.

A handwritten signature in black ink that reads "Lorraine Sanda".

Lorraine Sanda
Strategic Director, People
Clackmannanshire Council

Contents

- Introduction
- Our Partners:
 - Columba 1400
 - The Lens
- STRIVE
- ELC
- Community Around the School
- Employability
- Conclusions & Next Steps



Introduction

Formed in 2020, the Clackmannanshire Family Wellbeing Partnership (FWP) is a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership.

The FWP is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to be and do things they have reason to value and to live flourishing lives. At the heart of this approach is a recognition of what matters to people in our communities. We are focussing not only what needs to change but how change is sustained and implemented, and how underlying values, cultures and behaviours need to shift if policy and practice is to have greatest impact.



This wellbeing and capability enhancing approach, captured in the above model diagram, is about creating opportunities for people to be and do things they have reason to value. All elements of this model need to be in place if we are to support and enable people to thrive and flourish. Critically, the approach recognises a key role for public services in supporting this aim through person-centred and enabling models of support.

By focusing on flourishing lives as a concept and people as our end point, this approach encourages us to think about people holistically and to move away from siloed interventions that are about basic needs or responding to crisis. This lens prompts us to ask: what do we need to do differently if policy and services are to better respond to people's needs and enable them to flourish, in line with the Christie Principles on Public Service Reform. The FWP is seeking to answer to this question and to embed flourishing lives support approaches across the council.

Our work supports the core purpose of the National Performance Framework of supporting people to flourish and contributes to the aims and ambitions set out in the First Minister's Policy Prospect and, more specifically, those set out in Best Start, Bright Futures, as well as those of the Wellbeing Economy. In a local context, the FWP's approach is informing work across the local authority and our Target Operating Model* recognises the importance of getting the basics right by placing the needs of residents, communities and businesses at the heart of council decision making. We are also seeing our approach support the development of the new Clackmannanshire Health and Wellbeing Hub and are aligning the council's trauma-informed approaches to our wellbeing and capabilities model, with a view to developing individual and community capacity through the way services are designed and delivered.

Over the course of the year the FWP has focussed on a number of key priority areas, including how we create the enabling conditions for supporting change and how we put individuals' and communities' voices at the heart of service design and delivery. Using our wellbeing and capability approach we have also continued to develop workstream around STRIVE (Safeguarding Through Rapid Intervention), child wellbeing, community-around-the-school and employability. Through this programme of work we are collaborating with a range of partners in the public and third sector, and beyond, to develop and deliver innovative and creative solutions to tackling poverty and reforming our services.

This work will continue in the coming year as we seek to re-design our structures and services so that they can become more relational and enabling to promote an increased awareness of our wellbeing and capability approach with colleagues and partners; to strengthen collaboration between the public and third sectors; to further embed voice, agency and lived experience in how we work; to ensure money and investment flows to support wellbeing and holistic solutions and support; and to share learning across and beyond Clackmannanshire.

The Family Wellbeing Partnership is ambitious and has set a vision for Clackmannanshire in which individuals, our families and our communities flourish. This is not a project: it's a way of thinking, of doing things and of making sense of both the opportunities and challenges before us. This report is intended to give a flavour both of what can be achieved when we come together around a common ambition, and of the possibilities before us to do and achieve more. It is, to the reader, an invitation to join us on the journey.

We are working together to:

- redesign structures around relationships and needs
- increase understanding of wellbeing and capabilities approach across Council and partners
- mobilise and support a community of change makers
- understand the extent to which power and agency can be transferred to children and young people, families and the frontline staff who support them
- identify barriers and share learning of our transformation journey learning from others who are transforming systems
- strengthen collaboration between the public and third sector align money flow, funding and reporting
- invest in what matters and what works

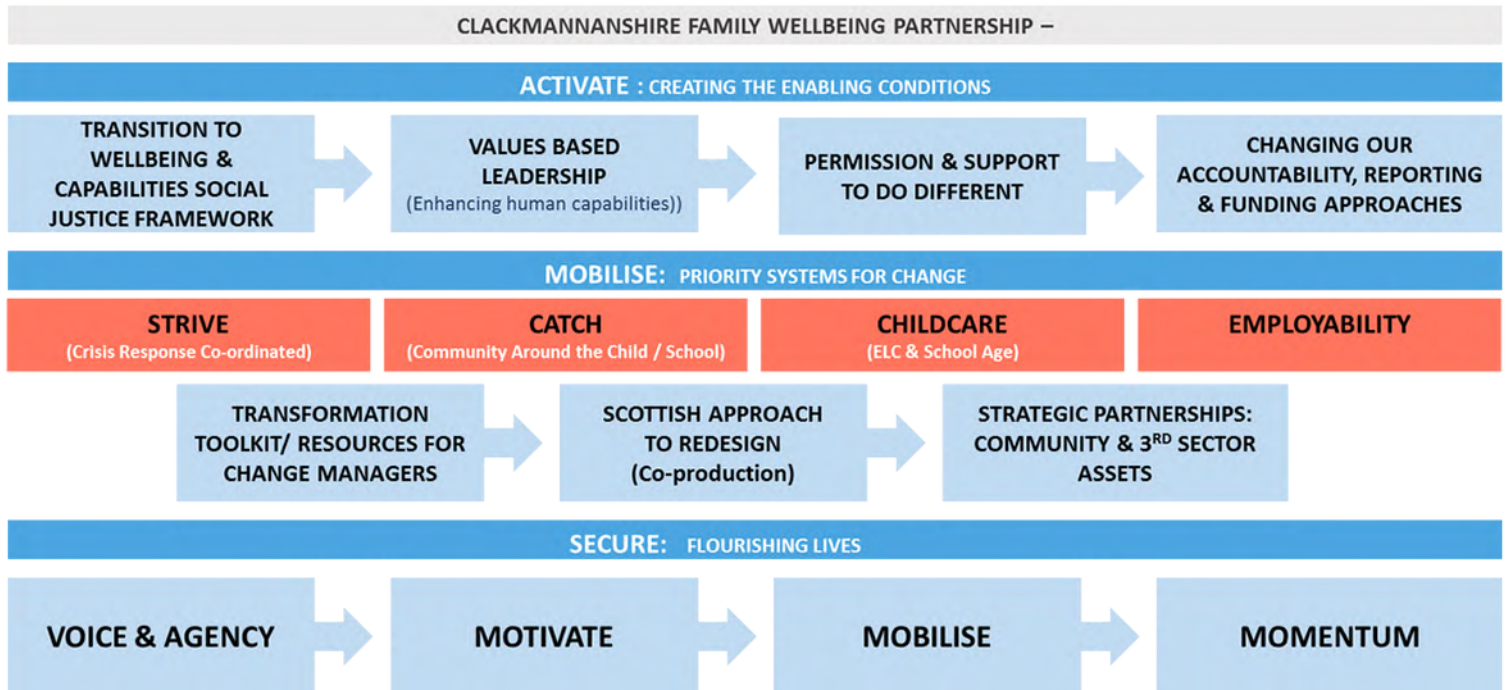
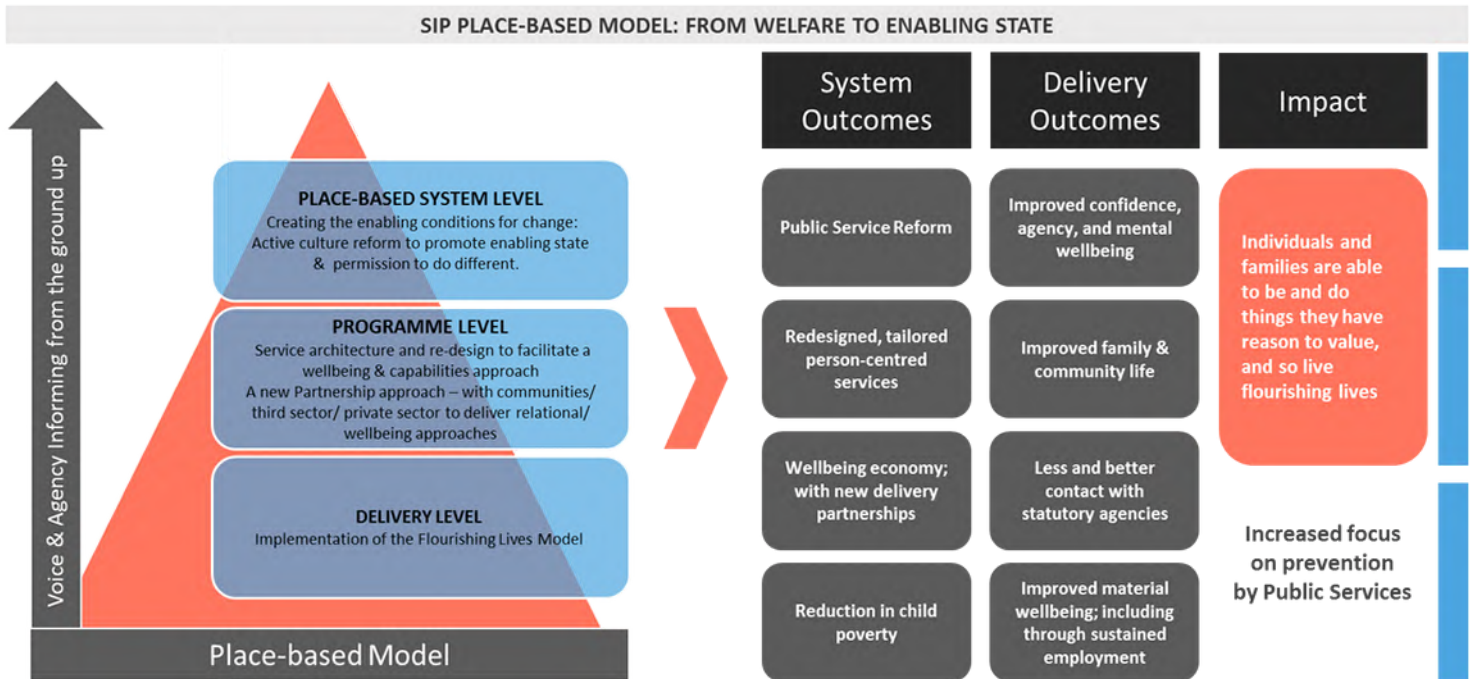
Clackmannanshire Family Wellbeing Partnership has four main workstreams: STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; and Employability. All Family Wellbeing Partnership programmes and activities assess people's wellbeing, capabilities and scope to flourish in terms of four main questions:

1. What are people able to do and to be? (Internal capabilities & human connections)
2. What opportunities are available to them? (External conditions)
3. What matters to them? What do they have reason to value? (Voice & agency)
4. What adjustments need to be made to create equal opportunities for all? (Public policy challenges re. person-centred approaches)



*The TOM also reflects a mixed economy model of service delivery, underpinned by objective analytical evaluations of the most effective ways of addressing needs, delivering outcomes, ensuring resilience in service delivery and securing financial sustainability.

We work alongside the Social Innovation Partnership: a collaboration with the Scottish Government and the Hunter Foundation. The framing of this work is illustrated below:



Our Partners

Columba 1400

The Lens

Scottish Government

The Hunter Foundation

"We need a galvanised understanding of our key players; trust in our partners; a never-ending quest to seek Clackmannashire's assets and to build a consortium of wellbeing partners." (Clackmannanshire Senior Manager)



Columba 1400



Columba 1400 is an award-winning social enterprise and charity. Through their Values Based Leadership experiences (VBL) they strive to transform the lives of individuals, communities, and cultures across Scotland, to create an equitable society where everyone can thrive.

Underpinning everything they do is the recognition that we all have the potential to make a difference. Columba 1400 helps to unlock this potential by creating the conditions for people from all walks of life to engage, listen and learn from each other. The VBL approach encourages people to ask themselves who they want to be and what they want to do with their lives.

Columba 1400 is working in partnership with Clackmannanshire Council to deliver VBL experiences to parents, carers, guardians, and young people in the community, along with front line teams and strategic directors within the local authority.

Since 2018, Columba 1400 has supported multiple VBL experiences in Clackmannanshire for:

- Young people in the three secondary schools.
- Local families and communities.
- Head teachers and depute heads through the Head Teachers' Leadership Academy.
- Over 100 key staff members (senior leaders and front line staff) as well as elected members, council leader and partners - focusing on how we can all work together to improve the wellbeing and capabilities of children and families in Clackmannanshire.
- Focused cohort around STRIVE (Safeguarding Through Rapid Intervention) - a multi-agency public sector team working to improve the current system of safeguarding vulnerable people in Clackmannanshire.
- Focused cohort to explore the employment and employability landscape in Clackmannanshire -council staff, local employability partners, Ceteris, NHS Scotland, DWP, researchers from the WEALL (Wellbeing Economy Alliance) and the Scottish Government, came together.
- Focused cohort of strategic leaders, elected members, and partners to explore Clackmannanshire Council's Target Operating Model.



Summary of VBL Engagement

Type of Values Based Leadership Experience	Numbers
2021- 22 VBL residential experience - various local authority departments (& some school staff)	90
2022-23 VBL residential experience - various local authority departments (& some school staff)	64
Teachers and school support staff with young people on residential Young Person Leadership Academy	13
Place-based Young Person Leadership Academy (difficult to say exactly as some staff only came for 1 or 2 days over the week)	25-30
Place-based Community Leadership Academy	8
Headteacher Leadership Academy	34 (Primary 17; Secondary 16; Special Ed 1)
Young Person Leadership Academy: Residential	72
Young Person Leadership: Academy:Place-based	135
Total number of young people engaging in VBL experiences	207

Columba 1400 Impact Statements: Young People

"Before I wasn't sure who I was and what I was doing. Now I've found a new perspective about myself. I'm not thinking I'm the best but I'm working on it – nice and slowly. I now think stuff out and give my opinion. I'm more confident now; calmer."

Young person after Columba 1400 residential experience in Skye

"It was life-changing: learning how to be a leader; how to cope under pressure; going out of your comfort zone. People get to see a new side of you. If you're sad, lonely and depressed...not coping under pressure, there's support: talking; explaining, choices"

Young person after Columba 1400 residential experience in Skye

"I enjoyed all the tasks and getting to know new people. I think I gained a lot more confidence. Since the Columba 1400 experience I've tried lots of new things – I was a dancer in the school pantomime and I helped out at the Bingo Tea. I would never have done that before."

Young person after school based Columba 1400 experience

"This has really helped my confidence. I'd never have spoken to a group like this before so this is big for me. I think I can get my ambitions now." I can also help other people now to get where they want to go."

Young person after school based Columba 1400 experience

Columba 1400 Impact Statements: Adults

"I would 100% recommend VBL experiences to others. After my experience I felt re-energised and re-focused. I really hope that the momentum can be maintained and that I can continue to work openly and collaboratively with others to support community improvements."

Manager of Community Centre

"Following the Columba 1400 experience I feel optimistic that, working in collaboration with the local authority and other partners, we can tackle persistent issues which hold people back (for example, lack of flexible child care) and prevent them from leading the lives that they would choose."

CEO of a social enterprise with businesses across Clackmannanshire

"I really didn't know what to expect from the residential experience but I was blown away by the level of partnership working that actually took place and I am really looking forward to working with colleagues in the months ahead to drive real change and make the local employability offer more accessible and streamlined for all."

Policy Officer, Economic Development

"An opportunity to take time to focus on me but still providing valuable skills to benefit me, my family and my work."

Parent who participated in a Community VBL experience.

Columba 1400 Next Steps

There has been much discussion around how best to ensure sustainability of all the Values Based Leadership (VBL) experiences which have taken place for Clackmannanshire adults and young people to date.

Key next steps include:

- Training the Trainers: for the first time in Scotland, four pupils and one teacher from each of the three secondary school have participated in a five day training event in Clackmannanshire. Each group will start running workshops in their own schools to ensure as many young people as possible are included in VBL experiences.
- Facilitation Training: adults who have participated in some form of Columba 1400 experience have been invited to participate in facilitation training with others groups in Clackmannanshire.
- Columba 1400 Cluster Project: initially a pilot programme between one secondary school and one primary school ensuring that all staff in this school have a Columba 1400 experience.
- Five place based young people's leadership academies are planned: schools, community/third sector cohorts
- Plans are underway for Clackmannanshire C1400 alumni to attend an event at the Scottish Parliament, sharing the impact of VBL within Clackmannanshire

All of these steps are important in ensuring that the Columba 1400 VBL approach has a wide reach among those who live and work in Clackmannanshire and that all have shared understanding and language surrounding Values Based Leadership.



The Lens process is an innovative approach to supporting local people to think about ways in which to support their community in initiatives that matter to them. The Lens has developed a framework that develops people and ideas. This process supports and enables Intrapreneurship within organisations, partnerships and across communities. The co-design process enables a true partnership approach to ensure that the component parts of the programme are in alignment with local and strategic priorities.

Members of the community were invited to submit ideas to improve the lives of children, young people and families across Clackmannanshire and these were reviewed and shortlisted by a panel of peers. Through The Lens workshops these ideas were then developed and refined into investment ready propositions which were pitched at an investment event. This platform allows community groups and individuals to present solutions to local problems to an audience they otherwise would not have access to.

The pilot Family Wellbeing Partnership Intrapreneurship Programme took place from February to May 2022, with an Investment Day taking place on 27th May 2022. A working collaboration between the Scottish Government Social Innovation Partnership and The Hunter Foundation, which continues to fund the investment in the overall programme of work in Clackmannanshire, invested £50k to support ideas developed through the programme. This represents significant investment in Clackmannanshire, aspiring to meet the ambition laid out in the Scottish Government's Best Start Bright Futures policy initiative by 2026. Ideas and funds allocated from the first round of The Lens in May 2022 are listed below:

- Bowmar Borrowers: awarded £4,500 to lend garden and DIY equipment to community members.
- Reflection on Connection: awarded £12,000 to develop a purpose built space within the garden at Woodside Home that allows young people to have quality time with their families, friends and staff.
- Valuing Voices: awarded £5,000 to prototype a transparent process where power and expertise are shared equally between service providers and community members.
- Alva Pathfinder: referral to Clackmannanshire Council Senior Leadership Team to develop idea to incorporate young people's ideas into regeneration plans.
- Young Person's Mentoring/Environment Services Work Experience: Clackmannanshire Council Senior Leadership Team to support.
- Baby Bonds: awarded £5,180 to re-start baby massage classes.
- Community Hub: referral to senior team to develop mentoring services so that young people can support their peers.
- More Than a Coffee: awarded £10, 000 to support families experiencing domestic abuse.

- Clax P & C: awarded £4,000 to create a group (a collaboration between the Clax1400 team and Clackmannanshire Council Additional Support Needs) to support parents and carers of children and young people with Additional Support Needs.
- Without Exception: awarded £9,3240 to develop provision of out of school activities for children and young people with Profound and Multiple Learning Difficulties.

Clackmannanshire Family Wellbeing Partnership continue to support and evaluate the impact of the projects. Many of the projects have extended and evolved. See for example ClaxP&C flyer below:

Clax P&C
A support network for parents and carers of children and young adults with additional support needs.

Upcoming Events

Coffee and Chat
Date: Wednesday 19th April 2023
Location: Bowmar Centre, Alloa
time: 10-11:30am

Coffee and Chat
Date: Wednesday 26th April 2023
Location: The Cochrane Foundation, 5 Croftshaw Road, Alva, FK12 5ES.
time: 10-11:30am

Continence Information Session
Joining us are the Children's Community Nursing Team from NHS Forth Valley looking at how to support continence.
Date: Wednesday 3rd May 2023
Location: Bowmar Centre, Alloa
time: 10-11:30am

Sleep Workshop
A workshop looking at how to support a good nights sleep for children and young people.
Date: Wednesday 10th May 2023
Location: The Bowmar Centre, Alloa
time: 10-11:30am

Podcasts
This term we will be recording podcasts related to the topics and workshops that we are hosting. These podcasts will be made freely available on the ASN Digital hub. We understand that sessions during the day don't suit everyone and this is one of the ways in which we are trying to expand our reach.

New location
Another exciting expansion is the introduction of a new location. We will now be hosting sessions within the hillfoots area, in the Cochrane Foundation in Alva. These sessions will alternate with those at the Bowmar and we are continuing to find a suitable location within the Lornshill cluster.

ASN Digital Hub
Scan the Qr Code or follow the link to Clackmannanshire Councils Digital ASN Hub. A new website sharing information and support related to additional support needs.
<https://sites.google.com/clacknow.scot/clacks-asn-hub/home>

The Lens 2

Building on the success of the pilot programme, a second community-based programme, Lens 2 was launched to support the Family Wellbeing Partnership to broaden its reach and develop even more ideas rooted in the voice of local people. The investment fund was further increased to £75k which is testament to the commitment of the partnership to encourage and support innovation.

Community champions, Clackmannanshire Tenants and Residents Federation (CTRF) and Kingdom Housing Association sponsored this Investment Day. This investment is much appreciated.

