



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 5 October 2023 at 9.30 am

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



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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.

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27 September 2023

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 5 OCTOBER 2023 at 9.30 AM



**NIKKI BRIDLE
Chief Executive**

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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 14 September 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 Graham Lindsay
Councillor Kathleen Martin
Councillor Jane McTaggart
Councillor Janine Rennie (on Teams after item 5)
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive
Lorraine Sanda, Strategic Director (People)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Michael Boyle, Improving Outcomes Business Manager (People)
Evelyn Paterson, Senior Governance Officer (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)

On Teams

Pete Leonard, Strategic Director (Place)
Murray Sharp, Senior Manager – Housing (Place)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Clair Fullarton, Communications Officer (Partnership and Performance)

CC(23)82 APOLOGIES

Apologies were received from Councillor Mark McLuckie and Councillor Darren Lee.

CC(23)83 DECLARATIONS OF INTEREST

Councillor Graham Lindsay declared an interest in Item 4 – Alloa First Ltd Ballot. Councillor Lindsay advised that he would not participate in that item of business and would withdraw from the meeting during that item.

CC(23)84 MINUTES OF CLACKMANNANSHIRE COUNCIL – 10 AUGUST 2023

The minutes of the meeting of the Clackmannanshire Council held on 10 August 2023 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 10 August 2023 were agreed as a correct record and signed by the Convener.

As confirmed above, Councillor Lindsay declared an interest in the following item of business. Councillor Lindsay withdrew from the Chamber for the duration of the item.

CC(23)85 ALLOA FIRST LTD BALLOT

The report, submitted by the Chief Executive, updated Council on the Alloa First Business Improvement District (BID) activities and priorities, to establish a Council position on its vote for the upcoming ballot and to seek approval for a new governance process for future BID ballots.

Councillor Holden asked for the meeting to be adjourned, to allow elected members to consider a potential amendment to the recommendations set out in the report. The Convener agreed to adjourn the meeting at 10.18 am. The meeting resumed at 10.38 am with 15 members present.

Motion

To agree the recommendations set out in the report.

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

The Convener agreed a further adjournment at 10.49 am to allow elected members, the Chief Executive and the Clerk to discuss the competency of the proposed amendment to Council. The meeting resumed at 11.19 am with 15 members present.

Amendment

That the Council agrees to submit an application to become a member of the board of Alloa First Limited with full voting rights and that this should be an Elected Member.

A report should be brought back to Council advising the outcome of the application

Moved by Councillor Scott Harrison. Seconded by Councillor Denis Coyne.

The Council unanimously agreed the amendment.

Voting on Recommendation 2.3 of the Report

In terms of Standing Order 14.7, Councillor Ellen Forson asked for a roll call vote on Recommendation 2.3 of the Report. The Council agreed that a vote be taken by calling the roll and at this stage there were 15 members present who were eligible to vote. On the roll being called, the elected members present voted as follows:

To vote “yes” (11)

Councillor Phil Fairlie
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Jane McTaggart
Councillor Ellen Forson
Councillor Craig Holden
Councillor Bryan Quinn
Councillor Scott Harrison
Councillor Denis Coyne

To vote “no” (4)

Councillor William Keogh
Councillor Janine Rennie
Councillor Kenneth Earle
Councillor Kathleen Martin

As set out in Recommendation 2.3 of the Report, there were 11 votes for “yes”, with 4 votes for “no” with 0 abstentions.

Decision

The Council agreed the report as amended:

1. To note the contextual information which describes the scope and context of a BID (paragraphs 3.1-3.4)
2. To note the purpose, activity and priorities of the Alloa First BID both in its previous 5 years and as proposed for the next 5-year term, including the proposed levy increase set out in paragraphs 3.5-3.12, Table 1 and Appendix 1 of the report.
3. Following the roll call vote, on a division of 11 votes to 4 with 0 abstentions, to vote ‘yes’ to Alloa First BID proposals as set out in the Business Plan 2023-28.
4. To approve new governance arrangements for future BID ballots as set out in paragraph 5.1 of the report.
5. To submit an application to become a member of the board of Alloa First Limited with full voting rights and that this should be an elected member. A report should be brought back to Council advising the outcome of the application.

Action

Chief Executive.

Councillor Lindsay re-joined the meeting at the conclusion of the previous item of business.

In line with Standing Order 10.23, the Convener adjourned the meeting at 11.40 am for a ten minute comfort break. When the meeting resumed at 11.52am, 14 members remained present. Councillor Rennie left the Chamber during this point and appeared on Teams during the next item.

CC(23)86 BE THE FUTURE UPDATE

The report, submitted by the Chief Executive, provided the latest update in respect of the Council’s Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. The report provided updates in respect of the BtF Programme Refresh; Consolidation of 23/24 current BtF TOM priority activities (TOM Phase 1); Implementation of the BtF Resourcing model agreed in the Council’s 2023/234 Budget and Workforce Planning, BtF resourcing and training considerations.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted:

1. The background to the Be the Future Programme (BtF) review and refresh as set out in section 3 and Appendix 1;
2. The work to develop the Council's approach to streamlining its Strategic Planning Framework and that a paper will be submitted to Council in October (paragraphs 3.7 to 3.12);
3. The commitment of £845k of the £1.841m delegated Transformation Funds as summarised in paragraph 3.12 and Appendix 3;
4. Progress with implementing the resourcing model to support the delivery of the Council's agreed TOM and Transformation projects (paragraphs 3.17); and
5. Progress with developing the Interim Workforce Strategy, including skills and training approaches (paragraphs 3.18 to 3.22).

The Council agreed :

6. The Council's updated Be the Future Programme (Appendix 1); and
7. The Council's Be the Future Target Operating Model priorities for 2023/24 (Appendix 2).

Action

Chief Executive

Councillor Keogh withdrew from the meeting prior to the next item of business.. 14 members remained present.

CC(23)87 INTERIM WORKFORCE STRATEGY 23-25

The report, submitted by the Strategic Director, Partnership and Performance, presented the Council's Interim Workforce Strategy 2023-25.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted the contents of the Interim Workforce Strategy 2023-25; and
2. Approved the Interim Workforce Strategy 2-23-25..

Action

Strategic Director, Partnership and Performance

CC(23)88 COMMUNITY AMATEUR SPORTS CLUB – NON DOMESTIC RATES RELIEF

The report, was submitted by the Chief Finance Officer/S95 Officer, to enable Council to determine a policy position for Community Amateur Sports Club (CASC) Non Domestic Rates (NDR) relief.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Approved a policy of 100% NDR relief for eligible Community Amateur Sports Clubs in Clackmannanshire, backdated to no earlier than November 2022;
2. Agreed the use of £5,123 from un-earmarked general reserves to fund the policy in the current year, 2023-24 and any eligible backdate element from November 2022 to 31 March 2023; and;
3. Noted that it will be required to agree a demand pressure of approximately £4,100 at the forthcoming budget; should this not be possible, the policy would not be funded from 1 April 2024 onwards, and as such, would revert to the mandatory NDR relief position.

Action

Chief Finance Officer /S95 Officer

CC(23)89 INCREASE IN FOOTWEAR AND CLOTHING GRANT

The report, submitted by the Education Business Manager, People, sought agreement to increase the level of school clothing grants in line with the increases in inflation.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Wendy Hamilton.

Decision

The Council:

1. Agreed to increase the value of the footwear and clothing grant to the following levels:
 - 1.1 Primary school age children from £120 to £140; and
 - 1.2 Secondary school age children from £150 to £175
2. Noted that in order for the increase to be maintained beyond this year, and further increased in line with inflation, provision would need to be included as part of the 2024/25 budget settlement.

Action

Education Business Manager (People)

CC(23)90 POLLING DISTRICTS AND POLLING PLACES REVIEW

The report, submitted by the Chief Executive, informed the Council of the requirement to undertake a polling place review in accordance with the Representation of the People Act 1983 and to seek approval for the timetable and steps to be taken for the review and public consultation.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Fiona Law. Seconded by Councillor Donald Balsillie.

Decision

The Council:

1. Agreed the proposed timetable set out at Appendix 1;
2. Noted the consultation approach (paragraphs 3.4, 3.5 and Appendix 1)
- 3.. Noted the current polling districts and places (Appendix 2)

Action

Chief Executive

CC(23)91 FLEXIBLE WORKING – DAY 1 RIGHT

The report, submitted by Senior Manager, HR and Workforce Development, sought agreement to amend the current provision that staff require 26 weeks continuous service to be able to make a flexible working request to it being a day one entitlement.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Jane McTaggart.

Decision

The Council:

1. Noted the overall report;
2. Noted that the proposed change has been discussed with Trade Union Colleagues (paragraph 3.6); and
3. Agreed that, in advance of proposed changes to flexible working legislation by the UK Government, that the right to make a flexible working request become a day one entitlement at Clackmannanshire Council from the point that Council approve this proposal.

Action

Senior Manager, HR and Workforce Development

Ends 1314 hours

Report to Clackmannanshire Council

Date of Meeting: 5 October 2023

Subject: Be the Future Update report

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper provides the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. This report provides updates in respect of streamlining the Council's Strategic Planning Framework.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. the work to develop the Council's approach to streamlining its Strategic Planning Framework (Paragraphs 3.1 to 3.7)
- 2.2. the refreshed Performance Management Framework (Appendix 2).

It is recommended that Council approves:

- 2.3. The Be the Future Annual Statement of Priorities 2023/24 (Appendix 1)

3.0 Streamlining the Council's Strategic Planning Framework

- 3.1. In May 2023, Council agreed that in parallel with the development of the Wellbeing Economy LOIP and the improving alignment of strategic priorities amongst partners, that the Council's Strategic Planning Framework would be streamlined.
- 3.2. In taking this decision, it was noted that the Council's Strategic Planning Framework would continue to be underpinned by the 'Golden Thread' performance model which ensures that the Council's agreed aims align effectively with those of our partners and national policy externally through the National Performance Framework/Outcomes, and that the 'Golden Thread' internally links the Council's vision with our operational plans and resources.

- 3.3. In parallel with the work to finalise the Wellbeing Economy LOIP, work has been undertaken to allow Council to implement the proposed streamlining of the SPF and to manage a smooth transition.
- 3.4. The proposed approach is that the traditional 4 year corporate plan approach is now replaced by an annual Be the Future Statement of Corporate Priorities to be considered and approved by Council. Appendix 1 sets out the 2023/24 Be the Future Statement incorporating the Be the Future priorities for 2023/24 agreed at the September meeting of Council.
- 3.5. This proposed approach is supported by refreshed Business Planning Guidance which will be provided to Strategic Directors to ensure consistent implementation of the approach across all Council services. Business plans are integral to the continuous performance management process. The plans provide a snapshot against which progress and performance, as well as any fundamental shifts in programmed activities, can be reviewed throughout the year.
- 3.6. The annual Be the Future Statement provides a thread of continuity over the long-term, consistent with the Be the Future Themes and partnership Wellbeing Outcomes and sustains the ‘Golden Thread’ performance model (see Exhibit 1). Additionally, it provides added agility to pivot and adapt our work and priorities annually, based on emerging events and threats and organisational learning, development and continuous improvement.

Exhibit 1 : Effective Business Planning and the ‘Golden Thread’

Business plans should show how the service key objectives and priorities align with the LOIP and an annual statement of corporate priorities, demonstrating how the service will contribute to the Council’s ambitions. The business plan should provide a clear direction for more detailed delivery plans within services and partnerships, and in so doing will be a pivotal working document for the service, to be consulted upon and shared with staff, partners and other key stakeholders, to help them plan their work and development activities – the *Golden Thread*.



- 3.7. Performance tracking will be streamlined to an annual overarching Wellbeing LOIP performance report: annual portfolio business plans for which performance will be reported twice per annum, and an annual Local Government Benchmarking Framework report. Taken together, this provides

a comprehensive and seamless platform for effective scrutiny of performance whilst ensuring we meet our Public Performance Reporting responsibilities. Appendix 2 sets out further detail on the Council's Performance Management Framework.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

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)

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - BtF Statement of Priorities 2023/24

Appendix 1a - BtF Target Operating Model: Corporate Priorities 2023/24

Appendix 2 - BtF Performance Management Framework

11.0 Background Papers

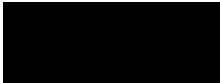
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director, Partnership and Performance	
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

BE THE FUTURE : STATEMENT OF CORPORATE PRIORITIES 2023-24

In responding to Local Outcome Improvement Plan the Council's Priorities for 2023/24 is as follows:

Our Vision

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

By 2030 Clackmannanshire Council aims to deliver the following outcomes:

- Improved economic performance with more, better paid jobs and development opportunities for local people
- Sustainable health and social care and improved quality of life for our residents
- Improved choices and chances through raising attainment and skills development opportunities
- More services designed, developed and delivered in partnership, including with our communities
- Greater integration with our partners
- Greater resilience and independence within our communities to minimise the impacts of poverty and inequality
- Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate challenge

Our Values

Be the customer - Listen to our citizens, 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









Our Priorities for 2023/24











Our Corporate Priorities for Be the Future during 2023/24 are consolidated around the themes of:




Theme	What does this mean?
Sustainable Inclusive Growth	We will take steps to tackle poverty, inequality and the cost of living crisis. 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 and 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 and 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.







The overview of priorities provided at Appendix 1A should be incorporated into Portfolio Business Plans with performance tracking as set out in revised Business Planning Guidance.

Appendix 1A: Be the Future Target Operating Model: Corporate Priorities 2023/24

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Digital and Data Transformation				Stuart Crickmar	<ul style="list-style-type: none"> • Implement MS365 • SW IT system (SWITS) • Customer Services Hub • Housing and Property IT system • App Pipeline Projects
Asset Strategy				Pete Leonard	<ul style="list-style-type: none"> • Sustainable asset base • Learning Estate Review • Surplus assets • Income generation proposals • Carbon reduction and net zero • Community Asset Transfers • Partnership/co-location
Sustainable Transport				Lorraine Sanda	<ul style="list-style-type: none"> • Resilient local transport • Carbon reduction and net zero • Regional opportunities • Partnership opportunities • Consolidate/ pooling opportunities

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
Communication and Engagement Model				Nikki Bridle	<ul style="list-style-type: none"> Resilient and future-focus model of internal and external communications Clear engagement mechanisms that promote participation and local leadership
Tackling Poverty				Lorraine Sanda	<ul style="list-style-type: none"> Invest in Family Well-being approaches Align Funding to tackling poverty Invest in what matters and works for communities Keep the Promise Wellbeing Economy Lens
Investment Strategy				Pete Leonard	<ul style="list-style-type: none"> Recruit skilled/expert resource Develop implementation Plan Develop revenue investment proposition to complement existing capital investment priorities
Workforce Strategy				Stuart Crickmar	<ul style="list-style-type: none"> Align Interim Workforce Strategy with BtF/TOM programmes of activity

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					<ul style="list-style-type: none"> • Focus on future workforce needs- skills, numbers and culture • Embed consistent leadership skills and approaches including re governance and performance management • Develop skills development pathways • Redesign Business support model, including options re member and committee services • Map current 'as is' commissioning capacity and capability • Develop proposed 'to be' commissioning model options underpinned by assessment of capacity and capability requirements
Values Based Leadership/ culture change				Lorraine Sanda	<ul style="list-style-type: none"> • Promote positive customer first culture • Support innovation in Transformation priorities • Embed Be the Future Values

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					<ul style="list-style-type: none"> • Design for peoples needs • Empowerment • Accessible digital and data- led approaches
Collaborative Community Models				Lorraine Sanda	<ul style="list-style-type: none"> • Shift to early intervention and prevention • Moving resources and staff closer to communities • Pooling of funding sources and support activities • Leveraging additional partnership and philanthropic funding • Creation of new community entity for decision making and funding opportunities • co-design of services with communities • Data Mapping and development of targetted outcomes and alignment of reporting
Place Redesign				Nikki Bridle	<ul style="list-style-type: none"> • Map current design and structure of full range of services cross Place

Transformation Activity/Theme	Sustainable Growth	Empowering Families and Communities	Health and Wellbeing	SLG Sponsor	Comments/ Next Steps
					portfolio <ul style="list-style-type: none"> • Review capacity and skills • Review deployment of capacity and skills • Identify potential options for future design

PERFORMANCE MANAGEMENT FRAMEWORK

APPENDIX 2

Business plans form part of a complex framework of plans, reports and monitoring arrangements that support performance management across the Council. It is important therefore that business plans make the right connections, to support and reinforce “joined up” working. The framework is supported throughout by the Pentana performance management system.

Planning	Reviewing	Reporting	
Local Outcomes Improvement Plan	LOIP Performance Measures	Annually	Alliance Council
Be the Future programme Corporate Priorities	Corporate Indicators & Actions Corporate Risks	Biannually	Strategic Leadership Group
		Biannually	Audit & Scrutiny Committee
Local Government Benchmarking Framework	Select LGBF Indicators	Annually	Audit & Scrutiny Committee
“Themed” strategies & plans	Scope and content usually determined by external stakeholder	As required	Council, Audit & Scrutiny Committee, Alliance
Business Plans	Business Plans Actions, Indicators & Risks	Biannually	Audit & Scrutiny Committee
		Monthly	Senior Management Team
Operational Plans	Operational Plan Actions, Indicators & Risks	Monthly	Service Operational Teams
Performance Review & Development Plans	Individual Work & Development Targets	Annually	Line Manager/Individual Employee Constructive Conversations throughout the year

Report to: Council

Date: 5th October 2023

Subject: Annual Treasury Management Report 2022/23

Report by: Chief Finance Officer

1.0 Purpose

- 1.1 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. This report details the treasury management activities for the Council for the year ended 31 March 2023 and how this compares to the 2022/23 Treasury Management Strategy Statement set in March 2022.

2.0 Recommendations

- 2.1 It is recommended that the Council note and consider this Annual Report for 2022/23 on the Council's Treasury Management activities.

3.0 Considerations

- 3.1 This report meets the requirements of the Scottish Government's investment regulations, the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 3.2 During 2022/23 the following reports were required to be reported to Council:
- annual treasury management and investment strategy (The Treasury Management Strategy Statement (TMSS) for 2022/23, which included the Annual Investment Strategy was approved by Council on 4th March 2022)
 - a mid-year treasury update report (Treasury Management Update at 30th September 2022 presented to Council on 2nd February 2023)
 - an annual review following the end of the year describing the activity compared to the strategy (this report).

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect as it provides details of the outturn position for treasury

activities and highlights compliance with the Council's policies previously approved by members.

3.3 The report covers the following areas:

- The Economy and Interest Rates
- Interest Rate Forecast
- Investment Outturn for 2022/23
- Borrowing Requirement and Debt
- Borrowing Outturn for 2022/23
- Compliance with Treasury and Prudential Limits

The Economy and Interest Rates

3.4 High inflation remained the main feature of the UK economy in 2022/23 as the war in Ukraine and reopening of economies around the world after the COVID-19 pandemic continued to affect supply and demand. In March 2022 CPI inflation stood at 7.0% and rose to a peak of 11.1% in October 2022. It remained around that level until March 2023 before gradually falling to 6.8% in July 2023.

3.5 The Bank of England Monetary Policy Committee (MPC) responded to this by increasing the Base Rate steadily over the year, from 0.75% in March 2022 to 5.25% in August 2023. It is expected that interest rates will remain at this level for some time to ensure that inflation is reduced to its target of 2%.

Interest Rate Forecast

3.6 The Council's treasury advisors, Link Asset Services, provided the following interest rate forecast as at 17th August 2023 which is in line with the economic outlook set out in paragraphs 3.4 and 3.5 above.

Table1: Investment Forecast provided by Link Asset Management

Quarter Ended	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Sept 2023	5.50	5.60	5.40	5.10
Dec 2023	5.50	5.30	5.20	5.00
March 2024	5.50	5.10	5.10	4.90
June 2024	5.25	4.80	4.90	4.70
Sept 2024	4.75	4.50	4.70	4.50
Dec 2024	4.25	4.20	4.50	4.30
March 2025	3.75	3.90	4.20	4.00

3.7 The forecast for interest rates within the 2022/23 TMSS was that the Bank of England Base Rate would rise from 0.75% in March 2022 to 1.25% at

December 2022 and remain at that level for the next two years. Due to the sharp rise in inflation throughout 2022 caused by constraints in supply due to the opening up of economies after the COVID-19 pandemic and latterly, the war in Ukraine, the Base Rate has been increased 8 times over the financial year from 0.75% on 17th March 2022 to 4.25% on 23rd March 2023

- 3.8 Since 1st April 2023, there have been 3 further rises with the base rate currently (August 2023) at 5.25% following the latest 0.25% rise in August 2023. Although inflation appears to be falling, further base rate rises cannot be ruled out to ensure inflation is brought back down to its target 2%.

Investment Outturn for 2022/23

- 3.9 As at 31 March 2023, the Council held investments of £39.9m almost wholly made up of short-term cash and cash equivalents held with banks and other institutions. £500 was also held in CSBP Clackmannanshire Investments Ltd. Appendix 1 shows the analysis of the investment portfolio as at 31 March 2023.
- 3.10 The Council's treasury indicator and limit for investments for 2022/23 was that the maximum principal sum invested for a period greater than 365 days (long-term) was £12m. The approved limits within the Annual Investment Strategy relating to investments were not breached during 2022/23.
- 3.11 As at 31 March 2023 the Council held immediately available cash balances of £35.9m (£33.1m 2021/22), of which £5.9m was held in the Council's bank accounts and a further £30.0m was held in one Money Market Fund (MMF) and two Ultra Short Dated Bond Funds (USDBF).
- 3.12 In addition to immediately held cash balances, a further £4.0m was held with Bank of Scotland in a fixed term account, as detailed in Appendix A.
- 3.13 During the year, three maturing deposits totalling £8m were returned to the Council in May, July and October. In June, £2.5m was invested for a three month term. In October, £5m was invested for a three month term and £4m for a six month term. In November £4m was invested in the BlackRock MMF account. In January, the £5m maturing term deposit was reinvested in the BlackRock MMF account. Further deposits and redemptions were made from this account in February and March, which ended the year with a balance of £6m. The average level of funds available for longer-term investment during the period to 31 March 2023 was £37.5m.
- 3.14 As the bank rate increased in 2022/23 after a number of years at near zero rates, these increases began to filter through to the interest rates being offered to investors. As a result, the Councils investment portfolio was realigned from holding a number of fixed rate investments to holding a greater proportion of variable rate investments which are more responsive to increases in the bank rate.
- 3.16 The benchmark investment returns over the 12 months ending 31 March 2023, provided by Link Asset Services, are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2022/23

Benchmark	Benchmark Return
30 days	1.9332%
90 days	1.3804%
180 days	0.7397%
365 days	0.1407%

*The rates shown above are based on the backward looking Sterling Overnight Index Average (SONIA).

- 3.17 The Council's budgeted cash investment return for returns on investments placed for periods up to 100 days for 2022/23 was 0.75%, which was based on an expected bank rate of 1.25% for 2022/23.
- 3.18 Investment interest rates rose throughout 2022/23 in line with increases in the Bank rate and the Treasury Team actively invested the Councils cash balance throughout the year to take advantage of these rising interest rates. As a result the Council achieved an actual investment return of 1.62% (£0.608m) on all investments for the year ended 31 March 2023. This comprised one fixed term investment of £2.5m for one year at 0.05%, one £2.5m for six months at base rate less 0.04%, one £3.0m for one month at 0.03%, one £2.5m investment for three months at 0.3%, one £5m investment at 2.87% for three months and £4m invested for six months at 3.72%. Average interest rates between 0.91% and 1.96% were achieved on the MMF and USDBF accounts. An average return of 0.79% was also achieved on everyday cash investments.
- 3.19 The Treasury Team continues to identify opportunities during 2023/24 to optimise the Councils investment income in line with interest rate and cashflow forecasts. During the first quarter of 2023/24, accounts have been opened with Bank of Scotland Treasury Services and the UK Treasury Debt Management Office that are currently being used to invest surplus cash for periods of 7 days at rates close to the Bank of England Base rate. These activities are being undertaken in line with the Councils investment priorities of security first, liquidity second and then return.

Capital Outturn for 2022/23

- 3.20 The Council's capital expenditure plans are a key driver of treasury management activity. The TMSS for 2022/23 provided estimates of the total capital expenditure that would be incurred in 2022/23, split between General Fund Services (GF) and Housing Revenue Account (HRA). The outturn for 2022/23 against budget is shown below:

Table 3: Capital Outturn 2022/23

	Revised Budget at 31 March 2023 £000	Actual Spend to 31 March 2023 £000	(Under)/Over Spend £000
General Fund Services	20,585	9,928	(10,657)
Housing Revenue Account	12,583	9,769	(2,814)
Total	33,168	19,697	(13,471)

- 3.21 During 2022/23 many projects in the GF programme faced delays during the financial year 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 and Wellbeing Project £2.700m.
- 3.22 The underspend on the HRA capital programme of £2.814m was mainly due to delays on the following projects: new build development in Clackmannan £1.385m, Electrical Refurbishment £0.829m, Roof and Render work £0.674m and Kitchen replacement £0.533m due to lockdown restrictions, contractor availability and supply chain issues. There were also additional costs associated with Off the shelf purchases of £1.217m that were funded through grant from the Scottish Government.
- 3.23 For both GF and HRA, unspent budgets of £5.188m and £0.530m respectively were approved to be carried forward into 2023/24 in order to complete those projects in 2023/24.

Borrowing Requirement 2022/23

- 3.24 Capital expenditure can be financed by the use of capital receipts, capital grants, developer contributions or directly from revenue. For any additional requirement outwith these means, the Council will need to undertake borrowing. This additional borrowing will increase the Capital Financing Requirement (CFR) of the Council, therefore the CFR represents the Council's underlying need to borrow for capital purposes and it is used as a key measure in treasury management decisions. Increases in the borrowing requirement are offset by the Loans Fund Principal Repayments. This is the amount required to be charged to revenue each year for previous borrowing and it is charged over the life of the asset. The net figure is the increase in the CFR. The CFR is shown in the table below split between the General Fund and HRA.

Table 4: Borrowing Requirement/CFR 2022/23

	31 March 2022 Actual £000	31 March 2023 Estimate £000	31 March 2023 Actual £000
General Fund	122,650	131,156	124,225
HRA	22,147	21,746	21,763
Total	144,797	152,902	145,988

- 3.24 Overall the CFR for 2022/23 has increased by £1.2m from 2021/22. The General Fund CFR has increased by £1.6m due to in year capital expenditure of £2.8m funded by internal borrowing partly offset by Loans Fund and Lease and other repayments totalling of £1.2m.
- 3.25 The HRA CFR has decreased by £0.4m solely due to repayments of the Loans Fund Principal. All HRA capital expenditure has been funded by revenue and grant funding therefore there has been no borrowing to increase the CFR.
- 3.26 In summary, the total CFR for both GF and HRA is less than budgeted due to underspends on the GF capital programme in 2022/23 as shown in table 3 and additional underspends in the previous financial year above estimated in the opening balance of CFR as at 1st April 2022.
- 3.27 Loans Fund repayments are set in line with the Loans Fund Policy which was previously amended by the Council in 2019/20. The policy smooths the repayment profile of debt over the average life of the Councils assets. Further details of the policy are set out in the Treasury Management Strategy Statement 2020/21 approved by Council in February 2020.
- 3.28 As a one off measure in 2022/23, Council agreed to utilise the flexibility to take a loans fund repayment holiday to support the 2022/23 General Fund budget. This reduced revenue expenditure in 2022/23 by £0.966m however this cost will be spread over future years. This flexibility was made available for Councils by the Scottish Government to use on an individual basis to address financial pressures associated with the recovery phase from the Covid-19 pandemic.

Ratio of financing costs to net revenue stream

- 3.29 The Council is required to make estimates of the ratio of capital financing costs to its net revenue stream i.e. the estimate of total income which will be committed towards meeting future costs of borrowing. This ratio is required to assess the affordability of capital investment plans and to provide an indication of the impact of the capital investment plans on the Council's overall finances.
- 3.30 For the GF this is the ratio of financing costs of borrowing against net expenditure financed by Government Grant and Council Tax. For the HRA, the indicator is the ratio of financing costs to gross rental income.

3.31 The outturn for 2022/23 against the estimate is shown in the following table.

Table 5: Ratio of financing costs to net revenue stream 2022/23

	2022/23 Estimate	2022/23 Actual
General Fund	3.13%	3.02%
Housing Revenue Account	8.04%*	7.21%

3.32 For both the General Fund and the HRA, the actual ratio is slightly less than estimated due to the increase in interest on investments which offsets the cost of borrowing interest. For both the GF and HRA the actual costs of borrowing were affordable against the approved budget. The estimated ratio for the HRA has been revised since reported in the 2022/23 TMSS as this was previously under estimated.

Borrowing Outturn for 2022/2

3.33 Borrowing activity is constrained by the prudential indicators for CFR and gross borrowing and by the authorised limit. The Council needs to ensure that gross debt does not, over the medium term, exceed the CFR. An over borrowed position is only permissible in the short term to allow for early borrowing for future years and recognition of slippage and other funding becoming available but the Council must return to an under borrowed position in future years.

3.34 In line with the Prudential Code, the Council was in an under borrowed position as at 31 March 2023.

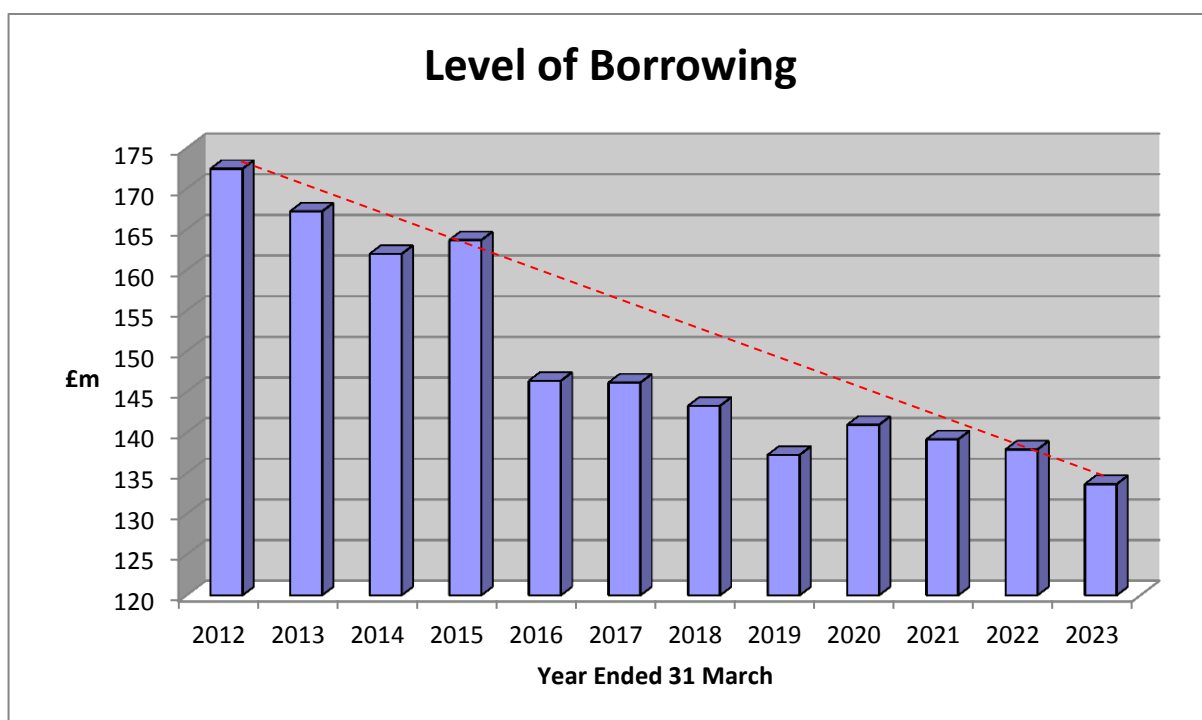
3.35 The Council's external borrowing position as at 31 March 2023 is illustrated in the undernoted table:

Table 6: External borrowing at 2022/23

	Actual March 2022 £000	Actual March 2023 £000
Public Works Loan Board (PWLB)	77,096	74,149
Market Loans	19,151	19,079
LOBO Loans	5,000	5,000
Other long term liabilities	36,672	35,435
Total	137,919	133,663
CFR	144,797	145,988
(Under)/Over borrowing	(6,878)	(12,325)

- 3.36 During the year, repayments of £2.947m were made on PWLB loans and £0.063m was repaid towards a SALIX Loan and £9k for the annual effective interest rate adjustment shown within Market Loans above.
- 3.37 The maturity structure of the PWLB loans, Market loans and LOBO loans are set out in Appendix 2. This also details the upper and lower limits for each category of loan as set out in the 2022/23 TMSS and shows that the Council has not breached these limits.
- 3.38 Under Other long term liabilities, repayments of £1.237m were also made in the year toward the Council's PFI lease.
- 3.39 In 2012 the Council put in place a policy to minimise long term debt. To ensure debt is minimised, the capital programme was set so that the level of borrowing did not increase over the longer term.
- 3.40 In March 2021, Council approved a 20 year Capital Investment Programme which is updated annually on a rolling basis. This programme set out planned significant capital investment areas across the Council's Be The Future priorities. In order to support this 20 year capital programme, the previous borrowing strategy to minimise external debt was revised to one that supports growth and investment but also looks to reduce external debt over the longer term.
- 3.41 The following chart illustrates the actual level of debt at the end of each year up to 31 March 2023.