Idea Name	Ask	Decision	Additional Info.
Forth Valley Sensory Centre Wee County Hub	£48,081.80	£16,930	6 month trial / collaborate on utilities and rental. Invitation to apply for match funding from National Lottery.
Parachute	£19,600	£6,000	£5k additional support from Family Wellbeing Partnership to collaborate.
Year Round School Uniform Bank	£27,500	£5,000	Fund co-ordinator for 6 months to research and develop system to amplify voice of communities.
Staying Connected	£8,230	£8,230	Support from Clackmannanshire Third Sector Interface (CTSi) to develop idea.
Shoulder to Shoulder	£10,000	£3,400	To train 2 Independent Domestic Abuse Advocates (IDAA) . Collaborate with the Violence Against Women Partnership to ensure strategic alignment.
Connecting New Spaces	£46,000	£7,440	Fund a part time youth worker for a year and one month's rent.
Common Ground	£16,379.80	£8,000	Fund a 6 month pilot - £4k for staff and £4k for equipment, Support from CTSi – recruitment and training of volunteers
Team Park	£10,000	£5,000	Kingdom Housing Association will share the Housing Revenue Account contribution to Team Park (£2,500 each) . Kingdom are also looking to provide play equipment.
Alloa Community Empowerment	£30,000	£15,000	Support from the Alloa Academy Parent Council to develop additional funding streams.

The Lens Impact Statements

"...a few of us had an idea and dream of supporting families of children and young people living with profound and multiple learning disabilities to have fun activities during holidays and outside of school. In May 2022, we were given the opportunity through The Lens Project and Clackmannanshire Council."

Parent of child with Profound and Multiple Learning Disabilities

"For the first time my daughter was able to have fun with a friend outside her home as well as with her extended family: it was absolutely beautiful."

Parent of young person with Profound and Multiple Learning Disabilities

"It was a big achievement to gain funding. We are local people speaking for local people and wanted to do something to support our community. It was a great opportunity to work with a group of friends, develop more skills, try new things and support others."

Member of community group which gained funding to lend garden and DIY equipment

"It was great to be involved in something different with colleagues and members of our wider community. The funding will allow us to run several other after school programmes which will enable people to make new friends, try something different, gain qualifications and have some fun - all in a safe, inclusive environment."

Teacher who is part of a group running after school adult learning programmes.



The Lens Next Steps

The second Investment Day signalled the end of one phase and the beginning of another. As with the previous groups, The Lens will support participants with three face-to-face group mentoring sessions to help the teams turn their ideas into action. All the teams are keen to continue meeting as a group, expressing that this is where they find most value: networking, sharing challenges, working through solutions, and keeping each other going.

As part of the Implementation and mentoring phase, The Lens will also work alongside leaders in organisations to help them overcome barriers to implementation and empower intrapreneurs to pilot and test their ideas, aligning innovation and strategy.

Key Messages

Interconnected work streams - forging towards shared ambitions and objectives

STRIVE

A MULTI-AGENCY, PUBLIC SECTOR TEAM DELIVERS BETTER, FASTER OUTCOMES FOR THE MOST VULNERABLE CITIZENS OF CLACKMANNANSHIRE THROUGH A WHOLE-SYSTEMS APPROACH TO INTEGRATED WORKING.

CHILD WELLBEING PROJECT

PROVISION OF PLACE-BASED, WRAPAROUND CHILDCARE ENABLES FAMILIES TO SUSTAIN AND CREATE EMPLOYMENT OPPORTUNITIES AND MAXIMISE HOUSEHOLD INCOME.

COMMUNITY AROUND THE SCHOOL

A RANGE OF PERSON-CENTRED PROGRAMMES AND ACTIVITIES ENHANCES WELLBEING AND CAPABILITIES AND CREATES THE GREATEST OPPORTUNITIES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES TO FLOURISH.

EMPLOYABILITY

IMPROVING THE EMPLOYMENT AND EMPLOYABILITY LANDSCAPE IN CLACKMANNANSHIRE

STRIVE: Safeguarding Through Rapid Intervention

KEY MESSAGE: A MULTI-AGENCY, PUBLIC SECTOR TEAM DELIVERS BETTER, FASTER OUTCOMES FOR THE MOST VULNERABLE CITIZENS OF CLACKMANNANSHIRE THROUGH A WHOLE-SYSTEMS APPROACH TO INTEGRATED WORKING.

Background

The initial purpose of the Clackmannanshire STRIVE project was to test the concept that a multi-agency, public sector team will deliver better, faster outcomes for the most vulnerable citizens of Clackmannanshire through a whole-systems approach to integrated working. The intention behind the pilot was to consider the public service system as a whole rather than as a collection of separate parts. Through co-location and working together, agencies have been able to provide rapid responses to risk and increase opportunities for prevention and early intervention. Thus far, the people supported have mainly been those on the cusp of statutory intervention. Evidence from evaluation has highlighted that the rapid response from the team has been effective in ensuring that assistance is provided in a way that de-escalates crisis, reduces risk and prevents statutory intervention

The Team

The services represented within STRIVE include Police, Housing, Child and Adult Social Work, Education and Money Support. The team is joined by colleagues from Health, more specifically, Mental Health Services and Criminal Justice to discuss specific cases where additional information would be beneficial in providing the right supports at the right time.

Family Wellbeing Partnership

With assistance from the Family Wellbeing Partnership and approval from the STRIVE Board, it is hoped that STRIVE can begin to make links with schools, health centres and community groups in the Alloa South and East area in order to pilot the use of the multi-agency response at an earlier, pre-crisis stage. Identifying earlier supports through childcare and links with colleagues in health, STRIVE is working to develop an earlier intervention response. By joining these strands of work, a multi-agency response can be piloted at an earlier stage and bring the approach of STRIVE to families in need before they reach crisis point.

In the period from May 2022 to April 2023 there has been a decrease in the overall number of referrals to STRIVE. This could potentially be attributed to the introduction of the Early Help team within childcare, which is providing earlier interventions for families, preventing them reaching the point of referral for additional supports through STRIVE. However, the cost of living crisis affecting all families and all communities has resulted in an increase of referrals for money advice from January to April 2023.

Progress

STRIVE and Early Help Social Work staff have attended sessions with parents and carers at two local primary schools to discuss supports available from each service and showcased some of the work completed to date. Parents and carers appeared most interested in voluntary parenting support, benefit/money advice and housing support. The response was so successful that further dates have been agreed to ensure a presence is maintained and to further promote relationship building. The vision is for parents and carers to feel able and confident to reach out for support at the earliest opportunity, avoiding the need for crisis and statutory intervention. This model is now shared with all primary establishments through the Family Support Worker role, to test the model beyond the initial school pilot.

In addition, as part of the Violence against Women and Girls strategy, it has been agreed to embed support for victims of domestic violence and early work with perpetrators, on a voluntary basis within STRIVE. Dedicated staff are now located within STRIVE to progress this activity – so perpetrators can receive support to change behaviour before a conviction.

By continuing to evaluate this work over time it is hoped that this approach can be replicated across Clackmannanshire, delivering effective community led responses at the point of need, as suggested in both *The Promise* and *The Christie Report*.

STRIVE Next Steps

Key relationships will continue be developed with the Alloa Academy catchment community – including primary schools, GP practices, Community Learning and Development (CLD), Alloa Academy and Third Sector agencies. The learning from these developments will be utilised to further develop the STRIVE approach, alongside key Social Work redesign; shifting the balance to earlier intervention and prevention. As the early intervention model is developed the intention is to move away from formal referrals, for example by delivering drop in sessions within community centres, schools and GP surgeries and to enable universal services to support and signpost families to our service direct, rather than awaiting a referral. It is hoped that through development of the Flourishing Lives model, wherever possible, families would be offered ongoing support from localised community responses after STRIVE staff have concluded their involvement.

Child Wellbeing Project

KEY MESSAGE: THE PROVISION OF PLACE-BASED, WRAPAROUND CHILDCARE ENABLES FAMILIES TO SUSTAIN AND CREATE EMPLOYMENT OPPORTUNITIES.

Key Progress to Date

- Hawkhill Community Centre, Community House Alloa, Play Alloa and Connect Alloa (a youth group that provides a service to vulnerable young people) have provided after school and holiday activity services to families living in Alloa South and East.
- Breakfast clubs in all three schools are up and running. These include a mixture of sporting activities and a free breakfast – coaches and breakfast provided by Class Cuisine are funded through the Child Wellbeing Project (CWP).
- The Sport and Leisure Team has after school sports in place one afternoon a week in two schools – snack provision is provided in partnership with The Gate Charity, Alloa.
- The Sport and Leisure Team also provided two holiday sports camps again with collaboration from The Gate providing a substantial packed lunch.
- Kidz-World has provided funded places for children and families running from January to March 2023, including provision for the February week holiday and industrial action days.
- SauchieActiv8 has provided bespoke activities for a short-term club in a school with consultation and support from Clacks Good Food and NHS Forth Valley staff. This also offered volunteering opportunities to parents and carers.
- Transitioning children between school and after school premises has been implemented. This includes transport for children with Additional Support Needs in collaboration with council transport services. Two providers have provided transport from schools to their premises and a Walking Bus is arranged to escort children to one provider in collaboration with school staff.
- Children in Alloa South and East have been given places at Play Alloa, a specialist provider of regulated childcare.



Impact Statements

"I had a job offer but hadn't accepted it until I was offered childcare places as I don't earn enough to make it worth being employed and paying full childcare costs."

"My son has HF autism. Previous experience of other youth groups had been stressful with my son often coming home upset. My son didn't fit either ASN provision or mainstream. I felt he was excluded. *Connect* filled this gap and made us feel like our son mattered. We really appreciate the patience and care that Dave [Connect Alloa] has for our son."

"Mum wasn't very well, so coming to the club with my brother helped my mum to recover."

"It provided a support network that has helped the whole family."



Child Wellbeing Project Next Steps



- Following participation in a Columba 1400 values based leadership FWP employability cohort, a group of interested individuals have now come together on 3 occasions to explore the development of childcare and childminding pathways in Clackmannanshire, the group have connected with SCMA and are now collaborating on two additional developmental work streams. This will continue.
- Establish a Clackmannanshire wide framework of providers which will enable an efficient process of securing providers.
- Continue to develop CAERUS (Flexible Childcare Management Solutions) App in collaboration with Flexible Childcare Scotland (FCCS).
- Continue to explore linking CAERUS in with Parent Portal/other IT applications in Clackmannanshire to enable a future payment system for parents not eligible for funded places.
- Co-design/create a Provider's Charter and Parent's Charter for Out of School Care in Clackmannanshire.
- Develop models for access to training and development for staff of providers.
- Develop more understanding about the care requirements of children with a range of Additional Support Needs.
- Develop further collaboration with the Parental Employability Team.
- Deepen the collaboration between providers and Clackmannanshire services.
- Establish further skills development opportunities for staff working with children with Additional Support Needs.
- Develop deeper understanding and definitions of eligibility and of underrepresented eligible groups and any adaptation needed to enable improved access for these groups.
- Continue to explore and strengthen school age childcare beyond Alloa South and East.

Community Around the School

KEY MESSAGE: A RANGE OF PERSON-CENTRED PROGRAMMES AND ACTIVITIES ENHANCES WELLBEING AND CAPABILITIES AND CREATES THE GREATEST OPPORTUNITIES FOR CHILDREN, YOUNG PEOPLE AND FAMILIES TO FLOURISH.

In line with the Social Innovation Partnership (SIP) approach to public service delivery, we offer a range of person-centred Community Around the School activities and programmes in Alloa South which are separated into four broad categories of activity: experiential; family-focused; attainment/employment; addressing systemic barriers.



Programmes & Activities 2022-23

Experiential	Family-focused	Attainment/ Employment	Addressing systemic barriers
Stirling University & Alloa Academy Project – NHS Scotland Academy	Adult Learning at Alloa Academy – Literacy & Employability programme includes family cooking	NHS Scotland Academy – pathways to Health and Social Care roles	Columba 1400 Values Based Leadership
Columba 1400 Community & Residential Experiences	Alloa Community Empowerment – The Lens	Environment Services Work Experience	Engagement and Welfare Programme
Duke of Edinburgh Award Scheme	The Bowmar Bookies – literacy support	MCR Pathways – care experienced young people	School mentoring and support programmes
Community Events – e.g. Bingo Tea & Books	Clax P & C (Parents & Carers) - ASN support	Career Ready Programme (S5-6)	Adult Learning programmes
Without Exception – fun, out of school experiences	Without Exception - EASN support	Adult/Community Learning programmes	Breakfast Club

More details of all Alloa South Community Around the School initiatives can be found in Appendix 1.

Each programme or activity is also assessed in terms of how it develops personal wellbeing and internal capabilities, how it fosters a sense of community and wellbeing and how it creates opportunity conversion. An example of this on an individual level is detailed below for a young person who participated in a Columba 1400 Vales Based Leadership experience.

PERSONAL WELLBEING/INTERNAL CAPABILITIES	COMMUNITY & BELONGING	OPPORTUNITY CONVERSION
Valued Based Leadership opportunities.	Places and spaces where young person chooses to be: school; community centre; after school events.	Accessing wider educational opportunities.
Opportunities to exercise voice and agency: VBL; focus groups; community events; consultations; representation in groups and initiatives.	Choice of activities: before and after school clubs and events; supporting school events.	Enhancing inter-personal & pre-employment skills.
Improved confidence & self-awareness through VBL and Community Around the School project.	Peer support and networks: other young people, school staff and community.	Improved engagement with/in school.
Opportunities to expand social networks.	Leadership opportunities through Columba 1400 project, school pantomime & community events.	Gaining recognition of wider achievement.
Improved health and wellbeing.	Opportunities for volunteering and "giving back".	Establishing informal support networks (academic and pastoral).



Developing the Young Workforce

Working with school staff, and following on from Lens 1 project, Clackmannanshire Environment Services staff co-created "taster experiences" for S4 pupils (140 young people) in one secondary school. The aim was to raise awareness of the five Environment areas (Waste; Transportation; Roads; Fleet; Land Services), to ask what young people would be interested in doing and what would be of value to them.

Benefits include:

- Increased confidence through working in teams and co-designing and construction
- Inspiring young people to work in different emerging industries - Bio-Diversity, Waste, Engineering and Play Parks etc.
- Improved communication skills by engaging with different staff groups and communities

There has also been a work experience pilot programme with Environment Services. This involved one S5 pupil completing three weeks of fulltime work experience in Fleet and Roads.

Next Steps

Now that the taster experiences have been piloted and evaluated, the plan is to offer similar experiences to S4 in 2023-24. There are also ongoing discussions about offering work experience weeks to more young people to extend the reach of this initiative.

Bowmar Borrowers and Bowmar Bookies

Over the years, The Bowmar Centre has run various initiatives and programmes including self-care groups and family cooking and several members have participated in Columba 1400 experiences. Last year, community discussions and consultations highlighted an interest in improving gardens. A small group decided that they would like to share skills and equipment and from there they became involved in The Lens process and formed a group called The Bowmar Borrowers. In addition to funding gained through The Lens process, this group has been supported by Clackmannanshire Environment Services and recently a container has been supplied and refitted for the storage of garden and home improvement equipment.

Several of the original group has formed a literacy support group, The Bowmar Bookies. Supported by Strathclyde University, this group of Alloa parents run weekly sessions to provide peer support to families around reading and book engagement - as well as offering an evening meal. In addition to improving reading and encouraging community engagement, there are wider benefits to participants and group organisers around mental wellbeing and practical support networks. There has also been a separate reading mentoring programme for group members who want to improve their own skills.



Alloa Community Empowerment

Alloa Community Empowerment is a group of Alloa Academy school staff and community members which is planning, co-creating and delivering after school experiences for the community, supported by £15k from The Lens process 2023.

The group is building on the success of the Adult Learning programme (now in its second year) run after school hours by school staff. In the first year, adults were referred through Clackmannanshire Works (a service designed to support local people who are looking to get into work or training) and Women's Aid and offered National 4/Level 5 Literacy and Employability. All sixteen participants gained qualifications. Childcare was provided by senior pupils, offering them the chance to develop leadership and pre-employability skills. For the second year (2022-23), practical cookery and Food Hygiene courses were also offered. The children of participants ended up cooking alongside their parents/carers and two young people in S4 who were disengaging from school attended regularly and gained qualifications. One adult participant gained paid work for several hours per week providing cooking for a local community centre literacy programme. Another participant (who is bi-lingual) started voluntary work supporting French classes in secondary school and gained qualifications which enabled her to apply for work in an Early Years Centre.

Since gaining funding, the group has carried out a further community consultation to investigate the types of after school programmes people are interested in. In addition to the Literacy and Food Hygiene programme which will run for the third year, there have also been requests for sewing, self-defence, a walking group and a community choir. The plan is for community members to run or co-run some of the groups and for the school pre-loved uniform and supply shop to be open in the evenings to allow more access to clothing, personal hygiene and period supplies. In addition, there will be a weekly after school literacy support programme for primary school children which aims to raise attainment and build social capital. Providing a place after school hours where people can make connections and friendships and achieve qualifications of their choice should enhance people's wellbeing and capabilities and open up new opportunities.

Community Around the School Impact Statements

"I really enjoyed Territory Mapping. It made me think about what I want to do with my life and what bridges I have to cross (the barriers) to get there." (Young person in S3 who participated in Territory Mapping sessions,)

"Working with Tam (Positive Clacks) was great!
He asked us to think about all the positive things about living in Clacks."

"Without Exception has really made a difference. For the first time my daughter was able to have fun with a friend outside her home as well as with her extended family: it was absolutely beautiful."
(Parent of young person with profound and multiple learning disabilities)

"I love seeing the tutors every Monday. This has been an opportunity for me to practise my English, share recipes and meet new friends. I have also gained some qualifications" (Participant in Adult Learning sessions after school.)

Community Around the School

Next Steps - Invest in What Matters and What Works



- Evaluate all 2022-23 programmes and activities by end of June 2023.
- Plan and roll out Alloa Community Empowerment programmes for 2023-4 (supported by funding from The Lens programme): Literacy, Employability, Food Hygiene and Cookery (year 3); Alloa Community Choir; Alloa Community Walks; Sewing & Craft; Women's and Girls' Self Defence; Primary Literacy Support.
- Pilot NHS Scotland Academy and Stirling University Project by end of June 2023 then roll out to the whole year group (Aug. - Dec. 2023); evaluate then share with other secondary schools with a view to replicating.
- Create then pilot the Clacks Columba 1400 Cluster Approach: all staff in Redwell Primary School will have a bespoke Columba 1400 experience in February 2024; young people and secondary school staff who were involved in the June 2023 Train the Trainer programme will be involved; all Primary 7 children will then have a Clacks Columba 1400 experience before they start secondary school.
- Continue to develop and evaluate Columba 1400 work in secondary schools: Train the Trainer programme; more cohorts; maintaining and supporting existing groups.
- Create a Clackmannanshire Capabilities Approach video version of Scottish Government/Family Wellbeing partnership co-created introduction and share with all stakeholders.
- Continue to develop Third Sector links to Community Around the School programmes.
- Embed Flourishing Lives model.
- Develop approaches for Community Around the School for Lornshill Academy and Alva Academy.
- Define scope of Community around the School and Community around the Child/Young Person.
- Scope new Clackmannanshire Active Academy, focused on children and young people thriving and developing their capabilities.

Employability

KEY MESSAGE - IMPROVING THE EMPLOYMENT AND EMPLOYABILITY LANDSCAPE IN CLACKMANNANSHIRE

The Family Wellbeing Partnership commissioned WEAll Scotland to review employability in Clackmannanshire with a view to highlight key areas for change around delivering enhanced employability support for local families and to better meet their needs as well as those of local employers. WEAll supports and forms part of wider work around delivering a Wellbeing Economy in Scotland and, more specifically, the Wellbeing Economy pilot project that has taken place in Clackmannanshire.

A wellbeing economy, based on the principles of prosperity, equality, sustainability and resilience, is at the heart of the Scottish Government's vision for the economy in 2032. Delivering a wellbeing economy means taking a broader view of what a successful economy, society and country is and putting people and the planet at the heart. It will improve economic resilience and in turn reduce our vulnerability to future economic and environmental shocks, improving wellbeing for current and future generations. Traditional economic metrics such as GDP (Gross Domestic Product) will remain an important measure but cannot be viewed in isolation.

In particular, by using a place-based approach, the project explores:

- How employers could play their part in delivering a Wellbeing Economy in Scotland.
- How to support employers to create more opportunities for employment for the identified priority group as presented in the relevant section that may require additional support to engage in the labour market.
- How to best support employers to access and retain the skills they require.
- How to facilitate employer partnerships with the community around them.
- How a place-based approach can help the delivery of the Scottish Government Work Action Plan.

The transformation theory presented above is tested in Clackmannanshire and consists of two phases:

1. Scoping the enabling context alongside the barriers (perceived and real).
2. Presenting an action plan, including "cornerstone indicators" as measures co-produced by relevant stakeholders.

Employability - Next Steps

Following a dedicated Columba Values Based Leadership cohort, a series of community and business engagement sessions have taken place. This has resulted in cornerstone indicators which have been tested. A final employers session will take place on 17 July 2023 and a draft action plan will be created and considered.

Close collaboration between the Child Wellbeing Project and Employability Team will continue to refer families to each other.

Both the CWP and Parental Employability team can refer families to each other. The Virtual Headteacher role will continue.

A Child Poverty Coordinator post will be appointed and will sit within the Clackmannanshire Family Wellbeing Partnership.

The role will provide critical additional resource to support the policy intentions set out in the Scottish Government's No One Left Behind strategy for better aligned and integrated employability services and the delivery of commitments set out in the Best Start Bright Futures: Tackling Child Poverty Delivery Plan 2022-26, published by Scottish Government in March 2022.

The role will support the work of the Clackmannanshire Local Employability Partnership to ensure better alignment of employability services and wrap-around services between Council departments and wider Community Planning Partnership (CPP) that support parents' transition or progression within work, such as childcare and transport.

Conclusions and Next Steps

Much progress has been made across the four main Family Wellbeing Partnership workstreams - STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; Employability. The Family Wellbeing Partnership is now fully embedded within Clackmannanshire Council wider Transformation Programme, *Be The Future* which provides a blue-print for a consistent focus on our key themes - sustainable inclusive growth, empowering families and communities; health and wellbeing. The transformation journey is an ambitious ten year programme which will be delivered during a period of significant challenge in Clackmannanshire. Evaluation and analysis of FWP progress over session 2022/23 has led to a draft FWP Phase 2 Strategic Plan - Moving to Horizon 3 and action plan which will be shared with Clackmannanshire's FWP Strategic Board in July 2023 for consultation.

Ambition

- A radical shift to a prevention model which will support delivery of sustainable person-centred public services
- Develop the conditions to enhance wellbeing so that people can thrive and flourish
- Tackle child poverty
- Secure a system with voice and agency of community at its heart, shifting power, design and decision making

Objectives

- Structures are re-designed around relationships and needs; including keeping The Promise for our care experienced community so that our young people grow up loved, safe, respected, and able to meet their full potential.
- Increase understanding of wellbeing and capabilities approach across Council and partners.
- Community of change makers is mobilised and supported.
- Invest in what matters and what works - aligning money flow, funding and reporting
- Identify barriers and share learning of our transformation journey; learning from others who are transforming system whilst informing and influencing the national policy conversation on poverty.
- Invest in what matters and what works - build on and amplify what is already happening across the four Family Wellbeing Partnership workstreams and extend beyond Alloa South and East.

Acknowledgements

The extent of work within Clackmannanshire Family Wellbeing Partnership would not have been possible without the contributions of many individuals and partners.

We would like to express our sincere gratitude to the following:

- The Social Innovation Partnership (SIP), comprising the Scottish Government and the Hunter Foundation for their partnership, support and funding.
- The partners and stakeholders who provided input and support.
- The staff of Clackmannanshire Council who worked on the partnership.
- Columba 1400 for their delivery of VBL experiences.
- The young people and adults who participated in VBL experiences.
- The Lens for delivery of intrapreneur programmes.
- Elected members and leader for continued support.

We are grateful for the hard work and dedication of everyone who contributed to this report. Your efforts have made a real difference to the lives of young people and adults in Clackmannanshire.

Appendix 1: Community Around the School Initiatives

Initiative	Description	Outcomes
Columba 1400	Values Based Leadership (VBL) experiences. 7 groups of young people have participated in VBL experiences (some place-based; others residential in Skye) and each has school-based group leaders and projects.	<ul style="list-style-type: none"> Increasing numbers of school staff involved and aware of VBL. Shared understanding of VBL; raised aspirations; enhanced self-esteem and agency. Young people involved in new Train the Trainer programme (May 2023).
NHS Scotland Academy – Forth Valley Huddle meetings	A partnership between NHS Golden Jubilee and NHS Education for Scotland to offer accelerated training for a wide range of Health and Social Care roles and professions.	<ul style="list-style-type: none"> Greater awareness of related work in other local authorities. Increased networking opportunities. Improved collaboration.
Alloa & Stirling University Project – linked to NHS Scotland Academy	An experience at Stirling University for S3 pupils at Alloa Academy to build social capital, develop capabilities and introduce Health and Social Care courses and careers.	Enhanced social capital, aspirations and development of capabilities. Greater awareness of Health and Social Care pathways - learners & school staff. Enhanced networks (Stirling University & NHS) leading to more opportunities for young people – increased empowerment and agency.

<p>The Bowmar Bookies</p>	<p>A community group to encourage family reading and build literacy skills - created and funded by Strathclyde University, supported by FWP. (Weekly reading and food sessions.)</p>	<p>Improved literacy, agency and self-esteem for participants and group members - reading mentor established for one adult (weekly at Alloa Academy) & informal transition support for her P7 daughter. Enhanced school and community relationships through FWP link. Employment (to provide cooking) for one Alloa Academy parent; improved language skills (EAL) and community links for this person; improved self-esteem & wellbeing.</p>
<p>Adult Learning at Alloa Academy - year 2</p>	<p>Evening programme (Literacy & Employability & this year supplemented by Food Hygiene and cookery) – some funding provided by FWP partner.</p>	<p>Enhanced social connections, employability skills and qualifications for participants. Improved self-esteem and mental health – evidenced by impact stories. Employment opportunities – example above.</p>
<p>Alloa Community Empowerment – The Lens Application</p>	<p>A community & school partnership awarded £15k funding to establish more community learning programmes and events at Alloa Academy - current Literacy & Employability programme (above) to continue; other community suggestions include self-defence, sewing/clothes making, woodwork skills.</p>	<p>Increased opportunities for community members to be involved in programmes and events that matter to them. Enhanced provision of community events and programmes taking place in school building. Pre-employment opportunities: facilitating and co-facilitating. More collaborative working between school staff and the community. More extensive use of the school as an asset.</p>

<p>Parachute – The Lens Application</p>	<p>EASN & Sports Development group awarded £6k funding to establish after school activities and family support for EASN pupils – open to EASN learners throughout Clacks; based in Alloa Academy.</p>	<p>Opportunities to improve health and wellbeing of Clacks EASN learners. Provision of further family support.</p>
<p>Environment Services Work Experience</p>	<p>Senior Manager (Environment) working with secondary school to provide work experience opportunities.</p>	<p>Increased awareness of Environment Services pathways for learners and staff. Opportunities for learners to develop pre-employability skills, capabilities and social capital. Opportunities for Environment Services staff to use experience and skills to support young people – role diversification.</p>
<p>Positive Clacks (S1)</p>	<p>Sessions (run by community lottery funded local “cultural advisor”) to increase positivity about local area.</p>	<p>Awareness raised re. positive aspects of local area and community; stereotypes challenged. Aspirations raised.</p>
<p>Territory Mapping (S1-3)</p>	<p>A form of mind mapping to open discussions around aspirations and potential barriers.</p>	<p>Raised aspirations. Opportunities to exercise voice and agency.</p>

<p>Clax P & C (Parents & Carers) (ASN)</p>	<p>A partnership between parents and carers and Clackmannanshire's ASD (Autism Spectrum Disorder) Outreach Team, to support parents and carers of children and young people with Additional Support Needs: weekly meetings, peer support, organised talks & workshops. (Funding provided through The Lens process, 2022.)</p>	<p>More regular, informal contact between parents and carers and ASD Outreach Team – parents/carers empowered and agency enhanced. Two ASD support workers trained in Early Bird programme – to provide post-diagnostic support for ASD families.</p>
<p>Without Exception (EASN)</p>	<p>A partnership to provide out of school activities for children and young people with profound and multiple learning difficulties and their families. Working closely with PAMIS (Promoting a More Inclusive Society). (Funding through The Lens process, 2022.)</p>	<p>Parents and carers exercising more agency re. what matters to their families. More opportunities for young people with profound and multiple learning difficulties to engage in life enhancing activities in the local area.</p>
<p>Everyone's Invited</p>	<p>This programme is designed to empower school communities to promote healthy relationships and sexual wellbeing and to tackle gender-based bullying. Assemblies and workshops were held for young people, staff and parents/carers. The approach is empathetic and non-judgemental and is aimed at presenting the facts about such issues. There was a heavy focus on digital intimacy and online/phone issues.</p>	<p>Young people, staff and parents/carers more aware of gender-based language and bullying and how to tackle it. Increased opportunities to discuss related issues for all involved.</p>

<p>Alloa Academy Engagement and Welfare Programme</p>	<p>To support families to engage as fully as possible in school life: study and qualifications support; home visits; provision of stationery, personal hygiene items and clothing through the establishment of the Pre-loved Shop; working with partners (e.g. Clacks Works) to provide financial advice.</p>	<p>More young people supported and enabled to engage regularly at school. More families provided with support tailored to their specific needs.</p>
<p>Alloa Academy Breakfast Club</p>	<p>3 versions: early morning activities (sports; computer games; reading) followed by breakfast. ASN group - “soft start”. EASN classes & S3 Columba 1400 leaders.</p>	<p>More young people having a positive start to the day and a healthy breakfast. Enhanced relationships between staff and pupils. Leadership opportunities for S3 leaders – enhanced self-esteem for this group. Greater inclusion of young people with EASN & others.</p>
<p>Duke of Edinburgh Award Scheme</p>	<p>Increased numbers of young people are participating in this youth award scheme – fully funded by the school. 72 young people are currently participating in Bronze D of E.</p>	<p>Greater numbers of young people being supported to learn new skills, overcome obstacles and build confidence and resilience.</p>
<p>Study Support Programmes</p>	<p>After school Supported Study Easter Supported Study</p>	<p>Equal access to educational support for all young people.</p>

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<p>Mentoring & Support Programmes – pastoral and academic</p>	<p>MCR Pathways Strathclyde University mentors LEAPS Stirling University Widening Participation School Academic Mentoring Young Carers' Group Skills Development Scotland</p>	<p>A range of young people supported individually and in groups as suits their needs.</p>
<p>EASN Partnerships</p>	<ul style="list-style-type: none"> • Vital Spark - weekly visits to workshop to support learning in cycle maintenance and bikeability. • RDA - weekly visits to Equi-Power Central Scotland, equine facilitated learning activities. • Play Alloa - weekly group visits for life skills opportunities. • N-Courage - martial arts-based programmes for children and adults on the Autism Spectrum and/or with Additional Support Needs. • Limelight - music group that visits department weekly. • Forth Environment Link – walks & bikeability in local area. • Clacks Trishaw Service – weekly visits. 	<ul style="list-style-type: none"> • Opportunities for young people to develop self-confidence, practical skills, leadership qualities and to experience workplace ethos and practices. • Development of life skills, confidence and participation in mainstream activities. • Addressing ongoing inequality by creating pathways to social inclusion, education and employment for people with impairments.

<p>Planet Youth Icelandic Prevention Model</p>	<p>An organisation that works in coalition with all Clacks secondary schools and partners to research and design strategies which improve young people's health and wellbeing.</p>	<p>Awareness is raised about areas of concern through regular pupil and family surveys. Through partnership working with local groups, bespoke opportunities are created to tackle issues such as substance abuse and vaping. Action plans are created across Clacks schools through pupil-led coalitions.</p>
<p>Who Cares? Scotland</p>	<p>A partnership with Scotland's only national independent membership organisation for Care Experienced people. Training and drop-in sessions planned.</p>	<ul style="list-style-type: none"> • Awareness raised about issues affecting Care Experienced people. Independent advocacy offered to Care Experienced young people. Support provided to Care Experienced people up to age 26.
<p>Peer Perspectives Mental Health Champions</p>	<p>A partnership with Peer Perspectives to train a group of S3-4 pupils in mental health and wellbeing who were then delivering this training to P7 and S1 pupils. They then worked in partnership with the other secondaries to develop workshops.</p>	<ul style="list-style-type: none"> • Awareness raised about mental health issues. Opportunities for young people to develop leadership skills and to support others.

<p>Career Ready</p>	<p>Career Ready is a UK wide social mobility charity that provides opportunities and skills for young people to move into the world of work through a mentoring programme.</p>	<p>Support and opportunities offered to seven S5 pupils each year through two-year mentoring programme. Links developed with local employers. Skills developed to enable young people to successfully complete their paid internship.</p>
<p>O-I Manufacturing (The Glassworks)</p>	<ul style="list-style-type: none"> O-I Manufacturing is one of the biggest local employers. They are re-launching their apprenticeship programme this year. Open day organised alongside O-I staff for our young people interested in a career in mechanical or electrical engineering. 	<ul style="list-style-type: none"> On site open day (tailored to engage young people) provided valuable “hands-on” experiences of what a potential engineering career/work would involve. Pupils were supported to start the application process.
<p>Sports Development Clackmannanshire</p>	<ul style="list-style-type: none"> Sports Development staff work to deliver primary and secondary sporting competitions, extra-curricular clubs and young leader sports coaching training across the authority. 	<ul style="list-style-type: none"> Opportunities created for Alloa Academy and our cluster primaries through Active Schools Coordinator (Kirsty Wilson). Pupils further engaged in sports/health and wellbeing activities through competitions and events throughout the year.

<p>Alloa Athletic Football Club</p>	<p>School of Football delivered to S1- S3 pupils by Alloa Athletic Football coaches.</p>	<p>Establishing this new partnership provides opportunities for our young people to be part of an exciting new initiative. Further opportunities for young people to engage in high quality initiatives and to excel.</p>
<p>Alloa Rugby Club</p>	<p>School of Rugby delivered to S1-S4. Breakfast club, curricular and extra-curricular sessions delivered Alloa Rugby Club.</p>	<ul style="list-style-type: none"> • Improving health and wellbeing and skills as well developing social networks through regular training, matches and tournaments. • Raising awareness about pathways and opportunities within the sport.
<p>School Pantomime & Drama Club</p>	<p>Annual school pantomime and weekly drama club. Liaison throughout the year with Ochil Youths Community Improvement (OYCI), Alman Theatre Company, Macrobert Arts Centre & Parent Council.</p>	<ul style="list-style-type: none"> • A diverse range of young people (S1-6) engaging in activities to develop self- esteem, creativity and team building skills. • Enhanced community relations and opportunities to showcase local talent.

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"The Family Wellbeing Partnership is not a project: it's the way we do things."

Work and poverty in Scotland: Supporting flourishing lives through sustained employment in Clackmannanshire

Executive Summary

The vision to move towards a Wellbeing Economy, one that delivers good lives for all people while protecting the health of our planet, reflects the values, priorities and aspirations of people and communities in Scotland, and beyond, and is being embraced by governments, institutions, businesses and agencies around the world.

To deliver a Wellbeing Economy, employment and skills are key pillars, as jobs can be a significant driver of people's wellbeing. In Scotland, as in other countries, employment is considered a lever to improve quality of life, and the most effective way to reduce the risk of poverty, in general, and of child poverty, in particular. Yet, fair and equal access to employment opportunities is often a blindspot and consideration needs to be given to factors around low quality or limited access to employment.

The need to support and promote fair work can be found in the Scottish Government's Fair Work Action Plan, Scotland's National Strategy for Economic Transformation, the National Performance Framework, the Labour Market Strategy and increasingly in Regional Economic Strategies.

At a local level, the principles of a Wellbeing Economy can be found, amongst others, in initiatives that seek to reshape the labour market structure and policies in order to allow for building an economy that leaves no one behind.

Aligned with these principles and building on the Wellbeing Economy Pilot Project that was delivered by the Clackmannanshire Council and the Scottish Government, the Family Wellbeing Partnership- a collaboration between the Clackmannanshire Council and the Social Innovation Partnership, commissioned this project to support and form part of a wider work around delivering a Wellbeing Economy in Scotland. The project aims to provide learning that can support wider transformation in other local areas by exploring how strategic change can be delivered by fundamentally re-imagining work at a local level. To achieve this, the project focuses on the area of Clackmannanshire and explores how to foster employability support and strengthen collaboration between employers, employees and the public sector in order to support those who experience poverty to have equal access to good quality jobs which will enable them to flourish.

Clackmannanshire, an area situated in east-central Scotland, has a low job density and a high rate of economically inactive residents largely due to travel connectivity issues and caring responsibilities.

The majority of employers in the area are micro-businesses with only a few businesses being considered large employers while Clackmannanshire Council is the biggest single employer. The employment and skills challenges in Clackmannanshire reflect the economic geography of the area. Apart from the low pay rate, the low-skill levels of the population and travel are amongst the main challenges in the area that affect people's employability.

To improve the employability of Clackmannanshire residents and reduce unemployment, multiple employability services are available in the area. Acknowledging that not all population groups have the same equal opportunities for employment, certain groups have been identified as priority ones which include long-term unemployed, low-income parents, people with convictions, disabled and people with (physical and mental) health conditions, ethnic minority groups, care-experienced young people and those who have left school.

Based on the identification of these groups and with the aim to develop a person-centred approach that could facilitate the development and delivery of skills and employability services, various engagement sessions were organised as part of this work with government and local authority officials, partner organisations, priority groups and employers operating in the Clackmannanshire area. Through this engagement process, the aim was to gain clarity and deepen our understanding in relation to what works, what does not work, what barriers need to be overcome and what success looks like when it comes to employability and access to good quality jobs for all that will allow tackling poverty.

The overarching issues which were explicitly and repeatedly mentioned by priority groups were the need for tailored, flexible and person-centred services; the significance of relationships and communication between service users and service staff that allow people to feel seen, heard and understood; the need for improved transport services; the provision of childcare and other types of care support; the requirement for flexible working opportunities.

Similarly, when reflecting on the challenges they face, employers reported that the most pressing issues were the lack of required skills, the wages in relation to the rising cost of living, transport connectivity, generational barriers, the ability to recruit outside the area, and challenges implementing a flexible work culture. In terms of additional support, employers indicated the need for wider awareness of available support for businesses, and help with recruitment methods due to limited knowledge of alternative practices. They also advised that success to them is attracting candidates with the right skills and attitudes and having employees who are happy and motivated.

Based on the feedback that was gathered during the engagement sessions, a suggested action plan was developed with the aim to provide ideas and recommendations around skills and attitudes; policies, procedures, and practices; and service design that will support everyone to have access to good quality jobs.

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Introduction

The vision to move towards a Wellbeing Economy reflects the values, priorities and aspirations of people and communities in Scotland, and beyond, and is being embraced by governments, institutions, businesses and agencies around the world.

The economy we have today was designed to meet a long-outdated logic, that focusing on growing the amount of goods and services we produce will automatically lead to prosperity for all. In a Wellbeing Economy, we would ask first, what does each and every one of us need to thrive within a healthy natural environment? This core purpose would drive the design of our economy, the policies we prioritise, and the practices we implement.

To deliver a Wellbeing Economy, employment and skills are key pillars, as jobs can be a significant driver of people's wellbeing. In Scotland, as in other countries, employment is considered a lever to improve quality of life and the most effective way to reduce the risk of poverty.¹ Yet, fair and equal access to employment opportunities is often a blindspot and consideration needs to be given to the wider outcomes that may be generated because of the low quality or limited access to employment.

In Scotland, the need to support and promote fair work can be found in the Scottish Government's Fair Work Action Plan,² Scotland's National Strategy for Economic Transformation,³ the National Performance Framework,⁴ the Labour Market Strategy⁵ and increasingly in Regional Economic Strategies.

In addition to these commitments, the Scottish Government has adopted a community wealth building approach, committing to working with five local areas that include Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities. This project focuses on the Clackmannanshire area by exploring how high-level change can be delivered in Scotland by fundamentally re-imagining work at a local level.

About this project

This project was commissioned by the Family Wellbeing Partnership - a collaboration between Clackmannanshire Council, the Scottish Government and The Hunter Foundation via the Social Innovation Partnership.^{6 7}

The Family Wellbeing Partnership (FWP) is testing and embedding a wellbeing and capability-enhancing approach to policy and practice that is about supporting people to live flourishing lives.⁸

¹ <https://www.gov.scot/publications/annex-6-evidence-review-works/pages/8/>

² <https://www.gov.scot/publications/fair-work-action-plan/pages/4/>

³ <https://www.gov.scot/publications/scotlands-national-strategy-economic-transformation/>

⁴ <https://nationalperformance.gov.scot/>

⁵ <https://www.gov.scot/publications/scotlands-labour-market-strategy/>

⁶ <https://i-sphere.site.hw.ac.uk/2022/06/23/social-innovation-partnership-learning-programme/>

⁷ <https://www.gov.scot/publications/annex-5-impact-policies-child-poverty/pages/3/>

The FWP focuses not only on the required changes but also how these could be implemented and sustained, and how underlying values, cultures and behaviours need to shift if policy and practice are to have the greatest impact. By working on improving outcomes for children and families, the FWP seeks to learn new ways of working that could be proved useful and replicated across other local authorities in Scotland.⁹

As part of this transformation partnership, the Social Innovation Partnership (SIP) - a collaboration between the Scottish Government and The Hunter Foundation,¹⁰ was set up to test, scale and learn from a range of innovative approaches to tackling poverty and inequality. SIP has developed a distinctive wellbeing and capabilities-enhancing approach to service design and delivery in order to tackle poverty and inequality and support people to live flourishing lives based on what matters to them.¹¹ By focusing on flourishing lives, this approach encourages to think about people holistically and move away from siloed interventions that are about basic needs or responding to crises.¹² It seeks to define what needs to be done differently if policy and services are to better respond to people's needs and enable them to flourish, in line with the Christie Principles on Public Service Reform.^{13 14}

For the public sector, this approach means that services need to be designed as person-centred in order to enhance their ability to respond to the broader socio-economic constraints that hinder those facing corrosive forms of disadvantage. Hence, through the wellbeing and capabilities approach, the implementation of the National Performance Framework will be supported with a particular focus on the national mission to tackle child poverty and reform public services.