Chart 1: External debt (actual)



- 3.42 The chart shows that overall there has been a reduction in cumulative external debt of 22.5% between March 2012 and March 2023, showing that over the longer term the Council is not increasing its level of debt. Repayments towards PFI and finance leases also contribute to this reduction of the Council's overall level of external debt on an annual basis.

Limits for External Debt

- 3.43 The Council is required to set an authorised limit for external debt which includes external borrowing (gross of investments) and other long term liabilities such as finance lease obligations. The limit provides a maximum figure that the Council could borrow at any given point during each financial year. The Council also set an operational boundary for external debt which is lower than the authorised limit as it is based on an estimate of the most likely level of external borrowing at any point in the year.

Table 5: Authorised Limit for External Debt 2022/23

	2022/23 £000
Authorised Limit for External Debt	157,000
Operational Boundary for External Debt	146,000
Gross External Debt as at 31 March 2023	133,663

- 3.44 The Council did not exceed either the authorised limit or the operational boundary during 2022/23 and was £12.3m below the operational boundary as at 31 March 2023.

Borrowing in advance of need

- 3.45 The Council did not borrow in advance of need in the year ended 31 March 2023 and has no intention to borrow in advance in 2023/24.

Debt Rescheduling

- 3.46 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken during 2022/23.

Compliance with Treasury and Prudential Limits

- 3.47 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.
- 3.48 During the year the Council has operated within the treasury and prudential indicators set out in the Council's TMSS and in compliance with the Council's Treasury Management Practices with the exception of one indicator. Some of the Prudential and Treasury Indicators are shown at Appendix 2. In the TMSS 2022/23, the Interest Rate Exposure and Maturity Structure of Borrowing limit

was set at 75% for variable interest rate investments. During the year this limit was exceeded during August-September 2022 and January-March 2023 (to a maximum of 89.2%). This was due to investments being held in the MMF and USDBF which totalled £24m from April to October, and which were increased to £28m in November for the remainder of the year. Returns on the MMF and USDBF are responsive to changes in the base rate and so provide a variable return. Due to the rising nature of interest rates through 2022/23 it was thought to be financially beneficial to the Council to continue to hold and increase its investments in variable rate funds to increase interest returns, whilst maintaining instant access to the funds ensuring liquidity.

- 3.49 In preparing the TMSS for 2023/24 a review of the indicators was carried out and the limit on variable rate investments was increased to 100% in the TMSS 2023/24 approved by Council on 9 March 2023. This will allow further opportunities to generate additional interest income through increasing interest rates in the current climate. There is relatively low risk to having a higher % of variable rate investments as the funds can be accessed immediately. The Treasury Team will continue to monitor this situation and ensure investments are being made in line with the Councils investment priorities of security first, liquidity second and then return.

4.0 Conclusions

- 4.1 Throughout 2022/23 the Council has complied with its legislative and policy requirements including its Treasury Management Strategy and Prudential Indicators (with the exception of the limit outlined in 3.48)
- 4.2 The Council achieved an actual return on investment of 1.62% generating income of £0.608m from short term cash investments.
- 4.3 During the year borrowing reduced through repayments of £3.019m towards long term debt and £1.237m towards PFI and Finance leases, reducing other long term liabilities.

5.0 Sustainability Implications

- 5.1 None

6.0 Resource Implications

6.1 Financial Details

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

6.4 Staffing

- 6.5 None

7.0 Exempt Reports

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

8.0 Declarations

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

(1) **Our Priorities** (Please tick)

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

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

Treasury Management Policy Statement and Practices

9.0 Equalities Impact

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

N/A Yes No

10.0 Legality

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

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 31 March 2023

Appendix 2 - Prudential and Treasury Indicators as at 31 March 2023

12.0 Background Papers

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

Yes (please list the documents below) No

Treasury Management Strategy Statement (TMSS) 2022/23 - report to Council March 2022

Treasury Management Mid-Year Report – report to Council February 2023

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Team Leader – Corporate Accountancy	2256
Lindsay Sim	Chief Finance Officer	2022

Approved by

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

APPENDIX 1: Investment Portfolio as at 31 March 2023

Borrower	Principal £000	Interest Rate	Type
Bank of Scotland	5	Variable 0.01%	Instant Access
Royal Bank of Scotland plc	5,759	Variable 1.70%	Instant Access
Other Accounts	125	N/A	Petty Cash
Total Cash and Cash Equivalents	5,889		

Short Term Investments	Principal £000	Interest Rate	Start Date	Maturity Date
Bank of Scotland plc	4,000	Fixed 3.72%	12/10/20 22	12/04/2023
Aberdeen Standard Money Market Fund	6,000	Variable Annual Return 3.95%	Instant Access	
Aberdeen Standard Ultra Short Duration Fund	13,000	Variable Annual Return 2.4%	4 working days	
BlackRock Money Market Fund	6,000	Variable Annual Return 4.06%	Instant Access	
BlackRock Ultra Short Duration Fund	5,000	Variable Annual Return 2.14%	Instant Access	
CSBP Clackmannanshire Investments Ltd	1			
Total Short Term Investments	34,001			

TOTAL INVESTMENTS	39,890
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APPENDIX 2: Prudential and Treasury Indicators as at 31 March 2023

Treasury Indicators	2022/23 Approved Budget £000	2022/23 Outturn at 31 March 2023 £000
Authorised limit for external debt	157,000	157,000
Operational boundary for external debt	146,000	146,000
Gross external debt*	133,663	133,663
Investments	41,235**	39,890
Net borrowing	92,428	93,733

*As at 31 March 2023, Gross external debt consisted of £98.228m fixed rate borrowing and £35.435m liabilities in relation to PFI and finance leases

**Actual as at 31 March 2022

Maturity structure of fixed rate borrowing - Upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 March 2023 £000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	475	0.48%
12 months to 2 years	25% - 0%	475	0.48%
2 years to 5 years	50% - 0%	4,820	4.91%
5 years to 10 years	75% - 0%	3,526	3.59%
10 years and above	100% - 0%	88,932	90.54%
Total Fixed Rate Borrowing		98,228	100.00%

APPENDIX 2: Prudential and Treasury Indicators as at 31 March 2023

Prudential Indicators	2022/23 Revised Budget £000	2022/23 Outturn at 31 March 2023 £000	Variance/ Movement £000
Capital expenditure - General Fund Services	20,585	9,928	(10,657)
Capital expenditure - Housing Revenue Account	12,583	9,769	(2,814)
Capital Financing Requirement (CFR) - General Fund	131,156	124,225	(6,931)
Capital Financing Requirement (CFR) - HRA	21,746	21,763	17
Annual change in CFR - General Fund	8,505	1,575	(6,930)
Annual change in CFR - HRA	(401)	(384)	17
In year borrowing requirement	25,711	12,325	(13,386)
Ratio of financing costs to net revenue stream - General Fund	3.13%	3.02%	(0.11%)
Ratio of financing costs to net revenue stream - HRA	8.04%	7.21%	(0.83%)

Report to **Clackmannanshire Council**

Date of Meeting: 5th October 2023

Subject: **Corporate Risk Management Strategy**

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

1.0 Purpose

- 1.1. This report presents the Council's Corporate Risk Management Strategy 2023.

2.0 Recommendations

It is recommended that Council:

- 2.1. **Notes, challenges and comments on** the contents of the Corporate Risk Management Strategy 2023; and
- 2.2. having done so, **Approves** the Corporate Risk Management Strategy 2023.

3.0 Considerations

3.1. Background

- 3.1.1. Though they may not always be explicitly aware of it, the Council and individual officers manage a wide range of differing risks on a daily basis. Risk-taking is an essential component of innovation and progress, and it could be argued that the primary reason for Councils' existence is to manage risks to the communities we support and protect. There are many inherent challenges in the delivery of operational functions and transformation activities, and the focus must always be on how services mitigate wider risks, realise community benefits and support the achievement of positive outcomes for the people and area of Clackmannanshire.
- 3.1.2. There are extensive complexities and inter-dependencies in the strategic planning landscape, legislative frameworks and the standards, requirements and good practice in each service area. As has been seen clearly in recent years, issues internal to the Council, and the local authority area, can also be significantly influenced by wider events across Scotland, the United Kingdom, Europe and the global community. In order to deliver on the statutory duty to demonstrate Continuous Improvement and Best Value in our operations, the Council must be acutely aware of the potential impact of its decisions in relation to a range of governance considerations and macro-environmental factors.
- 3.1.3. The role of many corporate functions includes self-assessing, advising, challenging and holding services to account regarding how they are managing a range of cross-cutting themes, such as equalities and sustainability. While efficiency and the removal of

bureaucracy and ‘failure demand’ is a central focus, the overriding principles of transparency and accountability do require that core documentation and assurances be provided in order for Elected Members, Chief Officers and audit bodies to satisfy themselves as to the effectiveness of strategic oversight and scrutiny. The volume of requirements placed on managers and officers can, at times, seem daunting and some elements may appear contradictory, requiring prioritisation or guidance on how they should be managed in tandem to achieve multiple goals.

- 3.1.4. It is vital to have a clear understanding, at the highest level, of how our respective risk controls form a single, cohesive, comprehensive and integrated mechanism for driving activities and providing a high level of governance assurance. This strategy, therefore, aims to clarify these controls and explain the overall mechanism, providing support and guidance to staff in the application of principles. While risk management is often seen as a negative, a key purpose of the strategy is to reframe the focus away from the challenges we face and firmly onto how the collective resource and expertise of officers and partners can be exploited in order to overcome barriers, release potential and make meaningful improvements to the lives of Clackmannanshire’s people and communities.

3.2. Corporate Risk Management Strategy 2023

- 3.2.1. While guidance and advice has been provided to staff for many years, the strategy formalises the purpose of risk management, linking to higher-level plans and strategies and documenting the relationships between various corporate approaches. Key elements of the Local Code of Governance and Performance Management Framework are referenced and the owner of the Corporate Risk Management approach is outlined as the Strategic Director of Partnership & Performance. Available good practice has been incorporated, as detailed in the Policy Statement in relation to the UK Government’s Orange Book: Management of Risk – Principles and Concepts. The strategy has also been benchmarked with those of other organisations, including our key partners in delivering Health & Social Care Services.

- 3.2.2. The Policy Statement outlines the Council’s vision for Risk Management:

“To promote a culture where awareness of potential threats is embedded in decision-making at all levels, ensuring appropriate ownership and transparent management of risk to support service delivery and continuous improvement.”

- 3.2.3. The Council’s key aims in relation to Risk Management are to be:

Aware	of potential risks in the internal and external business environment;
Transparent	in our use of reliable information to manage risks and make decisions;
Consistent	in our application of risk management principles;
Collaborative	in identifying risks, and developing and sharing innovative solutions;
Clear	on the type of risks we can and cannot tolerate;
Proportionate	in balancing risks and benefits, and not ‘over-controlling’; and
Objective	in assessing risks and using evidence and management information.

- 3.2.4. The strategy then outlines the aims and benefits of risk management, as well as key processes and considerations, and the support available to officers and managers. Definitions are provided, for risk itself, as well as various related terms, as are roles, responsibilities and governance requirements. Maturity levels are then discussed alongside assurance frameworks, best practice and recommendations regarding areas for improvement. The final section of the main strategy provides a high-level self-assessment of the Council’s key controls in relation to risk management, demonstrating links to maturity model themes and the local aims detailed above.

Risk Strategy Appendices and Future Revisions

3.2.5. For the first time, Appendix A outlines a Risk Appetite Statement for the Council. This aims to solidify many of the high-level concepts and principles stated in the strategy and provide a grounded summary of how these apply in relation to specific risk categories. While relevant areas could be grouped in many different ways, and there is substantial overlap, categories have purposefully been made as broad as possible, to ensure they encapsulate any work that may be undertaken, or issues that may arise in the future.

3.2.6. The initial categories agreed are below (see definitions in Appendix B):

Assets	Cultural	Governance	Security
Community	Environmental	Information	Strategic
Continuity	Financial	Reputational	Wellbeing

3.2.7. The Risk Appetite Statement fulfils three key goals, with the first being to state our key priorities in relation to each category. As well as the behaviours and values we wish to see exemplified, the statement also details key undesirable factors and issues, in order to outline our core tolerance levels, below which risks will not be taken. Using the appetite levels listed, the extent to which risk-taking is acceptable in each area has been agreed with Chief Officer and category leads.

3.2.8. The list was then re-ordered based on the agreed appetite levels, showing the area with the least tolerance of uncertainty at the top, and the greatest appetite for innovation at the bottom. This fulfils the third aim of the statement, which is to support the prioritisation of risk controls for staff and managers. While we would always aim to address as many risks as possible and achieve multiple benefits with any piece of work, there are occasions when not all objectives can be reached simultaneously and difficult decisions must be made regarding which goals should supersede. The statement, therefore, aims to assist staff and managers in prioritisation, with the key top-level fundamental of adhering to the law at all times. Safeguarding Wellbeing and reducing risks of physical or psychological harm is shown as the next priority, down to the Strategic category, where we are the most keen to be innovative, aspirational and ambitious, providing this does not have a detrimental impact on any other category.

3.2.9. Appendix B shows the revised risk guidance, again focussed on how the high-level principles should be applied in an operational context. Previous versions of this guidance have been circulated and used in risk assessments for many years, and the main changes are included in section 4, risk evaluation. The scoring definitions for risk 'likelihood' have been expanded to also summarise risk 'proximity', i.e. how soon the risk is likely to occur, in order to better understand the urgency of addressing the relevant issue. Guidance for scoring risk 'impact' has also been expanded from the previous five categories (continuity, finance, legal, reputation and health & safety) into the newly developed list of twelve to provide a better-rounded assessment of many of the 'softer' issues that were not well-represented in the more clinical previous categories.

3.2.10. A key addition to Appendix B is section 8, the Governance Checklist. The motivation for including this was in response to many of the issues noted in section 3.1.3 above. It is hoped that having a single document listing core tangibles and requirements will clarify the governance expectations for staff and managers, support compliance and consultation with subject-specific experts, and ultimately provide robust assurance.

3.2.11. Appendix C provides a Delivery Plan for raising organisational maturity levels in relation to risk management and improving integration with other corporate approaches. This includes performance indicators for monitoring the success of the strategy, as well as detailing plans for introducing category indicators (to enable horizon-scanning by the Corporate Risk & Integrity Forum). Indicators relating to specific corporate risks are also

discussed, with the aim of enhancing evidence-based risk assessments, using performance indicators to inform likelihood/proximity and impact scores. A risk assessment is then presented, linking to both the list of performance indicators, and the subsequent action plan.

3.2.12. For information, Appendices D and E then provide the Corporate Risk & Integrity Forum Terms of Reference and the Association of Local Authority Risk Managers Maturity Model, respectively. While it is hoped that the overall principles and strategy are broad enough for a five-year life-cycle to be appropriate, Appendices A, B and C will be revised on an annual basis to ensure they have a current focus and are cognisant of emerging issues in the operating environment.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. *Financial Details – There are no direct financial implications arising from this report.*

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 agreed the financial implications as set out. Yes

5.4. *Staffing – There are no direct staffing implications arising from this report.*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

There are no direct equalities implications arising from this report (having screened at first stage, impacts on protected characteristics have been assessed as neutral).

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. If there are no appendices, please state "none".

Appendix 1 – Corporate Risk Management Strategy 2023

Appendix A – Risk Appetite Statement

Appendix B – Corporate Risk Guidance & Governance Checklist

Appendix C – Corporate Risk Management Strategy Delivery Plan

Appendix D – Corporate Risk & Integrity Forum Terms of Reference

Appendix E – ALARM Risk Management Maturity Model

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


HM Treasury Orange Book: Management of Risk – Principles & Concepts

HM Treasury Orange Book: Risk Appetite Guidance Note

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Judi Richardson	Performance & Information Adviser	2105

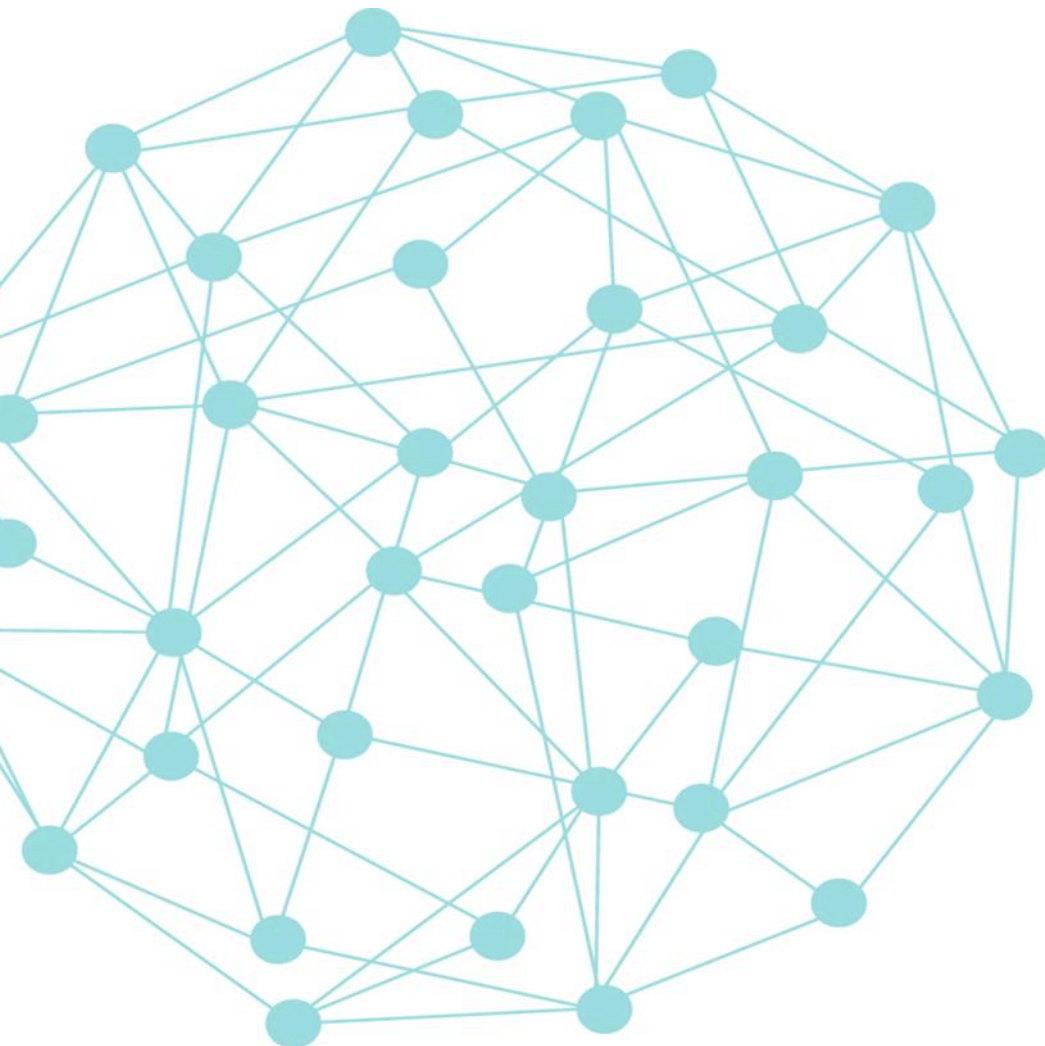
Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	



Clackmannanshire Council

Corporate Risk Management Strategy 2023



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1. Document History, Review & Approval

Owner: Strategic Director – Partnership & Performance
Author: Performance & Information Adviser

Consultation: Corporate Risk & Integrity Forum, comprised of representatives from:

- Place Directorate (including Building Security & Sustainability)
- People Directorate (including Chief Education & Social Work Officers)
- Transformation Directorate (Be the Future Programme)
- Clackmannanshire & Stirling Health & Social Care Partnership
- Partnership & Performance Directorate (including Counter-terrorism, ICT, Organised Crime, Equalities, Communications, Emergency Planning, Finance, Procurement, Workforce Planning, Health & Safety, Data Protection, Internal Audit & Governance)

Review: Additional feedback/peer review sought from:

- Association of Local Authority Risk Managers (ALARM) Scotland
- Gallagher Bassett Risk Control Partners
- Health & Social Care Partnership Risk Forum (Risk professionals from HSC, Stirling Council & NHS Forth Valley in addition to senior officers in Consultees)

Approval: Strategic Leadership Group, Audit & Scrutiny Committee

History:	v1	Apr-2003	Version Control (this review):	v4.0	Drafted by Author
	v2	Jun-2007		v4.1	Forum Consultation
	v3	Apr-2015		v4.2	Director Consultation
	v4	Apr-2023		v4.3	Chief Officer Checks
Next Review:	v5	Apr-2028			

(Appendices A, B & C revised annually)

2. Foreword & Purpose of Risk Management Strategy

Clackmannanshire Council remains committed, despite increasing demands and financial constraints, to broad and ambitious strategic objectives. These aim to facilitate the physical, social and economic regeneration of Clackmannanshire, and reduce inequalities in the area. In addition to locally-defined objectives at a corporate and service level, the Council must also fulfil or adhere to a range of statutory duties and national recommendations.

The Council sets out its key objectives, and how these will be delivered in:

- the Clackmannanshire Alliance’s Local Outcomes Improvement Plan;
- the Council’s Corporate Plan: Be the Future (including the transformation programme and statement of corporate priorities); and
- a wide range of Business Plans and thematic strategies.

Guiding principles are defined in the Local Code of Governance, and the Performance Management Framework, which aims “to make best use of all available resources and achieve continuous improvement and progress towards desired outcomes”. While plans and priorities are revised on a cyclical basis, in response to changing community needs, our enduring focus is on the Best Value principles of:

- Balancing the quality of services with cost;
- Ensuring services are sustainable;
- Promoting equality and diversity;
- Being accountable and transparent; and
- Engaging with local communities.

Risk management is a key component of governance and performance, assisting the Council to deliver on these objectives by examining the potential barriers or challenges. This critical tool supports an organisation in planning more realistically, taking into account problems that might occur, preventing them (where appropriate and possible) and reacting more effectively if they do occur. This strategy describes the Council’s core Risk Management principles, processes and responsibilities, outlining current arrangements and development plans.

The Council provides a diverse range of services and, while the nature of risks may vary substantially, this strategy and supporting guidance aim to be applicable at multiple operational and strategic levels. All staff members have a responsibility for managing some form of risk, and the strategy also contextualises how the principles apply in some specific risk-related areas. Risk management should not be viewed as an isolated process, but should be used in conjunction with all other work. While it is essential to consider potential negatives, the aim is to enable the positives, supporting us to:

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

3. Risk Management Policy Statement

Clackmannanshire Council embraces its duty to manage risks, in recognition of the benefits this brings to planning, governance and assurance.

The Council subscribes to the principles in the UK Government's Orange Book (Management of Risk – Principles & Concepts), that Risk Management will:

- be an essential and fundamental part of **governance and leadership** at all levels;
- be an **integral** part of all organisational activities to support decision-making in achieving objectives;
- be **collaborative and informed** by the best available information and expertise;
- have **processes** that are structured to include:
 - identification, assessment and prioritisation,
 - selection of treatment/management options,
 - insightful monitoring, and
 - timely, accurate and informative reporting of risks to enhance decision-making, management and oversight; and
- be **continually improved** through learning and experience.

The Council's vision for Risk Management is:

“To promote a culture where awareness of potential threats is embedded in decision-making at all levels, ensuring appropriate ownership and transparent management of risk to support service delivery and continuous improvement.”

The Council's key aims in relation to Risk Management are to be:

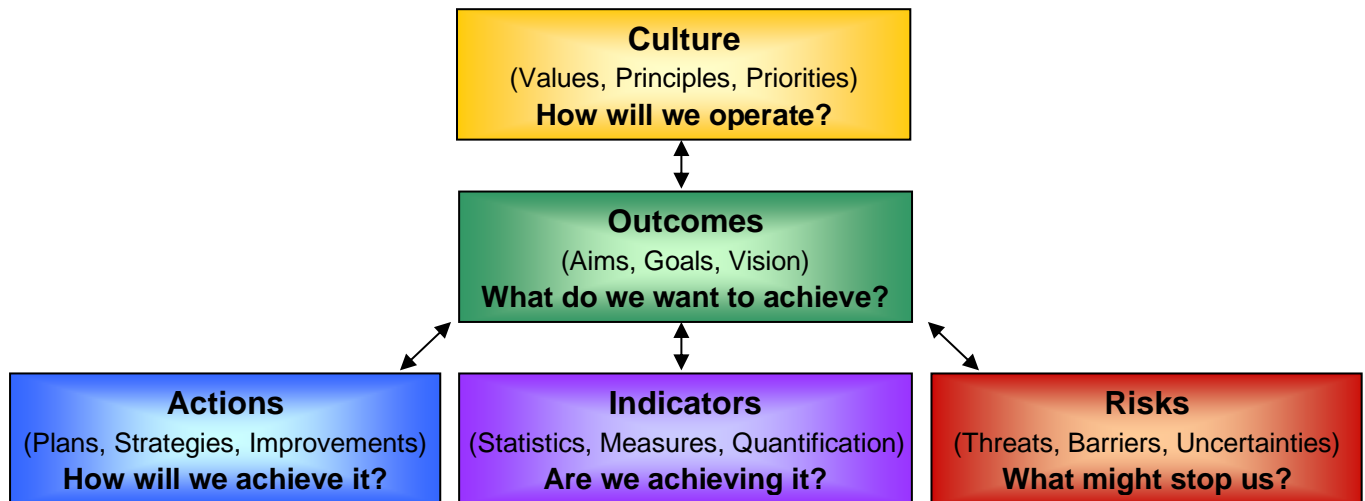
- **Aware** of potential risks that exist in the internal and external business environment;
- **Transparent** in our use of reliable information to manage risks and make decisions;
- **Consistent** in our application of risk management principles;
- **Collaborative** in identifying risks, and developing and sharing innovative solutions;
- **Clear** on the type of risks we can and cannot tolerate;
- **Proportionate** in balancing risks and benefits, and not 'over-controlling'; and
- **Objective** in assessing risks and using evidence and management information.

This policy is intended to guide risk management in relation to all Council activities, including external and partnership work. Where separate risk management arrangements are agreed, they must meet the basic standards and governance requirements set out here. This does not supersede, but should complement, regulatory or best practice guidance in relation to specific areas of service delivery. The Council will empower and support staff to manage risk, and this strategy provides a structured framework for raising and escalating concerns, to ensure they are fully considered and, where appropriate, incorporated into registers and activities.

A risk appetite statement assists organisations in more effectively allocating resources, prioritising risks and mitigations, and demonstrating consistent and robust decision-making. The Council has, therefore, defined the initial levels of risk appetite shown in Appendix A, which will be revised on an annual basis. The statement details the levels of appetite (see Definitions), and refers to the risk categories defined in the Guidance (Appendix B). The Guidance & Governance Checklist will also be revised annually, as will the Delivery Plan (Appendix C). The strategy includes, for information, the Terms of Reference for the Corporate Risk & Integrity Forum (Appendix D), and the Association of Local Authority Risk Managers (ALARM) National Performance Model for Risk Management in the Public Sector (Appendix E).

4. Aims & Benefits of Risk Management

Risk Management is not an isolated area of work, but should be embedded in all processes to make planning, governance and response more effective. It is not just listing negative things that might happen, but considering what we want to achieve and what the uncertainties are, so that we can take them into account when planning. They may be risks or issues (see Definitions), operational or strategic, service-specific or corporate, and many must be managed consistently across the organisation.



Performance Management can become complicated and unfocused if actions, indicators and risks are not clearly linked to the outcomes we aim to achieve. It is also not enough to passively monitor and report on performance – it must be managed. With risk, this means assessing how desired outcomes could be compromised, analysing the effectiveness of any existing controls in preventing or reducing the impact, deciding whether further mitigation is required, and ensuring appropriate action is taken.

There are many issues outwith the Council's control and, even with unlimited resources, not all risks could be mitigated. Change, innovation and creativity always involve risk but there are also risks in not making changes and taking opportunities. Therefore, in addition to whether we **can** mitigate a risk, we must also assess whether it **should** be mitigated, and to what extent, with all decisions guided by our culture, organisational priorities and risk appetite statement.

While it can be useful to categorise risks (see Guidance), in order to inform and clarify assessments, this is rarely as simplistic as it seems. Sometimes the cause of a risk may be in one category, but the consequences in another, or multiple categories. Therefore, judgement may be required in assigning a category and applying the risk appetite statement. This aims to support decisions around ownership and treatment options, where consideration should be given to whether the 'leading' category (related to cause/likelihood) or 'lagging' category (related to impact) is relevant.

The **benefits** of risk management include:

- Setting the desired risk culture;
- Enabling risk-taking in chosen areas;
- Improved operational efficiency;
- Better mitigation & maximised opportunities;
- Increased ability to secure funding;
- Enhanced political and community support;
- Reduced losses from incidents & illnesses;
- Demonstration of good governance;
- Protection from unexpected financial losses;
- Increased effectiveness of change initiatives;
- Protection of assets and reputation; and
- Achievement of organisation's objectives.

However, a successful framework requires:

- Leadership;
- A supportive organisation;
- A simple, understood process;
- Integration with other management tools;
- Focus on facts and evidence;
- The mandate to challenge constructively;
- Methods, tools and techniques;
- Stakeholder buy-in;
- Committed and competent people;
- Both strategic and operational applicability;
- Visibility of risk professionals; and
- Assurance from a senior approach owner.

5. Processes, Considerations & Support

Appendix B shows the risk assessment process and further guidance on each stage. Risk management should focus on **key** objectives and risks, as it should add value and be proportionate, but not resource-intensive. At any stage, the decision may be made to exclude a risk from the register (or log/profile) if it is found to be less significant/likely than first believed (though the rationale should be recorded/reported).

Staff may be familiar with risk assessment within the categories listed, but a holistic approach must encompass all of these, and apply equally to front-line services and internal processes. The Council must prioritise and target resources: difficult decisions must be made, for example, on whether the benefit of improving effectiveness outweighs the cost, or whether short-term efficiency outweighs long-term investment. A comprehensive approach assists in understanding and balancing dependencies, priorities and appetite to ensure that informed decisions are made and can be justified.

If risks are underdeveloped and not considered in sufficient detail, it is unlikely that they will be managed effectively. Risk identification is often the most difficult step as there can be no set process for this, and it is much easier to review existing risks, than to consider what is missing. While it can be useful to refer to other risk logs, these will not always identify newly emerging risks, nor those specific to our local area, organisation or goals, so additional identification techniques are required.