Based on the values and aims of the Family Wellbeing Partnership, this project was commissioned to support and form part of a wider work around delivering a Wellbeing Economy in Scotland and building on the Wellbeing Economy Pilot Project that took place in Clackmannanshire.

More specifically, this project aims to make a distinct contribution by providing learning that can support wider transformation in other local areas by exploring how strategic change can be delivered in Scotland when fundamentally re-imagining work at a local level. The project examines how to foster employability support, strengthen collaboration between employers, employees, and the public sector, and improve matching people to jobs in line with Wellbeing Economy principles. The purpose of doing so would be to support those who experience poverty to have equal access to good, quality jobs which will enable them to flourish. In addition, the project seeks to highlight bright spots of activity; bring employers together to co-produce solutions with people with lived expertise; develop an action plan that delivers.

⁸ *Clackmannanshire Family Wellbeing Partnership Annual Report May 2023*

⁹ https://www.cosla.gov.uk/_data/assets/word_doc/0017/32273/Clackmannanshire-Family-Wellbeing-Partnership.docx

¹⁰ <https://www.thehunterfoundation.co.uk/>

¹¹ <https://www.gov.scot/publications/annex-5-impact-policies-child-poverty/pages/3/>

¹² *Clackmannanshire Family Wellbeing Partnership Annual Report May 2023*

¹³ *Ibid.*

¹⁴ <https://www.gov.scot/publications/commission-future-delivery-public-services/>

In particular, by using a place-based approach,¹⁵ the project explores:

- How employers could play their part in delivering a Wellbeing Economy in Scotland
- How to support employers create more opportunities for employment for the identified priority groups (as presented in the relevant section) that may require additional support to engage with the labour market
- How to best support employers to access and retain the skills they require
- How to facilitate employer partnerships with the community around them
- How a place-based approach can help the delivery of the Scottish Government's Fair Work Action Plan¹⁶

Transformation Theory¹⁷

This project is the outcome of the development of a partnership approach between FWP and WEAll Scotland that will enable over time place-based employer partnerships to be developed with the purpose of promoting a Wellbeing Economy, tackling poverty, and supporting flourishing lives through sustained and supportive employment.

It is expected that this work will evolve and deepen over time, but it is assumed that some key facets of a partnership would be as set out below. These assumptions will need to be further tested.

For the employer, we are assuming that the benefits of a local partnership would be that it:

- connects the employer to employability support programmes that can be adapted/ tailored to their labour market needs
- provides bespoke support in terms of becoming a wellbeing employer (and ultimately a wellbeing business) – including support to migrate towards more flexible working that can improve sickness rates, productivity etc.
- provides wider support infrastructure for employees to help de-risk taking on long-term unemployed or under-skilled individuals – including:
 - financial support such as funding initial internships or permitted work opportunities
 - health and wellbeing support
 - childcare opportunities
- strengthens connections between the local employer and the community – with clear opportunities for wider community participation as the employer and the local partners become more engaged with the principles and concepts of a wellbeing economy

For the public sector, achieving improved outcomes and better value for money from employability programmes by:

- aligning employability support locally with labour market supply
- creating the conditions for supportive work environments increase the likelihood of accessing and sustaining employment
- opportunities for wider community benefits arising from close employer engagements

¹⁵ The importance of place and why a place-based approach can deliver wellbeing outcomes are highlighted here: https://www.improvementservice.org.uk/_data/assets/pdf_file/0020/30719/PWO-briefing-paper.pdf

¹⁶ <https://www.gov.scot/publications/fair-work-action-plan/>

¹⁷ The Transformation Theory is based on SIP's wellbeing and capabilities approach to policy and practices which aims to tackle poverty and inequality by supporting people to live flourishing lives, based on what matters to them, through more person-centred and holistic responses.

For the employee, by offering:

- a person-centred approach to transitioning to sustained employment
- improved wellbeing and capabilities

Project phases

The transformation theory presented above is tested in the area of Clackmannanshire, and consists of two phases:

1. Scoping the enabling context area alongside the barriers (perceived and real)
2. Presenting an action plan, including 'cornerstone indicators' as measures co-produced by relevant stakeholders

The present report is the outcome of the scoping phase, based on desktop research, and includes a recommended action plan on how to support equal access to good, quality jobs for all. The report provides an overview of the key characteristics of the labour market in Clackmannanshire alongside identified driving factors of the quality of jobs, priority areas for intervention as key to delivering Wellbeing Economy outcomes, and analysis in relation to the economic, policy and operational context, the employability services offered by the Clackmannanshire Council, partners and providers that aim to support the identified priority groups and how these link to the performance on Wellbeing Economy indicators. Finally, it suggests actions co-created by priority groups and employers operating in Clackmannanshire in order to tackle poverty and support flourishing lives through sustained and supportive employment.

Moving towards a Wellbeing Economy in Clackmannanshire

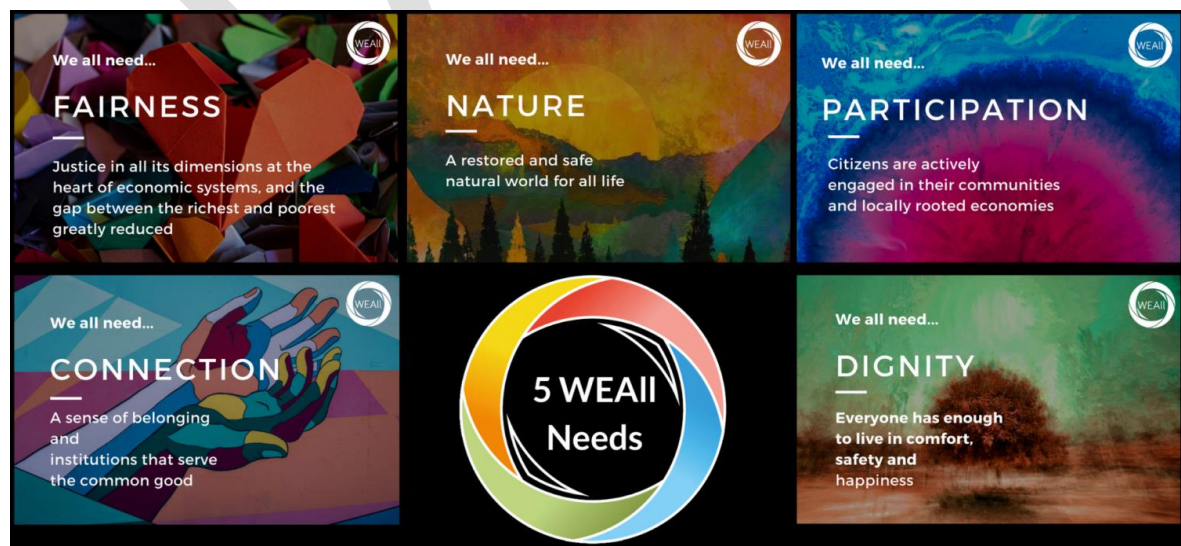
What is a Wellbeing Economy and what does it entail at a local level

Societies around the world are facing unprecedented social, economic and environmental crises, with the rampant cost of living crisis being the most recent example. As these challenges, primarily driven by our current economic system, emerge, governments and institutions are grappling with the need to cope with profound impacts such as rising socio-economic inequalities, increased poverty levels and climate change. To address these challenges, it is imperative to reshape our economic structure and move towards a Wellbeing Economy.

A Wellbeing Economy starts with the idea that the economy should serve people and communities, first and foremost. It asks what sort of economic activity is needed and for whom, and looks at enabling contexts that allow flourishing for all while being in harmony with nature. By re-orienting goals and expectations for businesses, politics and society, a Wellbeing Economy would deliver collective wellbeing, while recognising that the economy is embedded in society and nature.

To achieve this, a Wellbeing Economy would employ upstream strategies and implement measures that attend to the root causes and interconnectedness of the current crises, instead of responding with expensive interventions to fix the damage caused by our dependency on growth. Those calling for such an economy highlight the urgency, as well as the feasibility, of an economic system that supports prosperity for all. Its feasibility can be seen in local communities, economic activities and practices that embrace a new way of thinking which facilitates sustainable business models and thriving communities.

At a local level, the principles of a Wellbeing Economy can be found, amongst others, in initiatives that seek to reshape the labour market structure and practices. Redesigning the recruitment processes that employers follow; creating contexts that support people to have equal access to good quality jobs; and encouraging the collaboration between employers, employees and the public sector, it will allow for building an economy that leaves no one behind. Such an economy will enable people to live in line with Wellbeing Economy values: living with dignity; meaningfully participating in their communities; having a sense of purpose and belonging; being in harmony with nature; and enjoying fairness, in all its forms.



As communities are at its heart, the Wellbeing Economy agenda aligns with the idea of community wealth building and new forms of economic democracy,¹⁸ alongside the capabilities approach.

Community Wealth Building is a people-centred approach to local economic development that redirects wealth and control back into the local economy.¹⁹ ²⁰ As wealth is held locally and income is re-circulated in the local area, community wealth building contributes to the reduction of inequality and seeks to proactively support local inclusive economies.²¹

Taking this approach ensures that local people and businesses have a fair stake in producing, owning, and enjoying the wealth they create, and fosters the empowerment of local economies and communities.²² As illustrated in the figure below, community wealth building strategies are based on five key principles for harnessing existing resources and supporting communities to thrive.²³



As indicated in the figure, one of the vital areas that underpin the community wealth building approach is the existence of fair employment and just labour markets. Through practices like paying the real living wage,²⁴ ²⁵ having inclusive employment processes; recruiting from lower

¹⁸ <https://cles.org.uk/blog/local-government-the-commons-the-time-has-come/>

¹⁹ <https://www.inclusivegrowth.scot/our-work/community-wealth-building/2021/03/community-wealth-building-delivering-a-wellbeing-economy-in-scotland/>

²⁰ <https://cles.org.uk/what-is-community-wealth-building/>

²¹ <https://www.inclusivegrowth.scot/wp-content/uploads/2020/09/Community-Wealth-Building-A-briefing-note-for-elected-members.pdf>

²² Centre for Local Economic Strategies. (2020). *Community Wealth Building in Clackmannanshire*.

²³ Ibid.

²⁴ <https://www.livingwage.org.uk/what-real-living-wage>

²⁵ Paying the real living wage also aligns with the components of the Scottish Business Pledge, a values-led partnership between the Scottish Government and businesses that is based on boosting productivity,

income areas; building progression routes for workers and comprehensive union recognition, social improvements can be achieved.²⁶ This is particularly crucial to ensure that those who do not have equal access to the labour market, are supported and can live fulfilling lives.

Similarly, the Capabilities Approach aligns with the principles of a Wellbeing Economy as they both place wellbeing as the key outcome of public policy and action. Both concepts call to consider how the various social, economic and environmental policies come together to support people's wellbeing.

The Scottish Government recognising the value of this approach has committed to working with five areas on community wealth building action plans which build on learning from work already underway in North Ayrshire. The five areas are Clackmannanshire, South of Scotland, Glasgow City Region, Western Isles and Tay Cities which will help them move towards a Wellbeing Economy.

The Wellbeing Economy Pilot Project in Clackmannanshire

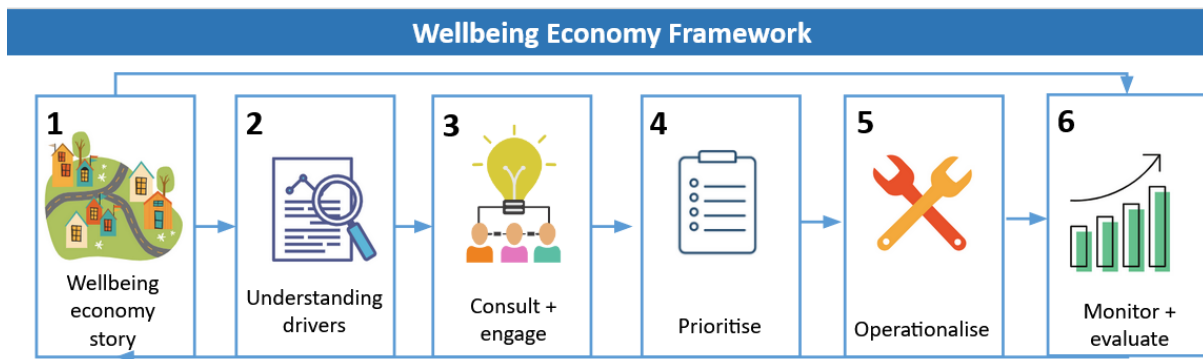
The current project builds on the Wellbeing Economy Pilot Project delivered by the Clackmannanshire Council and the Scottish Government with the aim to develop and test a Wellbeing Economy Framework for delivery of a Wellbeing Economy at a local level.²⁷ The Framework takes into account a wider set of considerations and indicators, such as environmental ones around the circular economy, biodiversity, natural capital and land use.

As illustrated in the figure below, the Wellbeing Economy Framework sets out six stages that allow navigating all the levers in the system that could help inform decisions based on wellbeing economy outcomes, instead of focusing on specific interventions or policy areas. Most importantly, the Framework aims to move beyond a strict focus on data and evidence to understand priority areas and rather identify the existing tools and levers that can be used to deliver change.

competitiveness through fairness, equality and sustainable employment. More information can be found here <https://scottishbusinesspledge.scot/>

²⁶ Centre for Local Economic Strategies. (2020). *Community Wealth Building in Clackmannanshire*.

²⁷ The commitment to move towards a Wellbeing Economy in Clackmannanshire can be found also at the Community Wealth Building Action Plan, which was developed in partnership with the Centre for Local Economic Strategies (CLES). This is being reinforced through a formal commitment to Community Wealth Building of both the Council and the Clackmannanshire Alliance and the inception of the Clackmannanshire Wellbeing Economy Anchor Partnership.



During the first two stages of the pilot and based on data analysis that was carried out, seven key themes were identified that formed the wellbeing economy outcomes the communities of Clackmannanshire care about. Through this process, evidence around the underlying drivers of these themes was gathered in order to gain a deeper understanding of the factors that drive performance in these specific areas.

The identified key themes/ wellbeing economy outcomes are:

- ❖ Economic Opportunity
- ❖ Fair work, particularly for females
- ❖ Sustainable place
- ❖ Outcomes for young people
- ❖ Environmental sustainability
- ❖ Health and wellbeing
- ❖ Poverty

These key themes were mapped against the National Performance Framework, Scottish Government's priorities and Clackmannanshire's Local Outcome Improvement Plan and Child Poverty Action Plan to ensure alignment with local and national priorities.

Following the identification of the priority areas and understanding of the performance drivers, extensive stakeholder consultation and public engagement (including events) were organised that involved those who live and work in the Clackmannanshire area, test the evidence base and fill any gaps in the understanding of the factors that drive performance. This process was vital to building a decision-making procedure based on local priorities and deliverability to target key areas of intervention. This stage informed decisions around operationalising and facilitating action in relation to the area's natural capital, Community Wealth Building, foundational economy, economic strategy, the refreshed Local Outcome Improvement Plan, and the Regional Growth Deal. The final stage of the Wellbeing Economy Framework involved monitoring and evaluating the progress and the results that were achieved in the previous stages in order to feed back into the identified wellbeing economy outcomes.

During the process outlined above, a systems mapping exercise was used to better understand and demonstrate the relationship between key components of the local Wellbeing Economy in

Clackmannanshire. After identifying 30 key factors driving wellbeing economy outcomes in the local area, these were prioritised using two dimensions: their impact on wellbeing and how strong the evidence base was, and their deliverability based on the preferences of stakeholders (how essential they were to them and how challenging they were in terms of the required time and funding).

By doing so, the most significant priorities for delivering transformational change in Clackmannanshire were identified, as presented below:

- ❖ Quality of employment
- ❖ Transport- local connectivity
- ❖ Entry level skills
- ❖ Earnings
- ❖ Mental health
- ❖ Physical health
- ❖ Local anchors

Focusing on these areas to design interventions would have a high impact on delivering wellbeing outcomes in Clackmannanshire by recognising the factors that are driving outcomes across multiple themes. For example, improving the employability of the local communities and the quality of jobs by ensuring that individuals have access to jobs with sufficient pay, fair and flexible contracts, and opportunities to progress, was found to have a potential direct impact on poverty, mental health and financial security across the local area.

Achieving wellbeing outcomes requires action at multiple levels. To facilitate the transition towards a Wellbeing Economy, the Clackmannanshire area is also part of The Shaping Places for Wellbeing Programme.²⁸ The Programme aims to improve Scotland's wellbeing, reduce inequalities and change the collective approaches to the places people live, work and play. Its ambition is to deliver upstream preventative interventions that tackle the country's health inequalities while promoting strong partnership working and citizen involvement to create systems change.

Key characteristics of Clackmannanshire

Through the work undertaken by the Clackmannanshire Council with the Scottish Government on building a Wellbeing Economy, the area's performance on wellbeing economy indicators, which reflect the identified key themes (as demonstrated in the previous section), has been examined over time and is presented below.

Performance on wellbeing economy indicators over time

- ❖ **Economic Opportunities**
Lower rate of procurement spent on Local SMEs and lower rate of social enterprises

²⁸ The Shaping Places for Wellbeing Programme is a delivery partnership between the Improvement Service and Public Health Scotland, funded and supported by The Health Foundation and Scottish Government with support from COSLA. More information on the Programme can be found at <https://www.improvementservice.org.uk/products-and-services/consultancy-and-support/shaping-places-for-wellbeing-programm>

- ❖ **Labour Market Outcomes and Fair Work**
Lower employment rate and higher underemployment rate
- ❖ **Sustainable Place**
Relatively high dependency ratio and a forecast decline in the working-age population
- ❖ **Outcomes for Young People**
High rate of people with no qualifications, and high rates of unemployment for 18-24-year-olds
- ❖ **Health and Wellbeing**
High proportion of adults smokers; children who are obese or overweight; and suicide and drug-related deaths
- ❖ **Poverty**
High rate of children in low-income households and high levels of fuel poverty
- ❖ **Environmental Sustainability**
Good level of access to the outdoors, opportunities to build on natural capital and steady reduction in greenhouse gas emissions²⁹

These emerging findings highlight the areas that the Clackmannanshire Council focuses its actions and interventions. Given the scope of this project, the present report focuses on the labour market outcomes and fair work and how they relate to other wellbeing economy indicators such as poverty and outcomes for young people.

The labour market in Clackmannanshire³⁰

Clackmannanshire is an area situated in east-central Scotland with a population of over 51,000.³¹ Around 62% of the residents are working-age adults, out of which 67.2 % are in employment, 4% are unemployed and 30.5 % are economically inactive.³² The high rate of inactivity is largely due to care responsibilities, which particularly impact women.

The majority of employers in Clackmannanshire are micro businesses, which employ fewer than 10 people, similar to the rest of Scotland. However, collectively they employ the largest number of working-age adults. Only five businesses in the area are considered large employers with 250 or more employees, while Clackmannanshire Council is the biggest single employer. In 2020, there were 14,000 employee jobs within Clackmannanshire, 9,000 full-time and 5,000 part-time.

In terms of economic activities, there were 2,250 jobs in health and social care in 2020. Like its neighbour in Falkirk, Clackmannanshire still has relatively high levels of jobs in manufacturing at 2,000, although these have declined in recent years. The other significant areas are retail and wholesale at 2,250 and hospitality at 900. A majority of these jobs in hospitality were furloughed during the pandemic and since they re-opened, hospitality businesses across Scotland continue to report difficulties in recruiting staff.

²⁹ <https://www.clacks.gov.uk/site/documents/climatechange/climatechangestrategy/>

³⁰ The information presented in this section is based on the latest available data, which refers mainly to pre-pandemic time periods.

³¹ <https://www.nrscotland.gov.uk/files/statistics/council-area-data-sheets/clackmannanshire-council-profile.html>

³² <https://www.nomisweb.co.uk/reports/lmp/la/1946157409/report.aspx#tabrespop>

The job density in the area is 0.51,³³ which means that there is one job for every two working-aged people. Alloa has the second lowest job density in Scotland, which is 0.80 across the country. This is a significant barrier for those who cannot travel due to practical difficulties such as transport or caring responsibilities or who want to work near their residence. In addition, many jobs, including in the retail sector, are only offered as part-time opportunities.