'Risks' found in the Identification stage will often actually be causes so analysis is key to clarifying implications and any potential control requirements. Though the process inevitably involves projection and speculation, looking very far into the future can sometimes introduce too many uncertainties and be detrimental. Scoring should take into account as much data and information as possible and is a high-level summary of severity. As there is a subjective element to scoring, these should be rationalised and compared with each other to ensure they reflect the relative severity of different risks.



Perceptions can vary widely so risk reviews should include as many different people as possible so extreme views are 'averaged out' and the risk assessment becomes more stabilised and objective. However, as it would be unmanageable for all staff to assess risks collectively, a hierarchy of risk logs should be used. Risks should be escalated and demoted, based on severity, the service areas affected, and whether the owner has the resources and authority to manage the risk.

The risk reporting process is also included in Appendix B, as are key details that should be recorded on the Pentana Risk system. Risk logs at each level should be reviewed frequently and updated cyclically, as well as when the nature (or our understanding) of the risk changes and/or mitigations take effect.

Facilitation and advice with the risk assessment process is available from central support in the Partnership & Performance directorate on request. This can save time and effort by incorporating good practice and challenge at the point of defining or fundamentally reviewing a risk log. Regular contact will be maintained with directorate management teams to ensure there is clarity on corporate requirements, status and progress in developing, recording and reporting risk logs, and any issues or exceptions.

Support is also available from other sources, such as:

- Internal and external audit and inspection bodies, and other national groups and fora;
- Other local authorities and public services (either risk management or service specialists);
- The Council's insurance claims handlers (claims analysis, training & strategy/policy review); and
- The Association of Local Authority Risk Managers (ALARM).

6. Definitions

“Risk is the effect of uncertainty on objectives.”

International Standards Organisation (ISO)

Planning can only be realistic if we also consider factors that might stop us achieving our goals. We all manage risk on a daily basis – watching the weather forecast and taking an umbrella, or checking for vehicles before crossing a road. Though we may not realise it, we assess risks and benefits in most decisions we make. Organisationally, risk management is the process of systematically identifying and analysing potential threats, and making decisions on how to act based on balancing priorities and needs.

Appetite	<p>The level of risk the Council is willing to accept. The focus moves from removal of risks (Averse) to balancing control with realising high-value benefits (Cautious) to placing greater priority on creativity, even if activities carry a high residual risk (Eager):</p> <p>Averse Avoidance of uncertainty and prevention of exposure is the key objective; Resistant Preference for safe options with low inherent risk; Cautious Preference for safe options with low residual risk, focus on balance; Open Willing to consider options with acceptable benefits; Eager Keen to be innovative and focus on maximising opportunities and benefits.</p>
Assurance	Assessing design and effectiveness of controls by applying scrutiny processes, either in relation to a specific risk, or the Enterprise Risk Management Framework as a whole.
Enterprise	The organisation across which risk management principles and practices should be consistently applied to ensure appropriate response and governance.
Framework	The policies, methodology, procedures, guidance, systems, governance arrangements, training and communication that comprise the Council’s risk management toolkit.
Horizon Scan	The process of monitoring the internal and external operating environment for newly emerging concepts, factors and events that may present opportunities or threats, may influence risks already identified, and/or may result in the identification of new risks.
Issue	While some differentiate between potential risks and issues that are already occurring, it is rare, particularly at a strategic level, for risks to materialise overnight. It is more often an analogue scale, emerging to a certain degree and changing over time. Thus, this policy does not distinguish, with the extent of occurrence reflected in likelihood scores.
Mitigation	<p>The process of reducing a risk through the application of actions and controls, either focussed on the cause of a risk or the potential consequences:</p> <p>Actions Future activity to mitigate risks which, once implemented, become controls; Controls Mechanisms already in place to mitigate risks, such as existing policies, procedures or governance protocols (though these remain under review).</p>
Opportunity	While risks focus on unfavourable events and impacts, opportunities focus on the potentially positive or beneficial results of uncertainty.
Owner	The person responsible for managing and reviewing an item – note that the risk owner may be a different person than the associated action or control owners.
Scoring	<p>Grading/rating the assessment of the risk’s severity, taking into account different factors:</p> <p>Inherent Gross or original risk, summarising severity before mitigations are applied; Residual Current or present risk, incorporating the influence of existing controls; Target The level to which a risk must reduce before it will be tolerated, reflecting both how controls are reducing it, and how actions will reduce it further.</p>
Three Lines	A robust model of assurance whereby the services managing risks and implementing actions and controls are the first line, supported by the second line of corporate advisers and central support, and checked by the third line of internal & external audit.

See Corporate Risk Management Guidance (Appendix B) for additional definitions, including categories.

7. Roles, Responsibilities & Governance

“It is the duty of a local authority to make arrangements which secure best value ... Best value is continuous improvement in the performance of the authority’s functions.”

Local Government in Scotland Act, 2003

All Employees

Responsibility for raising potential risks and mitigations through 121s, the Performance Review and Development (PRD) process, team meetings and other formal and informal channels, including via central support colleagues. All staff should contribute to risk log development, complete inductions and annual mandatory training, and ensure they adhere to risk management, and other corporate policies and procedures, at all times.

Team Leaders and Project, Programme & Senior Managers

Manage service area risk log development and encourage engagement in risk identification and assessment. Escalate, demote or close risks, ensuring systematic updates are provided. Manage risks, or delegate to appropriate owners, review controls within their remit, and complete required actions. Support decisions around suitable approaches and treatment options, informed by good practice and recommendations from audit and inspection bodies.

Risk, Action, Control & Approach Owners

Ensure the efficient and effective management of risks in accordance with guidance. Complete, or ensure completion of, required actions within agreed time and resource constraints. Review controls, strategies and associated procedures and guidance within cycles defined in Business Plans, and ensure adherence to and integration with risk management and other corporate strategies. The Strategic Director, Partnership & Performance has overall responsibility for defining, deploying, and ongoing review and improvement of the risk management approach.

Corporate Risk & Integrity Forum (see also Appendix C)

Central support and other thematic corporate/service leads review risk arrangements and their application, sharing information on management and mitigation. Provide training, advice and support, ensuring the Council fulfils statutory duties and follows good practice in their areas of specialism. Detailed responsibilities are shown in the Terms of Reference, including supporting deployment of risk processes, and providing regular progress reports to ESLG.

Internal & External Audit & Inspection Bodies

Provide independent challenge and objective evaluation of the adequacy and effectiveness of the framework of governance, risk management and control. Proactive evaluation of controls and proposals, and advice on design of potential control strategies. Internal Audit are also part of the Corporate Risk & Integrity Forum to ensure assessments are fully informed and that transparent lines of communication are held to ensure advice and expertise are fully exploited.

Extended Strategic Leadership Group (ESLG)

Ensure all employees understand their responsibilities and adhere to principles and processes. Ensure risks are documented, owned, analysed, managed and escalated using appropriate tools and mechanisms (including the Pentana Risk system). Provide direction and steer for development of risk (and other) strategies, actions and controls, ensuring alignment with corporate priorities. Apply the Risk Appetite Statement, balancing and prioritising risks and benefits, and drive risk culture and maturity, ensuring it is embedded to support Best Value and continuous improvement.

Audit & Scrutiny Committee (and Council/Other Committees/Boards)

A&S challenges risk arrangements, scrutinising risk reports and other governance and audit outputs and recommendations. All Council and Committee reports should include analysis of related risks, therefore, all Elected Members have responsibility for challenging whether risks are summarised, evaluated and managed appropriately. Members oversee progress on implementing actions and reviewing controls, ensuring decision-making, planning and governance mechanisms are informed by risk analysis.



8. Maturity Levels, Best Practice & Recommendations

In order to develop arrangements, we must first establish where we are with regard to best practice and organisational maturity, what we would like to achieve by the end of this strategy's life-cycle, and how we will achieve this. Appendix E provides an extract from the National Performance Model for Risk Management in the Public Services, developed by the Association of Local Authority Risk Managers.

This contains similar themes and complementary principles to the frameworks used by:

- our internal Annual Governance Statement self-assessment (based on European Foundation for Quality Management/Public Service Improvement Framework (EFQM/PSIF));
- the Accounts Commission Publication of Information (Standards of Performance) Direction;
- the Institute of Internal Auditors (IIA);
- the Chartered Institute of Public Finance & Accountancy (CIPFA);
- the HM Government Orange Book: Management of Risk – Principles & Concepts; and
- the International Organisation for Standardisation (ISO 31000 – Risk Management).

Appendix E presents a detailed risk management maturity model, while the Institute of Internal Auditors summarises the levels and characteristics as follows:

Risk Maturity	Key Characteristics
1. Risk Naïve	No formal approach developed for risk management
2. Risk Aware	Scattered silo based approach to risk management
3. Risk Defined	Strategy and policies in place and communicated. Risk appetite defined
4. Risk Managed	Enterprise wide approach to risk management developed and communicated
5. Risk Enabled	Risk management and internal control fully embedded into the operations, including management assurance

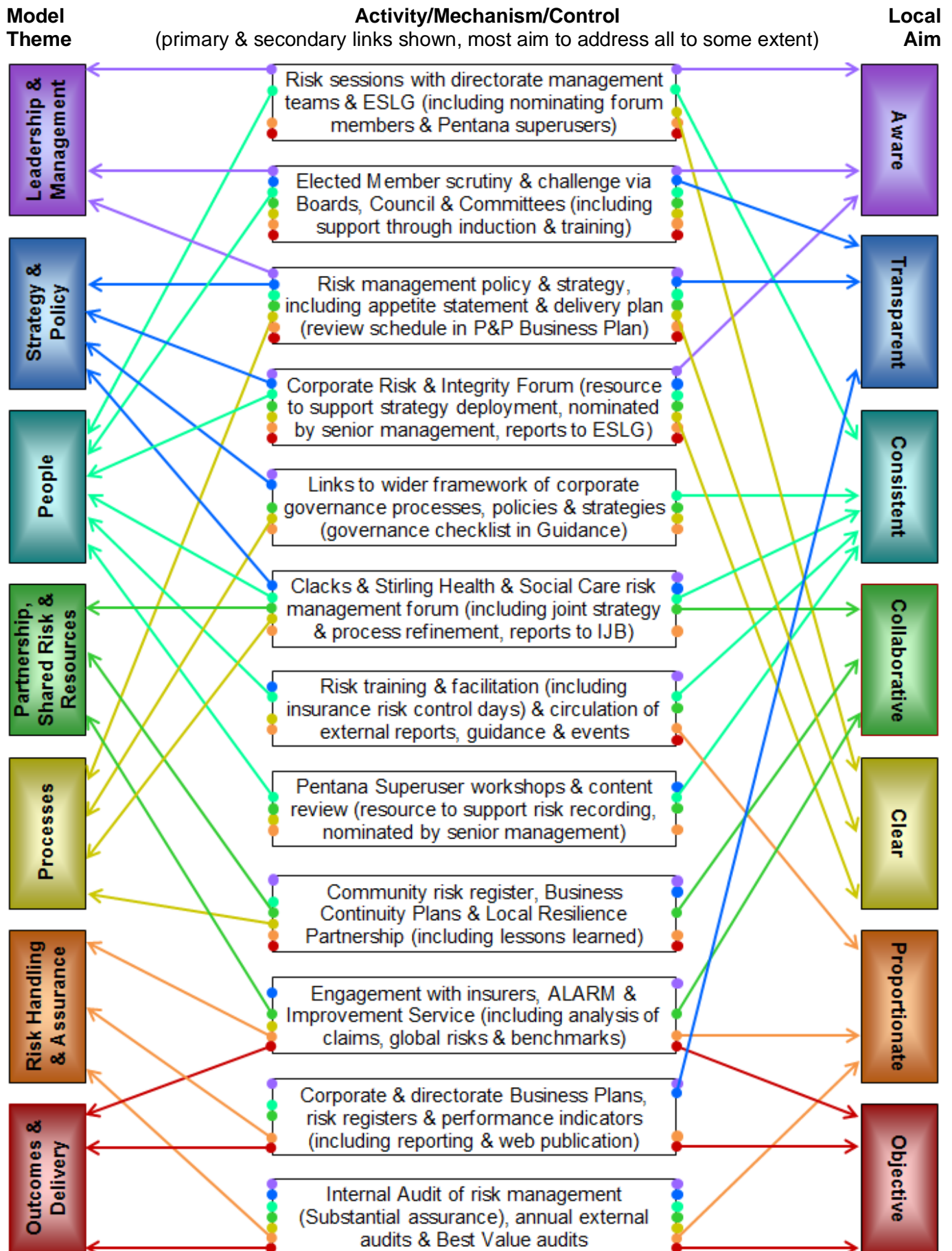
As demonstrated on the following page, it has been assessed that, with the approval and deployment of this strategy, Clackmannanshire Council will be fulfilling most level 2 requirements shown in Appendix E, and some of the level 3 and 4 activities. It is the aim of this strategy to ensure the organisation fully meets all requirements of level 4 maturity within the next 5 financial years. It is felt that this is ambitious enough to improve the support and assurance that risk management can provide to other organisational processes but not so ambitious as to be unrealistic in the current environment.

Appendix C details proposed actions to achieve this level of improvement, structured around the key model themes. Though the effectiveness of risk management arrangements can be difficult to quantify, a list of proposed performance indicators has also been included. By definition, however, these will only ever give an indication of performance levels and none can individually provide assurance without a range of complementary qualitative information. Risks related to the strategy's implementation are also included.

Given the strategy's 5 year life-cycle, and with experience in recent years having clearly demonstrated that flexibility is essential, the delivery plan will not be viewed as a static list. It initially contains the most urgent and important steps to be taken, and items will be added and removed based on the success of initial actions, and relevance to organisational, technological and environmental developments. Therefore, the plan will be reviewed on an annual basis, alongside Appendices A and B, with review, approval and progress updates via the quarterly Corporate Risk & Integrity Forum and, as appropriate, reported to Audit & Scrutiny Committee.

The table on the following page summarises current risk management activities and mechanisms, mapped to the local risk management aims and the ALARM maturity model (shown in the Policy Statement and Appendix E, respectively). Areas for improvement are also highlighted, and links to the strategy Delivery Plan (Appendix D) are also stated. Where director/directorate is stated, this currently refers to the four areas of People, Place, Partnership & Performance, and Health & Social Care (to be re-assessed if significant future restructuring occurs).

9. Key Mechanisms & High-level Self-assessment



See also Appendices C & E for the development & improvement delivery plan, and full maturity model.

Risk appetite is the level of risk the Council is willing to accept in relation to particular areas of operation. A risk appetite statement assists organisations in more effectively allocating resources, prioritising risks and mitigations, and demonstrating consistent and robust decision-making. The risk categories shown below are defined in the Corporate Risk Management Guidance.

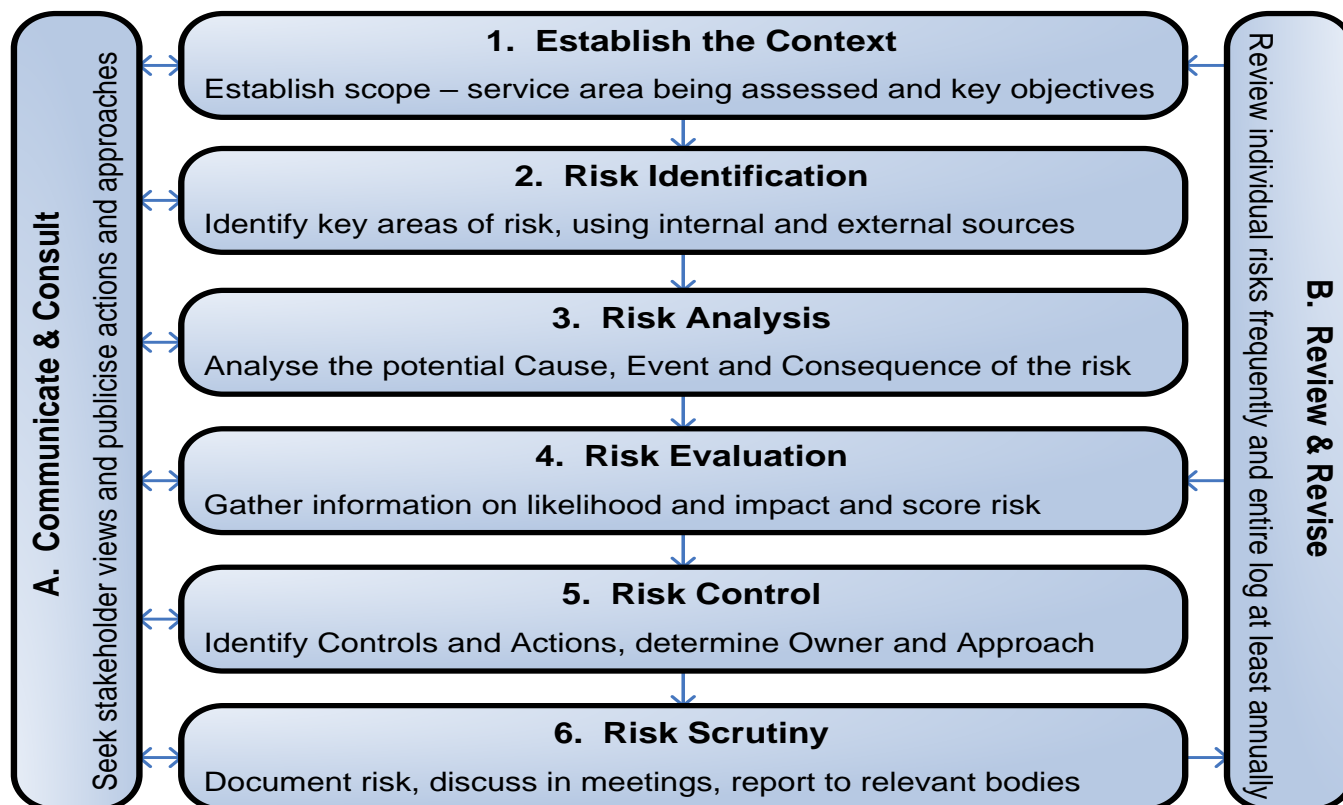
The focus moves from removal of risks (Averse) to balancing control with realising high-value benefits (Cautious) to placing greater priority on creativity, even if activities carry a high residual risk (Eager):

Averse	Avoidance of uncertainty and prevention of exposure is the key objective;
Resistant	Preference for safe options with low inherent risk;
Cautious	Preference for safe options with low residual risk, focus on balance;
Open	Willing to consider options with acceptable benefits;
Eager	Keen to be innovative and focus on maximising opportunities and benefits.

The Council has agreed the following levels of initial appetite (to be revised annually). The list has been prioritised to show the areas where we have the least tolerance of uncertainty at the top, and the greatest appetite for innovation at the bottom.

Governance	Averse to options that do not comply with approved Council governance or statutory or regulatory requirements.
Wellbeing	Open to adopting new options that improve the wellbeing of our communities and staff but Averse to approaches or practices that expose individuals to risk of physical or emotional harm, with particular supports for children, older people and other vulnerable groups.
Continuity	Open to new options that improve preparedness, resilience and cost impacts but Resistant to untested or untried options that carry anything but low inherent risk.
Security	Open to new options that improve safety and efficiency (subject to Governance requirements) but Resistant to untested or untried options that carry anything but low inherent risk.
Community	Open to adopt or pilot novel or innovative approaches that have the potential to deliver our LOIP objectives and improve the life chances of our most disadvantaged people and communities but Cautious to ensure equality and sustainability sit at the heart of everything we do.
Environmental	Eager to adopt strategies and options that will enable our transition to Net Zero and Community Wealth Building objectives but Resistant to options that may not be sustainable or damage the quality of life of our wider communities now or in the future.
Financial	Eager to drive innovation in the use of funding to deliver Net Zero, maximise benefits for citizens and staff and make significant and sustainable cost reductions but Resistant to ensure Best Value and low risk impacts on service delivery and statutory duties.
Cultural	Eager to create a positive and inclusive organisational culture underpinned by a sustainable and resilient workforce but Cautious to ensure we have the right people, with the right skills doing the right work so as to ensure improved organisational outcomes.
Assets	Eager to drive innovation in the use of assets to deliver Net Zero, maximise benefits for citizens and staff and make significant sustainable cost reductions but Cautious to ensure we meet and deliver our statutory and regulatory obligations.
Reputational	Eager to drive innovation and options that improve engagement and services to citizens but Cautious to ensure we always uphold Council and public service values and maintain the trust of our communities and stakeholders.
Information	Eager to be well-informed and share performance, process and good practice information in the interests of accountability, transparency and collaborative improvement, but Cautious around use of robust sources and ensuring handling is efficient, secure and appropriate at all times.
Strategic	Eager to identify and apply innovative practice in our ambitions to achieve transformational change, yet Cautious that these opportunities have identified tolerances in line with the objectives of the opportunity and that there is a sound evidence base with reasoned arguments on how to target emerging or existing risks.

This guidance provides information on key considerations for each step in the Risk Management process:



A. Communicate & Consult

Two-way communication is important to every step in the risk management process to ensure the right information is gathered and people are aware of action to be taken, and why. **Staff members (at all levels), other teams/services/ organisations, members of the public/community groups, elected/board members, senior management and central support teams** can all contribute and/or benefit from others' knowledge. Different groups will have different perspectives and experience of practical, operational and strategic issues.

Different stakeholders can improve efficiency and effectiveness by **providing data, information and knowledge** to clarify areas of uncertainty. Others can provide insight into issues they've **identified** or **dealt with** or **solutions** they've found, and resource requirements can be minimised by **sharing information, experiences and controls**. If procedures are put in place to control risks, it's also highly important to communicate **what they are**, the **reasons** for them being put in place and, therefore, why it's important that they're **adhered to**.

B. Review & Revise

Risk management shouldn't be seen as a one-off, or even an annual task. The nature of risks, progress and the effectiveness of controls can change in a short period of time. It's therefore recommended that **key risks are discussed on a frequent basis** (ideally monthly), with developments recorded, and the relevant people informed. If risks are reviewed **proactively**, more frequently than they're reported, updates are available when required, rather than being rushed as part of the reporting process. As well as focussing on the risks already identified, it's also important to review the entire log, at least annually, and **re-assess whether these are still the key risks**.

1. Establish the Context

There can be a temptation to just list everything that could go wrong, but this can be unproductive. The vital first step is to **clarify the scope** of the exercise - always **focus on objectives**. An organisational model can be a useful tool (templates available from Partnership & Performance). Having a **concise summary** of the team/service will focus discussions and, as no completely systematic process can be used, should ensure all relevant aspects are considered. Risk management can only ever be a **'point in time' assessment** and, though it must involve projection, looking very far into the future can introduce too many uncertainties and be detrimental. It should be kept as **simple as possible** by looking solely at **goals within a set time period** (such as a single year).

2. Risk Identification

Steps 2-4 form the risk assessment, with identification often the most difficult step, partly as there can be **no set process** for this. Often registers (profiles) are developed purely from previous logs – this can be informative, but is unlikely to identify **newly emerging risks**. Logs from other **internal & external sources** can also be useful stimuli but a risk should only be identified as relevant if likely to have a specific impact on local goals.

Many different **methodical** or **ad hoc** processes can be used, e.g. **horizon scanning, brainstorming, facilitation, or self-assessment**. A **PESTELO** analysis assesses Political, Economic, Social, Technological, Environmental, Legal and Organisational implications of an objective. External sources such as other **Councils, partners** and **audit bodies** can also assist in risk identification, or the **categories** (see next page) can be used as prompts.

3. Risk Analysis

Risks are often **underdeveloped** – documented without **details and dependencies** being considered fully. Many 'risks' found in the Identification stage will actually be causes, such as 'demographic changes' or 'lack of resource' but we must focus on how this affect us achieving goals. The key areas to be developed at this stage are:

- Cause** **The source or trigger.** Risks generally originate from wider issues in the internal or external environment, often outwith our control. Examples are: climate change, aging population, or legislative or organisational changes. Note that the cause is **not the key focus of the risk**.
- Event** **How the cause specifically affects us.** It may be a single point in time, such as staff not delivering services (cause: industrial action), or it may develop more gradually, such as inability to meet increasing demands (cause: reduced budgets). Several events may arise from the same cause (e.g. withdrawal from European Union causing supply chain and recruitment difficulties).
- Consequence** **The result of the event occurring.** This should be more specific than 'inability to deliver on objectives' – it needs to consider which objectives – will they not be delivered at all, or less effectively, etc.? As much detail as possible should be given on the stakeholders and services that could be affected, and the potential extent of implications relating to the different categories.

It can be useful to **categorise** risks (next page) to inform and clarify assessments, and support **ownership** and **treatment** decisions. Sometimes the cause may be in one category, but consequences in another, or multiple. Judgement/support may be required in categorising and applying the risk appetite statement, and should consider whether the 'leading' category (linked to cause/likelihood) or 'lagging' category (linked to impact) is most relevant.

4. Risk Evaluation

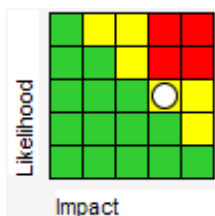
As many elements as possible should be **clarified** and **quantified** to better understand the **nature** and **extent** of the risk. While, again, there are no entirely scientific methods for evaluation and scoring, it should be **evidence-based**, and take into account as much management, organisational and environmental information as possible.

Evaluation should include consideration of:

- The past** Has it happened before? Was it managed effectively? What lessons were learnt?
- The present** Are similar circumstances developing? How are others managing it?
- The future** Do forecasts suggest it will occur/re-occur in the near future?
- Organisational factors** Will changes to leadership, policies, resources or other current projects affect the risk?
- External changes** Are there national initiatives/targets/aims? Are there legal factors to consider?
- Performance indicators** Is the risk occurring? Are we managing it effectively? What are the projections?

Scoring (rating) quantifies the **likelihood & impact** of a risk occurring, summarising overall **severity**. Likelihood incorporates **proximity** (how soon it may occur) – consider which factor is more significant when scoring. There is a degree of subjectivity so relative scores should be **compared** and **rationalised** to ensure they 'feel right'.

Likelihood (& Proximity) Scoring (use most severe)	1. Unlikely/Distant	Little evidence that risk is likely to occur, or likely in over 5 years
	2. Possible/Long-term	Fairly low chance of risk occurring, or likely in next 3-5 years
	3. Likely/Medium-term	Reasonable chance of risk occurring, or likely in next 2-3 years
	4. Expected/Short-term	Strong chance risk will occur, already partly occurring, or likely in next year
	5. Certain/Imminent	Fairly evident that risk will occur in next quarter, or has already occurred



The **overall risk score** is likelihood multiplied by impact. Here, likelihood = 3 and impact = 4, so the rating is 3 x 4 = 12 and the status is amber. The highest possible rating is 5 x 5 = 25.

We must focus on **significant risks**, so there's often more ambers and reds. If green, consider whether it's substantial enough to include (unless we need to **demonstrate** how it's being managed). **Inherent** score shows severity with no controls. **Residual** score includes existing controls/mitigations. **Target** score includes controls and the influence of future actions.

Category Definitions & Impact Scoring

(If there are several potential impacts, use the most severe score)

	1 – Slight	2 – Minor	3 – Moderate	4 – Significant	5 – Extensive
Assets	Persisting in use of inadequate, deficient or poorly designed technology, property, facilities, etc. that are unfit for business needs, or otherwise ineffective/inefficient/non-compliant with standards				
	Temporary/partial inadequacy of single asset with alternative/backup	Temporary/partial inadequacy of multiple assets with alternative	Longer-term inadequacy or sub-optimal alternatives	Permanent loss of single asset with sub-optimal or no alternative/backup	Permanent loss of multiple key assets with no alternatives
Community	Risks regarding resilience, deprivation, inequality or other demographic/socio-economic factors for residents or the area (considered organisational risks as objectives focus on societal outcomes)				
	Limitation to resilience/equality of individual	Limitation to resilience/equality of group/sector	Limitation to vulnerable/multiple groups/sectors	Limitation to wider community/critical sector/infrastructure	Limitation to resilience/equality of entire authority
Continuity	Relating to the disruption of operational service delivery, often linked to Emergency Planning or Civil Contingencies, where lack of tools, staff, facilities, etc. disturbs provision of normal functions				
	Minor disruption to one service	Minor disruption to multiple services	Multiple serious disruptions/some loss of service	Major disruption and/or loss of multiple services	Extended loss of service
Cultural	Suboptimal, inappropriate or ineffective workforce or organisational behaviours, leadership or engagement, insufficient capacity or capability, or non-compliance with policies and procedures				
	Diminished team level engagement/ slightly increased absence/turnover	Team delivery disruption related to compliance/ capacity/capability	Service/directorate disruption related to compliance/ capacity/capability	Major disruption/ unmet minimum staffing in key/ statutory areas	Damage to work-force cohesion/ staffing levels for extended period
Environmental	Failing to use sustainable materials, technologies or practices, increasing waste or travel/energy requirements, or pollutants that would have an adverse impact on air quality, biodiversity, etc.				
	Slightly reduced ability to meet net zero/climate aims	Limited transition or unrealistic/non-inclusive plans	Continuation of unsustainable practices	Increased waste, emissions, etc. (primarily external)	Major/internal increase in waste, emissions, etc.
Financial	Linked to the management of financial assets/liabilities, or commercial partnerships/supply chains in accordance with constraints and contractual requirements, poor returns/value, inefficiency, etc.				
	Up to £10k	£10k to £50k	£50k to £200k	£200k to £2m	Over £2m
Governance	Unclear plans, authorities or accountabilities, ineffective or disproportionate oversight or decision-making, failure to meet legal or regulatory duties, or audit concerns over performance standards				
	Queries/concerns from audit body	Negative audit/ inspection report	Follow-up/repeated negative findings	Legal action	Legal action from multiple sources
Information	Lack of awareness/learning/knowledge, or misinformed decisions due to failure to produce robust or suitable informatics or fully exploit data resources, or failure to share/publish appropriately				
	Slight limitations/ concerns around data integrity	Limited use or publication of data/evidence	Lack of awareness of resources/skills in systems/tools	Major barriers to obtaining/using robust informatics	Inability to inform safety-critical decisions robustly
Reputational	Ethical violations, systematic or repeated failure/breach, political conflict, poor quality, customer service or management of relationships/partnerships, or damage to trust and public confidence				
	Managed incident, in public domain	Local media interest/complaint	Regional interest/ notable social media negativity/ multiple complaints	National interest/ significant social media negativity/ loss of confidence	Major national media interest
Security	Failure to safeguard against fraud or cyber threat, or prevent unauthorised/inappropriate access to assets, including property, systems and sensitive customer/staff/organisational information				
	Reasonable policy awareness, some non-compliance	Limited training completion/policy adherence	Evidence of more frequent/serious infringements	Significant cyber/ data/physical security breach	Prolonged cyber/ data/physical security breaches
Strategic	Pursuing a strategy, project or change that is poorly defined, based on flawed/inaccurate data, or misaligned to delivery of commitments or objectives, possible due to changing macro-environment				
	Issue in single activity/project with flexibility in plans or in early stages	Multiple issues in single activity with flexibility or minor implications	Multiple issues in multiple activities, some flexibility or moderate impact	Multiple/significant issues with little/no change control/ contingency plans	Major issues with little/no flexibility/ extensive rework/ invested resource
Wellbeing	Non-compliance or policies affecting health, safety or wellbeing of individuals/groups, focussing on more direct physical or psychological harm (wider inequality in Cultural (workforce) or Community)				
	Single minor injury, illness or harm	Multiple minor or single serious injury/illness/harm	Multiple serious injuries, illnesses or harms	Death or significant psychological harm	Multiple deaths or major mental health impacts

5. Risk Control

Once the risk has been evaluated, existing **Internal Controls** should be assessed. These may be strategies, policies, procedures, processes, arrangements, scrutiny bodies, etc. that mitigate the risk to some extent by reducing either the likelihood of it occurring or the impact if it does occur. We're often only able to influence one or other of these factors but in some cases controls influence both likelihood and impact. As well as existing controls, there may be planned **actions** (new/planned/in progress) that will reduce the risk once implemented. For example:

- Harm to individuals' health & wellbeing – the impact of this could be significant and irreversible in many different respects so our efforts usually focus more on **preventative** actions and controls;
- Loss of public utilities (power, water, etc.) – here, the cause is outwith our control so the actual risk is failure to prepare or promote resilience, and we can only look at planning to limit the **consequences** when it occurs;
- Health pandemic, Climate change or Strike action – in these situations we can look **both** at preventative actions to reduce the likelihood but also use Business Continuity Plans to reduce the impact.

Once controls and actions are identified, the risk should be assigned an **owner** who can make decisions on **treatment options**, and the **approach** to use. It's important to be risk **aware**, or we could miss opportunities or threats – our Risk Appetite Statement provides guidance on areas of high/low risk tolerance. Though the identified owner is not final (risks can be escalated and demoted), it's important that they have an appropriate **remit, resources and authority** to manage the risk and ensure that treatment actions are completed, where appropriate.

There are 4 different **Approaches** that can be used to manage risks:

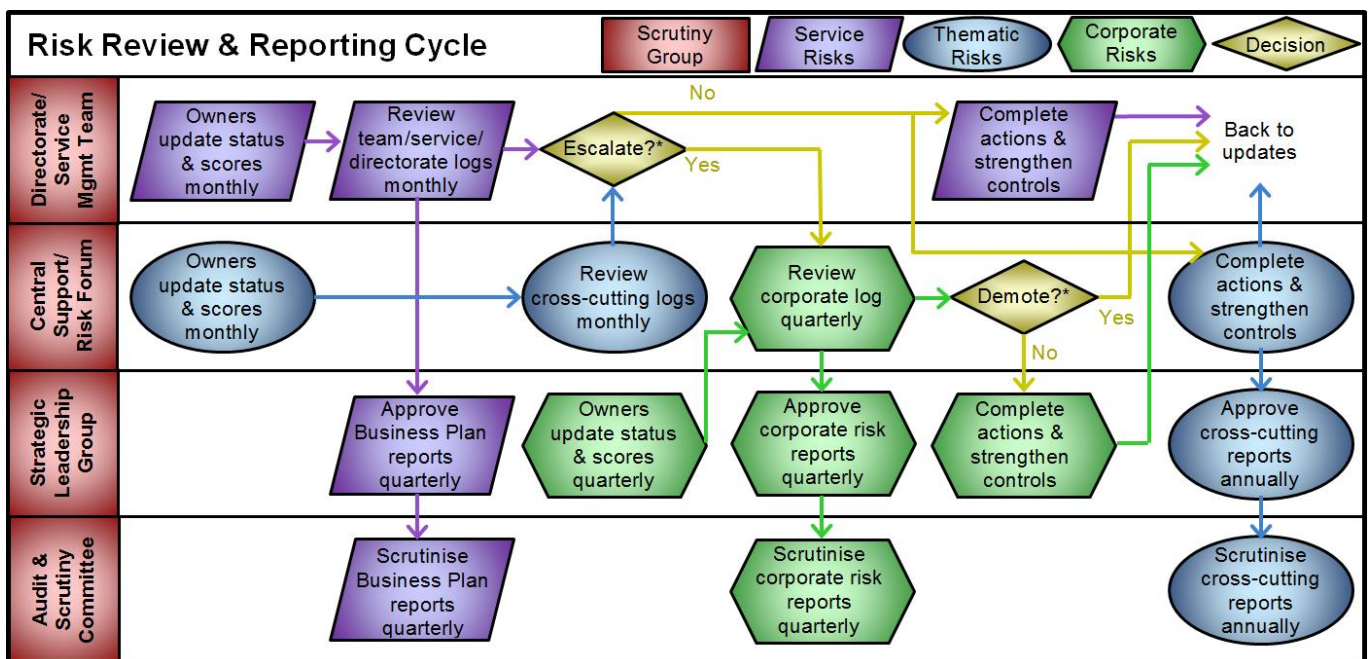
- Treat** - take action to reduce the likelihood or impact (most common approach – may treat then tolerate);
- Transfer** - pass the risk to another party, such as through insurance (however, some duties non-transferable);
- Terminate** - cease the activity that is causing the risk, or do not complete proposed activities;
- Tolerate** - continue monitoring once reasonable actions within our control are complete.

Examples where risk appetite and prioritisation must be used:

- Financial management** Focus on short term efficiency savings or 'spend to save' investment for the future?
- Legislative changes** Resource for training/process/system changes versus cost of statutory breach?
- Statutory vs preventative** Minimum statutory requirements/checks or augmented for early identification?
- Procurement** Balance/prioritise best functionality, maintenance, support, customisation, price, etc.?
- Balancing rights** Protecting the rights of individuals, or community benefits, or both?
- Satisfaction vs efficiency** Offer range of options to customers or channel shift to the cheapest option for us?

6. Risk Scrutiny

The review and reporting cycle is shown below. Risk logs should be reviewed frequently and the hierarchy used to escalate and demote. This may depend on the owner's ability to manage the risk, or if the nature or understanding of the risk changes. The Risk Management Strategy provides information on responsibilities and governance.



*Does the risk have a corporate impact? Does it affect multiple services? Does it require consistent management across the Council? Is it significant (red) for an individual service? Does the owner lack the authority or resources to manage the risk? If yes, consider escalating to a higher-level log (from team to service, or service to corporate).

7. Risk Recording – Pentana Risk Updates

COU CRR 050 Supply Chain & Labour Market Disruption 1

Current Compare Description

Impact 5 Extensive
Likelihood 4 Likely
Score 20

Assessment 5x4 High Risk
Date Assessed 10 Mar 2022

Next Assessment due 15 Jun 2022

Update

Key information Risk Tree History Internal Controls Related To More...

Date Assessed	Score	Assessment	Assessed by
10 Mar 2022	20	5x4 High Risk	Richardson, Judi
20 Oct 2021	20	5x4 High Risk	Richardson, Judi

10 March 2022

Notes Showing all Notes...

Richardson, Judi, 10 Mar 2022

While contracts and other mechanisms and monitoring may reduce the impact to a certain extent, we must broadly tolerate this significant external risk. Where possible, mitigations are ... Show more

1. Click to edit Title (short as possible – what could go wrong as well as the area) and Description (more detailed, include Cause & Event***). Don't edit the code or de-activate/delete – other checks/approval may be needed.
2. Click to edit Potential Impact (Profile) – refer to the impact categories (Financial, Security, Wellbeing, etc.)***. Check Approach – if 'Treat' must have related Actions, if 'Tolerate' must have Controls (see step 5). Check Owners in Key Information. Don't edit owners – may need approval, will affect email notifications & reporting.
3. It can be useful to copy the previous note (bottom right of screen shot), before clicking Update/New Assessment, then edit Scores (guidance appears on right) and type/paste/edit Note. If recommending de-activating or moving to another risk log, state this in the note, and why***
4. Click to edit Inherent Score (excluding Actions/Controls) and Target Score ('tolerance' – what it would need to reduce to before we would de-activate). Keep it sensible – if we're 'treating', must be lower than current score!
5. Click to view Actions (still to be done) or Controls (already in place) – stay focussed, maximum 3 of each. Click header then Add to select from list (Business Plan, LOIP, other plans/strategies/processes, etc.), or Remove. Don't click Create or New – should be set up consistently by Superusers. This is the final step – thank you!

***See other sections of Corporate Risk Management Guidance

Check with site administrators or service Superusers about red notes above (changing codes/owners/targets, closing a risk, or if you can't find required actions or controls) – these elements need additional checks or to be done in a managed way (e.g. reporting that a risk is going to be closed before doing so).

8. Governance Checklist

This section details the minimum requirements, documents and duties expected of staff and managers within Clackmannanshire Council. This demonstrates how the risk management policy and principles apply in specific operational contexts by providing information on relevant controls in specific risk-related areas. This summary will be revised annually, alongside the Risk Appetite Statement and Delivery Plan.

Annual Planning & Assessments	Group	Frequency	Category
Review & update Business Continuity Plans/Impact Assessments	Managers	Annual	Continuity
Complete Induction and Performance Review & Development process	All staff	Once/Annual	Cultural
Review & update directorate Workforce Plans	Directors	Annual	
Submit statutory returns and utilise benchmarking data/other evidence	Analysts	Varies	Information
Produce/report on Business Plans including indicators, actions & risks	Directors	Annual	Strategic
Review & update Health & Safety Risk Assessment/Risk Profile	Managers	Annual	Wellbeing

Learning & Development

Complete Serious Organised Crime mandatory training	All staff	Annual	Community
Complete Counter-terrorism (CONTEST) mandatory training	All staff	Annual	Continuity
Complete Integrated Emergency Management training	Mgrs/TLs	Annual	
Participate in Leadership Development Programme (content may vary)	Managers	Ongoing	Cultural
Complete training on Dept. for Work & Pensions Data Access/Sharing	Revenues	Annual	Financial
Ensure staff read & understand updates/changes to Code of Conduct	All staff	Ongoing	Governance
Complete Governance mandatory training (new addition to programme)	All staff	Annual	
Gain Enterprise Risk Management accreditation	Senior Mgrs	Once	
Ensure relevant staff complete Social Networking online training	Relevant	Ad hoc	Reputational
Complete Cyber Security mandatory training	All staff	Annual	Security
Complete Information Security mandatory training			
Complete Data Protection (GDPR) mandatory training			
Complete Child Protection mandatory training	Relevant posts	Annual	Wellbeing
Complete Adult Support & Protection mandatory training			
Complete Display Screen Equipment mandatory training	All staff	Annual	
Complete Equality & Diversity mandatory training			
Complete Health & Safety mandatory training			
Complete IOSH Managing/Directing Safely training	Managers	3-Yearly	

Changes/Projects/Council & Committee Reports/Policies

Complete Equalities Impact Assessments for changes/reports/policies	Authors	Ad hoc	Community
Assess Fairer Scotland (poverty) impacts for changes/reports/policies	Authors	Ad hoc	Cultural
Assess staffing resource implications of changes/reports/policies	Authors	Ad hoc	
Complete Sustainability Checklist for changes/reports/policies	Authors	Ad hoc	Environmental
Complete Strategic Environmental Assessment for relevant policies	Authors	Ad hoc	Financial
Assess financial resource implications of changes/reports/policies	Authors	Ad hoc	
State background reports used & data/evidence supporting decisions	Authors	Ad hoc	Information
State change/report/policy alignment to Corporate Priorities	Authors	Ad hoc	Strategic
Required project documents to be agreed when senior posts filled (e.g. Options Appraisal, Business Case & Timeline/Cost/Other Resource)	Project Managers	Ongoing	

Reactive as Requirements/Requests Arise

Input into refresh of asset strategies (Roads, Housing, Public Buildings)	Key services	Ad hoc	Assets
Engage with CONTEST self-assessment process	Managers	Annual	Continuity
Engage with the principles of the Fair Work framework	Managers	Ongoing	Cultural
Follow TechOne processes & budgetary control framework	Relevant	Ongoing	Financial
Follow Procurement processes & delegated authorities in line with CSO	Relevant	Ongoing	
Respond to Internal Audit queries and recommendations	Relevant	Ad hoc	Governance
Respond to External Audit queries and recommendations	Relevant	Annual	
Self-assess Local Code of Governance/complete deployment survey	Managers	Annual	
Report according to Public Performance Reporting duties	Managers	Annual	Information
Engage with Comms on management of negative/positive news	Managers	Ad hoc	Reputational
Ensure Information Sharing Agreements in place for shared data	Officers	Ad hoc	Security
Consult experts (Legal, Finance, etc.) on decisions in a timely manner	All staff	Ongoing	Strategic

Appendix C – Corporate Risk Management Strategy Delivery Plan

Following strategy approval this plan will be imported into the Pentana Corporate Performance Management System for ongoing management, monitoring and reporting.

Strategy Performance Indicators demonstrate the deployment & success of the Corporate Risk Management Strategy. Amber to be added as actions progress.

Aim/Theme	Indicators (all codes begin P&P CRM)	Details (reported to Forum quarterly/Audit & Scrutiny Committee annually)
Leadership/ Awareness	LM1 Senior managers with Enterprise Risk Management accreditation	19/20 = 54%, 20/21 = 48%, 21/22 = 46%, 22/23 = 32% (reduction due to turnover)
	LM2 Elected Members who have attended risk/scrutiny training	Out of 18, currently 33% (Audit & Scrutiny Committee), to be rolled out wider
	LM3 Senior managers with up to date portfolio risk log on Pentana	Out of 32, 'up to date' = reviewed within last year (when action LM2 complete)
Strategy/ Transparency	SP1 AGS senior managers' rating of whether approach implemented	See note under Processes/Clarity below
	SP2 Key corporate strategies that include reporting of risk register	Relevant strategies to be identified (when action SP4 complete)
	SP3 Key projects/programmes that include reporting of risk register	Relevant projects/programmes to be identified (when action SP5 complete)
People/ Consistency	PE1 Service areas adequately represented on Corporate Risk Forum	Out of 25 (relevant areas to be confirmed by SLG)
	PE2 Service areas adequately represented by Pentana Superusers	Out of 25
Collaboration/ Partnerships	To be developed with Health & Social Care Risk Forum, Local Resilience Partnership and other partnerships/project boards	Partnership work is currently more action-based and indicators will only be put in place if felt to be meaningful & useful
Processes/ Clarity	PR1 AGS senior managers' rating of whether approach is meaningful	Risk currently grouped with 2 other approaches in AGS (Strategy & Performance Management) – to be added/amended when AGS action complete (HA1)
	PR2 AGS senior managers' rating of whether approach is accessible	
Assurance/ Proportionality	HA1 Internal Audit opinion on risk management, governance & control	No/Limited/Substantial assurance level
	HA2 Insurance contract 'risk control days' allocated	12 days per year to address key priorities – training or strategy/policy reviews
Outcomes/ Objectivity	OD1 Key corporate performance indicators improving	Local Government Benchmarking Framework (104 measures) & additional indicators from the Local Outcomes Improvement Plan, when revised
	OD2 Key corporate performance indicators meeting targets	
	OD3 Average ranking for benchmarked corporate indicators	

Category Indicators demonstrate the management of wider risk categories below the level of the Corporate Log, used in 'horizon scanning' for emerging risks.







To be reported annually/quarterly to Corporate Risk & Integrity Forum (and the Extended Strategic Leadership Group and Elected Members in risk/LGBF/strategy reports). To reduce duplicate reporting, these will be provided as high-level summaries and exceptions. For example, based on the suite of Health & Safety/Climate Change Strategy indicators, the proportion improving and additional detail on those with a red status in relation to target-achievement. A balance will be sought in terms of internal preventative measures (such as training completion) and on external outcome-focussed measures on the wider effectiveness of risk management approaches. This will provide a lower-level segmentation of the Outcomes measures above, with indicators grouped by the strategy categories.





Risk Indicators demonstrate the likelihood/proximity of corporate risks & the impact of mitigations (to be piloted with the corporate risk register).

In order to minimise some elements of subjectivity, and to support evidence-based decision-making, indicators will be identified to inform corporate risk assessments. Similarly to the above, this will take the form of a higher-level summary but will focus on specific risks, rather than wider monitoring and awareness of the internal and external business environment. For example, the risk regarding Financial Resilience will be informed by performance across the 5 Financial Sustainability indicators in the Local Government Benchmarking Framework. In some cases, 'hard' quantifiables may not be available, in which case a quasi-indicator may be utilised, such as the UK terror threat level informing the Extremism risk score. Similarly, yes/no indicators may be of most benefit in some areas, such as the risk regarding Systems Failure being informed by whether Public Services Network compliance/Cyber Essential accreditation has been achieved.

Risk Assessment

(all risk codes begin P&P CRM, amber to be added in future years/as actions progress)

		006 Disproportionate Risk Handling		Risk Handling & Assurance; Proportionality			Current Score	20	Target Score	8
Risk	Failure of governance/scrutiny leads to over-/under-control of risks, with lack of balance in appetite, tolerance & control.									
Potential Impact	Missed opportunities, allowing unfavourable events to occur, or prevention activities causing greater impact than would be incurred should risks materialise, resulting in inappropriate utilisation of workforce, financial resources or other assets.									
Note	Local Code assessed via AGS & audit/inspection ('substantial assurance' from Internal Audit). Committee structures, remits & approval ensure oversight. Specialists support staff, sharing information via forum to ensure balance, and identifying 'risk control day' priorities. National project to consolidate data returns will enhance evidence-base.									
Related Actions	Training needs analysis for staffing groups	003	Related Indicators	Internal Audit opinion on risk controls	HA1	Existing Controls	Internal Audit (P&P IAF IAP)			
	Scrutiny training for Elected Members	004		Insurance 'risk control days' allocated	HA2		External Audit (COU EXA AIP)			
	Cyclical/reactive/future AGS/audit actions						Committee rep & pro (P&P L&G CRP)			
		001 Leaders Fail to Promote Risk Awareness		Leadership & Management; Awareness			Current Score	16	Target Score	8
Risk	Leaders do not see value in risk management and fail to prioritise, exemplify and drive focus on deployment with staff.									
Potential Impact	Poor awareness of key risks and mitigations at multiple levels due to lack of appropriate evaluation/escalation/cascade, with widespread implications for ill-informed decision-making and risk exacerbation through non-compliance.									
Note	Focus has been at SLG level, with registers in place for most areas, and some lower-level teams. Focus now on senior managers, with most achieving risk accreditation in Jan-2020 (additional 7 since). All SLG members have nominated risk forum delegates, with awareness-raising as key objective. All staff complete annual mandatory training on core topics.									
Related Actions	Recommence forum meetings post-Covid	002	Related Indicators	Senior Manager risk accreditation	LM1	Existing Controls	Risk log hierarchy (P&P CRM HRL)			
	Revise forum Terms of Reference	LM1		Elected Member training	LM2		Risk Forum (P&P CRM RIF)			
	Locate & upload existing risk logs centrally	LM2		Services with risk logs	LM3		Mandatory training (P&P HRP AMT)			
		003 Inconsistent Staff Application of Risk Principles		People; Consistency			Current Score	15	Target Score	9
Risk	Staff do not know or apply the principles in the risk strategy due to lack of communication, training, guidance or support.									
Potential Impact	Fragmented approach, failure to prioritise in a robust and consistent manner, lack of internal integration and confusion among those consuming risk information, leading to other noted risks.									
Note	Training needs analysed during strategy review & key groups/actions identified (Members, managers, forum, superusers & all staff). Facilitation/responsive support continues and briefings/training/induction/eLearning to be rolled out, including via Gallagher Bassett 'risk control days'. Connect intranet page will improve dissemination of risk-related information.									
Related Actions	Risk in corporate induction process	006	Related Indicators	Risk forum service coverage	PE1	Existing Controls	Pentana Superusers (P&P SAP PSA)			
	Connect page for sharing guidance, etc.	PE1		Pentana Superuser service coverage	PE2		Training/guidance (P&P CRM TFG)			
	Review Clacks Academy risk module	005		Elected Member training	LM2		HSC Forum (HSC CRM RMF)			

		004 Inadequate Collaboration with Partners/Experts	Partnership, Shared Risk & Resource; Collaboration			Current Score	12	Target Score	9	
Risk	Failure to integrate with partners or capitalise on external knowledge due to an insular view or lack of co-operation.									
Potential Impact	Unclear/inefficient/ineffective processes for those working in partnerships, excessive resource when solutions may already exist, or lack of awareness/incorporation of externally-identified risks or recommendations into plans.									
Note	Work with Alliance on Community Risks & Procurement to manage supplier risks. 2 partnerships & IA Manager (Falkirk) attend internal forum. HSCP in Superuser group & additional risk forum. Global risks reviewed annually & engagement with Gallagher Bassett, Improvement Service, national fora, Scottish Gov., Audit Scotland & Accounts Commission.									
Related Actions	HSC forum access to Pentana logs	PS1	Related Indicators	To be developed with partnerships, if felt that measures will be beneficial	Existing Controls	HSC Forum (HSC CRM RMF)				
	Review HSC risk strategy & processes	PS2				GB/ALARM (P&P CRM EXE)				
	Benchmark risk processes with partners	PS3				External Audit (COU EXA AIP)				
		005 Unclear Processes or Prioritisation Mechanisms	Processes; Clarity			Current Score	12	Target Score	9	
Risk	Staff & Members are unclear on risk management/prioritisation due to failure to define or disseminate suitable processes.									
Potential Impact	Uncoordinated/disconnected activities, failing to address strategic priorities, exacerbating issues regarding equalities, deprivation, safeguarding or sustainability, or mismanaging building/data security, health & safety or continuity incidents.									
Note	Strategy aims to clarify, including guidance & appetite, communicated via training. Forum consulted on strategy & each area documents & communicates themes/category processes. Annual mandatory training & support provides additional clarity & governance checklist summarises key requirements, e.g. review Business Continuity Plans annually.									
Related Actions	Governance Checklist/Appetite Statement	PR1	Related Indicators	AGS risk approach 'meaningful' rating	PR1	Existing Controls	Mgt Team sessions (P&P CRM MTW)			
	Cyclical/reactive/future actions regarding processes & clarity			AGS risk approach 'accessible' rating	PR2		Governance Strategy(COU GOV SPP)			
							Bus. Cont. Plans (P&P EMP BCP)			
		002 Failure to Develop or Publish Risk Strategy or Registers	Strategy & Policy; Transparency			Current Score	10	Target Score	5	
Risk	Approach & management of specific risks is not summarised publicly due to reluctance to discuss negative factors.									
Potential Impact	Failure to provide scrutiny bodies and the public with appropriate information, decisions made without reference to all relevant facts or potential barriers, failure to challenge/mitigate and/or erosion of trust, affecting reputation.									
Note	Some registers exist but are not reported. Most work is highly risk-focussed so simply formalising/articulating in different format will improve compliance with risk strategy aims. We often refer to risks in reports/strategies/policies but improvement required in analysis, recording & reporting. Committee report guidance should make requirements explicit.									
Related Actions	Review Risk Management strategy	001	Related Indicators	AGS risk 'implementation' rating	SP1	Existing Controls	Corp. & Bus. Plans (P&P SAP CBP)			
	Increase committee risk reports to quarterly	007		Corporate strategies risk log reporting	SP2		Public Perf. Reports (P&P SAP PPR)			
	Revise committee guidance to include risk	008		Project/programme risk log reporting	SP3		Elected M. scrutiny (COU COM ELS)			

		007 Subjective Evaluations Fail to Address Outcomes	Outcomes & Delivery; Objectivity			Current Score	8	Target Score	4
Risk	Risk owners' personal perspective unduly influence risk assessments, resulting in inappropriate scoring and treatment.								
Potential Impact	Failure to escalate/demote or inability to demonstrate rationale for decisions or integration of initiatives with key deliverables, with possible misuse of resource and strategic misalignment to the detriment of community outcomes.								
Note	Though difficult to separate personal views from professional, single owner is good practice & varying caution/eagerness beneficial. Guidance encourages involving many in assessments to 'average out' extreme views. Challenge from forum, SLG, Committee & audits. Pentana & links to performance data will robustly evidence reasoning impact on outcomes.								
Related Actions	Pilot corporate risk performance indicators	OD1	Related Indicators	Key corporate indicators improving	OD1	Existing Controls	Pentana (P&P SAP PPM)		
	Identify category horizon scan measures	OD2		Key corporate indicators meeting targets	OD2		Gov & audit process (P&P L&D GAP)		
	Future actions on outcomes/objectivity				Average rank for benchmarked indicators		OD3	Risk Strategy (P&P CRM RMS)	

Year 1 Actions (2023/24)

(blue shading = actions from most recent internal audit of risk management, green = complete, yellow = in progress)

Code	Action	Aim/Theme	Lead (Consult/Support)
IAF CRM 002	Quarterly meetings of the Corporate Risk & Integrity Forum (recommence meetings post-Covid)	Leadership	Chief Executive (P&I Adviser)
P&P CRM LM1	Revise Corporate Risk & Integrity Forum Terms of Reference and establish new reporting process	Leadership	Performance & Information Adviser
P&P CRM LM2	Locate existing risk logs recorded outwith Pentana, arrange upload & review mechanisms/training	Awareness	SLF (P&I Adviser/Superusers)
IAF CRM 001	Review & updating of the risk management strategy (complete with this document's approval)	Strategy	P&P Director (P&I Adviser/Forum)
P&P CRM SP1	Consult & brief Corporate Risk Forum on risk strategy, gain approval & begin deployment	Strategy	P&I Adviser (Risk Forum)
IAF CRM 007	Risk management and committee reporting (move corporate risk from 6-monthly to quarterly)	Transparency	Risk Owners (Risk Forum)
IAF CRM 008	Risk and considerations section of committee reports (revise guidance to include risk assessments)	Transparency	Monitoring Officer (Risk Forum)
IAF CRM 003	Risk training needs analysis for staffing groups (completed as part of strategy review)	People	P&I Adviser (OD Adviser)
IAF CRM 004	Training for elected members on risk (provided for Audit & Scrutiny, to be rolled out to others)	People	P&I Adviser (Elected Members)
IAF CRM 006	Risk in corporate induction process	People	HR & WD Sen. Manager (P&I Adv)
P&P CRM PE1	Create Connect intranet page for sharing risk guidance, training, events, etc. (then update cyclically)	Consistency	Performance & Information Adviser
IAF CRM 005	Review of the risk analysis training module on Clacks Academy	Consistency	Performance & Information Adviser
P&P CRM PS1	Give HSC Forum access to relevant Pentana logs (superusers have access to PIs, actions & risks)	Partnerships	Performance & Information Adviser
P&P CRM PS2	Review Health & Social Care Partnership joint risk strategy & streamline processes	Partnerships	HSC Forum (P&I Adviser)
P&P CRM PS3	Benchmark risk processes (conducted with ALARM, and HSC check repeated to ensure still aligned)	Collaboration	P&I Adviser (HSC Forum)
P&P CRM PR1	Define Governance Checklist key controls & Appetite Statement to support prioritisation (annually)	Clarity	P&I Adviser (Risk Forum)
P&P CRM OD1	Pilot reporting of performance indicators for corporate risks to demonstrate likelihood/proximity/impact	Objectivity	Forum (P&I Adviser)
P&P CRM OD2	Identify category measures for broader forum monitoring/horizon scans (LGBF, SIMD, census, etc.)	Objectivity	P&I Adviser (Risk Forum)

Reactive and Future Actions

Ongoing/cyclical/reactive actions include:

- Responding to service risk/performance/Pentana requests/queries and providing support for service Superusers (Processes);
- Participating in the biennial review of the Community Risk Register & lessons learned debriefs, led by the Scottish Fire & Rescue Service (Processes);
- Work with the Data & Digital Transformation Team to improve access, use and impact of tools & mechanisms for informing risk assessments (Processes);
- Work with the Capital Transformation Manager (once appointed) to develop project dashboards and minimum project governance requirements (Clarity);
- Providing evidence for the Annual Governance Statement, Internal & External Audit (Assurance); and
- Participating in the Local Government Data Platform project to consolidate/streamline statutory data returns (Proportionality).

Actions for future years (2024/25 onwards) will focus on:

- Initiating a programme of risk log development through identifying & prioritising gaps in risk assessments across services/teams (Leadership), strategies/projects (Strategy), partnership activities (Partnerships), and cross-cutting corporate themes/categories (Processes);
- Reviewing Pentana Internal Controls list (strategies/governance arrangements/mitigations), locating documents and ensuring accessible to staff (Strategy);
- Assessing potential for 'deep dive' committee reporting to explore selected risk(s) in greater detail (Transparency);
- Giving Elected Members and External Auditors access to Pentana, once confident that records are comprehensive/accurate/being updated (Transparency);
- Further development of the Council/committee report approval process, ensuring timely consultation with key risk experts on decisions (Transparency)
- Assessing options for senior manager refresher training after accreditation gained (such as via Leadership Development Programme (People);
- Summarising common risks & mitigations in a risk library/menu to simplify the assessment process and capitalise on past successes (Proportionality);
- Improving integration of risk with the Annual Governance Statement process (Assurance) and the development and delivery of major strategies (Outcomes);
- Complement risk assessments with benefits evaluation (inverted matrix) to provide a rounded summary and shift focus to delivery of objectives (Outcomes); and
- Incorporate identification of informative performance indicators into risk evaluation (if year 1 pilot with corporate risks proves useful/practical (Objectivity).

- Purpose:** Reducing the Council's overall risk profile by sharing information and proactively managing existing and emerging concerns in an efficient, effective, timely and integrated manner.
- Remit:** Providing a governance mechanism for monitoring the fulfilment of statutory duties and policy commitments, discussing strategic and operational progress, and prioritising actions to minimise potential barriers, ensuring the best possible outcomes are achieved.
- Governance:** The Forum provides assurance to the Strategic Leadership Group on the robustness of policies and processes in key risk-related areas, escalating concerns and compliance issues. Attendance is targeted at a relatively senior level and to those who chair/co-ordinate/attend other thematic governance groups to ensure visibility and facilitate information exchange.
- Aim:** To ensure risk owners and senior management are held collectively accountable for the completion of remedial mitigations that support continuous improvement and Best Value.

The specific tasks completed by Forum members are:

- Participating in high-level risk reviews, contributing knowledge and identifying new risks via horizon scanning;
- Feeding back on corporate risk strategy, policy & processes, and opportunities for streamlining/consolidation;
- Providing updates on their own corporate risks, and peer-reviewing others' for consistency and integration;
- Providing more detailed internal updates on their respective risks/service areas, including: Significant recent incidents; Recent achievements/progress; New developments/legislation; Key risks & required actions.
- Signposting guidance, support and development opportunities, including agreeing the annual allocation of (insurance contract) risk control days for strategy review and/or training provision;
- Monitoring the completion of mandatory training and policy adherence across services;
- Communicating and raising awareness of concerns and compliance issues, including prioritising their escalation to the Strategic Leadership Group for maximum impact and benefit.

Chair: The Forum is chaired by the Strategic Director – Partnership & Performance, as owner of the Corporate Risk Management approach. The Director presents an update and issues for escalation to the Strategic Leadership Group after each Forum meeting, and provides reciprocal feedback to the Forum regarding issues of strategic direction and governance.

Membership: Forum attendance is adjusted to reflect the organisation's risk profile, in order to flexibly address the most significant concerns at any given time, with current representatives from:

- Partnership & Performance Directorate – Finance & Revenues (including Procurement); HR & Workforce Development (including Health & Safety); Legal & Governance (including Monitoring Officer, Information Management & Internal Audit); and Partnership & Transformation (including Civil Contingencies (link to Local Resilience Partnership), Counter-terrorism, Digital & Data, Equalities & Serious Organised Crime);
- People Directorate – Chief Education & Social Work Officers;
- Place Directorate – Strategic Director; Energy, Sustainability & Climate; and Housing;
- Clacks & Stirling Health & Social Care Partnership (Locality Manager & Head of Service);
- Clackmannanshire Alliance Community Planning Partnership (board includes 2 Directors & 1 Senior Manager listed above).

Timing: The Forum is held quarterly, in advance of formally reviewing the corporate risk register, to ensure discussions inform updates. The Forum meets at the end of May, Aug, Nov & Feb. Updates (item 2 below) are requested a month before the meeting and distributed a week before. Corporate risk review deadlines are the 15th of the following month.

Agenda:

1. Welcome and Introductions	Strategic Director – P&P (Chair)
2. Review of Detailed Risk/Service Updates	Forum members submit/present quarterly
3. Verbal updates on Corporate Risk Log	Owners provide updates/others challenge
4. Prioritisation of Issues for Escalation	All with issues to escalate to SLG
5. Any Other Business	

To ensure focus and limit workload/meeting/document length, item 2 updates should not exceed 1 page. To similarly promote focus and action, no detailed minute is recorded but an action log will be created to drive progress, following strategy approval.