In general, the employment and skills challenges in Clackmannanshire reflect the economic geography of the area. Apart from the low pay rate, the low-skill levels of the population are a major challenge for the area. Clackmannanshire schools were below the average in terms of performance in Scotland around four years ago. However, local education attainment is improving and they are now at the national average of 95.5%.³⁴

Low-skill levels are a significant challenge, especially for women and girls in Clackmannanshire, as economic inequality is a persistent problem. Clackmannanshire has a considerable gender pay gap, with men earning on average £215.40 a week more than women. Also, a large number of women are out of work, or in low-paid and insecure forms of social and care work, due to caring responsibilities and low skills, to name a few driving factors.

Travel is another crucial issue in the Clackmannanshire area that affects people's employability, particularly those who are actively looking for work.³⁵ Public transport can be expensive and difficult to use, especially around responsibilities like child care. The majority of local people in employment travel to neighbouring areas or large cities for work, with a third of them travelling to Stirling, as it has one of the highest job densities in Scotland. It is acknowledged that as a result of the Covid pandemic, there might be an increase in home working, which, in turn, will impact the need to travel to work. Yet, this is not expected to apply to a large number of jobs that require a physical presence such as in care, shop work, construction and hospitality, which are all important local sectors.

In order to design effective interventions to support the labour market in Clackmannanshire, it is vital to explore the factors that directly affect the employability and quality of employment in the local area.

As identified during the consultation process that Clackmannanshire Council, alongside the Scottish Government and other key public and third-sector organisations, followed when undertaking the Wellbeing Economy Pilot Project, the factors that can have a significant impact on the quality of employment are presented below.

Factors identified by participants as directly influencing and driving outcomes around the quality of jobs in Clacks:

- ❖ Available and affordable childcare
- ❖ Labour market structure
- ❖ Literacy and numeracy skills
- ❖ Gender pay gap
- ❖ Attract graduates back to the area
- ❖ Inclusive economic growth
- ❖ Local job density

³³ A density of 1 means that there is one job for every working aged person.

³⁴ Centre for Local Economic Strategies. (2020). *Community Wealth Building in Clackmannanshire*.

³⁵ Several services which support local job seekers include practical help with overcoming travel barriers such as Skills Development Scotland, Jobcentre Plus, and Clackmannanshire Works.

- ❖ Green Economy
- ❖ Creation of green jobs
- ❖ Create opportunities for young people
- ❖ Child Poverty Action Plan

Factors identified by participants as directly influencing areas in the system:³⁶

- ❖ Financial security
- ❖ In-work progression
- ❖ Secure contracts
- ❖ Skills matching job opportunities
- ❖ Secure pay
- ❖ Effective skills utilisation
- ❖ Equitable economic power
- ❖ Diverse and inclusive workplaces
- ❖ Workers with effective voice
- ❖ Labour market structure
- ❖ Mental health and wellbeing
- ❖ Poverty

In addition, in order to enhance our understanding in relation to the factors that affect the employability in the Clackmannanshire area, a SWOT analysis³⁷ was conducted, as seen below:

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Small geographical area with strong partnership ethos ● Regional college has a local campus in Alloa ● Senior phase development in schools ● Direct rail link to Stirling & Glasgow ● Improved road network (Clackmannanshire Bridge) ● Reasonable proximity to the cities of Stirling, Glasgow, Edinburgh and Dundee ● The University of Stirling is close by ● Approaches & Innovation solutions promoted by the Family Wellbeing Partnership (FWP) via the Social Innovation Partnership (SIP) 	<ul style="list-style-type: none"> ● Low jobs density, i.e. shortage of jobs ● Small business base ● Ageing population and workforce ● Limited public transport links to travel to work area ● Cost of transport ● High levels of poverty & child poverty ● High number of working population with no qualifications ● High levels of deprivation in Alloa South & East; Tullibody & Glenochil; Fishcross, Devon Village & Coalsnaughton ● Earnings for women lower than the national average / Gender pay gap

³⁶ For example, by ensuring that individuals have access to jobs with fair pay, fair and flexible contracts, and opportunities to progress would directly impact on poverty, mental health, and financial security across the local area.

³⁷ A SWOT analysis is a strategic and planning technique used to identify Strengths, Weaknesses, opportunities, and Threats in relation to a specific topical area in order to inform the development of strategic planning.

Opportunities	Threats
<ul style="list-style-type: none"> ● City Region Deal capital projects opportunities ● City Region Deal Skills & Inclusion Programme opportunities including active travel routes planned within CRD ● More opportunities for home working ● Social care opportunities ● Opportunity to do more for priority groups ● Opportunity to foster stronger links with local providers via the Clackmannanshire Provider Forum (CPN) ● Opportunity for local decision-making and co-commissioning of employability services through the NOLB approach (LEP) ● UK Shared Prosperity Fund ● New Child Poverty funding ● New Wellbeing Hub ● New asylum seekers and refugees moving into the area ● Reopening of the Alloa to Dunfermline Rail Link ● Family Wellbeing Partnership Child Wellbeing Project 	<ul style="list-style-type: none"> ● Employers not able to recruit locally – skills mismatch ● Unknown levels of employability funding from year to year and lateness of grant offer letters ● Lack of multi-annual funding ● Competing priorities ● More people with multiple barriers like disability or caring responsibilities who are further away from the labour market ● On-going impact of the Covid pandemic ● Economic uncertainty for/ Rising cost of businesses impacting employability ● Risk of reduction in courses in Forth Valley College ● Public sector reductions in budgets ● Cost of living crisis³⁸

Supporting employability in Clackmannanshire

In order to deliver high-level change by re-imagining work at a local level and to support those who experience poverty to have equal access to good quality jobs, it is crucial to identify the population groups that interventions need to focus on at an initial stage along with the services currently provided and explore alternative working cultures and how to support employers and priority groups to co-produce solutions in line with the Wellbeing Economy principles. These are presented in the following sections in turn.

Priority groups

According to the Clackmannanshire Local Employability Partnership No One Left Behind Delivery Plan 2022-2025, its overall aim is to improve the employability of Clackmannanshire residents and reduce unemployment in the area. Acknowledging that not all population groups have the same equal opportunities for employment, the groups below have been identified as key priority groups.³⁹

³⁸ The cost living crisis affects all areas across the country. It was included due to its relevance to Clackmannanshire as well.

³⁹ The priority groups were identified based on a comparative analysis of Clackmannanshire’s performance against national averages across 27 indicators, focusing on the ones that Clackmannanshire is performing weaker than the national comparator.

16-24	25+
16 – 19-year-olds who have left school to a negative or unknown destination and/or those who have fallen out of / not sustained their first positive destination	Long-term unemployed
16 – 19-year-olds who have additional support needs including mild to moderate learning & physical disabilities	Low-income parents
Care experienced young people aged 16 – 26	Disabled adults & those with health conditions
Young parents aged 16 – 24	Adults with convictions
Disabled young people aged 16 – 24	Adults from ethnic minority groups
Young people with convictions aged 16 – 24	Adults from SIMD areas (Alloa South & East; Tullibody North & Glenochil; Tullibody South; Fishcross, Devon Village & Coalsnaughton)
Young people aged 16 – 24 from ethnic minority groups	Women and girls of low-income and precarious work
Young people from SIMD areas (Alloa South & East; Tullibody North & Glenochil; Tullibody South; Fishcross, Devon Village & Coalsnaughton)	
Young people aged 16 – 24 (up to 26 if care experienced) with mild to moderate mental health issues	

The analysis is based on information gathered through an interactive data toolkit which has been developed by the Glasgow City Region Intelligence Hub on behalf of the Improvement Service, focusing on socio-economic indicators that are pertinent to the No one Left Behind programme. The toolkit enables local authorities to conduct comparative analyses of their own performance against local authorities with similar socio-economic circumstances, whilst establishing their respective performance gaps with national and regional comparators. Further information can be found at the Clackmannanshire Local Employability Partnership No-one Left Behind Delivery Plan 2022-2025.

Services provided by the local authorities

Clackmannanshire Council is the lead partner in the Clackmannanshire Local Employability Partnership (LEP) which is the strategic employability partnership group for Clackmannanshire.

It was initially established in late 2009 to coordinate and support employability provision across Clackmannanshire. In recent years, the LEP has been focussing its efforts on supporting the implementation of No One Left Behind, the transformation of Scotland’s employability system to design and deliver employability support that allows local flexibility through collective leadership, joint planning and co-commissioning. The Local Employability Partnership sits within the Clackmannanshire Alliance reporting structure.^{40 41}

The Partnership builds on the strengths of existing national and local services to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered around the needs and aspirations of the local community.

The vision of the Partnership is to develop “a person-centred approach to influence and drive innovative solutions to facilitate the development and delivery of skills and employability services that reflect the current and future needs of individuals and employers in Clackmannanshire”.⁴²

The primary aim of this approach is to improve the employability of the local community by ensuring that residents have the appropriate skills, knowledge and experience to take up employment opportunities locally and within a reasonable distance of the work area. Also, it is a key objective to increase fair work opportunities and skills development, reduce unemployment in the area, and tackle inequalities that exist between geographic locations and various groups who face significant barriers to work. At the same time, by doing so, it will contribute to addressing the issues of poverty, and in particular child poverty, and improve the health and personal wellbeing of communities, especially given the interconnectedness of work and physical and mental health.

To achieve this, all employability services are underpinned by the following priorities:

- Treat people with dignity and respect, fairness and equality and continuous improvement
- Provide flexible and person-centred support
- Straightforward for people, easy to navigate service provision – no wrong door approach
- Integrate and align with other services – building on the Scottish Approach to service design with the user at the centre
- Provide pathways into sustainable and fair work
- Be driven by evidence including data and the experience of users

⁴⁰ Further information on the available employability services can be found in the Employability Clackmannanshire Guide to Services 2022/2023. The Guide can be found on the Clackmannanshire’s Council website <https://www.clacks.gov.uk/site/documents/employment/employabilityservicesguide/>

⁴¹ The formation of the LEP was also as a result of the implementation of the Scottish Government’s Workforce Plus Strategy within which there was an expectation that at a local level the voluntary, private and public sectors would come together to form a partnership to drive forward the local employability and skills agenda.

⁴² <https://www.clacks.gov.uk/site/documents/employment/employabilityservicesguide>

- Support more people to move into the right job, at the right time

Alternative working cultures

Based on the priority groups that were identified and the characteristics of the labour market in Clackmannanshire, alternative working cultures, such as remote work and flex scheduling, with a focus on flexible work could contribute to the increase of employability in the local area.

Flexible working includes arrangements related to the number of hours and the times an employee works. There are various different types of flexible working, including remote working; part-time; job sharing; compressed hours; flextime; small adjustments to start and finish times; term-time working; annualised hours; input into shifts; and shift swaps.⁴³

According to Flexibility Works,⁴⁴ 83% of Scotland's workforce is estimated to either have or want flexibility at work and 90% of Scottish people reported their quality of life to have improved with flexible working.

From an employee's perspective, flexible working offers some choice and control, which is particularly important for those with caring responsibilities. From an employer's perspective, it helps improve business performance and resilience and ensures employees feel valued and motivated.

In relation to Clackmannanshire, flexible working could potentially help support the priority groups to increase their employability. Flexibility Works found in the same survey⁴⁵ nearly two-thirds (64%) of active job seekers in Scotland reported that flexibility on time or location was one of their most important criteria when considering applying for, or accepting, a new role (either frontline or non-frontline). An even greater rate of a need for flexible working was expressed by people who are not currently working and are looking for a job. Nearly nine in ten (86%) said flexibility was important, compared with 63% who said salary. This suggests that many unemployed Scots need a flexible job, as alternatively, they will remain outside the labour market. This is especially relevant to those with caring responsibilities, such as parents whose employment decisions are influenced, amongst other factors, by the type of available employment, the financial benefits of moving into work and their need for quality part-time and flexible work.⁴⁶ Indeed, 44% said flexibility was the single most important criterion to them when accepting a job – double the number who said salary.

Overall, flexible working can help with:

- Business continuity
- Productivity
- Retention & progression

⁴³ Flexibility Works is a partner organisation of SIP. More information can be found at <https://www.flexibilityworks.org/types-of-flex/>

⁴⁴ <https://www.flexibilityworks.org/>

⁴⁵

https://documentcloud.adobe.com/gsuiteintegration/index.html?state=%7B%22ids%22%3A%5B%221OdOb7XgEyx3atVn_LYVaCmEm40ANSdSv%22%5D%2C%22action%22%3A%22open%22%2C%22userId%22%3A%22104248358704798555292%22%2C%22resourceKeys%22%3A%7B%7D%7D

⁴⁶ <https://www.gov.scot/publications/know-work-poverty-summary-evidence/pages/2/>

- Recruitment
- Wellbeing
- Inclusion & diversity
- Gender pay gap

How to support priority groups and employers in Clackmannanshire

In order to design processes and introduce practices that can support priority groups and employers to co-produce solutions that will improve collaboration and match people to jobs in line with the vision of a Wellbeing Economy, the **principles** identified by the Local Employability Partnership need to be taken into account:

- Services should be configured around the needs of the participants rather than delivery partners
- Travel to work should be considered with participants to help overcome barriers (both physical and perceived) and support access to opportunities across Clackmannanshire, the Forth Valley area and beyond
- Providers should be prepared to become an active partner, making use of LEP / NOLB resources as available
- Ensure lived experience shapes service design and delivery as outlined in the Scottish approach to service design
- Ensure that the design of services has considered the needs of those with protected characteristics
- Provide additionality to existing provision available in Clackmannanshire with connectivity, where possible, to establish provision and building progression routes into Further/ Higher Education, Modern Apprenticeships and other appropriate provision, as well as supporting access to employment
- Provision must not put at risk participants' current eligibility for benefits or lead to a reduction in overall income, which is likely to require increased flexibility over funding allocation, breaking down unintended silos attached to programmes to focus on outcomes.

Engaging with priority groups and employers in Clackmannanshire

The first step to design and review processes and practices that can allow priority groups and employers to collaborate and co-create an action plan that meets their needs and delivers the aim to support access to good quality jobs for all in the Clackmannanshire area was the coordination of engagement sessions where relevant feedback was gathered. The process that was followed and the associated results are presented below. Based on this feedback, a recommended action plan was developed and is presented in the next section.

The engagement sessions

Throughout this project, various engagement sessions were organised with government and local authority officials, partner organisations, priority groups and employers operating in the Clackmannanshire area in order to create the space to provide input and share insights that will allow to design a person-centred approach to transitioning to sustained employment. Through this process, the aim was to gain clarity and deepen our understanding in relation to what works, what

does not work, what barriers need to be overcome and what success looks like when it comes to employability and access to good quality jobs for all.

Feedback from priority groups

The overarching issues which were explicitly and repeatedly mentioned by priority groups were the need for enhanced tailored, flexible and person-centred services; the significance of relationships and communication between service users and service staff that allow people to feel seen, heard and understood; the need for improved transport services; the provision of childcare and other types of care support; the requirement for flexible working opportunities.

Current Challenges

When reflecting on the challenges participants face when seeking and retaining employment, it was argued that:

- Although existing services already offer tailored and person-centred support, this approach needs to be enhanced taking more into account the individuals' needs and circumstances such as age and health requirements
- Training opportunities must be adjusted to the specific needs and level of skills and knowledge of service users
- Consistency in terms of staff is valuable as it allows relationships to be built, which can be challenging when constantly different staff members engage with service users
- Limited and unreliable transport services alongside poor connectivity of the public transport network are significant limiting factors as it requires much time to commute
- Childcare or other caring responsibilities could pose a challenge due to time constraints
- Employers are sometimes unsupportive of disabled people
- When applying for a job, candidates are not always contacted about the status of their applications (especially from SMEs with limited, if any, HR support) causing feelings of frustration and disappointment, which could subsequently be demotivating
- Having qualifications, applicable skills and work experience that match people's interests and employers' expectations can be challenging
- Health barriers, including anxiety and learning difficulties can sometimes prevent people from successfully looking for employment
- There is often not awareness of available options in terms of services and employment opportunities.

A re-designed process

When considering a process that is designed to support those looking for a job, participants highlighted again the requirement of an enhanced tailored and person-centred approach that takes more into consideration people's needs and the barriers they face.

First, it was advised that targeted recruitment suggestions (either in terms of recruitment options or existing services) would be helpful in order to provide tailored job opportunities. Participants

mentioned that tailored support could include the option to ask for help when needed and have a clear idea about what help is available, whom it is designed for, and how it can meet their needs. It was argued that currently some services are designed with a task-based approach instead of a person-centred one that does not allow for meaningful interaction and relationship building. This was highlighted as an important factor that enables people's needs and barriers to be understood and taken into account. On the other hand, it was advised that some existing services were providing particularly helpful interview preparation, which included the reimbursement of fees to purchase clothes for the interview, or free-of-charge cleaning services.

In relation to employers, the participants recommended that employers were clearer about their expectations, while they would value direct interaction with them in order to discuss job opportunities and receive feedback.

What works/ what has been helpful

Reflecting on their experiences with service providers, most participants emphasised the staff's willingness to support them and the relationships that have been established.

More particularly, participants advised that the attitude of the staff was very positive. They were passionate about helping people; if they were not aware of an issue, they were examining it further and advised the service users accordingly; they created a relaxed atmosphere when engaging with service users. Participants expressed that they felt seen, heard and understood, that staff exceeded their expectations and provided invaluable support. The level of communication was significant and support was available whenever it was requested. Examples that were mentioned included support to update CVs and learning new skills, which subsequently helped with service users' confidence.

In addition, the organisation of mental health awareness courses which provided information about mental health to job seekers; hosting events that offered networking opportunities; and providing IT support training to enhance individuals' competency were particularly helpful.

Finally, in terms of participants' experience with employers, they mentioned that some appreciated proactive applicants who sought work.

Additional support

Similarly, when participants were asked about their employment journey and what they would find helpful, they expressed the need for improved transport connectivity, further opportunities for flexible working arrangements, and enhanced support from existing service providers.

Reliable transport was mentioned again as a significant factor that would enable them to look for and retain employment. This alongside increased opportunities for flexible working and childcare was presented to be detrimental, especially for people with mobility issues and caring responsibilities.

In terms of the existing services, participants would prefer to be offered more practical experience across sectors (and not just in retail jobs) rather than solely classroom-based teaching. Also, it was mentioned that existing services could offer mentoring or coaching that would help people build their confidence, and support with their mental health or when changing careers. In addition, it was advised that support is needed throughout the employment journey: from the beginning when a service user requires information on career pathways and different types of available jobs, including the option of self-employment, to building interview skills, and lastly when they start a job and might need help with the onboarding process. Finally, it was suggested services be more connected as this would eliminate the need for individuals to have to repeat their background and be more flexible in terms of available hours.

Lastly, in relation to employers, it was pointed out that they should recognise their obligations with regard to recruiting and supporting disabled people, indicate how they are planning to do so, and proactively consider accessibility issues. In addition, further information and, in particular, feedback after interviews would be useful to those seeking employment.

What is missing from current services

When reflecting on the services that are currently available, participants highlighted again the need for an enhanced person-centred dignity first approach and for additional support.

More specifically, it was advised that certain services were proved to be particularly helpful and need to ensure the continuity of service provision. Also, participants mentioned again the need for further support throughout the process of seeking employment, from awareness of current support schemes such as Access to Work to completing applications, and, finally, for additional help, if required, after getting a job to ensure the individuals' needs are met.

Furthermore, some participants argued that in some cases there are gaps in terms of knowledge between partner organisations and the need for support by specialists might be required. Lastly, it was appreciated and considered helpful the fact that certain services were providing financial support to service users to attend appointments.

Challenges in retaining employment

Finally, participants were asked about their challenges when keeping their employment. The difficulties that were revealed align with the issues that arose and presented above, especially in relation to health, transport services, childcare provision and the need for further support.

The requirement for more reliable and improved transport connectivity was raised again, alongside the fact that childcare and other caring responsibilities could make it difficult for individuals to retain their job. In response to this challenge, home-based and flexible working were suggested to be alternative options.

Having health issues was also considered a factor that could make keeping a job more challenging. It was advised that if a health issue occurs, it is more difficult for an individual to remain in post. This

also applies in the cases of disability, where the barriers of being disabled can be more apparent once in a role.

In terms of mental health, participants shared their feelings of exhaustion from being in a full-time job while having various other commitments, including caring responsibilities, and anxiety to fit into a role and feel that they belong and are part of a team.

In relation to employers and available jobs, it was mentioned that employers need to be more adaptable, allow further time to develop the required skills and recognise the strengths and value of the new employees. In addition, current jobs that offer some progression opportunities might be of little interest, while, in general, available positions might not offer sufficient remuneration, which is demotivating as individuals do not have enough to meet their needs even when in work.