Association of Local Authority Risk Managers National Performance Model for Risk Management in Public Services

	Level 1: Engaging	Level 2: Happening	Level 3: Working	Level 4: Embedded & Working	Level 5: Driving
Leadership & Management	Senior management are aware of the need to manage uncertainty and risk and have made resources available to improve	Board/Councillors and senior managers take the lead to ensure that approaches for addressing risk are being developed and implemented	Senior managers take the lead to apply risk management thoroughly across the organisation	Risk Management is championed by the CEO	Senior management uses consideration of risk to drive excellence through the business with strong support and reward for well-managed risk-taking
			They own and manage a register of key strategic risks and set risk appetite	Management leads risk management by example Board & senior managers challenge risks and understand risk appetite	
Strategy & Policy	The need for a risk strategy and risk-related policies has been identified and accepted	Risk management strategy and policies drawn up, communicated and being acted upon	Risk management principles are reflected in the organisation's strategy and policies	Risk handling is an inherent feature of policy and strategy making processes	Risk management capability in policy and strategy making helps to drive organisational excellence
	The risk management system may be undocumented with few formal processes present	Roles and responsibilities established, key stakeholders engaged	Risk framework is reviewed, developed, refined and communicated	Risk management system benchmarked and best practices identified and shared across the organisation	
People	Key people are aware of the need to understand risk principles and increase capacity and competency in risk management techniques through appropriate training	Suitable guidance is available and a training programme has been implemented to develop risk capability	A core group of people have skills and knowledge to manage risk effectively and implement the risk management framework	People are encouraged and supported to take managed risks through innovation	Organisation has a good record of innovation and well-managed risk-taking
			Staff are aware of key risks and responsibilities	Regular training and clear communication of risk is in place	Absence of blame culture All staff empowered to be responsible for risk management
Partnership, Shared Risk & Resources	Key people are aware of areas of potential risk in partnerships and the need to allocate resources to manage risk	Approaches for addressing risk with partners are being developed and implemented	Risk with partners and suppliers is well managed across organisational boundaries	Sound governance arrangements are established	Clear evidence of improved partnership delivery through risk management and that key risks to the community are being effectively managed
		Appropriate tools are developed and resources for risk identified	Appropriate resources in place to manage risk	Partners support one another's risk management capability and capacity	
Processes	Some stand-alone risk processes have been identified and are being developed The need for service continuity arrangements has been identified	Risk management processes are being implemented and reported upon in key areas Service continuity arrangements are being developed in key areas	Early warning indicators and lessons learned are reported	A framework of risk management processes in place and used to support service delivery	Management of risk and uncertainty is well-integrated with all key business processes and shown to be a key driver in businesses success
			Critical services supported through continuity plans		
Risk Handling & Assurance	No clear evidence that risk management is being effective	Some evidence that risk management is being effective	Clear evidence that risk management is being effective in all key areas	Evidence of innovative risk-taking	Considered risk-taking part of the organisational culture
		Performance monitoring and assurance reporting being developed	Capability assessed within a formal assurance framework and against best practice standards	Evidence that risk management is effective and useful for the organisation and producing clear benefits	Clear evidence that risks are effectively managed throughout the organisation
Outcomes & Delivery	No clear evidence of improved outcomes	Limited evidence that risk management is being effective in, at least, the most relevant areas	Clear evidence that risk management is supporting delivery of key outcomes in all relevant areas	Very clear evidence of very significantly improved delivery of all relevant outcomes and showing positive and sustained improvement	Risk management arrangements clearly acting as a driver for change and linked to plans and planning cycles

Report to Clackmannanshire Council

Date of Meeting: 05 October 2023

Subject: HR Policies – Special Leave Provisions

Report by: Senior Manager – HR and Workforce Development

1.0 Purpose

- 1.1. This paper seeks Council approval to amend the Council's special leave procedures.

2.0 Recommendations

It is recommended that Council:

- 2.1. **Agrees**, with immediate effect, to amend section 16 of the Special Leave Procedure (Appendix 1) to provide paid leave entitlement for staff wishing to serve on the Children's Panel, be a Justice of the Peace or undertake mentoring of a young person with a recognised Youth Mentoring Scheme

3.0 Considerations

- 3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.
- 3.2. In order to ensure collaborative and partnership working the Council's policy group, which comprises TU colleagues, Management and HR, meet regularly to review and agree new/revised policies and procedures.
- 3.3. The policy group last met on the 29 August 2023 and agreement on this proposed change was reached with Trade Union colleagues.
- 3.4. The proposed changes were also noted at the Tripartite meeting held on 13 September 2023.
- 3.5. At its August meeting Council approved the Promise Plan 2023-2026. 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.

- 3.6. 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.
- 3.7. Part of the commitments within the paper agreed by Council was 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.
- 3.8. Given this commitment an interim amendment is proposed to our special leave policy until such time as we undertake a fuller review at the next scheduled review date.
- 3.9. The proposed changes would introduce paid leave for undertaking duties related to Children's Panel, Justice of the Peace or Youth Mentoring.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

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)

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 Special Leave policy has previously been assessed

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 – Special Leave Procedure

11.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership and Performance	



Special Leave Procedure

2020



DOCUMENT CONTROL SHEET:

Key Information:

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Contact:	HR Department

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	September 2018	Draft	D.K.	N/A
0.2	September 2019	Amendments made following policy group	D.K.	N/A
0.3	September	Update to formatting	D.K.	N/A
0.4	October	Update following completion of EQIA	D.K.	N/A

SPECIAL LEAVE PROCEDURE

1. Introduction

- 1.1 Special Leave is available to all employees of the Council for a wide range of reasons which may be with or without pay.
- 1.2 Special leave arrangements in relation to teachers is covered by the Leave of absence for teachers and associated professionals document as agreed at LNCT.
- 1.3 Where an employee is term time the outlined leave procedures will also apply.
- 1.4 The Special Leave Policy and procedure is divided into 3 sections.
 - Section 1 covers matters relating to balancing work and family life.
 - Section 2 covers leave for National, Public and Community Emergency Service.
 - Section 3 covers other leave.
- 1.5 When approving requests for special leave, managers must consider the operational requirements of the Service as well as any requests that have been previously granted, outstanding annual leave and requests governed by legislation.
- 1.6 Managers are encouraged to consider flexible methods of supporting employees and should consider the need to treat all employees fairly whilst balancing the needs of employees with the needs of the service.

- 1.7 Applications for Special Leave must be submitted to line managers giving as much notice as possible.
- 1.8 Appointment cards or other notification should be shown where available.

2. SECTION 1 – BALANCING WORK AND FAMILY LIFE

- 2.1 The Council recognises that the effectiveness of the Council depends on the motivation and commitment of its workforce. The Council fully appreciates the difficulties that many employees have in balancing work requirements and family/caring commitments.
- 2.2 All employees have the right to a reasonable amount of unpaid time off to deal with an emergency involving a dependant. A dependant is the employee's spouse or civil partner, child or parent; or a person who lives in the same household as the employee (other than individuals who live there because they are the employee's tenants, lodgers, boarders or employees).
- 2.3 The right to reasonable time off without pay should simply allow the employee to deal with the immediate problem and put necessary arrangements in place.
- 2.4 A family emergency can be anything from having to cope with a child being ill and not being able to attend nursery/school, to a close family member being involved in a serious accident or becoming ill and being admitted to hospital.
- 2.5 Events such as those outlined above can be traumatic situations for anyone to deal with. The Council therefore recognises that when its employees have to cope with any of these situations they will need the support of a caring and supportive employer.
- 2.6 For the purpose of council procedures, a carer is defined as someone who provides unpaid support to a dependant who is affected by long term illness,

disability or addiction who could not manage without this help. Examples may include a dependant who is ill, older and/or frail or disabled; or where there is a change in circumstances or health of a dependant who is ill, older and/or frail or disabled.

- 2.7 If an employee has a family emergency and it does not appear that the Council has a policy/procedure in place to assist in that particular case, advice can be obtained from HR. Many of the policies allow a degree of flexibility for special arrangements to be made in certain circumstances.

3. FAMILY EMERGENCIES

- 3.1 If employees are required to be absent from work to make alternative arrangements arising from family emergencies, up to 1 day's leave with pay will normally be granted for each incident (subject to a maximum of 3 days in a 12 month period). Family emergencies may include incidents such as the sudden or unexpected illness of a relative, partner or child, disruption to the care of a dependent or an incident involving children at school/childcare.
- 3.2 All such requests will be subject to review and will be considered on a case by case basis. In the case of the emergency hospitalisation of a child, to allow an employee to remain with their child while in hospital, leave with pay for up to 3 days will normally be granted in line with but not in addition to the Carers Procedure.
- 3.3 In the case of a critically ill or injured partner, an employee may be granted up to 3 days leave with pay in a 12 month period for these unplanned circumstances.
- 3.4 Where the illness of a dependant is of a serious nature and an employee wishes time off to care for that person, employees should refer to the Carers Procedure for more details on this.

4. URGENT DOMESTIC DISTRESS

- 4.1 Where an employee is required to be absent from work to make special domestic arrangements arising from experiencing domestic abuse, leave with pay for up to 1 day will normally be granted.
- 4.2 Where an employee as a result of domestic distress requires time off for example for such things as a serious house fire, break-in, burglary or a burst water pipe. Please note this is not an exhaustive list.
Leave with pay for up to 1 day will normally be granted for each incident.
- 4.3 Due consideration would need to be given to the circumstances arising.

5. MEDICAL TREATMENT

- 5.1 Staff will be granted such reasonable time off without loss of pay as is required for the purpose of preventative medical examination at hospital. Reasonable notice and service needs must be taken into consideration wherever possible when appointments are being made.
- 5.2 Employees requiring non-emergency medical treatment from opticians, dentists or GPs should arrange the appointment for the beginning or end of the working day or arranged on days off.
- 5.3 Employees should provide their line manager with reasonable notice of any appointment taking into consideration the needs of the service. Only where service needs will be impacted negatively will time off for appointments be refused. Where line managers need to discuss further they should contact their service HR Business Partner.
- 5.4 Where an employee has to attend a hospital appointment, they should provide their line manager with as much advance notice as possible, no less than one week for non emergency hospital appointments.

- 5.5 A copy of the hospital appointment card will be required to be given to the line manager to ensure payment for attendance at the hospital appointment.
- 5.6 Where employees have to take a dependent to a pre planned doctors or hospital appointment then this should be made where possible out with working hours. Should this not be possible then unpaid leave may be agreed.
- 5.7 In emergency or other circumstances where a line manager is satisfied that an employee can't get an appointment outwith normal working hours they should allow reasonable time off with pay for the employee to attend an appointment with a dependant.
- 5.8 In such cases, employees should, wherever possible arrange appointments at a time which will minimise disruption to their working day and the time off required, e.g. early morning, lunch time or late afternoon.
- 5.9 Confirmation of medical appointments or notification for other medical treatment must be provided to support the request for time off.

6. BEREAVEMENT

- 6.1 Reasonable time off with pay will be granted in the case of the death of a near relative. Line Managers should be sympathetic to the situation faced by the employee. For relationships such as Parent(s), Sibling(s), Child/ren, Spouse or Partner the amount of time paid will be up to five days.
- 6.2 In addition to the provisions outlined in 6.1, under the Parental Bereavement (Leave and Pay) Act 2018, from April 2020, staff who suffer the loss of a child under the age of eighteen, or suffer a stillbirth after twenty-four weeks of pregnancy, will be granted 2 weeks paid leave. This can be taken either in one two week block or two weekly blocks. There is no minimum service requirement for a member of staff to be eligible and the leave can be taken at any time within 56 weeks following the bereavement.

- 6.3 Alternatively in other circumstances not covered by the above where an employee is conducting business in connection with the funeral the employee will be granted three working days with pay, this also includes time for attending the funeral.
- 6.4 In other cases, an agreement should be reached between the manager and the employee about time off to attend a funeral service. This will not normally be more than one day with pay, unless the employee has a significant distance to travel. In these circumstances the line manager has discretion to allow an additional day off with pay. In normal circumstances it is expected that the employee will attend work before and after the funeral service

7. LEAVE TO BE SET AGAINST ANNUAL LEAVE

- 7.1 The following requests for leave should normally be set against annual leave entitlement.

8. VISITING RELATIVES OVERSEAS

- 8.1 An employee visiting relatives overseas must use their annual leave entitlement. Employees may also wish to consider applying for additional leave under the Council's Additional Leave Scheme.

9. WEDDINGS AND CIVIL PARTNERSHIPS

- 9.1 Leave for weddings and civil partnerships, including an employee's own marriage or civil partnership, must be set against annual leave entitlement. For term time employees arrangements should be made outwith the school term for their own marriage. Only in very exceptional circumstances (e.g. where a husband/wife to be is in the armed forces and is only able to take leave at a specific time that coincides with the school term) a limited amount of unpaid leave without pay will be granted.

10. MOVING HOME

- 10.1 Leave required in connection with moving home will normally be set against an employee's annual leave entitlement. Where an employee has exhausted their full annual/flexi leave entitlement, they may be granted 1 day's leave without pay. For term time employees arrangements should if possible be made outwith the school term or a request should be made for 1 day's leave without pay.

11. TIME OFF FOR JOB INTERVIEWS

- 11.1 Should an employee be called to attend a job interview for a post outwith Clackmannanshire Council, the employee will be required to use annual leave or flexi time if appropriate.
- 11.2 Where an employees is called to attend a job interview for a post within Clackmannanshire Council they will be granted reasonable time to attend the interview.
- 11.3 Employees who are on the Council's redeployment register as a result of TVR will be allowed reasonable time to attend for interviews external to the Council.

12. SECTION 2 – NATIONAL, PUBLIC AND COMMUNITY EMERGENCY SERVICE

- 12.1 The Council is committed to providing support to employees who have chosen to support their country or community in any way, to accommodating those employees who are called on to carry out public duties. Accordingly the following leave arrangements will apply.

13. RESERVE FORCES

- 13.1 An employee of the Council who is a member of the reserve forces and attends an annual training camp for a period of one week or more will be

granted up to 10 days special leave with pay. This will be subject to the deduction of service pay and allowances received in respect of the period of special leave. Employees who are members of the reserve forces and who are called up for national service will be granted unpaid special leave.

14. JURY AND WITNESS SERVICE

- 14.1 An employee who receives a summons to appear on a jury or as a witness should attend unless exemption is secured.
- 14.2 In every instance staff must obtain a form from the courts for expenses and loss of earnings which is completed by the Payroll Section detailing the level of pay of the member of staff.
- 14.3 Loss of earnings, equivalent to that received from the Court, will be deducted from salary following conclusion of jury attendance.
- 14.4 The jury citation letter will be required to be produced and verified by the line manager before authorisation of leave.

15. PUBLIC DUTIES

- 15.1 Where an employee undertakes one of the undernoted roles they must make their line manager aware to ensure there is no conflict of interest with their current role in the council.
- a school governor
 - a member of any statutory tribunal (for example an employment tribunal)
 - a member of the managing or governing body of an educational establishment
 - a member of a health authority
 - a member of a school council or board in Scotland

- a member of the Environment Agency or the Scottish Environment Protection agency
- a member of the prison independent monitoring boards (England or Wales) or a member of the prison visiting committees (Scotland)
- a member of Scottish Water or a Water Customer Consultation Panel

15.2 Request for time off should be made to their line manager.

15.3 Employees undertaking these roles will be granted a reasonable amount of unpaid time off.

15.4 Services will consider all requests in line with the individuals personal needs and those of the service.

15.5 A maximum of 5 days unpaid special leave days will be calculated in one leave year.

16. CHILDRENS PANEL/JUSTICE OF THE PEACE

16.1 Where individuals wish to apply for volunteering for either the Children's Panel. Justice of the Peace or Youth Mentoring they should submit a written request to their Strategic Director or equivalent for approval.

16.2 It should be noted that consideration will be given to the impact such volunteering will have on the service and any potential conflict of interest that may arise between the employees role in the Council and the volunteering role.

16.3 If appointed the member of staff must provide written documentation of confirmation.

16.4 An employee who serves on a Children's Panel or as a Justice of the Peace will be granted up to a maximum of 5 days paid leave per annum to attend hearings

16.5 An employee who undertakes mentoring of a young person through a recognised scheme such as MCR will be entitled to 1 hours paid leave each week (to a maximum of 35 hours in the year). Any variations to this should be discussed with line managers.

16.6 Staff will be entitled to paid leave related to 1 activity although consideration of additional unpaid leave may be given if volunteering for more than 1 role. Agreement will be subject to service need.

17. INTERNATIONAL AND SPORTING/CULTURAL EVENTS

17.1 An employee representing their country in an amateur international sporting event may be granted up to 5 days paid leave in any annual leave year.

17.2 Where an employee has an dependent under the age of 16 who they are required to accompany while participating in the sporting event they will have to apply for annual leave or alternative appropriate leave such as unpaid leave.

18. COMMUNITY VOLUNTEERING

18.1 The Council will support unpaid leave for employees who participate in community volunteering e.g. to assist at Youth Organisation Holiday Camps. This will be subject to the exigencies of the service.

19. COMMUNITY EMERGENCY SERVICES

- 19.1 Employees who are members of a community emergency service, for example retained fire fighters should make their line manager aware and provide appropriate documentation to confirm.
- 19.2 Employees will be granted paid leave to attend emergencies during working hours as part of their role within a community emergency

20. SECTION 3 – OTHER LEAVE

21. EXAMINATION LEAVE

- 21.1 Employees will be granted paid time off to sit examinations as part of a work related course of study. Employees who undertake a course of study, either self funded or sponsored by the Council will be required to use annual leave, flexi leave or unpaid leave for the purposes of study leave.
- 21.2 Please refer to the Continuing Further Education Policy regarding time off for studying and exams.

22. RELIGIOUS HOLIDAYS OR FESTIVALS

- 22.1 Employees who observe religious holidays or festivals on days other than those allocated by the council and who have fixed annual leave (term time) will be allowed, subject to the requirements of the service a maximum of two of their working days, with pay to observe such religious holidays or festivals.

23. CAREER BREAK

- 23.1 Please refer to the Career Break procedure for information on career breaks.

24. TIME OFF FOR FERTILITY TREATMENT

- 24.1 Please refer to the Family Friendly Procedure for more information on this.

25. TIME OFF FOR TRADE UNION DUTIES

- 25.1 Trade union representatives must ensure that they request time appropriately with discussion with their line manager. The time requested should also be recorded on itrent. For further guidance on time off for trade union duties please refer to HR.

26. PROCESS TO REQUEST TIME OFF

- 26.1 Employees must follow the guidelines outlined regarding requesting appropriate leave.
- 26.2 Each request will take into consideration the needs of the employee and the requirements of this service as to whether this request can be accommodated.
- 26.3 The outcome of the request will be communicated to the employee by their line manager.

- 26.4 It should be noted while individual circumstances will be looked on sympathetically service requirements have to be given appropriate regard.
- 26.5 Where employees fail to follow this process to request time off under this procedure then any time you take off work will be treated as unauthorised absence, and may be dealt with under the Councils disciplinary procedure.
- 26.6 Should concerns arise about abuse of this procedure then line manager should in the first instance discuss their concerns with the employee, following this where appropriate a disciplinary investigation may be instigated.
- 26.7 Employees should keep in mind that taking time off under this policy does not affect their right to request time under other leave policies.
- 26.8 Where employees need advice on which leave is appropriate they should speak to their line manager in the first instance.
- 26.9 Managers must ensure that they record the absence from work appropriately.
- 26.10 Where an employee has a concern that the procedure has not been followed they should discuss with their manager in the first instance, where appropriate this should be escalated to HR.

27. PENSION CONTRIBUTIONS

- 27.1 Employees should note that where they take unpaid leave there will be an impact on pensions. For more information on this and how to make up pension contributions then Falkirk Council Pension Fund should be contacted directly on 01324 506 329.

28. PROCESSING OF PERSONAL DATA

28.1 The council processes personal data collected as part of the Special Leave Procedure in accordance with its data protection policy. In particular, data collected as part of this process is held securely and accessed by, and disclosed to, individuals only for the purposes necessary to action and manage this procedure.

29. MONITORING & REVIEW

29.1 HR will monitor the effectiveness of the procedures on an ongoing basis. Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions.

Policy Name	Special Leave Procedure
Department	Human Resources
Policy Lead	Human Resources

Equality and Fairer Scotland Impact Assessment	
Full Assessment Completed	Yes
Date Approved	January 2020
Review Date	January 2022



CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 5th October 2023

Subject: Wellbeing Hub & Lochies School Project Update

Report by: 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 & Lochies School project.

2.0 Recommendations

It is recommended that the Council notes the following:

- 2.1. Conclusion of the supply chain selection process with selection of the Design Team, Tier 1 Contractor and Professional Team.
- 2.2. JM Architects have been selected to lead the design team following a thorough and highly competitive selection process.
- 2.3. Robertson Construction have been selected as the Main Contractor for the project following a thorough and robust selection process.
- 2.4. BakerHicks have been selected as the Mechanical & Electrical Engineers for the project.
- 2.5. Blyth+Blyth have been selected as the Civil & Structural Engineers for the project.

3.0 Considerations

- 3.1. Through the Territory Partnering Agreement of which the Council is a party, Hub East Central Scotland Ltd (Hubco) has led on the selection of the Design Team, Tier 1 Contractor and Professional Team.
- 3.2. A New Project Request (NPR) (approved by the Wellbeing Hub and Lochies School Project Board) has been issued to Hubco in line with Contract Standing Orders and Financial Regulations to allow for the selection of these professionals.

- 3.3. The selection of the Design Team, Tier 1 Contractor and Professional Team enables the Wellbeing Hub and Lochies School project to move from RIBA Stage 1 to RIBA Stage 2 (Concept Design development).
- 3.4. During the Concept Design phase the design team will undertake a detailed review of the accommodation requirements and identify opportunities to refine this and drive best value. This will also involve further optioneering to determine the best configuration of the facilities on the site, continued development of the spacial adjacencies, definition of the engineering principles and commencement of the formal planning pre-application process.
- 3.5. 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).
- 3.6. 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 Authority Construction Requirements (ACRs) and will be validated against the project vision and objectives before the project proceeds to the next stage of design.
- 3.7. The Design Team, Tier 1 Contractor and Professional Team will work through RIBA Stages 2 and 3 under the terms of the Territory Partnering Agreement until the formal appointments are confirmed at the time of agreement of the Design & Build contract between Hubco and Clackmannanshire Council at RIBA Stage 4.

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
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

8.0 Equalities Impact

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

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes No

10.0 Appendices

- 10.1 None


11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Robbie Stewart	Senior Manager, People (Sport & Leisure)	2431

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 5 October 2023

Subject: Provision of free school meals for looked after children

Report by: Strategic Director, People

1.0 Purpose

- 1.1. The purpose of this report is to extend entitlement to free school meals to children who are looked after at home and by kinship carers.

2.0 Recommendations

It is recommended that the Council agrees to provide free school meals to children who attend school in Clackmannanshire and are looked after at home or looked after by kinship carers.

3.0 Considerations

- 3.1. The eligibility criteria for free school meals is set by Scottish Government and parents are eligible to apply if they are eligible for the following benefits:
- Income Support
 - Income-based Job Seeker's Allowance
 - Any income related element of Employment and Support Allowance
 - Child Tax Credit, but not Working Tax Credit, with an income of less than £18,725
 - Both Child Tax Credit and Working Tax Credit with an income of up to £8,717
 - Support under Part VI of the Immigration and Asylum Act 1999
 - Universal Credit with a monthly earned income of not more than £726
- 3.2 1,700 pupils in Clackmannanshire are entitled to free meals under the criteria this represents 25% of Clackmannanshire pupils.
- 3.3 Parents of children who are looked after at home, or by Kinship carers do not automatically qualify unless they meet this criteria.

- 3.4 Parents who qualify for these benefits also receive financial support from the Council during the school holidays with a payment of £2.30 per day which is linked to the price that parents not eligible for free meals pay for a school lunch.
- 3.5 In addition all children who are in Primary 1-5, and attend our Additional Support Needs schools at Lochies and Primary and Secondary Support Service are also entitled to free meals. The eligibility for this is determined by Scottish Government direction. Officers in Place and People services are working with officers in Scottish Government to assess the implications of extending the criteria to pupils in primary 6 and 7. Parents of these children do not receive any financial support during the school holidays unless they are eligible under the financial criteria set out above.
- 3.6 As part of the Council's commitments under The Promise it is proposed that the Council extends the eligibility beyond Primary 1-5 pupils to all pupils who are looked after at home or looked after by kinship carers. It is estimated that there are 134 pupils who attend Clackmannanshire schools and are not currently entitled to free meals and who would be eligible should this be extended.

4.0 Sustainability Implications

5.0 Resource Implications

5.1 Financial Details

- 5.2 The estimated costs for 2023/24 of this increase are £30,200 these would be funded from the balance of Covid recovery funds that the Council holds. As this funding is temporary funding, if the Council wishes to maintain this policy for future years the cost of £58,558 would need to be considered as part of the 2024/25 budget considerations.
- 5.3 This level of support goes beyond the current support provided by Scottish Government for school meals where the Council receives £2.048 million in funding and spent £2.236million in 2022/23

Exempt Reports

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

7.0 Declarations

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

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

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

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

- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

8.0 Equalities Impact

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

9.0 Legality

- 9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes No

10.0 Appendices

None.


11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Report to Clackmannanshire Council

Date of Meeting: 5 October 2023

Subject: Children's Services Plan Annual Report 2022-2023

Report by: Chair, Children & Young People's Strategic Partnership

1.0 Purpose

- 1.1. The purpose of this report is to seek approval of the Children's Services Plan Annual Report 2022/23 (as attached as Appendix 1).
- 1.2. Publication of an annual report setting out progress against the Children's Services Plan is a requirement under the Children and Young People (Scotland) Act 2014.

2.0 Recommendations

- 2.1. Council is asked to comment and approve the content of the Children's Services Plan Annual Report 2022/23 and its submission to the Scottish Government.
- 2.2. The report will also be submitted to the Alliance Board meeting on 6 October 2023. The report will also be submitted to the NHS Forth Valley Board for approval.

3.0 Considerations

- 3.1. The Children and Young People (Scotland) Act 2014 introduced new planning and reporting duties on a range of public bodies. Part 3 of the Act requires a Children's Services Plan to be prepared jointly by local authorities and health boards to cover a 3 year period.
- 3.2. Clackmannanshire's Children's Services Plan 2021/24 plan was agreed and approved by Clackmannanshire Council, NHS Forth Valley Board and The Alliance Board in 2021 ([Children's Services Plan 2021/24](#))
- 3.3. The Children and Young People (Scotland) Act 2014 places a duty on the local authority and relevant health board to publish an annual report on the extent to which children's services and related services have, in that period, been working towards improving local priorities for children and young people.
- 3.4. Co-ordination, management and monitoring of the Children's Services Plan are undertaken by a range of partners through the Children & Young People's

Strategic Partnership Group (CYPSPG). The Children's Services Plan Annual Report 2022/23 has been produced in collaboration with members of the CYPSPG.

- 3.5. The 2022/23 Annual Report demonstrates how partners have worked collaboratively together to make a meaningful and positive difference to improving the lives of children, young people and families in Clackmannanshire and have supported and promoted their health and wellbeing. It contains examples of our key achievements focussed around our shared priority outcomes and our actions and commitment to Keeping the Promise for our care experienced children, young people and their families through our Promise Plan as well as looking forward to new, innovative prevention based approaches planned as part of our Whole Family Wellbeing Fund programme that will help transform how families in Clackmannanshire are supported.
- 3.6. Appendix A of the Annual Report provides an update on progress on Clackmannanshire's Whole Family Wellbeing Funding activity.
- 3.7. Appendix B sets out the outcome measures we are using to track our performance and helps us to know where we are making a positive difference, where we are making the greatest impact and where we need to focus our collective action to improve better outcomes.
- 3.8. Appendix C of the Report provides a summary update on our progress against actions agreed in our Children and Young People's Plan 2021-2024 around the five Promise priorities which are:
 - A Good Childhood
 - Whole Family Support
 - Supporting the Workforce
 - Planning
 - Building Capacity
- 3.9. The achievements outlined in the 2022/23 Annual Report is recognition for all the staffs work across Clackmannanshire community planning partnership to make a meaningful and positive difference to improving the lives and wellbeing of children, young people and their families in Clackmannanshire so that they grow up loved, safe and respected.

4.0 Sustainability Implications

4.1 None

5.0 Resource Implications

5.1 *Financial Details*

5.2 There is no financial implication from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

Yes

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: Children's Services Plan Annual Report 2022/23

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)

No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Sharon Robertson	Chair, Children & Young People's Strategic Partnership Chief Social Work Officer	5184

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director of People	



Clackmannanshire Children's Services Plan 2021-2024

Keeping our Promise

Annual Report 2022/2023

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Introduction

Welcome to Clackmannanshire's Children and Young People's Plan Annual Report *Keeping our Promise*. This is the second annual report of our current Children and Young People's Plan 2021-2024 which builds on the collective work of the Clackmannanshire Children and Young People's Strategic Partnership during the reporting period of 2022/2023. Through our important early intervention activities and initiatives, we continue with our shared ambition to make a meaningful and positive difference to improving the lives and wellbeing of children, young people and their families in Clackmannanshire so that they grow up loved, safe and respected.

This report showcases our key achievements and successes during 2022/23 and is focussed around our shared priority outcomes:

- *Children and young people are safe from harm*
- *Children and young people have the best possible life experience and opportunities*
- *Children and young people understand their rights and are engaged and involved in decision making*
- *Children, young people and families can access the right services based on their needs*
- *The health and wellbeing of children and young people is improved and inequalities are reduced*



We grow up loved, safe
and respected so that
we realise our full
potential

The work of the Children and Young People's Strategic Partnership has significant cross-over and alignment with our other local strategic partnerships and integrated work streams. This includes our Child Protection Committee, Violence Against Women and Girls, Community Justice Partnership, Tackling Poverty Partnership, Family Wellbeing Partnership and our Alcohol and Drug Partnership. Working collaboratively we share the same aims and aspirations to deliver the best possible outcomes for children, young people and families across Clackmannanshire. Tackling poverty, reducing inequality and a shift to early intervention and prevention are shared priorities across our strategic plans and are at the heart of everything we do.

Our annual report also highlights our actions and commitment by the Children and Young People's Strategic Partnership to Keeping the Promise for our care experienced children, young people and their families through our Promise Plan as well as looking forward to new, innovative prevention based approaches planned as part of our Whole Family Wellbeing Fund programme that will help transform how families in Clackmannanshire are supported. This includes the work of the pioneering Family Wellbeing Partnership which is focused on enhancing wellbeing and developing capabilities so individuals, families and our communities live flourishing lives.

Through our effective partnership working, we will continue to persist with our collaborative efforts to reduce inequalities and improve better outcomes for our children, young people, families and communities. Getting it right for every child, young person and family, our focus on holistic whole family support in keeping families together and commitment to Keeping our Promise to our care experienced children and young people remains a consistent focus and at the heart of our shared vision that *Clackmannanshire's children and young people have the best opportunities and life chances; experience a safe and happy childhood; develop positive wellbeing and can access high quality learning and development opportunities*.

Appendix A provides an update on progress on Clackmannanshire's Whole Family Wellbeing Funding.

Appendix B sets out the outcome measures we are using to track our performance to help us to see where we are making a positive difference and where we are making the greatest impact. These measures also help us to identify and understand where we need to prioritise opportunities for improvement and take collective action to deliver better outcomes. The most recent available data has been used across reporting performance measures.

Appendix C provides a detailed update on our progress made against our priority actions agreed in our current 2021-2024 Children and Young People's Plan.