Feedback from employers

Current challenges

Reflecting on the challenges that employers face when recruiting and retaining employees, the most pressing issues were reported to be:

- Attracting new employees due to the current cost-of-living crisis and with wages not being increased
- Those applying for vacancies do not always have the required skills or might not be interested in particular roles that require digital skills, for instance, or are overqualified for the available positions
- The change and evolution of some roles might need additional or different skills in the future
- Some employers are not aware of the available support to them which could add another layer of difficulty to the burdens they face
- Different generations of employees as employers are trying to adapt and attract younger employees while avoiding to lose existing older ones
- Implementation and cost of flexible working arrangements:
 - In some occasions, flexibility leads to low productivity level due to lack of focus
 - Financial implications might occur as there might be particular days or shifts that employees are unwilling to work, creating a gap
 - Flexibility depends on roles i.e. those requiring physical presence or on-call employees cannot always be offered this option
 - Continuity of services might be challenging to be ensured in particular with part-time roles
- Transport connectivity and travel barriers, especially when employees live in remote areas, and in particular young people who often do not drive. For instance, in sectors such as hospitality, employers are called to change shifts to accommodate their staff's needs.

Attracting employees with required skills

According to employers, the skills required to operate their organisations vary from digital marketing and other digital support, programming, and administrative and financial skills to human resources, customer service, operations delivery, cooking and driving skills.

Employers pointed out that they faced a skills shortage when recruiting over the last 12 months when it came to catering and cleaning staff for schools, employees in the hospitality industry, people with project coordination skills, those with skills in supporting young people with additional support needs and people with more specific skills such as electrical safety trainers.

Apart from the skills, employers highlighted the significance of values and attitudes when running their businesses or organisations. For example, it was mentioned that communication, empathy and compassion are key attributes that employers are looking for when recruiting.

To attract these skills, employers advised that they mainly advertise through social media channels, online recruitment platforms and websites. Other means of advertising roles, although less frequently mentioned, included recruitment companies and an organisation's network.

Finally, when asked if employers have ever recruited staff who did not have the required skills but showed potential, this was not reported as a common practice. However, all of those who had this experience expressed a particularly positive reaction and mentioned that they would not hesitate to do it again, as long as the role allows it and training is in place.

Policies and practices to support employees

In return, employers were asked what policies (if any) they have in place to support employees in relation to flexible working, training or development opportunities, and practices to promote diversity and inclusion in the workplace.

In terms of flexible working, all employers advised that they offer flexible working arrangements with some clarifying that these depend on the role as for some positions it can be challenging. Some employers highlighted that for them it is the output that matters rather than the working hours and that these practices and management styles create trust and openness within organisations.

To be more specific, employers stated that, where possible, they were offering flexible hours, hybrid working, job shares, compressed hours, part-time roles, term-time working, partial retirement and compassionate transfers. These arrangements were particularly helpful for employees with mobility issues, for instance, as they allowed them to work from home and reduce their commute. For others that age would prevent them from re-entering the labour market, part-time opportunities allowed them to return to work.

With regard to training or development opportunities, most employers advised that these are in place and include either internal or external training (where an employee chooses a training course and the employer covers the fee), or apprenticeships and e-learning courses.

Lastly, when it comes to diversity and inclusion, most employers stated that they have relevant policies or practices in place with one of them mentioning that no such policy exists per se but they have an open and honest culture in the workplace and they would work with anyone who shares the same values. Also, another employer specified that such policies are implemented at all stages of the employment journey including recruitment. It is worth mentioning that in one case, employees working in the same organisation provided a different answer about the existence of diversity and inclusion policies demonstrating that these might be in place but employees might not necessarily be aware of them.

Additional support

Those employers who indicated that they are involved in business support programmes advised that these include business gateway and a range of other business support and employability intermediaries, such as the Employer Engagement Group (EEG), the Local Employability Partnership (LEP) and Developing Young Workforce (DYW).

In terms of additional support, employers indicated the need for wider awareness of available support for businesses, and that they would require further marketing support, line management training, flexible working policies, and help with recruitment methods due to limited knowledge of alternative practices. Employers also mentioned how challenging it is to keep up with new HR policies and procedures and they would welcome support in this area.

What success looks like when recruiting and retaining employees

When employers were asked to reflect on how they would define successful recruitment and retention of employees, they claimed that it includes attracting candidates with the right skills and attitudes to the organisations' needs. Success would also be considered when employees are happy and motivated, hard-working and punctual. At the same time, others mentioned the recruitment of multiple individuals from areas outside Clackmannanshire, while some employers indicated that they prefer when people approach them for opportunities even if they are not advertised as this demonstrates that they are an employer of choice.

DRAFT

Action Plan

Based on the feedback that was gathered during the engagement sessions, an action plan was developed and is presented below. The aim of this co-created action plan is to provide suggestions that will support everyone to have access to good quality jobs.

In particular, the recommended actions and potential cornerstone indicator areas (as possible ways to indicate and measure success in this area) were identified and discussed during the engagement process with priority groups, employers operating in the Clackmannanshire area and local authority officials.

In terms of the time horizon, it is suggested to be:

- Short: 0-6 months
- Medium: 6-24 months
- Long: 24 + months

Overall, this action plan is beneficial to be considered in conjunction with FWP's main workstreams: STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; and Employability, alongside FWP's commitments to integrate the Promise Plan with other strategic planning approaches and governance, and build a Data Map which will inform service planning and delivery, leading to improved outcomes for individuals and communities.⁴⁷

⁴⁷ Clackmannanshire Family Wellbeing Partnership Annual Report 2023

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
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Skills and Attitudes

<p>1) Applicants and employees have the required skills to enter and remain in the labour market</p>	<p>1.1 Employers have direct contact with potential employees and the local authority to communicate the skills they require and possible skills shortages e.g. through hosting events that offer networking opportunities</p> <p>1.2 People seeking employment are provided with the necessary training to ensure they develop the required skills to match the needs of the employers in the area.</p> <p>1.3 Support is provided to</p>	<p>Employers with support from Clackmannanshire Business Support Partnership⁴⁸</p> <p>Clackmannanshire Local Employability Partnership (LEP)⁴⁹</p> <p>Clackmannanshire Business</p>	<p>Medium to Long</p>	<p>1.a Employers report reduced skill shortages</p> <p>1.b Potential employees have a good level of understanding of what skills are in demand in their local area</p> <p>1.c Employees feel confident in their ability to carry out their tasks and report high levels of satisfaction</p> <p>1.d High percentage of employee retention</p>
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⁴⁸ The Clackmannanshire Business Support Partnership is comprised of: Clackmannanshire Council (Economic Development), Clackmannanshire Third Sector Interface (CTSI), Forth Valley College, Ceteris- Business Gateway, Forth Valley Chamber of Commerce, Federation of Small Businesses, Clacks First, Alloa First, Discover Clackmannanshire, Visit Scotland, Scottish Enterprise, Developing the Young Workforce

⁴⁹ The Clackmannanshire Local Employability Partnership is comprised of: Clackmannanshire Council (Economic Development, Community Learning and Development, Education, Housing & Community Justice), Department for Work & Pensions, Skills Development Scotland, Forth Valley College, NHS Forth Valley, Clackmannanshire Third Sector Interface (CTSI), Developing the Young Workforce (DYW) Forth Valley, Ceteris-Business Gateway

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>employers as skills change and evolve over time. Simultaneously, once these are identified, employability programmes are adapted to meet these needs</p> <p>1.4 Affordable and accessible training to employers (especially line managers) in order to develop skills to provide support to employees</p>	<p>Support Partnership and Local Employability Partnership</p> <p>Employers with support from Clackmannanshire Business Support Partnership, the Clackmannanshire Local Employability Partnership and the Scottish Government (through provision of subsidies)</p>		
<p>2) Employees' attitudes are valued alongside their skills</p>	<p>Employers communicate in job advertisements what attitudes and competencies they require and if these are equally important with the requested skills</p>	<p>Employers with support from Clackmannanshire Business Support Partnership</p>	<p>Short</p>	<p>2.a Employers are satisfied with the attitudes of their employees</p> <p>2.b Increased number of applications where candidates demonstrate the necessary for the job attitudes (even when not having the required skills)</p>
<p>3) Employees are provided with necessary practical training and work</p>	<p>3.1 Training courses (as part of employability support services) provide adequate</p>	<p>Clackmannanshire Local Employability Partnership</p>	<p>Medium</p>	<p>3.a Employees have adequate work experience and feel confident to apply</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
experience	<p>support to ensure service users have qualifications, applicable skills and experience that match their interests and employers' expectations. Programmes include the development of practical skills alongside classroom-based teaching e.g. through apprenticeships and volunteering opportunities.</p> <p>3.2 Employers provide training during induction as well as ad hoc support when required</p>	Employers with support from Clackmannanshire Business Support Partnership		<p>for jobs where previous experience is required</p> <p>3.b Employers are satisfied with employees' practical skills, where they could build further support if required</p> <p>3.c. Employees feel confident to ask their employers for training support and potential development opportunities</p>
<p>4) Everyone has access to programmes that provide support with developing IT skills including how to use online services to apply for jobs</p>	Employability programmes continue to provide courses to develop digital skills for different competency levels	Clackmannanshire Local Employability Partnership	Medium	People feel confident to apply for jobs online and have the necessary digital skills that are required in various positions

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
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Policies, Practices and Procedures

<p>5) Employees are aware of existing policies and procedures, especially in relation to diversity and inclusion</p>	<p>5.1 Introduction of diversity and inclusion policies and procedures if they are not in place. Support could be found through local authorities providing public access to their policies for employers to adjust them if needed.</p> <p>5.2 In case these exist, employers make them available and easily accessible to all employees who are made aware of them during the onboarding process.</p>	<p>Employers with support from Clackmannanshire Business Support Partnership</p>	<p>Short to Medium</p>	<p>5.a Majority of businesses and organisations have policies and procedures in place, especially around diversity and inclusion</p> <p>5.b Employees feel confident that they are aware of the existing policies and procedures</p> <p>5.c Increased diversity and inclusion within organisations</p>
<p>6) Employers are updated with new required policies and procedures e.g. in relation to Brexit and EU regulations</p>	<p>Support is provided to employers, especially SMEs about employment changes following events such as Brexit regulations</p>	<p>Clackmannanshire Business Support Partnership and the Scottish Government</p>	<p>Medium</p>	<p>Businesses and organisations have necessary policies and procedures in place and are updated with latest requirements</p>
<p>7) Employees feel they fit into the role and are part of the team</p>	<p>7.1 Policies are in place to ensure that employees can provide feedback and discuss issues if required</p>	<p>Employers with support from Clackmannanshire Business Support Partnership</p>	<p>Medium</p>	<p>Employees report high satisfaction levels (through appraisals, staff surveys, conversations) and are able to raise issues with the</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>7.2 Induction processes that ensure employees are aware of important aspects of the role</p> <p>7.3 Provision of ongoing training and development opportunities including internal and external courses</p>			employers. Feedback is then taken into account and incorporated into existing policies
<p>8) Recruitment processes take into consideration applicants' needs and characteristics</p>	<p>8.1 Applicants are supported throughout the employment journey: from completing applications to building interview skills (e.g. mock interviews, frequently asked questions, how to communicate requests such as option for flexible working). In addition, support is provided throughout the onboarding process.</p> <p>8.2 Applicants are aware of the available support (i.e. employability programmes and courses)</p> <p>8.3 Applicants are being contacted about the status of their application, are informed</p>	<p>Clackmannanshire Local Employability Partnership</p> <p>Employers with support from Clackmannanshire</p>	<p>Medium to Long</p>	<p>8.a Applicants feel confident to attend interviews and communicate their requests</p> <p>8.b Individuals have clarity when seeking support i.e. what support is available, what they could get out of it, if they are eligible</p> <p>8.c Employers have the necessary HR support in place allowing them to optimise the recruitment processes</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>about employers' expectations, feedback is provided after the interviews, and outcomes are communicated</p> <p>8.4 Affordable and accessible HR support and training (i.e. templates, practices) is available to all businesses and organisations, especially SMEs</p> <p>8.5 Job applications can be submitted in paper format (not only online) especially when digital skills are not required i.e. construction or driving roles</p>	<p>Business Support Partnership</p> <p>Employers with support from Clackmannanshire Business Support Partnership</p> <p>Employers</p>		
<p>9) Everyone has equal access to job opportunities</p>	<p>9.1 Employers indicate practical steps they can take to proactively plan and recruit people from priority groups. These could include policies in relation to mental health, disabilities and health conditions, child care provision</p> <p>In particular, in terms of the Clackmannanshire Council as an employer, this could include actions such as the</p>	<p>Employers with support from the Clackmannanshire Business Support Partnership</p>	<p>Long</p>	<p>9.a Increased number of people from priority groups are recruited and maintain their positions</p> <p>9.b Reduced number of people report that they have challenges (re) entering the labour market because of certain characteristics</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>implementation of the Corporate Parenting policy</p> <p>9.2 Existing employability programmes share targeted job opportunities and advise about available support Raised awareness of current support schemes e.g. Access to Work</p>	Clackmannanshire Local Employability Partnership		
<p>10) Travel to work is taken into account in order to accommodate employees' needs</p>	<p>10.1 Support transport frequency and connectivity 10.2 Flexible working arrangements are provided e.g. remote/hybrid working, flexible start and finish times</p>	<p>Scottish Government</p> <p>Employers with support from Clackmannanshire Business Support Partnership to implement flexible working policies</p>	Medium to Long	<p>10.a Reduced number of people reporting that travel is a barrier to seek and retain employment</p> <p>10.b Increased number of employees being offered flexible working arrangements</p>
<p>11) Flexible working arrangements are in place to support individuals and accommodate their needs</p>	<p>11.1 Flexible work is introduced to organisations and businesses to explore how it could be implemented. Case studies of other employers are offered to raise awareness, share knowledge, good practices and learnings.</p>	Employers with support from Clackmannanshire Business Support Partnership	Medium to Long	<p>11.a Increased number of employers offer flexible work.</p> <p>11.b Employees report that they have been offered flexible working arrangements and these support them overcome</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>11.2 Flexible work is mentioned in job advertisements</p>			<p>barriers such as unreliable transport/ transport connectivity, accommodate their needs in terms of childcare and other care responsibilities, health issues and disabilities</p> <p>11.c Reduced number of economically inactive individuals</p> <p>11.d Increased productivity and stronger relationships between employers and employees as both parties benefit from flexible working arrangements</p>
<p>12) Employees are offered the Real Living Wage which allows them to cope with the rising cost-of-living crisis</p>	<p>Businesses and organisations are Real Living Wage employers (which is also imposed as a requirement in the Good Employment Charter)⁵⁰</p>	<p>Employers with support from the Clackmannanshire Support Partnership and the Scottish Government</p>	<p>Long</p>	<p>Increased number of Real Living Wage employers in the are</p>

⁵⁰ The Clackmannanshire Anchor Partnership has approved its Good Employment Charter, which is due to be published. [Link to be added when doc is publicly available.](#)

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
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Service Design

<p>13) Staff maintain the high level of services they provide (i.e. helpful and positive attitudes, building relationships with service users)</p>	<p>13.1 Support is being provided to staff members of employability programmes as requested through multi-annual funding</p> <p>13.2 The design of employability programmes is evaluated to ensure consistency in terms of staff to prevent service users from constantly having to engage with different staff members</p>	<p>Clackmannanshire Local Employability Partnership with support from the Scottish Government</p>	<p>Medium to Long</p>	<p>13.a Staff of employability programmes report high levels of satisfaction</p> <p>13.b People continue to provide positive feedback about their engagement with staff members of employability programmes. Service users feel seen, heard and understood</p>
<p>14) Employability programmes and services that receive positive feedback continue to exist depending on availability of funding</p>	<p>14.1 Services are evaluated based on service users' feedback and lessons are taken into consideration when making decisions about the future of programmes and the launch of additional support services</p> <p>14.2 Multi-annual funding to support programmes and</p>	<p>Clackmannanshire Local Employability Partnership</p> <p>Scottish Government</p>	<p>Medium to Long</p>	<p>14.a Employability programmes receive positive feedback from service users</p> <p>14.b Increased number of service users, especially from priority groups and those who have not engaged with employability programmes in the past</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	services that receive positive feedback and replicate their lessons across other services			
<p>15) Services take into account the needs of those with protected characteristics following a person-centred approach</p>	<p>15.1 Redesign services from being task-based to being person-centred to allow meaningful interactions through multi-annual funding</p> <p>15.2 Evaluation of services to ensure that the specific characteristics of priority groups are being taken into account and targeted support is provided.</p> <p>15.3 Courses are organised to provide the necessary training to staff members, especially in terms of mental health issues and learning difficulties</p> <p>15.4 Provision of mentoring and coaching programmes to help service users build</p>	<p>Clackmannanshire Local Employability Partnership with support from the Scottish Government</p> <p>Clackmannanshire Local Employability Partnership</p>	<p>Long</p>	<p>Service users report that they receive tailored, flexible and person-centred support targeted to their needs</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	their confidence and support them when changing careers			
<p>16) Training courses are designed to take into account the level of skills and knowledge of service users</p>	<p>Training courses are adjusted and they offer various classes depending on the level of skills and knowledge of service users</p>	<p>Clackmannanshire Local Employability Partnership</p>	<p>Medium to Long</p>	<p>16.a Service users report that the courses match their level of skills</p> <p>16.b Increased participation in employability programmes</p>
<p>17) Young people have the skills and necessary resources to seek employment when they leave school</p>	<p>17.1 All secondary schools implement a robust system to support young people in obtaining a Young Scot card, based on the example of Alloa Academy.</p> <p>17.2 Implement the decision for a new Key Worker post to be introduced in schools to support young people</p>	<p>Clackmannanshire Local Employability Partnership</p>		<p>All young people have Young Scot card before leaving school if they wish</p>
<p>18) Services are connected and information is being shared across all employability programmes</p>	<p>18.1 Services are more connected to avoid individuals having to repeat their stories and engage with different staff</p>	<p>Clackmannanshire Local Employability Partnership</p>	<p>Long</p>	<p>Service users are aware of available support which they can easily access</p>

Vision	Recommended Action	Lead Organisation/ Partners	Time Horizon	Potential Cornerstone Indicator Areas
	<p>members</p> <p>18.2 Services have the capacity to liaise with specialists (external support) in case of knowledge gaps between partner organisations</p> <p>18.3 Simplification of process and awareness of available support in order to be clear what programmes exist for all service users (which is also in line with the ambition of No One Left Behind programme aiming to streamline and simplify the employability system)</p>			

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Annex

Performance Indicators

The initial set of performance indicators agreed by the LEP is provided below. As stated above, these will be developed and added to over time.

Outcome	Indicator	Clacks Current	Baseline (Scottish Average)	Target	Source
Reduce unemployment – youth & all working age	Claimant Count	<u>March 2022</u>	<u>March 2022</u>		
	Age 16+	4.0% (1,280)	3,8%	Reduce Reduce Reduce Above Scottish average	Nomis
	Age 18 – 24	5.6% (215)	4,5%		
	Age 25 – 49	5.0% (755)	4.4%		
Age 50+	2.7% (310)	2.9%			
	Unemployment Rate	<u>Jan – Dec 2021</u>	<u>Jan – Dec 2021</u>		
	Age 16+	3.8% (900)	3.9%	Above Scottish average	Nomis
	Participation Rate	90%	92.2%	Increase	NOLB Data Toolkit*
	% School Leavers in Positive Destination	96.5%	93.3%	Above Scottish average	NOLB Data Toolkit*
Increase employment rate of working age residents	Employment Rate (All People)	<u>Jan – Dec 2021</u>	<u>Jan – Dec 2021</u>		
	Economically Active In employment	73.7% (23,300) 72.8% (23,000)	76.2% 73.1%	Increase Increase	Nomis

Increase skills of working age population	Qualification Rates	<u>Jan – Dec 2021</u>	<u>Jan – Dec 2021</u>		
	No Qualifications Other Qualifications NVQ 1 & Above NVQ 2 & Above NVQ 3 & Above NVQ 4 & Above	8.5% (2,600) 9.2% (2,800) 82.3% (25,500) 78.5% (24,300) 55.6% (17,200) 40.7% (12,600)	7.7% 5.8% 86.5% 79.6% 64.9% 50.1%	Increase Above SA Increase Increase Increase	Nomis
	Degree Level Qualification Rate	47%	49.3%	Increase	NOLB Data Toolkit*
Reduce Child Poverty	% of Children in Child Poverty	27.3%	24.3%	Reduce	NOLB Data Toolkit*
	% of Children in Low Income Families	22.2%	18.6%	Reduce	NOLB Data Toolkit*
	% of Households that are Workless	25.8%	21.5%	Reduce	NOLB Data Toolkit*
Reduce Underemployment	Underemployment Rate	11.1%	8.1%	Reduce	NOLB Data Toolkit*
Reduce Gender Employment Gap	Gender Employment Gap (% difference between Male & Female Employment Rates)	-2.4%	8.0%	Reduce	NOLB Data Toolkit*

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* NOLB Data Toolkit data. Initial data was at January 2022 and latest data is at October 2022.

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 10 August 2023

Subject: Wellbeing Hub Update

Report by: Robbie Stewart, Senior Manager, Sport & Leisure

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub development.

2.0 Recommendations

It is recommended that the Council notes the following:

- 2.1. Update on the project brief **(See paragraphs 3.1 to 3.4).**
- 2.2. RIBA Stage 2 - concept design update **(See paragraphs 3.5 to 3.9).**
- 2.3. Update on supply chain selection for the design team and main contractor **(See paragraphs 3.10 to 3.22).**
- 2.4. An update on the Communications & Engagement Strategy **(See paragraphs 3.23 to 3.26).**
- 2.5. An update on the Primary 5 curricular swimming programme **(See paragraphs 3.27 to 3.28).**

3.0 Considerations

Project Brief

- 3.1. The final output of the Briefing and Evaluation Framework (BEF) workshops has been received which clearly articulates the vision and strategic objectives for the project. This has been a valuable process to establish a unified and clear direction for the project and will help to shape and steer the project to successfully realise the outcomes over the lifecycle of the project. **(See appendix 1 for project vision and strategic objectives overview).**

- 3.2. The overall Project Brief has been developed to the required level of detail to enable the RIBA Stage 2 Concept Design to commence. This not only includes project vision and objectives, but also defines other important elements to deliver and manage the project including:
- Project Title and Description
 - Location and Background Information
 - Site Information
 - Project Directory
 - Project Organisation Structure
 - Project Governance Structure
 - Project Budget (Affordability Cap)
 - Project Delivery Programme
 - Funding Sources and associated requirements
 - Schedule of Accommodation
 - Previous Feasibility Study / Options Appraisal Reports
 - Communications Strategy
 - Co-Design Requirements
 - Place Based Approach
 - Community Wealth Building and Wellbeing Economy Principles
- 3.3. In addition to the Project Brief, the first draft of the Authority's Construction Requirements (ACRs) have also been prepared, which defines the detailed and technical requirements for the project and is available to share with the design team to inform the design proposals.
- 3.4. Both the Project Brief and ACR's will continue to be developed and updated in parallel with the design stages and in response to the design questions and decisions.

RIBA Stage 2 – Concept Design Update

- 3.5. The RIBA Stage 2 Concept Design is planned to commence in September 2023 following the selection and appointment of the Tier 2 design consultants and the Tier 1 contractor. **(See appendix 2 for RIBA stages overview).**
- 3.6. The successful design team will continue on from the outputs arising from the mini-design competition and undertake a more detailed review of the accommodation requirements and identify opportunities to refine this and drive best value.
- 3.7. This stage will also involve further optioneering to determine the best configuration of the facilities on the site, continued development of the special adjacencies, definition of the engineering principles and commencement of the formal planning pre-application process.
- 3.8. The additional information and level of detail which will be developed through the RIBA Stage 2 design will all inform the Outline Business Case (OBC).

- 3.9. The RIBA Stage 2 design will be submitted by the design team for review and approval in December 2023 at the first approval gateway. This gateway will ensure that the project is still within the budget, adheres to the ACRs and will be validated against the project vision and objectives before the project proceeds to the next stage of design.

Supply Chain Selection

- 3.10. As shared at the June Council meeting the project team has now engaged with Hub East Central Scotland Ltd (hubco) to commence the supply chain selection process for the Main Contractor and the Design Consultants.
- 3.11. The selection process has started with the Architect and given the importance of the project; the decision has been taken to add a 'mini-design competition' to the standard selection process of Expressions of Interest (EOI), Pre Qualification Questionnaire (PQQ) and interview process.
- 3.12. The design competition will provide initial insight into each bidders approach and determine who has a greater understanding of the project vision than could otherwise be obtained through the standard selection process and generic questioning.
- 3.13. The outputs from the Briefing and Evaluation Framework, as noted in paragraph 3.1, have proved invaluable for the supply chain selection process to help clearly communicate and articulate the project vision and objectives which is evident through the large amount of interest seen in the project.
- 3.14. The EOI responses and 'mini-design competition' submissions received from the Architects' have been evaluated by both the project team and hubco to arrive at a top three (3) being invited to the final interview stage in mid-August.
- 3.15. The interview panel will be comprised of representatives from both hubco and the project team and ensuring that both the Wellbeing Hub and Lochies are being represented. Following the interviews, the panel will decide the winning practice with the successful supplier being notified thereafter.
- 3.16. Running in parallel with the Architect's selection process will be the selection of both the Mechanical and Electrical (M&E) and Civil and Structural (C&S) engineering firms. However, these will follow the more standardised EOI, PQQ and interview process.
- 3.17. The Design consultants i.e. Architect, M&E and C&S engineers will be appointed by the end of August to allow RIBA Stage 2 Concept Design to commence in September.
- 3.18. The selection process for the Main Contractor will commence immediately after the conclusion of the Architect's mini-design competition.

- 3.19. The process for the Contractors does not require the EOI stage due to the reduced number of suppliers with the appropriate size, capability and experience to deliver this project.
- 3.20. The process will therefore commence at the PQQ stage, and the decision has been taken to utilise the outputs from the Architects mini design competition to inform the PQQ and task the bidding Contractors with demonstrating their approach to phasing, sequencing, logistics and buildability.
- 3.21. As with the Architects mini-design competition, this is an adjustment to the standard process with the intention of identifying who is the most suitable and capable company to deliver the project. The final Contractor interviews and selection will be undertaken during early September and the successful bidder will join the design team thereafter.
- 3.22. This was seen as the optimal process and timeline for selecting the supply chain; achieving a balance between both maintaining programme and undertaking a thorough evaluation of the bidders to establish the best team. **(See appendix 3 for supply chain selection timeline overview).**

Communications & Engagement Update

- 3.23. Community engagement is continuing throughout the summer period with officers from both the Project Team and wider Sport & Leisure Team attending a range of community events from May to August 2023. The views and questions gathered at these events are being fed into the updated FAQs that are on the website <http://www.clacks.gov.uk/leisure/wellbeing>
- 3.24. Since the launch of the suite of social media platforms in June our communications advisors Glen Rae have created an ongoing flow of information across these platforms building both the audience and awareness around the project.
- 3.25. Wider awareness and promotion activities are planned for August onwards including further distribution of information posters and flyers, creation of a quarterly newsletter to be circulated online and via a 'sign up' process and continued presence at third sector organisation meetings.
- 3.26. A more detailed Communications & Engagement Update, including social media handles and QR code, **can be found in appendix 4.**

Swimming Programme

- 3.27. As reported at the June Council meeting the Primary 5 school swimming programme was re-introduced successfully with 590 children participating. As part of the Active Summer programme Water Confidence sessions were delivered in the hydro pool at Alloa Academy for children with additional support needs and to children currently in primary 4 supporting non swimmers and beginners to get ready for next years swimming programme.

3.28. A full report on the success and learning from the P5 swimming programme is attached (**see appendix 5**) with key areas covered;

- Process & Partnerships
- Key statistics
- Evaluation
- Learning and next steps

4.0 Sustainability Implications

4.1 Alignment with the Clackmannanshire Council Interim Climate Change Strategy

5.0 Resource Implications

5.1 Financial Details

The projected costs for the Wellbeing Hub and Lochies School developments are outlined in the General Services Capital Programme 2023/24 to 2042/43.

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 | <input checked="" type="checkbox"/> |
| Our families; children and young people will have the best possible start in life | <input checked="" type="checkbox"/> |
| Women and girls will be confident and aspirational, and achieve their full potential | <input checked="" type="checkbox"/> |
| Our communities will be resilient and empowered so that they can thrive and flourish | <input checked="" type="checkbox"/> |

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

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 No

10.0 Appendices

10.1 Appendix 1 **Project vision and strategic objectives overview**

10.2 Appendix 2 RIBA stages overview

10.3 Appendix 3 Supply chain selection timeline overview

10.4 Appendix 4 Communications and engagement summary

10.5 Appendix 5 P5 swimming programme report

11.0 Background Papers

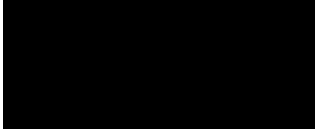
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Robbie Stewart	Senior Manager, People (Sport & Leisure)	2431

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Vision

A hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies school and the wellbeing hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities.

A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.



Digital infrastructure supports across all strategic objectives

Wellbeing Hub & Lochies School

RIBA Stages Overview

Task ID	Task Name	Start	Finish
1.	Pre-Construction Design & Procurement Programme	Q1 2023	Q4 2024
1.1	RIBA Stage 1 – Preparation & Briefing	Q1 2023	Q2 2023
1.2	Gateway 1 – Approval to proceed to RIBA Stage 2	Q2 2023	
1.3	RIBA Stage 2 – Concept Design	Q3 2023	Q3 2023
1.4	Gateway 2 – Approval to proceed to RIBA Stages 3 & 4 (<i>Outline Business case (OBC)</i>)	Q4 2023	
1.5	RIBA Stage 3 – Spatial Coordination	Q4 2023	Q1 2024
1.6	RIBA Stage 4 – Technical Design	Q2 2024	Q3 2024
1.7	Gateway 3 – Approval to proceed to Contract Finalisation (<i>Full Business Case (FBC)</i>)	Q3 2024	
1.8	RIBA Stage 4 – Contract Finalisation	Q4 2024	Q4 2024
1.9	Gateway 4 – Financial Close	Q4 2024	
2.	Construction Delivery Programme	Q4 2024	Q4 2026
2.1	RIBA Stage 5 - Construction	Q4 2024	Q4 2026

Appendix 3

Supply Chain Selection timeline overview

Stage	T2 Architect	T1 Main Contractor	T2 C&S/M&E
EOI - Out	12/06/2023	N/A	04/07/2023
EOI - Return	19/06/2023	N/A	11/07/2023
	1 week scoring	1 week scoring	1 week scoring
PQQ - Out	(26-28)/06/2023	31/07/2023	18/07/2023
PQQ - Return	24/07/2023	14/08/2023	01/08/2023
	1 week scoring	1 week scoring	2 week scoring
Issue invite to Interview	31/07/2023	21/08/2023	15/08/2023
	2 week prep	2 week prep	2 week prep
Interviews	14/08/2023	04/09/2023	29/08/2023

	Out to Council	Return to Hub
Architect EOI Scoring	19/06/2023	26/06/2023
Architect PQQ Scoring Week	24/07/2023	31/07/2023
Interview Week (1 day)	week commencing 14/08/23	
Main Contractor PQQ Scoring Week	14/08/2023	21/08/2023
Interview Week (1 day)	week commencing 04/09/2023	
C&S / M&E EOI Scoring Week	11/07/2023	18/07/2023
C&S / M&E PQQ Scoring Weeks	01/08/2023	15/08/2023
Interview Week (2 days)	week commencing 29/08/2023	

Wellbeing Hub & Lochies School

Appendix 4 - Communications & Engagement Update August 2023

Awareness raising & engagement

Project Team members and wider Sport & Leisure staff have been attending local community galas, fete, forums and fun days to raise awareness of the Wellbeing Hub & Lochies School project. This will continue throughout the summer.

May/June	July/August
Alva Academy Health Fair	OYCI Festival of Fun (Tillicoultry)
Clackmannanshire Health Fair (Alva)	Tullibody Summer Fete
CTSi Volunteer Recognition Event (Dollar)	Local Employability Partnership
CTSi Volunteer Recruitment Event (Tullibody)	CTSi Children & Families Forum
Wimpey Park Gala Day	
Dumyat Centre Open Day (Menstrie)	

A specific A5 flyer has been created as a hand out for these events including signposting to website and social media channels. (attached at end of report)

The most frequently asked questions for these sessions to date are:

- *Where exactly is it going to be?*
- *Will there be transport to the venue?*
- *Will there be access to the hydro pool out with the schoolchildren?*

Other comments received:

- *Brilliant – can't wait for it to open*
- *That is not too far for us to get to – we only live down near Park so we can walk*
- *It's great that there will be more than one pool – can't wait to use it*
- *I am happy that there will be activities that my toddler can do whilst I sit and watch (café)*

Social Media Channels

A suite of social media channels have been created and were launched week beginning 26th June – starting with twitter, Facebook & Instagram in the first instance and expanding to include YouTube & TikTok as the audience builds. There has been a steady build up of likes, followers & interactions across these platforms since their launch.

Twitter @wbhandlochies
Facebook Wellbeing Hub & Lochies School
Instagram wellbeinghub_Lochies



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Chlach Mhanann

Articles / Press Releases

June's edition of Connected has a feature on the project focusing on the progress and energy and sustainability aspect of the build. This was followed up with a press release at the start of July on Passivhaus and its benefits.

The UCI World Cycling Championships is coming to Scotland in August and as part of this amazing sporting event Clackmannanshire has included an advert in the spectator programme highlighting the amazing local cycle network & signposting people to the weewalkweecycle.org website. This website is being updated to include the Wellbeing Hub & Lochies School Development and how it sits on a key active travel route.

The Primary 5 school swimming programme has ended its first block & a press release highlighting the partnership work that has gone into making it happen featured in the Alloa Advertiser, both online and in the paper itself. The press release also focused on the work that is being done to create a workforce ready for the new swimming pools at the Wellbeing Hub.

<https://www.alloaadvertiser.com/news/23604300.primary-five-pupils-complete-safe-swimming-programme/>

Website Development

The Clacks Leisure website has been updated to feature a new, more customer friendly map of the location of the Wellbeing Hub & Lochies School. There are better lines of communication around the updating of the website and the FAQs are being refreshed on a regular basis.

<http://www.clacks.gov.uk/leisure/wellbeing>

In addition work is continuing on creating a section within the www.ClacksLife.co.uk website which is part of the wider network of sport, leisure, physical activity and wellbeing opportunities and providers for Clackmannanshire. Training was delivered to officers within the team at the start of July to enable ongoing administration of the site.

Next Steps

- Creation of regular content to keep the social media channels updated
- Build the audience for the social media channels through;
 - Promotion of channels at community events, posters in both Council & community venues & via existing social media channels
- Support recruitment of members to co-design group
- Development of promotional posters and other materials for use across a range of awareness raising activities
- Continue to attend community groups and forums to ensure ongoing awareness raising and engagement.

COMING
SOON

Wellbeing Hub & Lochies School

Clackmannanshire Council is investing in a new Wellbeing Hub and Lochies School
Find out more here or email wellbeinghub@clacks.gov.uk to sign up to receive regular updates on the projects progress.

What will this include?



Swimming pools for learning, leisure & sport



Indoor space where people can connect & relax



Flexible spaces for physical activity, sport & wellbeing activities



Outdoor & indoor spaces



A purpose built environment for learners with severe & complex needs



@wbhandlochies



WellbeingHub&Lochies



wellbeinghub_lochies



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Chlach Mhanann



Clackmannanshire Council

Sport and Leisure Team

Clackmannanshire Council School Water Safety & Aquatics Skills Programme



Report 2023



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Chlach Mhanann

Our Aim

To deliver a curricular swimming programme to all Primary 5 pupils during academic year 2022 - 2023

Challenges



Accessing available pool time from partners across Forth Valley



Recruitment & training of a workforce to deliver a curricular programme (teachers & lifeguards)



The creation of a curricular swimming syllabus

Process and Partnerships

The Process



PE teachers take video walk through of the pool from arrival to entering water & show to classes

PE teachers design 'mock pools' in their gym hall using benches & vaults and teach the children how to get in and out of the pool

Class teachers use water safety training modules in their class time to raise their classes' awareness

Process and Partnerships

Partners



Project Delivery Team Planning



Craigbank PS at The PEAK, Stirling

Key Statistics

Block 1



11 schools taking part across **2** venues - Dollar Academy & The Peak



16 P5 Classes in total



255 pupils in total



56.25 hours of pool time



Block 2



10 schools taking part across **2** venues - Dollar Academy & The Peak



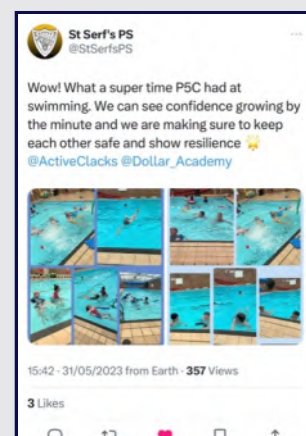
13 P5 Classes in total



285 pupils in total



60.5 hours of pool time



In March a letter was sent home to every family informing them of the programme and asking them to assess their child's water confidence and swimming ability. Families were also asked to indicate if they needed support for swimwear - this was provided for 13 children. Of the responses returned families assessed their child as follows:

Level 1	Lacks confidence & scared of water / never been in a swimming pool	22
Level 2	Lacks confidence, has basic skills, wears flotation aides	131
Level 3	Poor swimming technique, happy with water splashing on face	217
Level 4	Good body position on front/back crawl & can swim out of their depth	66
Level 5	Club swimmer	18

During the 5 week programme the children were assessed against a range of measures & their results were as follows:

	Float	Tread Water	Swim 5m Recognisable Stroke	Perform a recognisable front / back crawl without aid
No. Pupils Assessed as able to	510	371	330	227
% of pupils achieving against total attendees	94%	69%	61%	51%

Evaluation

Both informal and formal evaluation of the programme has been completed, with feedback from pupils taking many forms including video clips, pictures, thank you cards and quotes. All school staff have completed questionnaires and some of this is captured below.

What did you enjoy the most?

"lifesaving - when we pretended to drown and the others saved us"

"I liked the swimming and receiving games"

"We liked to do mushroom floats"

Other comments:

"I wish we could go swimming every single day!" - Pupil R

"I really liked doing something different than usual and learning new skills" - Pupil T

"I wish we could make the lessons longer" - Pupil A

Staff Comments

"We all LOVED it!" - Class Teacher

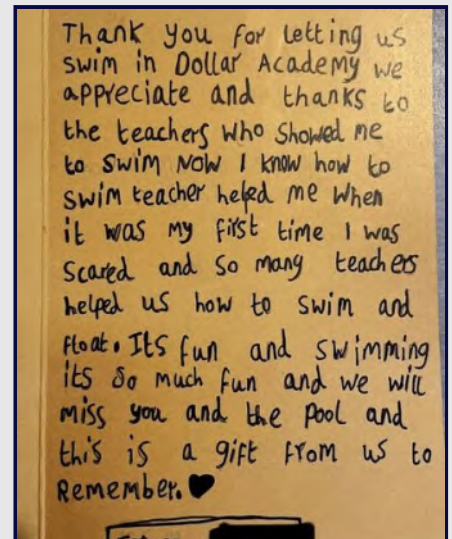
"The pupils have really improved over the 5 weeks, it has been amazing to watch their progress" - Headteacher

"It has been such a fantastic experience to be part of with the pupils increasing their skills and confidence levels significantly over the 5 week block" PE Teacher

"Many of my class were non or very weak swimmers, they were terrified at the first session. I have watched them week on week grow in confidence and wait eagerly for the swimming bus to arrive" - Class Teacher

100% of staff said that the Pupils learning in the pool had been very good or excellent.

96% of staff said the Pupils success by the end of the block had been very good or excellent.



Gordon Hunter, Aquatics Partnership Manager for Scottish Swimming, said: *"Scottish Swimming is pleased to support Clackmannanshire Council with the implementation of a P5 School Swimming Programme. It is a priority to get children comfortable and safe in the water. We look forward to continuing to work them as they look to expand and develop the offering available to the children of Clackmannanshire in the future."*

Learning & Next Steps

- Planning for the programme has to be done much earlier to ensure school timetables & staff support can be put in place
- Desire from schools to run the programme throughout the school year however early talks with The Peak & Dollar are unlikely to yield any extra pool time except in the summer term 2024
- Significant number of additional support needs within cohorts with every individual need requiring to be assessed
- Must be able to access The Peak in the future to enable full accessibility for Lochies children and any other non ambulant pupils
- The programme at The Peak allowed the children to experience a public pool thus increasing their confidence in attending with their family out with school
- The programme can be delivered within the 10 weeks of the summer term however it is very labour intensive

Report to: Council

Date of Meeting: 10th August 2023

Subject: Public Transport Procurement

Report by: Strategic Director of Place

1.0 Purpose

The purpose of this paper is to update Council on the procurement of Public Transport Services, C2 Bus Route & Door to Door (D2D) and provide information on future sustainable service provisions.