Sharon Robertson
Chair of Clackmannanshire Children and Young People's Strategic Partnership

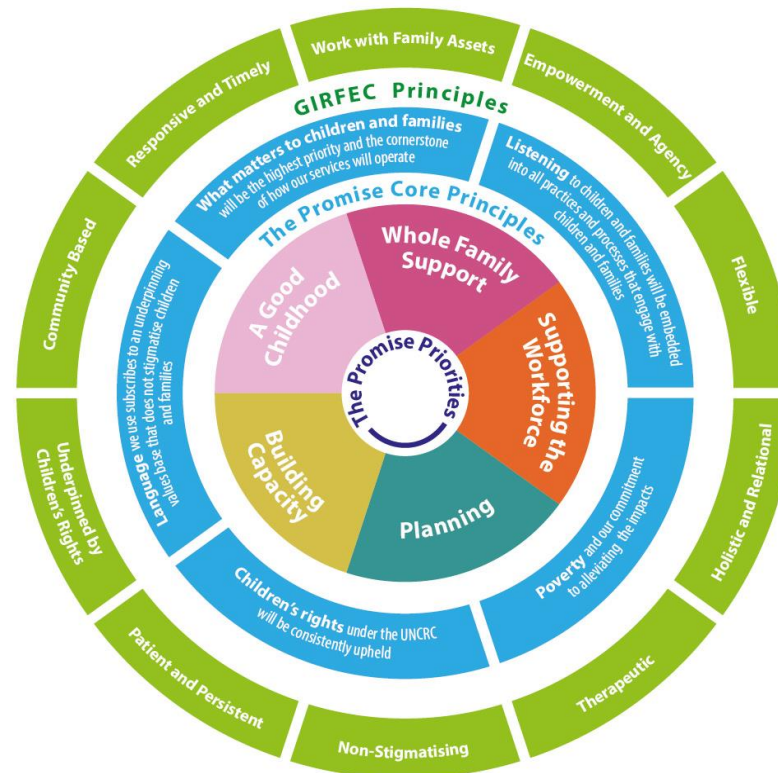
Our Approach - Keeping our Promise



Our Promise Priorities
 A Good Childhood
 Whole Family Support
 Supporting the Workforce
 Planning
 Building Capacity

Our Vision:

We want Clackmannanshire to be a great place for children and young people to grow up. We will do this by ensuring they have the best opportunities and life chances; experience a safe and happy childhood; develop positive wellbeing and can access high quality learning and development opportunities



Our Outcomes:

- Children and young people are safe from harm
- Children and young people have the best possible life experience and opportunities
- Children and young people understand their rights and are engaged and involved in decision making
- Children, young people and families can access the right services based on their needs
- The health and wellbeing of children and young people is improved and inequalities are reduced

Our Clackmannanshire Profile: Children and Young People

118 children were referred to the Children's reporter, compared to 161 (**27% less**) than the previous year. The highest proportion of referrals came from Police (65%).

32.4% of all pupils live in our most deprived areas [SIMD Q1]; compared to 31.8% in 2020/21. 14.1% live in our least deprived areas [SIMD Q5] compared to 14.6% the previous year. There is more than double the number of pupils in SIMD Q1 compared to SIMD Q5. Nationally the ratio is 22.3% and 19.3% respectively.

The rate assessed and/or declared as having a disability fell to **12.3** per 1000 pupils and lower than the Scottish rate at 27.7 per 1000 pupils.

26.7% of primary school pupils have Additional Support Needs; a fall on the previous year [29.6%] and lower than the Scottish average of 28.3%. 38.2% of secondary school pupils identified as having Additional Support Needs compared to the previous year [37.6%]. Despite the increase this rate remains lower than the Scottish average of 40.1%

77% of primary school pupils and **21%** of secondary school pupils registered for Free School Meals compared to the previous year [63.7% and 18.7%]. Scottish average is 76% for primary and 17.8% for secondary.

25.9% of children are living in poverty compared to the previous year [23.9%] and higher than the Scottish figure of 24%.

The rate of teenage pregnancies has been reducing from a high of 46.8 per 1000 women to **32.8** per 1000 women in 2020/21. The Scottish average rate fell from 30 per 1,000 women in 2018 to 23.9 per 1,000 in 2020/21.

146 incidents per 10,000 population of domestic violence. This is higher than the Scottish average of 118 incidents per 10,000 population] and 4th highest in Scotland. Although a reduction from 151 incidents per 10,000 population from 2021/22.

266 care experienced children as at 31 July 2022; **2.65%** of the 0- 17 year population [previous year of 2.7%] and higher than the Scotland rate of 1.2% of the 0-17 year population.

43% of care experienced children and young people are looked after by friends/relatives; **higher** than the Scotland percentage of 34%.

96.5% pupils enter positive destination [Scotland 95.7%]

24% external foster care provision compared to the Scottish average of 10%.

The rate of child protection investigations (per 1,000 of the 0-15years population) was **19.2**. This was higher than the Scottish average of 12.6.

In 2021 **17.2%** of the population were under the age of 16, above the national average of 16.6%.

As at 31 July 2022, **1.7** per 1,000 children (0-15 years population) were on the Child Protection Register; below the Scottish average rate of 2.2. per 1,000 children (0-15 years). This compares to our 2021 rate of **4.6** and Scottish rate of 2.3.

6666 pupils registered in 2021/22 in schools compared to 6731 pupils in 2020/21.

Our Key Achievements

Here is a summary of the highlights that showcase our collective work and collaborative efforts as a partnership during the period of 2022/23 to improve the wellbeing, opportunities and life chances for children, young people and families in Clackmannanshire through the delivery of our Children's Services Plan. In particular, we highlight our effective approaches and activities that support prevention and early intervention based services and initiatives.



Children and young people in Clackmannanshire are Safe from Harm

During 2022/23 we:

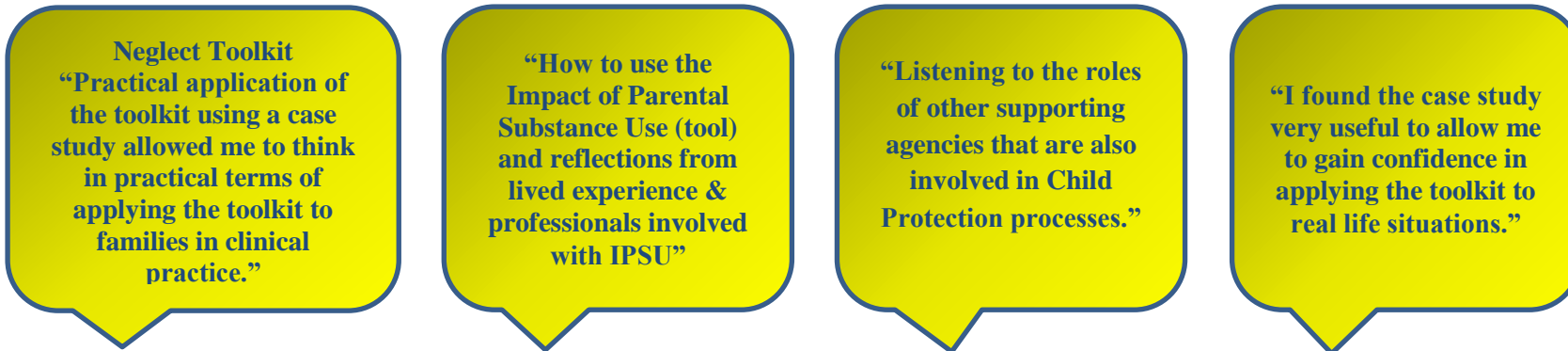
- Implemented and embedded our **e-IRD Interagency Referral Discussion** process across Forth Valley which has been highly effective in ensuring appropriate and timely information sharing and joint decisions in response to child protection concerns to make sure that children and young people get the right support at the right time. We have a robust approach to quality assuring our IRD process through our e-IRD steering group – to audit recording of information and decisions taken. Continued positive feedback from Police Scotland partners in regards high quality of information in the IRD process is ensuring clear decisions and meaningful interventions to protect children and young people. During 2022/23 we have undertaken 171 Interagency Referral Discussions.
- Progressed development of the **Scottish Child Interview Model (SCIM)** approach for joint investigative interviews with our Forth Valley partners; a trauma-informed, best practice model that seeks to secure best evidence for court processes and inform assessment of risk to the child and other children. This approach will ensure that all interviews take place in a safe, child friendly, age appropriate way and that all children and their families receive the practical and emotional support they require to recover.
- Progressed local implementation of the revised **National Guidance for Child Protection 2021**, including updating of key processes, training material, implementation of new minimum data set and strengthening meaningful involvement of children/young people in child protection process.
- Strengthened opportunities for learning and development and building capacity through our **comprehensive multi agency public protection training** calendar. During 2022/23, 228 staff across the partnership benefited from accessing training opportunities to improve the impact of their practice and improve the safety and wellbeing of children, young people and families. Our multi-agency Public Protection Learning & Practice Development Workforce Strategy 2020-23 supports a commitment to workforce planning, training and development for staff across the partnership, including emodules on Clacks Academy and the NHS Forth Valley Learning Platform. Examples of multi-agency training delivered during 2022/23 includes:

Child Protection for the General Contact Workforce (Monthly)
Child Protection Key Processes Roles & Responsibilities (Quarterly)
Impact of Parental Substance Use (IPSU) (Quarterly)
Neglect Toolkit (Quarterly)
Identification of Need, Risk and Desired Outcomes (Quarterly)
Protecting Children with Disabilities (2x yearly)

Safe & Together (2x yearly)
Child Protection IRD (3x yearly)
Multi agency Risk Assessment Conference (MARAC) (3x yearly)
Trigger Trio (Parental Substance use, Parental Mental ill Health and Domestic Abuse (3x yearly)
Harmful Sexual Behaviour (3x yearly)
Child Sexual Exploitation (3x yearly)
Criminal Exploitation across the Life span (3x yearly)
Professional Curiosity & Challenge (3 x yearly)

- An Impact of Parental Substance Use (IPSU) short life multi-agency working group led to the development of new resources to support IPSU uptake across the system including a podcast for practitioners which included parental lived experience.

Impact statements from staff accessing multi-agency training and development opportunities:



- Through the pilot **Family Wellbeing Partnership Intrapreneurship Programme** - The Lens has supported a range of local projects, including those supporting children and families affected by domestic abuse. The Lens supports participants with three face-to-face group mentoring sessions to help the teams turn their ideas into action. Two Investment events have taken place, with two projects ‘More Than a Coffee’ being awarded £10,000 to support families experiencing domestic abuse and ‘Shoulder to Shoulder’ awarded £3,400 to train two Independent Domestic Abuse Advocates.
- Initiated a **redesign of our youth justice provision**. Supported by the Children and Young People's Centre for Justice, we are developing a new model which is aimed at building rights-respecting services that put children and young people at the heart of reimagining justice. This approach reflects the core components of the UNCRC and aligns with the outcomes of The Promise. Key partners from the community planning partnership including Elected Members actively engaged in a strategic workshop, using the 7 principles of the Scottish Approach to Service Design, to identify and consider areas of development and ways to improve outcomes children and young people in conflict with the law. Further workshops involving operational staff and those with lived experience are planned. A training pathway for new staff is operational with staff registered to complete training in various risk assessment tools and practice frameworks. The Outcomes Star, evidence based tool for measuring and supporting change when working with individuals is being piloted. Findings from Clackmannanshire’s Community Justice Partnership Strategic Needs and Strengths Assessment 2022/23 are informing the redesign.
- Continued with our proactive work to address Domestic Abuse. Clackmannanshire as the smallest county within mainland Scotland continues 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. 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, offering men support to address their concerns regarding domestically abusive behaviours.
 - Working collaboratively within Clackmannanshire Justices and Child Care Services the pilot Non Court Mandated Caledonian Programme which provides earlier intervention and support at an earlier stage for perpetrators and survivors of domestic abuse, supported 22 individuals in 2022/2023.

- Enhanced support to domestic abuse concerns with the addition of a Perpetrator and Women's Worker embedded in STRIVE has enabled 29 women to benefit from the Women's Worker Support during 2022/23, an increase of 3 on the previous year. Accessible to children services, young couples under the age of 18yrs have also benefited from this targeted support.
- Justice Services continue to deliver the **Caledonian Programme** as part of community based disposals available to the Courts. This includes both one to one and group work interventions and is run in partnership with SACRO to ensure survivors of domestic abuse are also supported. This support also includes a specific Children's Support Worker to ensure that the child's voice is heard.
- **Clackmannanshire Women's Aid** Children and Young People's team continue their work in primary and secondary settings providing 1:1 support to those affected by domestic violence. They also run workshops in secondary schools which explore topics such as respect and equality in friendships/relationships and how to identify safe and unhealthy relationships, consent in a relationship, gender equality and awareness of on-line abuse, the law and social media.
- **Forth Valley Rape Crisis Centre**, in partnership with Rape Crisis Scotland and Clackmannanshire Women's Aid, delivers a comprehensive sexual violence prevention programme in the secondary schools in Clackmannanshire. Feedback from each school, both from teachers and young people, has been excellent. Young people have commented on being able to lead their own learning and gain confidence to talk about things that society sees as more taboo. Sexual violence prevention is essential in challenging attitudes and reducing harm. Having these workshops in place allows survivors to be seen and heard, importantly they can then access support at the centre or through the helpline.
- Continued to deliver **Safe and Together training**, our key approach to tackling domestic abuse and improving safety planning and support given to women and children, as well as support to perpetrators of domestic abuse. The model provides staff with the necessary competences and skills in responding to the issue of domestic abuse, supporting child well-being and keeping children safe. Our public protection learning and development advisor facilitates Safe & Together briefings to a multi-agency audience as part of the multi-agency public protection training agenda. A multi-agency four day Safe & Together core practice training was delivered in December 2022.
- **Routine Enquiry** continues to be undertaken within health settings, including within the Universal Health Visiting Pathway for Health Visitors.
- During 2022-23, the Partnership 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, including the Children & Young People's Strategic Partnership and consultation with those with lived experience.
- Enhanced Induction and close support to our newly qualified social work staff (NQSW) that ensures they have the necessary skills to work competently and confidently in supporting children and young people in need of care and protection. This includes two weekly NQSW sessions on a variety of different topics and four weekly action learning sets involving reflective sessions and staff enabled to reflect upon and improve their practice through regular supervision.
- Progressed implementation of Phase 2 of **Planet Youth Icelandic Prevention Model**, a collaborative, early intervention model designed to influence risk and protective factors related to substance use within community, school, and peer and family contexts with the aims to reduce substance use and promote greater mental health and development. Introduced to all secondary schools in September 2021 with support from the Winning Scotland Foundation and 'Planet Youth Scotland', Phase 1 involved all S2 and S3 pupils across all 3 Academies taking part in an on-line survey and the data processed by the University of Reykjavik provided detailed insight into the lives and lifestyles of participating pupils. A School Network Group was established to facilitate and support the Icelandic Prevention Model survey results across all secondary educational establishments. Phase 2 has involved engagement with Third Sector, statutory partners and community with representatives from Planet Youth, NHS Health Promotion, Recovery Scotland and colleagues from our Alcohol and Drug Partnership forming a Coalition Group to support planned inputs at Parent Council meetings within each of our Academies to share high level messages from the data capture as part of the Dissemination

Plan. To inform future planning, each school captured the opinions of their Additional Support Needs community via planned focus groups to take account of their voice and experiences. Recent training from members of the Planet Youth Icelandic team has focused engagement with parents, carers and families to support the work of the project and increase its profile across Clackmannanshire.

Each secondary school has identified key actions from the data and formed an individualised school action plan. Key focus areas that continue to have priority include support for mental wellbeing concerns, suicidal intent and self harm, with each school providing bespoke support based on their context data. Through partnership working with local groups, bespoke opportunities are being created to tackle issues such as substance abuse and vaping.

Clackmannanshire shared progress at a showcase event held in the Scottish Parliament Garden Lobby during 25-27 April 2023. Clackmannanshire is unique in that we are implementing this project across all our secondary schools and communities. Additional funding has been made available to support the delivery and embedding of Planet Youth and it is anticipated that a community coordination post will be explored. Implementing Phase 2 of the Icelandic Prevention Model will 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.

- **Digital wellbeing** within schools remains a priority focus within the Forth Valley and West Lothian Regional Improvement Collaborative (RIC) which includes Clackmannanshire. The Forth Valley West Lothian RIC E-Safety Partnership is continuing to help celebrate great uses of the Internet and mobile technology, and promote the safe use of the Internet and digital technology to reduce online and e-crime and risk of harm to children, young people, adults, and vulnerable groups in the Clackmannanshire, Falkirk, Stirling and West Lothian Council areas through its Digital Wellbeing Partnership - WIZE <https://blogs.glowscotland.org.uk/glowblogs/fvwlrhc/hwb/wize-digital-wellbeing/> This year's Safer Internet Day took place on 07 February 2023. The theme, 'Want to talk about it? Making space for conversations about life online' focused on encouraging children and young people to shape the online safety support that they receive.
- Delivered **'Everyone's Invited' programme** 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 that ensures children and families know how to stay safe online.
- The Scottish Fire and Rescue Service also engages with the young people of Clackmannanshire to keep them safe from harm by providing various safety inputs to our local schools, offering Firesetters Intervention and Education to under 18s involved in fire setting incidents (14 interventions in Clacks in the past year), and offering Station based Fireskills courses – a week long work experience style programme, with the young people identified and chosen by local authority education to attend, with a next course due Autumn 2023. Feedback from previous courses has included:

“My confidence has increased”

“I have learned to work well in a team”

“I have learned CPR and to use a Defibrillator”

- Continued to embed evidence based trauma informed services for children and young people at risk of suicide. Our **Digital Crisis Intervention Service** (which has been in operation since 1 April 2021) and our targeted communication and marketing activities is ensuring awareness of supports available and helping children and their families to receive personalised support when it is needed to prevent risk of harms escalating.



As the first local authority in Scotland to enter into a 'keyword partnership' with *Shout* to provide a bespoke point of access for Clackmannanshire residents, we have extended our contract to March 2026 to provide the 'Text Clacks' to the text-based crisis intervention support service for suicide prevention for 5-26 year olds, and is accessible 24/7, 365 days per year. Suicide was discussed in 19% of conversations using the 'Clacks' keyword between June 2022 and June 2023. To date, although risk assessment protocols have been instigated on a number of occasions, no texters have required an active rescue by the emergency services, indicating that

these processes may be evidencing a reduction in harm. The service has been used throughout all hours of the day, but usage figures mirror those of all of our digital services to indicate that out of hours services are necessary for our population. There have been 30 conversations in the first six months of 2023.

A variety of other work continues, including providing Applied Suicide Intervention Skills (ASIST) training for staff across the People Directorate, and the establishment of a Children and Young People's Suicide Prevention Group, which has the aim of re-developing the Suicide and Self-Harm policies for Education. This group feeds in to the wider Suicide Prevention Group operating across Stirling and Clackmannanshire.

These areas of work sit under wider work streams within the **Mental Health and Wellbeing in Clacks Transformation Project** which aims to develop a whole-systems approach to supporting the mental health and wellbeing of children, young people and their families within Clackmannanshire, to better promote prevention and early intervention within local communities.

There continues to be ongoing and persistent social media coverage (Twitter and Instagram) regarding the whole of the Mental Health and Wellbeing in Clacks Transformation Project, particularly the open access digital and face to face services. Content is shared around themed monthly topics e.g. 'Stay Safe in September' (self-harm and suicide) or 'Find Your Joy In June' (depression), with a focus on psycho-education, stigma reduction and signposting to resources/services. Social media posts were viewed approximately 200,000 times between June 2022 and June 2023. A variety of printed materials continue to be available and on display including posters, leaflets, banners, pin badges, business cards. A number of face-to-face events have taken place over the past year, including participating in health and wellbeing fairs in primary and secondary schools, and a 'Mental Health Showcase' event in Alloa Town Hall in November 2022 attended by 70 people, included families, Elected Members, emergency service personnel, Council staff and staff working in Third Sector organisations.



Children and young people in Clackmannanshire have the best possible life experiences and opportunities

During 2022/23 we:

- Increased take up of Early Learning and Child Care places. 153 eligible 2 year olds received 1140 hours of Early Learning and Childcare. Of those 153 children, 33 children received their placement in a private nursery, 2 with a partner childminder with the remaining 118 children in a local authority setting. A discretionary policy developed in August 2022 has enabled placements for children who do not meet the eligible 2's criteria to be offered a couple of sessions a week to provide support to their families.
- Increased opportunities for all children and young people to access leisure, wellbeing and sports programmes and as part of our development of the Wellbeing Hub in Clackmannanshire. Children and young people benefited from a full programme of free **Active Schools extra-curricular programmes** in place across all 18 primary and the 3 secondary schools - offering a wide range of sport and physical activity clubs before school, at lunchtime and after school. These clubs were scheduled over a 30-week period from August 2022 to June 2023. Children at Lochies School also benefited from the new lunchtime sports sessions being delivered.
- Provided free wrap around childcare (extended breakfast club provision and after school) in targeted primary schools for priority families in relative poverty, as defined in 'Best Start, Bright Futures'. The **Clackmannanshire Child Wellbeing Project** is currently supporting 95 families and 136 children and young people. Support has included 60 term time breakfast clubs every day, up to 172 after school places, 134 places offered during the April holidays and childcare places at Play Alloa, a specialist provider of regulated childcare for children with complex additional support needs.
- Re-introduced weekly **Sports Development classes** with gymnastics, football, athletics, skiing and swimming lessons offered in the evenings. Thirteen weeks of holiday camps were offered across a variety of venues and activities including football, skiing, judo, archery, rugby and cycling with free places offered to those children of families in need of extra support at summer, October and Easter. Packed lunches were also provided.
- Delivered the **Summer 2022 programme** with 528 individuals attending. 100 free places were offered for targeted pupils, equating to 3736 hours of activity delivered. 100% of respondents said the quality of activity offered was excellent. Inter school sport for primary and secondary pupils has been re-introduced at pre-Covid levels with 100% of primary aged pupils having the opportunity to take part in at least one festival or competition during 2022/2023 and a full range of secondary events including badminton and athletics championships took place. Parents and carers have also been welcomed back as spectators to school events.
- Re-started the primary curricular swimming programme with every Primary 5 pupil (around 550 pupils) given the chance to take part in five weeks of water safety and basic aquatics skills supported by a newly recruited and nationally trained team of lifeguards and swimming teachers.
- As the Wellbeing Hub and Lochies School project develops the provision of opportunities that ensures our children and young people can access a wider range of sport, leisure and wellbeing activities both within and outside school time. As the brief evolves the project team have been identifying current gaps and duplication in provision, and ensuring that the existing programming across Clackmannanshire is varied and robust and will be enhanced once the Wellbeing Hub and Lochies School open in late 2026/early 2027.

- Continued to target Strategic Equity Funding interventions to those areas of greatest need to improve outcomes and close the poverty related attainment gap through delivery of co-ordinated and focused programme plans designed to improve children’s literacy, numeracy and health and wellbeing in our schools. Targeted and enhanced bespoke support in place via the new Clackmannanshire Virtual Head Teacher roles for Primary and Secondary will ensure all children and young people have access to appropriate and timely support they need to thrive at school, including improving the educational outcomes for our care experienced children and young people.

In 2022/23 attainment across Literacy and Numeracy has seen improvement in many areas:
 Literacy & Numeracy (P1, 4,7 combined):

- Literacy (unpublished) - Overall achievement increased to 69.5%, surpassing stretch aim of 68%
- Literacy (unpublished) - Quintile 1 increased to 61.2%, surpassing stretch aim of 59.3%
- Literacy (unpublished) - Quintile 5 increased to 79.8%, surpassing stretch aim of 76.9%
- The literacy gap closed to 18.6%. There has been a rise in overall attainment overall in Q1 and Q5 in 2022/23
- Numeracy (unpublished) - Quintile 5 remained almost the same at 81.5%, surpassing stretch aim of 79.3%

- The **Digital Device Programme** is about to enter year 3 of a 10 year device roll out plan. The programme aims to provide all pupils with a digital device to support their learning whilst ensuring equity of digital access for all pupils. To date, the project has seen all P4-S6 pupils receive their own Chromebook and is now moving on to the lower primary year groups with iPads being the device deployed to this age group over years 3 and 4. Since the implementation of this strategy, 6,837 Chromebooks have been deployed and are in use across our schools. The majority of these (5,832) are deployed directly to learners on a 1:1 basis to support their learning. Staff, schools and young people report that they have benefited greatly from having access to their own device. Results show that 87.3% of young people like having a Chromebook and 89% say it helps them learn. 88.5% of young people report no technical problems with using their digital device. Feedback from young people, parents, carers and staff has helped to inform next steps for the digital rollout.
- Continued to embed the **MCR Pathways Programme** across Clackmannanshire to ensure that every care experienced young person, or those who have experienced disadvantage, has access to the same educational outcomes, career opportunities and life chances as every other young person. Over the 2022/2023 academic year, 156 young people were supported by the MCR programme in Clackmannanshire. Care experienced young people looked after at home, looked after away from home, those with informal social work supervision and those previously looked after were offered support. MCR mentored care-experienced young people have achieved their best results over the last three academic years in all attainment KPIs, ranging from 9% to 20% improvement.

Since August 2022 the MCR Programme has identified 77 mentored relationships across the authority with 21 in Alloa Academy, 28 in Alva Academy, 27 in Lornshill Academy and 1 in CSSS. The progress and monitoring of these identified young people is reviewed via a Schools Deputy Head Teacher Lead network to ensure that care experienced young people, or those who have experienced disadvantage, have access to the same educational outcomes, career opportunities and life chances as every other young person. 57 S1 and S2 young people are participating in focused Group Work programmes. The scope and reach of these Groups has been extended to include not only those with social work involvement but also those young people with continuous instability at home. Following a Mentor Recruitment events in October 2022, currently 30 mentors have been identified to be matched with a young person.

- Continued to increased citizenship through **Youth Volunteering**. This year CTSI has cooperated with teachers and DYW Forth Valley; promoted the Saltire Awards during Volunteers' Week; attended more recruitment fairs in the University and College, and has continued working with CLD to deliver the Clacks Youth Volunteering (CYV) programme. CTSI has also started building a stronger relationship with Additional Support Needs departments. There are plans to increase the number of school visits in autumn 2023 while giving talks to third-sector groups about opening their volunteer opportunities to young people, which Saltire can help groups do. CTSI support volunteering-involving opportunities to go through the Volunteer Friendly Award which is a good way to prepare for taking on young volunteers by auditing policies and procedures.
 - The **Saltire Awards** registrations increased by 90 new volunteers for the year 22/23 (previously 92 during the 21/22 period). The recording of hours increased on the previous year to 8,151 hours (from 6,037 in 21/22). The highest awarding categories were 10-, 50-, and 25-hour certificates (with 30, 25 and 22 certificates issued, respectively). The stated aim for this period was to "attract new volunteers and encourage retention and completion of longer awards". This goal has been either matched or exceeded in the numbers referenced. The overall number of certificates issued is lower at 110 (versus 173 in the previous year) but more hours are being achieved so young people are staying in volunteering roles but may not meet the higher-level category of awards. Higher quantities of the Ascent category (50, 200, 500 hours) certificates were issued compared to last year.
 - Over the next year, the Volunteer Development Team will seek to work closely with the new 'Virtual Principal' by setting up a 'Volunteer Academy' where schools can see what local groups are wanting to take on care-experienced young people as volunteers and support them. We also aim to increase the number of volunteer hours and number volunteering recorded through Saltire next year. As the educational support landscape changes, CTSI will build firmer relationships with Clackmannanshire's secondary schools and their staff to entrench the option of Saltire more uniformly across the County.
 - Continue to implement and embed our **Mental Health and Wellbeing in Clacks transformation project** which seeks to effect sustainable change in mental health for children, young people and their families through the implementation of a whole-systems approach and 'continuum of support' that is allowing for personalisation and choice in building a package of support that meets the needs of the child/young person at the right time and in the right place. The project has four principles – holistic ('Closer to Clacks'), one door ('Tell Us Once'), contextual ('Closer to Clacks') and responsive ('Children Cannot Wait') which act as drivers for ten work streams covering a range of activities including the development of a continuum of new mental health supports, available both digitally and face-to-face. This enables children, young people and their families to create packages of support that most suit their needs. Our digital services include *Kooth*, *Togetherall* and *Shout*.
 - New services include a Wellbeing Worker service for the Through Care After Care population and an animal-assisted therapy. In addition, the new multi-agency referral pathway meeting is operating effectively, and a new Neurodevelopmental Pathway procedure has been agreed across Forth Valley. The development of our **Directory of Mental Health Supports website** offers a 'one stop shop' for information and advice relating to a range of mental health needs: <https://sites.google.com/view/directory-of-mental-health-sup/MHWBinClackmannanshire>
- We continue to develop materials to support understanding about key issues including anxiety or suicide prevention and increasing our capacity to offer preventative training through recognised programmes such as Mental Health First Aid training.
- To date, the project has achieved a number of key milestones across all work streams, including the launch of a new website; establishment of a range of services across the age span from 5-26 and a new way of allocating mental health supports through a single-point-of-access multi-agency forum. We are now beginning to be able to demonstrate the impact of the project – examples include a 39% reduction in referrals to Child and Adolescent Mental Health Services (CAMHS) within the FK10 postcode area.

- 635 children and young people accessed our range of digital supports between June 2022 and June 2023, with an average of 52% of logins occurring out of hours.
- 220 children and young people were referred to our two face-to-face services between June 2022 and June 2023 with 83% of pupils referred to the Creative Therapeutic Interventions for Children (CTIfC) Service, and has been rated as showing an improvement in wellbeing.
- 71.5% of pupils accessing the Counselling in Schools Service (CiSS) have shown improvements in their YP-CORE¹ scores.

**DRIVING CHANGE IN MENTAL HEALTH FOR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES
TRANSFORMATION PROJECT OVERVIEW**

We want to do things differently to improve mental health & wellbeing for our children, young people and their families.

There are 9 workstreams in the project, all designed to add to or improve existing services within Clackmannanshire, with 3 cross-cutting themes which run through all the workstreams.

Themes

CO-PRODUCTION
Making sure the voices of children & young people, and their parents/carers are central to the development of new or improved services and supports

COMMUNICATIONS & MARKETING
Getting information and resources out to the people that need it, quickly and efficiently via a number of sources

QUALITY ASSURANCE & EVALUATION
Using data to make sure that the services we are designing are making a difference to our communities through improved outcomes

Workstreams

REFERRAL PATHWAYS & DIRECTORY OF SUPPORTS
To help know what's out there and how to access it

MULTI-AGENCY FORUM
A single point of access to allocate mental health supports & services following the principle of 'Tell Us Once'

COUNSELLING IN SCHOOLS SERVICE FOR 10-18 YEAR OLDS
For longer term, direct support via 'talking' therapy

CREATIVE THERAPEUTIC INTERVENTIONS FOR CHILDREN SERVICE
For longer-term, direct support that is developmentally appropriate for 5 - 9 year olds

MENTAL HEALTH SUPPORT FOR 16-26 YEAR OLDS
To make sure our most vulnerable young people get the support they need

DEVELOPING 'ONE DOOR' COMMUNITY SPACES
To provide support in the heart of our communities both face-to-face and online

COMMUNITY ASD (AUTISM SPECTRUM DISORDER) ASSESSMENT PATHWAY
For diagnostic assessments that are timely and happen in the context of the child/young person

STAFF HEALTH & WELLBEING
Looking after our biggest asset - our staff

WORKFORCE DEVELOPMENT
Providing training and support across all sectors

CLACKS
Mental Health
WELLBEING

- 925 children and young people registered for Kooth, which is approximately 9% of the total 10-26 year olds.
- 48.5% of logins to Kooth took place out of hours; highlighting the continuing need for services that operate outside normal working hours.
- Text Clacks: 57 conversations took place across the twelve months to June 2023.
- Around 40% of "texters" have used the service more than once, an indicator that they have found the service useful.
- 19% of conversations mentioned Suicide [risk assessment protocols instigated]
- Since the contract launched in April 2021 no texter's have required an active rescue by the emergency services, indicating that the risk assessment and de-escalation processes may be evidencing a reduction in harm.

¹ Young Person's – Clinical Outcomes in Routine Evaluation

- Our **Getting It Right for Every Child (GIRFEC) Forum** continues to meet weekly with education and Third sector partners, including mental health representation from Creative Therapeutic Interventions for Children (CTIfC). There have been 156 referrals to the Forum since Sept 2022 and 22 of these have been allocated to CTIfC. The quality of referrals into the GIRFEC forum demonstrates improved use of the wellbeing assessment to assess children and young people's needs. The Forum continues to review and reflect on the themes emerging with a clear trend in referrals looking for support with anxiety, emotional health and wellbeing and Autism Spectrum Conditions. A Network Health Scorecard analysis shows that members of the Forum are positive about the purpose, performance and operations of the group. There are ongoing plans to improve the collation of impact data.
- The Scottish Government funded development across Forth Valley aimed at improving the assessment process for Neurodevelopmental Difficulties (NDD), with a suite of new materials to support educational establishments to make referrals regarding NDD developed. Plans to launch these materials across the Forth Valley West Lothian Regional Improvement Collaborative are at an early stage.
- Developed six **Flexible Learning Spaces** teams in educational establishments in response to identified need. Each establishment has access to a 'Team Around the School' to support with the development of the space and problem solve emerging issues. In the first term there were fewer referrals to the GIRFEC Forum for support from these establishments, indicating the inclusion of the flexible learning spaces is improving the capacity of the establishments to meet the needs of children/young people.
- Through the pilot **Family Wellbeing Partnership Intrapreneurship Programme** - Two successful Lens bids 'Without Exception' to test barriers and solutions to providing out of school activities for children with profound and complex additional support needs and 'ClaxP&C' to create a parents/carers led network for families of children with additional support needs.
- Developed an **Additional Support for Learning (ASL) Moderation group** with representation from all ASL Specialist Provisions and Outreach Teams with meetings taking place each term. An effective joint training session to support the consistent recording of reporting of incidents, as well as initiating a bank of effective risk assessment templates. Moderation activities such as Child's Plans have taken place, leading to a shared understanding of what a high quality Child's Plan should be. All participants reported that they highly valued these opportunities to meet and collaborate.
- Supported the development of an integrated **Transitions Strategy** and operational procedure to improve outcomes for disabled children and young people. Through the Operational Transitions Group, procedures and systems were reviewed to ensure that children are identified and assessed in time to provide a smooth transition. In addition, Children's services, Education and Health and Social Care Partnership have been working on a revised policy which will go out for consultation with stakeholders over the summer 2023.
- Worked in partnership with the specialist lived experience organisation Resilience Learning Partnership to **develop trauma-informed approaches** across the Council workforce, in line with the Scottish Government's 'Transforming Psychological Trauma' initiative. A programme of mandatory training for all managers has been approved by the Senior Leadership Group, and is due to start in mid-August 2023. A 'Toolbox Talk' to spread awareness of the prevalence and impact of trauma will be delivered across all Council staff. 'Conversation Cafe's' will be held to allow managers the opportunity to participate in reflective discussions regarding how they can take forward actions to move further towards becoming a trauma-transformed organisation. More intensive work is also planned with key teams to complete self-evaluation 'walk through' activities to ensure that services who are more likely to encounter those experiencing the impact of trauma are providing their services in ways that are sensitive to the needs of their service users. A recent funding announcement from the Scottish Government will allow this work to continue into 2024/25.



The health and wellbeing of children and young people is improved and inequalities are reduced

During 2022/23 we:

- Increased uptake of eligible teenage parents from Clackmannanshire who enrolled with the **Family Nurse Partnership (FNP)** programme with 83.9% accessing this service, and 50% receiving the recommended programme delivery of at least 11 visits during pregnancy. This is a 10% increase on 2021/22 enrolment figures (73.3%). The FNP programme seeks to improve the rate of young mothers accessing ante natal care and post natal maternity services through delivery of evidence based, intense home visiting programmes that support best outcomes for young families.
- Distributed, through the NHSFV Dental Public health service, 170 **Smile4Life children's packs** via Foodbanks, community and homelessness housing and sports organisations, care services, BAME groups and community and school nurses.
- Launched the **Baby Steps Project** with the aim to prolong the duration of breastfeeding - as we are aware that we have high cessation rates between initiation of feeding at birth and breastfeeding at 6 weeks. Project commenced in January 2023 and offers home visiting support for breastfeeding mothers and their babies in Clackmannanshire. Two Infant Feeding Support Workers have been employed initially for 1 year and are based with Midwives at CCHC offering breastfeeding support to women up to 8 weeks following the birth of their baby. January to March data indicates that of the women who accessed the service (it is offered to all breastfeeding mothers), over 70% continued to breastfeed their baby at 6-8 weeks. Following this success in Clacks, the project has been expanded to Stirling.
- Developed a new pathway of care for the delivery of **Health Reviews for Care Experienced Young People**. Partners for this work include NHS Forth Valley (Lead Nurses for Child Health & Child Protection, CETAC admin and Children's Services social work department). This Pathway is currently in final draft. Alongside annual health reviews undertaken by Health Visitors (for preschool children), School Nurses (for school aged children), the **Keep Well Project** now routinely offer annual health reviews to all care experienced young people that have left school up to age 26 years and any young people <19 years not in education or under care of the School Nurse team. This work will be further developed into 2023/24 empowering young people to take responsibility for their own health into adulthood.
- Delivered three **THRIVE to Keep Well** groups, a 16 week programme supporting parents in deprived areas to improve their mental health and well being and life circumstances, social connections and learning as part of stage 1 and pre-engagement into employability skills pipeline. Fourteen participants successfully completed the programme (82% of those who had originally enrolled), and 79% of those completing the course accessed a Keep well Health Assessment with NHS Forth Valley. 83% of participants noted improvements in their mental wellbeing measured both pre and post course using the Warwick Edinburgh Mental Wellbeing Scale. 89% of those who were parents identified that their capacity as a parent had improved. 82% of participants reported sustained activity towards a positive outcome, including starting a college course, starting volunteering, eating more vegetables, starting driving lessons, working out every day and cutting down smoking by accessing help from the pharmacy.

Impact statements from parents accessing THRIVE to Keep Well

"THRIVE has given me hope and support and helped find myself and self-worth and to believe in myself more"

"I have for the first time felt part of a group and truly realised my worth. The girls in my group will be part of my life going forward"

- Continued through **Parental Employability Support** initiative to provide one-to-one pre-employability support for unemployed parents and in-work support to employed parents to help them maximise their household income. Participants of the programme have been helped to take steps to better opportunities and health through counselling, literacy, numeracy or digital support, confidence-building, travel support, and accessed a wide range of training options and work placements locally. Delivered by a consortium of third sector organisations, led by CTSi, 200 parents have been supported from period of Sept 2020 to end of March 2023 (of which 76 supported in 2022/23). Interventions supported included Employer Recruitment Incentive places, paid work placements, digital mental health support and partner projects.
- Reducing the impact of poverty on children and families continues to be one of the highest priorities for Clackmannanshire community partners, with Alliance partners supporting annually a range of activities and events during **Challenge Poverty Week** to raise local awareness of the challenges that poverty brings and showcase local initiatives making a difference to people's lives in Clackmannanshire. In October 2022, a conference; 'Turning the Tide' was held and programme of events included workshops covering key 'cost of living themes', practical food events and a range of schools based activities. Additionally, the Moderator of the Church of Scotland was welcomed to Alloa Academy to hear from children, young people and families about how schools, supported by Clackmannanshire's Family Wellbeing Partnership, are supporting our families.
- Celebrated the positive 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. 100% of establishments used their communication networks to signpost parents /carers to local support, events and organisations; 75% of establishments supported a local food or clothing bank and 75% of establishments offered a swap/bring and borrow facility for clothing/books/household goods.
- During Challenge poverty week (Oct 2022) volunteers completed the **Community Cooking Training** delivered by PHN team NHS Forth Valley. Active 8 Sauchie supported other community groups such as Sunnyside School Supper Club with Arts and Crafts activities. This connection has helped to support volunteers at Sunnyside supper club and as a result some families have joined Active 8 Sauchie and their children benefit from the youth club activities provided there. A pilot of Community Cooking with groups completing the Supper club training was also completed. Two training events were delivered for 11 people on the REHIS Introduction to Food & Health. Sunnyside supper club funded 4 families with wraparound care for 6 weeks run by volunteers including a school staff member and a parent.
- Enhanced staffs skills through the **Food Poverty and Food Insecurity in schools partnership**. This involved partners from Education, CTSi, NHS Forth Valley Dietetics, Health Visitors and Tullibody Community Garden and Sauchie Active 8, to tackle food poverty and insecurity through a combination of income maximisation through Best Start grants and practical food and cooking skills for children, young people and families. In

2022/2023 Clackmannanshire school support staff were trained by NHS Forth Valley Public Health Nutrition team in REHIS, 'How to Run a Cooking Group' and REHIS 'Elementary Food and Health', which enabled them to run REHIS accredited Elementary Cooking classes with children and young people who needed support. Tullibody Community Garden provided the use of the community kitchen and gardens for the cooking sessions. Young Food Ambassadors events were run as part of the summer holiday programmes with young people identified by local family support workers and voluntary organisations. Sessions were provided over 4 weeks by Community Food Development Workers from NHS Forth Valley and were run at Hawkhill Community Centre.

- Clackmannanshire School Support team received funding for an inter-generational soup pack with recipe for a Burns Supper in collaboration with the local residential home for older adults. The young people were involved in sourcing locally grown vegetables and making up the packs and also had the opportunity to volunteer at the Gate. This benefited 20-40 people including school families who use the Gate.
- Considerable progress has been made across the four main **Family Wellbeing Partnership** (FWP) work streams - STRIVE (Safeguarding Through Rapid Intervention); Child Wellbeing Project; Community Around the School; and Employability - to tackle inequalities and improve the wellbeing and capabilities of families and young people in Clackmannanshire. During 2022/23, the FWP has continued to focus on developing individual and community capacity through the way services are designed and delivered to support families through innovative and creative solutions and approaches including early intervention activities, flexible childcare and routes into employment.
- **STRIVE** (Safeguarding through rapid intervention) continues to deliver a multi- agency response at an early stage to reduce risk and increase opportunities for prevention and early 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 has engaged additional third sector services to support the work of STRIVE, such as CERT (Clackmannanshire Economic Regeneration Trust) and Cyrenians and extended to include the energy team from within Clackmannanshire Council. 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.
- Over the last year, the FWP has continued to work alongside young people, families and staff by giving parents and local stakeholders the chance to share and develop ideas on how to improve the delivery of vital services for local families. Those ideas were developed through a series of dedicated workshops hosted by The Lens Perspective, which provides a practical, structured, action-orientated approach to community development. The pilot **Family Wellbeing Partnership Intrapreneurship Programme** launched in February 2022, with an Investment Day taking place in 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 ten project ideas developed through the programme. Many of these projects have extended and evolved. Building on the success of the pilot programme, a second community-based programme, Lens 2 was launched in November 2022 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 with a further nine projects benefiting at an Investment Day held in April 2023.

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

- A wide range of work has continued to be undertaken directly by Alliance partners through the **Tackling Poverty Partnership** to mitigate the cost of living crisis and support local families. This has included activities to support wellbeing, through targeted responses to address financial insecurity rolled out across Clackmannanshire such as cash-first initiatives alongside the integration of money advice and holistic support services to prevent future hardship as outlined in our Local Child Poverty Annual Report 2022/23.

Some highlights include:

- Continued to focus on **Income Maximisation and Financial Support** with Citizen's Advice Bureau running a wide range of projects focusing on income maximisation including welfare rights; help to claim and welfare rights & money advice (in partnership with Clacks Works). All clients accessing Clacks CAB services are offered a Financial Health Check. During 2022/23 4751 clients accessed services. The majority of enquiries related to income maximisation: 47% benefits; 8% debt issues; 10% finance & charitable support; 13% energy issues and 4% housing. This resulted in over £3.7 million client financial gain for Clackmannanshire residents.
- Over 1143 residents in Clackmannanshire were supported during 2022/23 period with energy advice including issuing fuel vouchers, bills, budgeting, switching suppliers and dealing with fuel debt, with this work generating financial gains of over £148k. More than 90 residents were supported with welfare rights and representation with a 95% success rate in overturning benefits decisions during the period, giving the clients a financial gain of £653k. Social Security Scotland continues to work in close partnership with organisations across Clackmannanshire to maximise the take-up of key benefits for families including Best Start Grants, Scottish Child Payment and Disability Payments.
- Continued to deliver the **Baby Financial Health Service**, established as a partnership between NHS Forth Valley and Citizens Advice Bureau to provide direct access for families referred from health visitors. In 2021/22 the service was fully funded by NHS Forth Valley April to September. Despite the project no longer being funded, Citizens Advice continues to accept referrals from health visitors. During the period 2022/23, 52 referrals were received which resulted in £55k financial gain for the 34 families who subsequently engaged.

- Work continues through the **Clacks Good Food (CGF) partnership programme** for dignified food provision including holiday hunger programmes, promotion of Best Start Grants and community based kitchens. A £5,000 grant from Sustainable Food Places (SFP) to promote Participatory Processes Development last summer enabled a programme of workshops to increase awareness of the Good Food Charter and spark a good food movement. A £7,000 grant from SFP helped develop a Good food Economy strategy in partnership with Forth Valley Food & Drink. Between February and March 2023, together with NHS Forth Valley, the CGF partnership provided a 10 week work placement for a 3rd year university student studying Public Health. This resulted in a piece of research and a report into ways to increase fresh fruit and vegetable take up from food bank settings with recommendations from this research being implemented within the CGF delivery plan.
- During 2022 **Who Cares? Scotland** distributed funding on behalf of the Scottish Government to support households impacted by winter pressures of fuel, material and food poverty. Twenty two care experienced children and young people benefited from funding totalling £3,300 in Clackmannanshire, including kinship families, families where children are looked after at home and care leavers. Advocacy support was also offered where need was highlighted.



Children and young people in Clackmannanshire understand their rights and are engaged and involved in decision making

During 2022/23 we:

- Continue to develop a rights-based approach that puts the United Nations Convention on the Rights of the Child (UNCRC) at the centre of everything we do which includes ensuring that stakeholders are fully aware of developments relating to the UNCRC (Scotland) Bill. This means that Clackmannanshire is well placed to implement the legislation when it is passed, which is expected to be after the parliamentary summer recess 2023, as outlined by the Cabinet Secretary for Social Justice on 27 June 2023. Clackmannanshire Council, as part of the Forth Valley West Lothian Regional Improvement Collaborative (FVWL RIC) UNCRC working group, has continued to implement the RIC UNCRC action plan. This has included developing UNCRC resources and a toolkit, a self-evaluation resource and training videos have been made available. ThingLink has been developed by the FVWL UNCRC working group to raise awareness of UNCRC across FVWL in a fun and accessible way. This is now being used nationally. <https://blogs.glowscotland.org.uk/glowblogs/fvwlr/uncrc/>
- A communications strategy is being developed to ensure all the UNCRC materials developed are accessible, available, and known as well as improving our approaches to ensure children, young people and families are aware of the incorporation of UNCRC and what it means for them. The next steps for the UNCRC group are to meet in August 2023, at which a timeline will be developed to refresh the professional learning of staff, given the delay of the original bill. Work will continue on a child friendly Complaints Procedure and ensuring that all stakeholders are fully apprised of the legislation.

Examples of developing UNCRC practice having impact across Clackmannanshire's education establishments:

- <https://theinspirationhub.co.uk/listing/alva-academy-un-sustainable-development-goals/>
- <https://theinspirationhub.co.uk/listing/childrens-parliament-investigates-how-professionals-make-childrens-rights-real/>

- In readiness for when the United Nations Convention on the Rights of the Child is embedded in all aspects Scottish law, Multi-Agency United Nations on the Rights of the Child (UNCRC), delivered training in 3 cohorts during Sept 2022.
- As part of the Child Wellbeing Project activity, young people from St. Mungo's Primary School engaged with 'A Place in Childhood' and created a **Clackmannanshire Children's Charter for Childcare**. The Children also attended Dundee to share their work and participate in a national Children's Charter for Scotland.
- Developed a Youth Engagement Framework for Clackmannanshire. A development group of Community Learning Development partnership based staff worked together to create the **Youth Voice Guidance Framework** and a supporting resource. It looks to support youth voice approaches within all aspects of the system including formal and non-formal education, community based learning and third sector organisations.
- Continued to ensure that the **Children Hearing advocacy services** were well promoted and made available to children and young people. Scottish Children's Reporter Administration (SCRA) is fully supportive of the provision of children's advocacy services and has played a key role in developing an information leaflet and setting up a website on advocacy services for hearings. SCRA data shows there has been an increase in advocacy workers attending children's hearings since recording their attendance commenced in 2021.
- **Who Cares? Scotland** continue to provide an advocacy service to care experienced children and young people from Clackmannanshire. During 2022/23, 37 young people were referred to Who Cares? Scotland for advocacy support and 62 young people in total were supported. The service is open to children young people from all care settings up to 26 years. In addition to issue based advocacy, Who Cares? visit young people in our children's house monthly to provide group advocacy as well as any individual advocacy support which can include support to attend or representation at planning and review meetings. Support is comprehensive and relationship based and can span several years with young people returning for additional advocacy support at different times throughout their young lives. The service aligns strongly with local needs and priorities, including the Children's Services Plan and The Promise.
- Who Cares? Scotland has begun reporting on advocacy issues relating to groups of brothers and sisters. Between January and March 2023 Who Cares? supported sixteen groups of brothers and sisters totalling 39 individuals, young people were supported to exercise their rights to attend Children's Hearings for their brothers or sisters, and to raise advocacy issues in relation to family time with significant people within their family.
- Funding provided by Family Wellbeing Partnership supported 80 care experienced children and young people and their families to attend a day out at Blair Drummond Safari Park last summer. This allowed opportunities for care experienced families to be introduced to Who Cares? advocacy workers, and to especially make links with some of our kinship families to share information about advocacy services for the children they care for. Young people in Clackmannanshire supported by Who Cares? benefit from accessing other events and opportunities nationally, and more local events and festivities linked in with our *Oor Clacks Voices* the council's care experienced participation group.

- Continued to deliver the Scottish Fire and Rescue Service (SFRS) Youth Scheme for young people in Clackmannanshire. Young people learn as individuals, develop positive relationships and actively work together for a safer Scotland. The scheme provides a great opportunity for young people in Clackmannanshire to develop their skillset and make a valuable contribution to their local communities, whilst gaining a unique insight into life at a working fire station. Those who have participated in this scheme have grown in confidence and been equipped with improved life skills as they volunteer as young ambassadors for SFRS. By participating in the programme, young people gain a practical understanding of the SFRS and play a supportive role in their communities as SFRS youth volunteers; supporting development and enhancing inter-personal skills and confidence.



Children and their families can access a range of support services and family therapies in Clackmannanshire

During 2022/23 we:

- Continued our investment in holistic, accessible family support services with our Third Sector partners who remain an important aspect to providing and delivering effective early intervention and prevention services focussed on safely maintaining as many children at home with their families and within their community. As a result our children and families are benefiting from a broad range of early help and support when they need it.
- Enhanced opportunities for Family Support services in Clackmannanshire to formally come together and meet regularly to discuss strategic themes and local implementation around the Whole Family Wellbeing Fund, The Promise, funding and opportunities to work together to address gaps and minimise duplication. The strengthening of key processes means all referrals to Third Sector agencies are screened and allocated via the Education and Social Work screening groups, ensuring that allocation is as quick and timely as possible and that resources are used appropriately. Feedback from Third sector partners has highlighted that this is working well but there continues to be increasing demand for these services by families.
- Expanded and increased our range of family support provision across the county. Additional resource is being allocated to Third Sector providers from the Whole Family Wellbeing fund in order to expand the range of support to families, particularly those children at the edge of or returning from care. Early signs of impact from activity include a reduction in referrals to the children's reporter and the number of children on the Child Protection Register. Our next steps is to work with our new Participation Development Officer to identify barriers to accessing services and work to ensure that services are accessible at the earliest opportunity and linking families with universal services or more targeted support.
- The feedback from service examples of outcomes highlighted below, both from providers and families, is being used to co-ordinate and plan supports across the county with excellent examples of partnership working regularly evident through the Family Support Sub Group.



- Functional Family Therapy exceeded the contract numbers of 21 families for the year 22-23.
- Data shows that 54% of completed cases were assessed by referring social workers as being highly likely, likely or somewhat likely to become accommodated at intake. By completion of the FFT intervention only 17% of young people were assessed as being “somewhat” likely to become accommodated and 83% were deemed as unlikely or very unlikely to become accommodated.
- A parent who has been supported reported that: *“FFT has been very beneficial and I feel without it my family would still be struggling. FFT gives us an hour each week to listen to what each other has to say. I strongly believe family life would be worse than it was at the start without it. FFT has made a huge difference to our lives and for that I am truly grateful.”*



- Action for Children Clacks Family Support Service and Clacks Additional Support Services provided outcome focussed support to 68 children and their families during 2022/23. These families come from across the spread of Clackmannanshire’s geography. The work takes place within the Blue Hoose in Tullibody, local communities and in children and family homes. Demand for these supports and services is increasing as evidenced through ongoing referral rates from social work colleagues, education and health.
- All work is outcome focussed and each child has an individual plan of support recorded on E-Aspire (Electronic Assessment Plan Interventions Review, which is Action for Children’s electronic service delivery model). These plans include details of the referral, assessment needs, service plan including interventions as well as regular review dates. All interventions within the last 12 months have either remained at the same level or mostly improved as evidenced in regular reporting.
- Additionally, 13 children are currently receiving focused 1:1 support in the service or local community for at least 1 hour per week. Most of this 1:1 support has a focus on emotional wellbeing and emotional regulation for the children and are outcome focused pieces of work. There is an increasing demand for this work through increased referrals and requests.
- There were 14 parents referred for Incredible Years Parenting Programme, with 11 of these parents/carers completing the programme. A trained staff member co delivers in partnership with a health colleague. The parents/carers that attended the group participated fully and engaged well in the programme.

Feedback from a parent and staff member:

- *“The Blue Hoose means I get the support I need as I would struggle”*
- *“The service is described as ‘excellent’, as giving ‘giving vital support to our vulnerable families’ and ‘offers good support groups”*



- From April 2021 to March 2022, Homestart supported 131 Families, including 244 children (88 children under 5 years of age and 156 children over 5 years of age).
- Provided a cluster of 3-weekly (2 hours) Early Years Family Support Groups to 43 families in Tillicoultry (Ben Cleuch), Alloa (Hawkhill) and Tullibody (Blue House).
- During 2022/23 they provided 109 sessions across 3 Early Years Groups: The Hawkhill Group provided 40 sessions, the Ben Cleuch provided 32 sessions, and the Blue House group in Tullibody provided 37 sessions.

Some of the reported outcomes achieved are:

- | | |
|--|-----|
| • <i>“I felt listened to and was supported with the things I was trying to work through”</i> | 99% |
| • <i>“I now feel more able to make positive changes in my lifestyle”</i> | 83% |
| • <i>“As a consequence of Home-Start's support I feel more confident playing with my child/children”</i> | 81% |
| • <i>“Due to the support of my group/worker I feel I have increased my confidence”</i> | 80% |
| • <i>“I now feel less isolated”</i> | 80% |



- Continued to expand and improve upon the rights of young carers in Clackmannanshire. Between April 2022 and March 2023 there were 45 new referrals to the Central Carers Centre who offered 45 young carers in Clackmannanshire the opportunity to develop or review a Young Carers Statement (YCS), of which 33 completed a YCS and 11 reviews were done. This ensured that young carers can make sure that their views and opinions are heard and what information and support they may need in relation to their caring role.
- Young carers are also actively supported to engage in consultations, involvement and engagement opportunities. Nine young carers in Clackmannanshire are part of the Falkirk & Clackmannanshire Young Carers Voice sharing their views on local and national carer issues. In addition, 79 young carers accessed the Young Carers Activity Grant, 7 accessed a Creative Break and eligible young carers were supported to apply for Scot Gov Young Carer Grants.
- The project also provided some young carers with individual support and/or monthly groups. In this reporting period, there were 521 individual contacts provided for young carers and 23 groups attended by 52 young carers with 174 attendances. Six young carers benefited from attending a break away at the Scottish Young Carers Festival.



- Barnardo's services in Clackmannanshire offer support to children and young people who are experiencing a wide range of issues, such as substance use, offending, exploitation, isolation, employability, and family relationships. They work with young people aged 8 – 18 (25 if care experienced) to promote wellbeing, encourage change, and empower them to take control of their situation and move towards a positive future.
- During 2022/2023, the Clackmannanshire Open Door Service (CODS) a specialist early intervention service for young people and families, many of whom are on the edge of care worked with 109 young people and families. There were 75 new referrals to CODS and 34 young people were still open to the service from the previous year.
- Barnardo's were successful in a wide range of bid applications to improve the mental health and wellbeing of our children and young people in Clackmannanshire. This included, Community Justice Youth Diversionary Fund, Cashback from Communities, Youthlink Scotland, COP26 and Forth Valley Health Promotion Community Grant Scheme. The legacy work from these continues, for example Barnardo's donated a third of the award from OP26 to CSSS to enable them as part of their Eco-School Project, to build a bike shed for their pupils. Staff have also accessed funds via Barnardos crisis and cost of living funds totalling over £4k to support those most in need.
- Through Barnardo's, young people have been part of new and exciting local partnerships developed over the past 12 months, including Grace's chocolates, Endura Cycling and Forth Environment Link.
- Young people have achieved very positive outcomes particularly in terms of increased resilience, reduced/safer consumption of controlled substances, increased knowledge of substances/risks, reduction in level of risks/harms (substances), understanding of own behaviours, and reduced offending with 87% reporting outcomes had significantly improved and 12% reporting outcomes were being maintained. Positive outcomes were also reported for parents/carers including improved parenting capacity to prevent harmful behaviour, family relationships and parents/carers taking responsibility for child welfare and parenting.



Transform's service Time 4 Us works across Forth Valley providing support to children and families who have been impacted by substance use. The service aims to increase parenting capacity and enhance children's self-esteem, confidence and resilience whilst supporting families to make positive choices. The service works in partnership with children, families and professionals ensuring the best outcomes are achieved together. The Time 4 Us service receives referrals from social services, education, addiction services, health, and self-referrals, and has a proven track record of enhancing children and young people's emotional and mental wellbeing and reducing risk and harm in relation to substances.

Impact data:

Children affected by parent, carers and or older sibling substance misuse will have improved self-esteem, resilience and social functioning:

- 9 Children fully met this outcome showing an increase in their self-esteem and resilience.
- 9 Children fully met this outcome where improved attendance and achievement within education was noted.
- 9 Children fully met this outcome where their well-being in accordance with the well-being Indicators were improved.

Safeguarding children reducing risk and harm:

- 9 Children fully met this outcome where they were able to identify risk and harm, increasing their awareness around safety planning.
- 9 Children fully met this outcome where they were more able to communicate with significant adults in their life

Children will have at least one positive relationship with a significant adult, who can support them to make positive and healthy choices in their future:

- 9 Children fully met this outcome where their social functioning was significantly improved.
- 9 Children fully met this outcome where they could now identify their support networks.
- 9 Children fully met this outcome where positive change was evidenced through assessments /evaluations.

Parents/families experiencing issues of substance misuse have improved parenting capacity, skills and understanding, and are better able to meet the needs of their child/ren:

- 6 Parents fully met this outcome by increasing their parenting capacity.
- 6 Parents fully met this outcome where their motivation, confidence, and feelings of self-worth were all increased.
- 6 Families fully met this outcome where they were supported to stay together in the best interest of the child whilst reducing statutory involvement.



Children and their families can access the right services based on their needs

During 2022/23 we:

- Progressed the redesign of Children's services which has significantly increased resource available to provide early intervention support for families and bringing increased capacity to the new Early Intervention Service. Strengthened partnership working with the third sector, education and health partners is ensuring streamlined pathways to the right service at the right time for families.
- A fully integrated People Directorate is now well established and has driven forward improved ways of working with and for our families and communities. From the period August 2022 - June 2023, the People Directorate continued with an extensive plan of improvement activity set out within the **People Business Plan 2022-2023** to improve outcomes for children, families and communities, with a particular focus on the most vulnerable.
- Work has progressing to develop a blueprint for family and community support services in Clackmannanshire. The intention of this work is to increase the availability of services out with statutory social work, to ensure that children and their families receive support as early as possible. A family support focus group has been developed with key multiagency partners who have worked together to complete the evaluation tool: 'Supporting Families: A National Self-Assessment Toolkit for Change'.

Early Intervention Service activity:

- Commenced in January 2023, a 90-minute under 2's drop in group based at Alloa Family Centre, jointly delivered by the Early Intervention Service and health care professional, averaging approximately 20/30 parent participation. The Under 2's group will run through out the summer holiday period to offer additional support and social outlets to children, young people and families. Examples of services involved include ChildSmile, Physiotherapy, Speech and Language and a Breast Feeding Support Network for approximately 10-12 mothers and babies on a weekly basis.
- The introduction of group work has been successful with staff currently facilitating several groups per week as well as managing a case load of between 20-30 families.
- Between 1st April 2022 and 31st March 2023, 66% of Police vulnerable person reports and 51% of referrals to the Children's Social Work Service was screened by the Early Intervention service and families provided an early and effective response.
- Continued effective partnership working with Health Visiting Service through the provision of **Baby Massage** and **THRIVE** programmes. Since September 2022 in excess of 70% of babies born in the Clackmannanshire area have been massaged by the joint **Baby Bond's Project** throughout various locations across the county, creating opportunities for early bonding between babies and their care giver.

Impact statements from participants:

"We have really enjoyed the classes. You are creating such a lovely, relaxed environment to bond with baby in such a special way. Thank you for being so welcoming and approachable"

"Lovely block of massage classes which were so well enjoyed. Such a relaxed environment with lots of great ideas to help digestion and teething. Thank you! We loved it"

- Continued to work in partnership with Health and Clacks Works to deliver **THRIVE programmes** throughout the year. THRIVE has seen attendees better recognise and manage day to day stress and anxiety, report improved self esteem/confidence and consider learning and employment opportunities. Outcomes achieved include improved parenting belief and positive family relationships and dynamics. Furthermore, some attendees have gone on to become volunteers and facilitators; an amazing achievement. 70 plus referrals for the August programme demonstrated participant demand. The next two cohorts of participants are due to commence in August 2023.

Impact statements from participants:

"THRIVE has given me the confidence to try new things and meet new people. I found a peace in me that I've never had before and my quality of life is much more positive. Over the 4 months I have grown in so many ways, I am so grateful to have been a part of THRIVE, and excited that I can share all I've learned with other people, who also need all the positivity in their life. I can't say it enough...THRIVE is truly amazing, I don't know where I'd be without it"

"You've no idea how much THRIVE can change someone's life, you have no idea what you have done for us. I never used to be able to go walks and now I'm walking all over Alloa with my dog and I'm volunteering in something that I love doing"

- Trained our Family Support Workers in the Early Intervention Service in **Triple P** - a parenting and family support system designed to help children to realise their potential. This programme will be delivered alongside Education and Third sector partners and will offer parents support to build strong healthy relationships and confidently manage their children's behaviour; reducing the risk of crisis intervention and family breakdown.
- Implemented a new **Commissioning Services Review Group** in October 2022 which has strengthened partnership working by bringing services such as Child Care Social Work, Barnardos, Home Start, Action for Children, Functional Family Therapy, Time 4 Us, Clacks Works and

Community House Alloa together on a fortnightly basis. The group meets to discuss referrals and consider appropriate supports and intervention to mitigate emerging patterns of concern, avoid escalation of risk and reduce the likelihood of relationship and placement breakdown. This new process has proved successful and has enabled families to access the right support, from the right people, at the right time. It has lessened the risk of families feeling overwhelmed by lots of different services becoming involved at once and supports being counter-productive. Furthermore, it has improved coordinated care planning for children, young people and their families. Professionals involved have also voiced they feel the shared method of referral screening has been beneficial in priority allocation, targeting of support and reducing waiting times.

- Continued to enhance our early intervention response through the **Family Group Decision Making (FGDM) service**, which takes a restorative approach to engaging with families. FGDM coordinators identify the relationships which are important to children, and looks to work with families in a way to enable children, parents, and their wider extended families and networks to develop their own family plans which address areas of worry and concern identified by social work and the wider team around the child. The family plans developed with the consent of the family can then be used in decision making forums such as child protection meetings, children's hearings and also looked after reviews. FGDM, in line with the Promise works with families to prevent the need for children to be accommodated in foster or residential placements and supports relationships within families.