2.0 Recommendations

It is recommended that Council notes:

- 2.1 The outcome of the recent tender exercise impacting the Dial a Journey and C2 services
- 2.2 That plans are being developed in consultation with Order of Malta/Dial a Journey to maintain an interim service for Door to Door services, within current budget. Appropriate governance will be secured for this, consistent with Contract Standing Orders.
- 2.3 That in parallel with the interim delivery model for Door to Door services, a stakeholder Group is being established to develop a longer term sustainable transport delivery model.
- 2.4 This work aims to deliver a transformational sustainable transport model that meets local need, integrates with the work of the Family Wellbeing Partnership and other key strategic workstreams including those being taken forward through the Alliance; the Connectivity Commission and the Regional Economic Strategy
- 2.5 That the work to develop a collaborative and sustainable model requires significant development, consequently the anticipated timeline for this work is around 18-24 Months. A firm timeline will be established once the project team and plans are in place.
- 2.6 A verbal update will be provided on initial discussions at the Council meeting.

3.0 Background

- 3.1 The Council has supported an accessible Door to Door (D2D) transport service through an Operating Management Agreement (OMA) with Order of Malta/Dial-a-Journey (DAJ) for many years.
- 3.2 DAJ receives an annual sum of £50,000 to support the ongoing provision of their services. In addition they also charge their customers fares for their services and specify passenger membership requirements. The Council currently does not manage or control the eligibility or running of the business operation.
- 3.3 Additionally in March 2023 the Council awarded a contract for the C1 bus service, however due to cost inflation it was not possible to award a replacement contract for the C2/C2A Glenochil to Tillicoultry bus service.
- 3.4 A short term extension to the existing C2/C2A contract was implemented to allow time for alternative delivery models to be sought. This extension will end on Friday 11th August 2023 and the operator is unable to extend beyond this date due to driver shortages.
- 3.5 An internal review of the D2D provision and the C2/C2A bus service suggested that a more affordable and sustainable delivery solution could be found.
- 3.6 The Strategic Director of Place authorised a tendering exercise under delegated powers on the 4th May 2023 for a Multi Use Vehicle service with the aim being to combine the C2 and D2D services. Unfortunately no tender was submitted that met the budgetary requirements.
- 3.7 Subsequently, whilst some elements of the previous C2 bus route have been incorporated in the newly contracted C1 Service, a number of communities will be left with no public transport from the 14th August. There are currently 31 daily users on the C2 service, of which around half of them from the communities of Glenochil, Devon Village, Benview and the Firpark area of Tillicoultry will be left with no access to any public transport. Other communities such as Cambus, Devonside, Ashley Terrace, Hillcrest Drive and Carseview may be able to access alternative bus services, but this will involve a walk. Muckhart and Forestmill also continue to have no access to any public transport services.
- 3.8 Under the 1985 Transport act, there is a legal duty to notify the Traffic Commissioner 42 days prior to the cancellation of a registered bus service. The current operator has submitted the notice and this has subsequently been accepted by the Traffic Commissioner that the C2 will terminate after the 11th August. Information will be placed on the Council's website and displayed on the C2 bus and affected bus stops leading up to the last day of operation. Members will also receive a bulletin detailing these changes.

4.0 Interim arrangements for Door to Door services

- 4.1 In order to safeguard continuity of service for vulnerable users, officers have been in discussion with DAJ to establish whether DAJ is able to continue to deliver a service to existing service users.
- 4.2 Initial engagement has been positive and work continues to reach an agreement for the provision of these interim service delivery arrangements. A verbal update on progress will be provided to Council at the meeting.
- 4.3 Subject to the successful completion of discussions and the signing of an SLA, it is proposed that services will be commissioned by the Council for an interim period of not more than two years. Appropriate governance will be secured for this, consistent with Contract Standing Orders.

5.0 Resource Implications

Financial Details

- 5.1 There are financial implications associated with this report, as follows:

The recent tender process to provide a C2 and D2D transport service failed to produce a compliant bid. Continued provision of Door to Door services will be within the current budget.

Council should note that transport is not a statutory duty on the Council. As a charity/community transport organisation DAJ can continue to provide a commercial service without Council grant funding.

6.0 Longer term Sustainable Options

- 6.1 It is clear that a longer term sustainable transport delivery model is required to provide a holistic transport model that encompasses the various demands of public transport users. This approach is in line with the Council's Be the Future aims and the Target Operating Model (TOM).
- 6.2 In order to achieve a model that supports wider transport demands, it is proposed that consultation will be required with stakeholders such as Clackmannanshire Alliance partners, Council services, Hawkhill Community Group, and other potential partners. A regional perspective can be supported by the inclusion of the Forth Valley Connectivity Commission, Regional Economic partners and the transportation teams of the three Forth Valley Councils.
- 6.3 The key objective of this engagement is to identify long term delivery partners that will assist in the design and development of transport provision on a local and regional basis. These solutions are likely to include the need for investment in digital technology to assist demand responsive transport.
- 6.4 A Stakeholder Group is being established to coordinate this work. The work will be carried out as part of the phase 1 TOM priorities and coordinated as part of the work of the Family Wellbeing Partnership discussions which have taken place in January and May 2023.

7.0 Sustainability Implications

7.1 In the interim period, there will be a negligible impact on sustainability. However, a key objective of any new service delivery model will be to reduce carbon emissions due to transport, Opportunities for this may arise from better utilisation of existing or new fleet and by incorporating the use of digital technology to better manage capacity and customer demand.

7.2 The council is asked to note current progress towards providing an alternative transport service and that there is a reasonable degree of confidence that an alternative co-designed transport service can be delivered using existing available budgets. This will be reported to council as part of the next update report.

Yes No

Staffing

No

8.0 Exempt Reports

Is this report exempt?

Yes (please detail the reasons for exemption below) No

9.0 Declarations

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

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

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

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

10.0 Equalities Impact

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

Yes No

- 10.1 As part of the procurement process, a Equality Impact Assessment was not required as the tendered proposal was for a fully accessible vehicle so would not directly impact any individuals or groups in any manner and therefore would not discriminate against any individual with a protected characteristic under the Equality Act.
- 10.2 Any new delivery models will require an Equality Impact Assessment at the appropriate stage of development.

11.0 Legality

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

12.0 Appendices

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

None

13.0 Background Papers

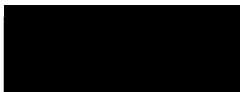
Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Deans	Principal Transportation Planner	Extension: 2597
Iain McDonald	Senior Manager	Extension: 2657

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Report to: Clackmannanshire Council

Date of Meeting: 10th August 2023

Subject: Scottish Housing Regulator Annual Return of the Charter (ARC)/Tenant Participation - Interim Strategy 2023/24

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1 The purpose of this report is to present the Scottish Housing Regulator Annual Return of Charter 2023 asking members to note the performance information contained within the return. Copy of the ARC return has been provided to members as a background paper in advance of this meeting.
- 1.2 This report also asks members to note a proposed Interim Tenant Participation Strategy (contained within Appendix 1) and this to be progressed during the current financial year 2023/24 in advance of a fully recognised Tenant Participation Strategy being introduced in 2024 with implementation through to 2027.

2.0 Recommendations

- 2.1 It is recommended that Council:
- 2.2 Notes the 2022/23 submission of the Annual Return of the Charter, which was submitted to the Scottish Housing Regulator on 31st May 2023, noting the relevant performance results and measures for scrutiny purposes.
- 2.3 Notes the proposed Interim Tenant Participation Strategy for 2023/24 as set out in Appendix 1.

3.0 Considerations

- 3.1 As required by section 31 of the Housing (Scotland) Act 2010, the Scottish Ministers set the standards and outcomes that all social landlords should aim to achieve when performing their housing activities.
- 3.2 The Charter was approved by resolution of the Scottish Parliament in 2012, taking effect from 1 April 2012.

Purpose of the Charter

3.3 The Charter aims to improve the quality and value of the services that social landlords deliver for their tenants and other customers and supports the Scottish Government's strategic objective of a safer and stronger Scotland. It does so in the following ways:

- By providing tenants and other customers with a clear statement of what they can expect from social landlords, and helping them to hold landlords to account.
- Focuses the efforts of social landlords on achieving outcomes that matter to their tenants and other customers.
- Provides the basis for the Scottish Housing Regulator to assess and report on how well landlords are performing. This enables the Regulator, tenants and other customers, and social landlords to identify areas of strong performance and areas where improvement is needed.

3.4 Reporting on performance against the Charter is undertaken via the Annual Return of Charter (ARC) which all social landlords are required to return annually by 31st May. This return is submitted to the Scottish Housing Regulator (SHR) who monitors landlord performance against the Charter. Due to the scheduling of Council meetings (and the volume of information required to be gathered) it was not possible this year to provide final copy of the report in full to Council ahead of the submission deadline. The service will endeavour where possible in future submissions to present the return information to Council ahead of submission to the SHR.

3.5 Comparison will be difficult between performance years given the impact of covid on service performance. However, some key points of note from the return for 2022/23 include;

3 yearly Tenant Satisfaction Survey

3.6 Charter Indicators 1, 2, 5, 7, 12, 13 and 25 all utilise data gathered from the recently commissioned tenants survey on housing service performance, the results gathered show positive tenant perception of Housing Service Delivery with performance improving or remaining steady in all areas since last survey conducted in 2019 –

Scottish Housing Regulator Charter Indicators				
	ARC 21/22 (Scottish Average)	2019	2023	Trend
Indicator 1 Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by Clackmannanshire Council Housing service as your landlord?	88%	91%	93%	➡ 2%
Indicator 2 How good or poor do you feel Clackmannanshire Council Housing service is at keeping you informed about their services and decisions?	91%	96%	97%	➡ 1%
Indicator 5 How satisfied or dissatisfied are you with the opportunities given to you to participate in decision making processes?	87%	88%	98%	⬆ 10%
Indicator 7 Overall, how satisfied or dissatisfied are you with the quality of your home?	85%	91%	93%	➡ 2%
Indicator 12 Thinking about the LAST time you had (day to day) repairs carried out, how satisfied or dissatisfied were you with the repairs service provided by Clackmannanshire Council Housing service?	88%	92%	92%	➡ 0%
Indicator 13 Overall, how satisfied or dissatisfied are you with Clackmannanshire Council Housing service's contribution to the management of the neighbourhood you live in?	85%	91%	95%	⬆ 4%
Indicator 25 Taking into account the accommodation and the services Clackmannanshire Council Housing service provides, do you think that the rent for this property represents good or poor value for money? Is it...	83%	86%	95%	⬆ 9%

Void Property Performance

- 3.7 As reported at June Council we have experienced some challenges in turning around our void properties within an acceptable time period with a plan to recover and improve performance in this area now underway. Our average end to end time for void property turnaround in 22/23 was 47.04 days in total compared to an end to end time in 21/22 of 32.55 days.

SHQS Performance

- 3.8 Our percentage compliance with SHQS has taken a significant drop to only 39.3% compliant, this from a previous high of 98.7% compliant in 2020/21 and 59.8% compliant in 2021/22. The reasons for this drop were outlined at Audit and Scrutiny Committee in June and in the main centre around our need to undertake electrical testing catch up works in properties that had this work scheduled but postponed during period of Covid-19. These properties are over-due electrical test and are deemed then SHQS failures.
- 3.9 Similarly our ability to undertake and renew Energy Performance Certification (EPC) within domestic properties was hampered by Covid-19 with this programme postponed, catch up works are ongoing to recover our position and ensure that all domestic dwellings have an adequate and in-date EPC. An out of date EPC constitutes an SHQS failure.
- 3.10 Reduction in SHQS compliance levels is expected across a number of local authorities who have experienced similar challenges to ourselves in delivering maintenance works during period of Covid-19.

- 3.11 Council will note that the ARC return forecasts our recovery to a position of 97.6% compliant with SHQS by 1st April 2024.

Repairs – Emergency and Non-Emergency

- 3.12 Performance in responding to emergency repairs within the permitted 8 hour target time remains high with an average response time of 3.97 hours (3.49 hours in 2021/22).
- 3.13 Performance in non-emergency repairs has dropped slightly when compared to 2021/22 with response time then at an average of 4.9 days and now 5.4 days.
- 3.14 We are currently experiencing some challenge in working through a significant number of non-emergency repairs jobs some of which were postponed during Covid-19 and are now programmed to be undertaken, accommodating these within the works diary has meant that in some cases new non-emergency repairs requests are taking longer for the trades team to attend to. Non-emergency repairs requests are analysed by the repairs team and prioritised as necessary dependant upon the nature of the issue.
- 3.15 The trades workforce will prioritise all available resource capacity on delivery of the capital kitchen programme, housing repairs (emergency/non emergency) and void property refurbishment works with aim of ensuring as best performance as possible is able to be achieved in service delivery within these areas.

4.0 Rent

4.1 The tables below provide a breakdown of current rent arrears and the impact of Universal Credit (UC). It should be noted that the Scottish Housing Regulator (SHR), to allow for comparisons between Councils and Housing Associations, allow for some year-end adjustments to the arrears figures particularly dealing with UC Payments meant for the previous financial year.

4.2 Table 1 below details that overall, in the last financial year, arrears reduced by almost £0.012m. However, the main comparison figure utilised by the SHR (Indicator 31), Gross rent arrears increased by 0.85 percentage points to 11.51%. The table demonstrates that this increase was because of former tenant arrears increasing by 1.16 percentage points.

Table 1

	2019/20	2020/21	2021/22	2022/23	Current / Last Year Increase (Decrease)
Current tenant rent arrears value	£916,696	£848,778	£873,255	£861,742	(£11,513)
Gross rent arrears (current and former tenants) as a % (SHR indicator 31)	10.12%	9.56%	10.66%	11.51%	0.85%
SHR Current Tenant arrears as a %	3.91%	3.33%	3.63%	3.32%	(0.31%)
SHR Former Tenant arrears as a %	6.21%	6.23%	7.03%	8.19%	1.16%

The following table provides a breakdown of arrears cases by value band over the last two financial years and the movement in each of those bands.

Table 2

Breakdown of arrears case load	2021/22	2022/23	Current / Last Year Increase (Decrease)
Total No of current rent accounts in arrears	1,793	1,895	102
Greater than £4,000	15	6	(9)
Between £3,000 & £3,999	17	13	(4)
Between £2,000 & £2,999	39	40	1
Between £1,000 & £1,999	146	172	26
Between £500 & £999	267	257	(10)
Between £0 and £499	1,309	1,407	98
Highest rent account balance	£7,943.57	£7,438.24	£505.33

5.0 Tenant Participation – Interim Strategy

- 5.1 Tenant participation aims to improve the standard of housing conditions and services. The introduction of the Housing (Scotland) Act 2001 created a legal requirement for social landlords, councils and housing associations, to actively develop and support tenant participation.
- 5.2 All Registered Social Landlords (RSLs) and local authorities in Scotland must have a Tenant Participation Strategy which ultimately will enable "continuous improvement in landlords' performance in supporting and enabling tenants to participate."
- 5.3 The Annual Assurance Statement submitted by the Housing Service to the Scottish Housing Regulator (SHR) on 31st October last year noted the Council's continued non-compliance with our statutory duties in Tenant Participation, principally that we currently do not have a recognised and agreed Tenant Participation Strategy.
- 5.4 The Service recognises the need for a robust Tenant Participation Strategy to be put in place and we are working toward procuring a suitable partner to assist in the undertaking of this work with a view to fully commencing the task from 1st April 2024. A recruitment process is underway currently to fill the vacant post of Tenant Participation Officer and this role will be pivotal to ensuring meaningful progression of the new Tenant Participation Strategy.
- 5.5 The new Strategy will be consulted on with members, the Clackmannanshire Tenants and Residents Federation (CTRF) and tenants with aim of highlighting the range of opportunities available to tenants, service users and other customers to become involved. It will also explain how tenant participation will be supported and resourced, the actions that will be taken to ensure the continual development of effective participation and how these will be monitored.
- 5.6 Until the new Tenant Participation Strategy is able to be taken forward and realised the Housing Service are keen to progress just now with an interim Tenant Participation Strategy and in doing so demonstrate to members, the SHR and our principal tenants and residents group the Clackmannanshire Tenants and Residents Federation (CTRF) that we are serious about tenant participation.
- 5.7 The Interim Strategy seeks to encourage meaningful tenant participation and engagement in key Housing Service priorities for 2023/24 with collaborative working and agreement on key outcomes. Appendix 1 provides overview of these.

5.8 The Annual Assurance Statement to be submitted to the SHR on 31st October 2023 will highlight our Interim Strategy for Tenant Participation as being a key place marker ahead of implementation of a full Tenant Participation Strategy in 2024/25.

6.0 Sustainability Implications

6.1 The information contained within the ARC demonstrates that housing priorities contribute positively to sustainability.

7.0 Resource Implications

7.1 Financial Details

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

8.0 Exempt Reports

8.1 Is this report exempt?

Yes (please detail the reasons for exemption below)

No

9.0 Declarations

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

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

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

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

Scottish Housing Regulator Annual Assurance Statement (31st October 22)

Scottish Housing Regulator Annual Return of Charter 2022

Scottish Housing Regulator Annual Return of Charter 2023

10.0 Equalities Impact

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

Yes

No

11.0 Legality

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

12.0 Appendices

Appendix 1 – Interim Tenant Participation Strategy 2023/24

13.0 Background Papers

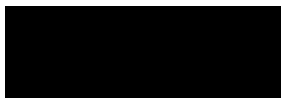
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).

Yes

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Andrew Buchanan	Housing Operations Manager (Housing)	5169
Murray Sharp	Senior Manager (Housing)	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director - Place	

Appendix 1

Tenant Participation – Interim Strategy 2023-24 – Overview of Key Engagement Priorities

Key Priority	Activity	Task	Timeline to Engagement
1	HRA Business Plan and Capacity Review 2023/24	Tenant Scrutiny and engagement in HRA Business Planning Process working in conjunction with relevant officers, the CTRF and the appointed consultant undertaking the works	Works to commence in August 2023 running until November 2023
2	HRA Accounts and Charges	As a part of the HRA Business Plan and Capacity Review 2023/24 an opportunity for tenants and the CTRF to scrutinise the HRA budget and the various charges made to the HRA from internal and external sources in line with the Housing (Scotland) Act 1987. This with a view to HRA budget setting in 2024/25	Works to commence in August 2023 running until November 2023
3	Rent Consultation	As part of the HRA Business Plan and Capacity Review a fully worked and costed rent review and consultation to take place with scrutiny from the CTRF and tenants	Works to commence in October 2023 running until January 2024
4	Housing Policy Review	There are a number of Housing Policies requiring to be reviewed in 2023/24 all of which will seek to consult the CTRF where appropriate	September 2023 and ongoing

		ahead of presentation to Council to request Policy approval	
5	Training Opportunity	Potential following appointment of TP Officer to post to upskill staff and tenants in learning and understanding around Tenant Participation requirements and their relationship with the 2001 and 2010 Housing (Scotland) Act	From October 2023 and ongoing
6	Tenant Led Scrutiny	Development of scoping requirements necessary to re-establish the Tenant Led Scrutiny Board as part of Council Reporting process, initial discussion to be had on this following appointment of the TP Officer to post	Initial discussion to be had on this following appointment of TP Officer to post, anticipated October 2023.
7	Development of Full Tenant Participation Strategy	Development of the full Tenant Participation Strategy to be progressed with procurement of suitable works partner undertaken and completed. Early consultation to take place with tenants to consult on key priorities.	To commence from October 2023
8	Council approval of Tenant Participation Strategy	The developed Tenant Participation Strategy once consulted and agreed upon to go to Council for approval to allow	By August 2024

		implementation. Council approval will also be sought to re- establish the Tenant Led Scrutiny Board	
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Councillor Ellen Forson
Leader of the Council

Ward 4 Clackmannanshire South (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
Email: membersservices@clacks.gov.uk



Clackmannanshire
Council

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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 17
ON THE AGENDA**

Motion to Clackmannanshire Council Meeting 10th August 2023

Disposable Vapes

The Council is asked to note in terms of the findings by ASH Scotland that:

- between January 2021 and April 2022 there was an 18-fold increase in the use of disposable vapes in the UK, and that on average 1.3 million disposable vapes are thrown away each week in terms of the findings of ASH Scotland;
- a single disposable vape can last for “600 puffs” which is the equivalent of smoking a pack of 20 cigarettes;
- vaping involves highly-addictive nicotine which, is particularly harmful to health for children and young people, with long-term health impacts of many of the other chemicals contained in vapes unknown.

The Council is asked to further note a December 2022 report by Keep Scotland Beautiful identified significant public concerns around littering, with plastic pollution and potential leakage of toxic chemicals from discarded vapes adversely impacting our communities and the local environment.

In light of these findings, Council agrees:

- to write to the Scottish Government expressing our support for the introduction of a nationwide ban on the sale of disposable vapes;
- that the above information informs our response to the ongoing Evidence Review on the Impact of Single Use Vapes conducted by Zero Waste Scotland;
- to support communication campaigns promoted by relevant partners and stakeholders, such as NHS Forth Valley, ASH Scotland, and Keep Scotland Beautiful, that highlight the public health and environmental impacts of disposable vapes;
- to promote the work of Trading Standards in preventing the sale of e-cigarettes and vapes to those aged under 18.



Councillor Ellen Forson
Ward 4, Clackmannanshire South

12th July 2023