Between April 2022 and March 2023 the FGDM Service in Clackmannanshire received 80 referrals involving approximately 210 children. Of these referrals, 36 proceeded to FGDM Conference, 30 of which have now been closed to the FGDM service. In many of those which did not proceed to FGDM conference, the co-ordinators were able to support partnership working with extended family members to enable better engagement with care planning to support children and young people.

Of the 30 completed pieces of work, positive outcomes include:

- Kinship placements were identified and progressed for 10 families (14 children)
- Two children who were in foster care have been safely returned home with family plans around scaffolding and support
- Two children were removed from the Child Protection Register
- Two children moved from foster care back home
- One child moved from foster care to kinship care

The priorities to date have been children who are at risk of accommodation, on the Child Protection Register, vulnerable pre births where there is a risk of accommodation at birth, children in residential out of area placements and children who are looked after and those where no permanence decisions have been made. Moving forward, the FGDM team, as part of the new Early Intervention service, aim to support families earlier and work to build capacity through early family plans before the point of crisis.

- Continue to embed **STRIVE** (Safeguarding through Rapid Intervention) as a common early intervention approach that delivers improved outcomes for children, young people, families and adults. Supporting local service delivery and tackling needs early, STRIVE is increasing opportunities for prevention and early intervention through enhanced links with schools, health centres and community groups in the Alloa area and working to streamline referral pathways and appropriate supports for individuals as early as possible. The team have delivered drop in sessions with 2 primary schools in the Alloa Academy catchment. This raised the profile of STRIVE and early access to the services represented. A discussion with the Family Support workers in six Primary Schools across Clackmannanshire has taken place to highlight the role of STRIVE. The Family Support workers will have knowledge of those in their school community who may benefit from some additional advice to prevent those reaching levels of crisis. This will be reviewed regularly for impact and reported to the STRIVE board. In this way, not only will STRIVE benefit the people of Alloa Academy catchment, but will also enhance support available to families in areas of need across Clackmannanshire.

- In the period from May 2022 to April 2023 there has been a 7% decrease in the overall number of referrals to STRIVE. Analysis of this has shown an increase in the number of referrals from specific geographical areas within the authority, despite a drop in the overall referral numbers. The sources of referrals come from a variety of sources, but with the majority from police and housing. The team has engaged additional third sector services to support the work of STRIVE, such as CERT (Clackmannanshire Economic Regeneration Trust) and Cyrenians and extended to include the energy team from within Clackmannanshire Council. STRIVE has increased its profile to include Clackmannanshire Councils website, with plans to increase the public presence further.

Some key outcomes 2022/23:

24 clients were referred to mental health services

26 clients were prevented from becoming homeless

40 received emergency financial assistance

15 were referred for addiction support services

Keeping the Promise in Clackmannanshire

Our **Promise Plan 2023-2026** 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.

Our Promise Plan 2023-2026 aligns to the National Promise Change Plan and aligns with Clackmannanshire's Community Planning Partnership's anchor Plans including:

- Local Outcomes Improvement Plan 2017-27
- Children's Strategic Partnership's Children's Services Plan 2021-2024
- Clackmannanshire Community Justice Plan 2018-23
- Violence against Women and Girls Strategic Plan 23-24
- Family Wellbeing Partnership Strategic Plan 23-24
- The National Improvement Framework Plan 23-24

Governance arrangements for reporting on progress on our Promise plan activities are through the Children & Young People's Strategic Partnership and to Elected Members through the Children & Young People's Board.

Last year we reported in our Children's Services Plan Annual Report 2021/22 on our progress to #KeepThePromise and highlighted key activities that had been accomplished. During 2022/2023 we have maintained a relentless focus to deliver on our Promise commitments and these achievements are highlighted below.

What Clackmannanshire has already achieved as part of our Promise commitments:



- 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
- Developed bite size videos on Clackmannanshire's commitment to #KeepThePromise
<https://www.clacks.gov.uk/social/thepromisecics/>
- A Corporate Sponsor Pledge co-produced to support the delivery of this work
<https://www.clacks.gov.uk/document/6646.pdf> <https://www.clacks.gov.uk/document/6724.pdf>

Key milestones achieved during 2022/23:

- The **Participation Network** has continued to be developed over the last year 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. A key achievement of the Participation Network is the co-design of a Language of Care Policy intended to provide principles to services within the council and partners to support change in the language we use which can be formal and impersonal, and challenges us to work differently with young people and their families. The policy contains four themes and values which were identified by care experienced young people, foster carers and kinship carers as being most important. This culminated in a dedicated day of collaboration with young people, care givers, and partners in April 2023. The coming year will see implementation of the policy through shared learning from tests of change particularly as the Children's Services redesign is implemented. Work is ongoing within the network to develop Trauma-Transformed Cultures in Clackmannanshire.

'*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.

- **Who Cares? Advocacy and Communities that Care** - A strong partnership exists between Who Cares? and Clackmannanshire Council to provide advocacy for children and young people to uphold their rights and ensure that children and young people's views are central to decision making. Focus over the last year has been to raise awareness of advocacy services for care experienced children as services recover from the pandemic and for new staff joining the service. Referral rates have increased in 2022, and in the first quarter of 2023. Who Cares? regularly attend carer support groups which have had a positive impact on increased referrals to their service.

We were also pleased to have been awarded funding from The STV appeal to bring Communities that Care to Clackmannanshire. Communities that Care is a five year programme being rolled out within Clackmannanshire with the aim of ensuring that Care Experienced people are accepted and included and have a sense of belonging within their communities. The initial stages of the programme takes a whole school approach ensuring that care experienced children and young people are nurtured and supported in their schools by educating the whole school community about what care experience is, and to help develop empathy and understanding towards care experienced pupils. Training has taken place with staff in all three academies within Clackmannanshire as the roll out of the programme begins. This approach is consistent with the work that has been undertaken within Clackmannanshire over the last year working to rebuild the care community following the disruption that Covid 19 caused to support networks and relationships.

- **Building our Care Community** - The removal of restrictions relating to Covid 19 offered an opportunity to begin rebuilding our care community, also known in Clackmannanshire as our Care Family. The Care Community has joined together for key celebrations and events over the last year including care experience week, Christmas, national care day and days out. These events have fostered new friendships, and rekindled existing relationships between care experienced children and young people, foster carers and kinship carers.

Building our care community is a key part of our strategy to support our care experienced young people, foster carers and kinship carers in Clackmannanshire, and is in addition to carer support groups. Supports for our foster carers, kinship carers and adopters in Clackmannanshire will be strengthened further through the Children's Services Redesign which is currently being implemented. This will see increased resource focused around kinship support and foster carers and adopters. A review of fees and allowances took place and an uplift was implemented on 1 April 2023 acknowledging the need to mitigate pressures placed on households as a result of current cost of living increases. Foster carer fees were restructured to be more in line with The Promise and the role that foster carers play within this. Activity this year has focused on support and retention, to build a good foundation for further recruitment of carers to enable us to support more children and young people to be cared for within their local communities.

- **Virtual Head Teacher appointed to support the implementation of The Promise** - We want all children and young people to meet their potential and school attendance and attainment for care experienced children and young people continues to be a key priority, particularly those who are looked after at home and in kinship care. The appointment of a Virtual Head Teacher will be a key driver in supporting these strategic aims through oversight of support for children and tracking mechanism have been put in place to track attendance, attainment for all care experienced children and young people in Clackmannanshire.
- **Wellbeing worker care experienced** - The specific support of a Wellbeing Worker for all Care Experienced Young People in Clackmannanshire came into post in March 2023, this builds on the existing wellbeing supports available within schools, and is to ensure that wellbeing support continues to be available to care experienced young people particularly those who have left care and may experience loneliness and isolation.
- **Local Care Provision** - A key ambition in keeping The Promise requires an increased number of local foster carers, and increased residential provision to ensure that all children are able to grow up locally maintaining significant relationships with family, friends and their school community. Investment in our Family Placement Service, review of fees and allowances, building our care community, and supporting our foster carers are activities intended to establish a solid foundation for the Council to be able to attract and retain new foster carers, and to support kinship families.

The provision of residential care for our children and young people remains a challenge for us in terms of environmental limitations and capacity. Woodside Children's House is a five bed residential provision. The team at Woodside have fully embraced The Promise and there are significant strengths within the service in relation to adopting trauma informed therapeutic approaches to caring for young people. Residential Care staff at Woodside have undertaken PACE training (Care based on principles of Playfulness, Acceptance, Curiosity, Empathy), this year staff began training in Dyadic Developmental Practice (DDP Level 1 and Level 2). Approaches to care and managing distress have moved away from use of restraint as cultures have changed informed by staff development and the ethos of The Promise. This year we have established a strong partnership with the Vardy Foundation and planning is underway to increase our local provision and accommodation to ensure that we can offer support to all of our children and young people within Clackmannanshire, preventing children and young people being isolated from their communities. This will also be supported by the development of intensive support services to support children and young people at risk of becoming looked after away from home, as well as for young people leaving care.

- **Aberlour /Vardy partnership** - Clackmannanshire Council was selected to work with the Aberlour/Vardy Foundation Partnership to use the Scottish Model of Service Redesign to define and discover approaches to designing and delivering services through the lens of The Promise to support for two groups: children disengaged from school and at risk of becoming looked after; and support for young people leaving care. A series of design workshops took place involving young people, families, and key stakeholders. The learning from this will inform future planning and service delivery as we continue to work towards keeping The Promise.

We are committed to improving the support available to care experienced young people in Clackmannanshire, one key aspect of this relates to our approaches to planning and reviews. The Children's Services redesign increases the number of independent reviewing officers within Clackmannanshire with a dedicated resource to oversee Pathway Planning, and ensure that this takes place at an earlier stage for all of our care experienced young people, and that all eligible young people have a good quality Pathway Plan. This will continue to be a key priority area for improvement over the next year.



Whole Family Wellbeing Funding



Progress update on Clackmannanshire's Whole Family Wellbeing Funding

The Scottish Government's 2021-22 Programme for Government committed to investing £500 million of Whole Family Wellbeing Funding (WFWF) over the lifetime of the Parliament to support the development of holistic whole family support services. It also set out the ambition that by 2030, at least 5% of community-based health and social care spend should be going towards preventative whole family support measures. The 2022-23 Scottish Budget allocated £50m for the WFWF and proposals for distribution of this spend were developed in close collaboration with partners across the sector, including Children's Service Planning Partnership (CSPP) Strategic Leads and COSLA. This included the recommendation that £32 million should be provided to the CSPPs to build local capacity for transformational whole system change and to scale up and drive the delivery of holistic whole family support services.

Clackmannanshire has received £337,000 each year for 2022/23 and 2023/24 used to implement an effective range of early intervention provision and progress the agenda of system change required to deliver The Promise – toward family led, child centred and trauma informed services available locally at the point of need. The funding will enable Family Support services in Clackmannanshire shift toward early intervention, in line with the principles of The Promise.

Clackmannanshire's allocation of funding is being used to focus on 3 key priorities:

- 1) Bolster our provision of intensive support services in order to reduce the number of children with care experience and to enable us to return children home from placements outwith Clackmannanshire.
- 2) Increase the participation of children and families in the design of family support services, including creating opportunities for them to develop ideas regarding what services should be delivered.
- 3) Increase the range of early intervention services available to support communities at the earliest point, across the county.

A proportion of the funding has been used to recruit a Participation Development Worker to help involve children young people and families in developing family support provision in Clackmannanshire through the creation of a consortium of Third sector family support providers. We have also commissioned Aberlour to deliver an intensive family support service for children on the edge of care from October 2023. The key performance indicators for this service will be to avoid children and young people leaving the care of their family.

The remaining funding will be used to further expand whole family support services to help return and retain our children within Clackmannanshire.

Appendix A below sets out in further detail our progress and activities on our Whole Family Wellbeing Funding.

Appendix A: Whole Family Welfare Funding (WFWF) Template - Progress Update

SECTION 1: Activities, WFWF Logic Model Outcomes, and Budget Allocated

Question 1: Activity title and description	Question 2: During this year, how has this activity contributed (or is expected to contribute) toward one or more short-term, intermediate, or long-term WFWF Logic Model outcome(s) identified in your WFWF Initial Plan template? Please describe this using evidence and citing sources.	Question 3: Estimate of % of WFWF funding spent on this activity to date and estimate of % of this activity out of total WFWF budget.
<p><i>Please include a short description of each activity. This can be copied from your response to question 3 of your WFWF Initial Plans template and updated where required. Please specifically mention where activities have changed or are no longer relevant.</i></p>	<p><i>Please include WFWF Logic Model outcomes used in response to question 4 of your WFWF Initial Plans template and update. Where needed, your answers to question 5 of the WFWF Initial Plans may also help with sources of evidence. Responses relating to each activity can be up to 250 words but may be less where appropriate.</i></p>	
<p>Activity 1: Bolster our provision of intensive support services in order to reduce the number of children with care experience and to enable us to return children home from placements outwith Clackmannanshire</p>	<p>WFWF Logic model outcome Early Outcome:</p> <p>Increased WFS capacity – scaled and new services are integrated</p> <p>Local Outcome as detailed in plans submitted: Increased provision for children at the edge of care and leaving care resulting in reduced external placements</p> <p>Progress: We had planned to commission intensive support for children on the edge of care/in external placements in order to ensure children and young people can remain living in their local community as well as reduce the cost associated with through care and after care provision for young adults. Through the reduction of this spend, the CSPP aims to invest in further development of early intervention provision. To date we have commissioned an Intensive support service specifically for children on the edge of care. The service will be operational from the 1st of October 2023.</p> <p>In addition we plan to allocated around £140,000 to expand third sector provision to support our care experienced young people leaving care and other family supports.</p> <p>WFWF Logic model outcome Early Outcome : More families receive Whole Family Support</p> <p>Progress: This will be evident next year as the services above become operational and demonstrate impact. The intensive support service has clear targets to reduce the number of children becoming living away from their families.</p> <p>Long Term outcomes</p>	<p>Estimate that 33% of WFWF funding spent on this activity as of 2.8.23, and estimate that this activity represents 65% of total WFWF budget for this year.</p>

	<p>The activity above is designed to deliver the long term outcomes below toward the end of the funding and beyond:</p> <p>1 Reduction in numbers of children and young people living away from their families</p>	
<p>Activity 2: Increase the participation of children and families in the design of family support services, including creating opportunities for them to develop ideas regarding what services should be delivered</p>	<p>WFWF Logic model outcome Early Outcome: Delivery partners (inc 3rd sector) are integral to service design and delivery of WFS</p> <p>Progress: We have already reviewed all our commissioned services, utilised the family support self evaluation tool and undertaken a strategic needs analysis. This has enabled us to harness the views of providers across the CSPP and to share resource where possible to begin redesign/delivery of family support services. We have close and effective working relationships with commissioned third sector providers, represented at our Family Support sub group. The next stage is to develop a commissioning consortium or similar to build on this approach</p> <p>WFWF Logic model Early Outcome :</p> <p>Early Evidence of meaningful and ongoing participation by CYPF in service design which ensures choice and control</p> <p>Progress: We have appointed a Development Officer to work with the Third Sector and local community groups, advocacy services and the Family Wellbeing Partnership to create a collaborative of Early Intervention Services, designed and reviewed by the families who will be using them. The appointment process involved 3rd sector partners</p> <p>WFWF Intermediate outcomes:</p> <p>1 Collaborative Multi agency Approach to the funding Commissioning and delivery of family support</p> <p>2 Services shift to needs and rights based planning and participation</p> <p>3 Services are more accessible Children, Young People and Families know where to go, receive help when needed</p> <p>Progress: We expect to see evidence of the above intermediate outcomes toward the end of year 2 when our consortium is established and operational.</p>	<p>Estimate that 0% of WFWF funding spent on this activity as of 2.8.23 date, and estimate that this activity represents 25% of total WFWF budget for this year.</p>
<p>Activity 3: Increase the range of early intervention services available to support communities at the earliest point, across the county.</p>	<p>WFWF Early outcome : CSPPs start to redesign/design new WFS services, including removing barriers to access for CYPF</p> <p>Progress: Partnership working in this area is improving. The services currently commissioned now meet fortnightly to discuss allocation of work. The family</p>	<p>Estimate that 0% of WFWF funding spent on this activity as of 3.8.23 date, and estimate that this activity represents 10% of total WFWF budget</p>

	<p>support group is expanding to involve new developments and agencies e.g. wraparound childcare and employability support. The CSPP has taken the decision to postpone the involvement of The Lens partnership at this time in order to consolidate early activity around commissioned services before beginning a process of wider engagement with children young people and families in local communities.</p> <p>WFWF Early Outcome : Development of holistic workforce approach</p> <p>Progress: The Family Support Sub group have begun this process and have identified opportunities to share skills and training eg in relation to training in the delivery of parenting courses. Next steps are for a skills audit across family support providers to identify key gaps in learning and training opportunities.</p> <p>WFWF Long Term Outcomes (that the funding will contribute to):</p> <ul style="list-style-type: none"> • Reduction in families requiring crisis intervention • Improved family wellbeing • Increase in families taking up wider supports • Reduced inequalities in family wellbeing • Reduction in the number of children and young people living away from their families 	for this year.
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SECTION 2: Progress Narrative for your overall WFWF plans

Questions	Guidance <i>This column includes guidance to support your response.</i>	Responses <i>Please complete your responses in the column below. Examples are included in Annex B (pages 9-13). Responses to each question can be up to 250 words, but may be less where appropriate.</i> <i>Please try to include all activities mentioned in Section 1 above within your response, recognising that there may be little or no detail at this stage.</i>
<p>Question 4: Overview description of what has been achieved to date and how this compares to intended plans, including specific partners who have been involved, particularly third sector organisations.</p>	<p><i>It may help to refer to the original WFWF criteria in the allocation letter included above.</i></p> <p><i>Please indicate any related local evaluation work in progress here.</i></p>	<p>Our CSPP has made progress in establishing some good foundations for the transformational change required from the WFWF funding.</p> <p>Activity 1: We are on track to have a new intensive support service for children on the edge of care operational from October 2023. By delivering this as a pilot in partnership with Aberlour, we have been able to make a substantial saving on the initial anticipated spend of £200,000, leaving us an additional £100,000 of funding to be utilised across the 3rd sector to address the outstanding need for children returning home from external placements. We are in the process of concluding the application/selection process for 3rd sector partners to</p>

		<p>access this funding.</p> <p>Activity 2: We have successfully recruited a Development officer to engage with families in the process of developing a Whole Family Support collaboration of services. This will be achieved through a refreshed commissioning exercise – developing a consortium of services.</p> <p>Activity 3 has made less progress. There is work underway to identify shared training needs across our whole family support provision, but funds have been set aside to develop this programme when it is clearer how our redesigned early intervention service will impact on the range of Whole Family Support services delivered locally and the gaps left which require specific training across the partnership.</p> <p>The decision has been taken to postpone the LENS partnership exercise until the consortium is established and our family support delivery is informed by the voice of lived experience. This will develop a strong base from which to extend the involvement of community groups etc and consider how the earlier strands of family support can be developed in line with the views of local people.</p>
<p>Question 5: Main successes to delivery and factors enabling these successes.</p>	<p><i>Please cite your evidence sources. Please note engagement with children and families should be covered under question 7 below. May include: resourcing, skill development, planning or engagement, activities, or emerging outcomes. Evidence of economic/budgetary impact may also be included.</i></p>	<ul style="list-style-type: none"> • Our main success relates to the commissioning of additional intensive family support services, as detailed above. This service will be operational from 1.10.23 and the co-funded pilot has created an opportunity for increased capacity and extended reach for our WFWF year one allocation. • Another success is the effective partnership working which has developed as a result of activity taken in 2022: the Strategic Needs Analysis and commissioning review. This began a process of transparent discussion and development with our third sector partners which has developed over the year by the Family Support Sub Group and Clackmannanshire Third Sector Interface (CTSI). This was evidenced in the joint recruitment of the development officer post. • The Family Support Sub Group has also been effective in creating space to develop shared solutions to challenges. • Although the delivery is not funded by WFWF, the redesign of the Children’s Social Work service is aligned with the activity detailed above and the service have considered feedback from 3rd sector and other agencies in the redesign.
<p>Question 6: Main challenges to delivery, and how these have been or</p>	<p><i>Please cite your evidence sources. May include: resourcing, skill development, planning or</i></p>	<p>Activity 2: We experienced some delay in the recruitment of the Participation Development Officer but are hopeful that this will not</p>



<p>plan to be mitigated. Please include any details on any activities which have not progressed as expected.</p>	<p><i>engagement, activities, or emerging outcomes. Evidence of economic/budgetary impact may also be included.</i></p>	<p>adversely affect the delivery of the refreshed family support commissioning model. The delay in the recruitment to this post has impacted on our participation activity which has resulted in us postponing the involvement of the LENS partnership.</p>
<p>Question 7: How have the activities and outcomes in Section 1 been informed by different stakeholders? (especially third sector partners and children and families)</p>	<p><i>Please cite your evidence sources. May include: number and groups of children and families engaged, the way in which they were engaged and how that influenced the activity.</i></p>	<p>Activity 1: involved mainly internal stakeholders: education, Children’s services, Commissioning and Aberlour. Moving forward, development of the service will be influenced by the views of the families receiving a service. Activities 2 and 3: involved stakeholders within the 3rd Sector, Children’s Social Work, Education, Health, Clackmannanshire Third Sector Interface, Family Wellbeing Partnership and ADP. The next stage is direct engagement with children young people and families.</p>
<p>Any other comments, innovative work, relevant learning, or unexpected changes identified during this year?</p>	<p><i>May include: any progress not captured elsewhere in the table, or questions for Scottish Government.</i></p>	

Appendix B: Performance Measures Clackmannanshire Children's Services Plan 2021-24 Annual Report 2022/23



 Data-only	 Target or Value Not Available	 Meeting Target, or Within 5%	 5% to 15% Outwith Target	 More Than 15% Outwith Target
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Performance Indicators




1. Annual Indicators Where Most Recently Available Data is for 2020/21

Performance Indicator	2018/19	2019/20	2020/21			
	Value	Value	Value	Target	Status	Scotland
Child Healthy Weight in Primary 1 (*only national figures were published for 20/21)	72.5%	71.7%	*N/A			69.8%
Children with 'no developmental concerns' at 27-30 month health review	84.8%	86.2%	78.6%	85.7%		85.1%






2. Biennial Indicators Where Most Recently Available Data is for 2020/21

Performance Indicator	2016/17	2018/19	2020/21			
	Value	Value	Value	Target	Status	Scotland
School attendance - Looked After Children (Biennial)	91.6%	89.5%	89.9%	86.8%		87.9%
School exclusions - Looked After Children (per 1,000 Looked After Children) (Biennial)	145.5	N/A	N/A	79.9		77.8





3. Annual Indicators Where Most Recently Available Data is for 2021/22

Performance Indicator	2019/20	2020/21	2021/22			
	Value	Value	Value	Target	Status	Scotland
Cost of services for Looked After Children in residential care per child per week ('real' cost - inflation cancelled out)	£2,189	£2,904	£4,729	£3,482		£4,659
Cost of services for Looked After Children in the community per child per week ('real' cost - inflation cancelled out)	£324	£340	£382	£382		£402
Spend on Looked After Children (Residential & Community) as % of Total General Fund Budget	3.62%	4.28%	4.80%	4.28%		3.06%






Performance Indicators	2019/20	2020/21	2021/22			
	Value	Value	Value	Target	Status	Scotland
Child Dental Health in Primary 1	68.4%	N/A	73.5%		?	73.1%
Immunisation Uptake at 24 Months - 6 in 1 (3-year average)	97.6%	97.3%	96.9%	95%	✓	97.1%
Immunisation Uptake at 24 Months - MMR (3-year average)	94.9%	95.2%	94.8%	95%	✓	94.4%
Babies Exclusively Breastfed at 6-8 Weeks (3-year average)	21.6%	20.9%	20.6%		?	31.9%
Alcohol-related Hospital Admissions, aged 11-25 years (3-year average per 100,000)	210.9	165.1	147.4		?	255.2
Drug-related Hospital Admissions, aged 11-25 years (3-year average per 100,000)	197.5	159.0	145.4		?	167.7
Exposure to Secondhand Smoke at 6-8 Weeks (3-year average)	9.3%	7.6%	6.1%	6%	✓	6.9%
Deaths from Suicide in Young People, aged 11-25 years (5-year average per 100,000 population)	20.9	16.3	9.4		?	11.1
Teenage pregnancies under 16 years of age (3 year average rate per 1,000 females aged 13-15)	2.9	2.8	2.3	2.4	✓	2.3
Teenage pregnancies under 18 years of age (3 year average rate per 1,000 females aged 15-17)	16.4	18.0	18.6	15.0	✗	13.6
Teenage pregnancies under 20 years of age (3 year average rate per 1,000 females aged 15-19)	46.8	32.8	30.5	23.9	✗	23.2
Child Protection re-registrations within 18 months	13.0%	8.1%	13.3%	7.0%	✗	8.0%
Number of children and young people in secure accommodation	0	0	0	0	✓	48
Three or more placement moves experienced by Looked After and Accommodated Children	6%	6%	5%	5%	✗	4%
Looked After Children being cared for in the community	93.1%	93.7%	95.1%	90.3%	✓	89.8%
Looked After Children with more than 1 placement in the last year	23.8%	16.7%	14.8%	16.8%	✓	15.9%
Looked After Children leaving school entering positive destinations	100.0%	100%	84.2%	91.7%	✓	87.9%
Child Poverty Rate (After Housing Costs) (provisional 21/22 figures to be verified)	27.3%	23.9%	25.9%	18%	✗	24%
Looked After School Leavers With 1 or More SCQF at Level 4	66.7%	66.7%	73.7%	91.7%	✗	74.9%
Rate of Looked After Children (per 1,000 children aged 0-17)	24.8	26.1	26.3	24.0	⚠	12.3%
Children on Child Protection Register (per 1,000 children)	4.95	4.6	1.7	2.3	✓	2.2%
% children and young people with foster carers provided by LA	35%	33%	30%	50%	✗	69%

Performance Indicators	2019/20	2020/21	2021/22			
	Value	Value	Value	Target	Status	Scotland
Children on Child Protection Register (per 1,000 children)	4.95	4.6	1.7	2.3		2.2%
% children and young people with foster carers provided by LA	35%	33%	30%	50%		69%
% Children and young people with foster carers purchased externally by the LA	65%	67%	70%	50%		31%
% Looked after children who remain at home or in kinship placement	66%	64%	64%	55%		55%
Number of Looked After Children in Residential Care	17	17	13	13		N/A

4. Annual Indicators Where Most Recently Available Data is for 2022/23





Performance Indicator	2020/21	2021/22	2022/23			
	Value	Value	Value	Target	Status	Scotland
Referrals - With IRD	222	198	171			N/A
Children Registered for Free School Meals (calendar year)	27.7%	25%	26.3%			18%
Children Referred to the Children's Reporter for Care & Protection (per 1,000 children aged 0-15)	14.76%	16.44%	11.03%	11.7%		9.9%
Children Referred to the Children's Reporter for Offences (per 1,000 children aged 8-15)	7.5%	5.84%	5.42%	6.0%		5.46%

Appendix C: Progress on our programme activities to deliver the outcomes set out in our Children's Services Plan 2021-24

	Already Complete
	Cancelled
	Will Complete Outwith Target
	Will Complete Within Target
	Will Fail to Complete



A. Priority Theme - A Good Childhood


1. Children in Clackmannanshire are Safe from Harm

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A1a	Improve children and young people's capacity for personal safety and the avoidance of abuse and exploitation including from their use of the internet	Lead Officer Child Protection		The new Lead Officer's for the three Forth Valley CPC's will review the Forth Valley and West Lothian RIC webpage https://blogs.glowscotland.org.uk/glowblogs/fvwlrhc/hwb/wize-digital-wellbeing/ to confirm membership and if the contents need updated to reflect the new Child Protection guidelines and the work of the Forth Valley subgroups on the different aspects of the guidelines implementation.
CHC CSP A1b	Ensure that there is early and effective support in place to identify children and families affected by substance misuse and to minimise the harm caused by this	Alcohol & Drug Partnership Lead Officer		<p>Whole Family Support is being commissioned currently, with the intention of consolidating funding streams and providing stability of support for family members. This will also align with planning to implement The Promise, through supporting the development of family inclusive practice. This process is due to conclude in Autumn 2023.</p> <p>Review of the system of care for family members has taken place through discussion at the CSADP Children, Young People and Families group and with input from family members through the Family Support Service. These adaptations will include increased support for family members and to co-design training for staff across the system to support the uptake of family-inclusive practice. Procurement activity to enact these recommendations is now underway with anticipated conclusion in September 2023.</p> <p>An Impact of Parental Substance Use (IPSU) short life multi-agency working group was set up to progress work in relation to the roll out of the IPSU assessment tool across Forth Valley.</p>
CHC CSP A1c	Strengthen our approaches to tackling and mitigating the effects of childhood neglect through implementation of the Neglect Toolkit across partners	Lead Officer Child Protection		<p>Weekly business meeting to ensure the neglect toolkit is being completed as a matter of course, also included in the CP National Guidance.</p> <p>Child Participation audit received low numbers due to high levels of vacancies and will be undertaken again in Autumn 2023.</p> <p>Child Participation Checklist currently being reviewed and feedback sought from practitioners to see if it needs adapted or streamlined to make it more user friendly.</p>
CHC CSP A1d	Implement a whole system approach for young people who are involved or on the cusp of	Senior Manager, Justice		The review and redesign of Clackmannanshire Council's Youth Justice Services in partnership with the Children and Young People's Centre for Justice (CYCJ) is underway. An initial strategic meeting held with key community planning partners including Police Scotland, Housing, Education,

Code	Action	Lead	Expected Outcome	Progress Update
	involvement with youth or justice services			<p>Psychology, Employability, Children Services, Justice Services, Clackmannanshire Third Sector Interface and Sports and Leisure. Further workshops are scheduled and will include those with lived experience, Alcohol and Drug Partnership and wider operational staff. A focus on the redesign is the importance of shared language and approach. Training has been set up utilising the Outcome Star. The redesign aligns with Clackmannanshire Council's Community Justice Plan and with the Community Justice Scotland's Aims and Objectives. Findings from Clackmannanshire's recent CJP Strategic Needs and Strengths Assessment 2022/23 are being utilised to inform our redesign.</p> <p>The Perpetrator and Women's Worker placed with the STRIVE team is providing support in relation to domestic abuse concerns. This initiative was initially funded as a 6 month pilot in collaboration between Police Scotland, Housing, SACRO and Justice Services. Partners have agreed to extend funding for a further 6 months and positively this initiative has been accessible to Children Services and has been utilised to support couples under the age of 18yrs.</p> <p>Justice Services continue to take an active role on supporting Youth Justice during this period of review and redesign. Co-working and mentoring opportunities are being utilised to support new members of staff and accredited training in approved risk assessment tools has been accessed alongside training in areas such as Safe and Together.</p>
CHC CSP A1e	Develop evidence based trauma informed services for children and young people at risk of suicide	Senior Manager Inclusion & Partnerships	✔	<p>The contract with Mental Health Innovations (MHI) to provide the 'Text Clacks' text-based crisis intervention has been extended to March 2026 (subject to continued funding). Suicide was discussed in 24% of conversations using the 'Clacks' keyword since the contract launched in April 2021. To date, although risk assessment protocols have been instigated on a number of occasions, no texters have required an active rescue by the emergency services, indicating that these processes may be evidencing a reduction in harm.</p> <p>A variety of other work continues, including providing Applied Suicide Intervention Skills (ASIST) training for staff across the People Directorate, and the establishment of a Children and Young People's Suicide Prevention Group, which has the aim of re-developing the Suicide and Self-Harm policies for Education.</p>
CHC CSP A1f	Effective GIRFEC systems and processes are in place to allow early identification of needs and provide the right support	Chief Nurse, Universal Children's Services	✔	<p>Forth Valley wide GIRFEC group reinstated and meeting regularly. Activity has been undertaken to review GIRFEC guidance alongside the review of the Child Protection guidance. Next meeting of the GIRFEC multi agency group in July aims to focus on the materials in use across the Forth Valley to ensure that they are aligned.</p> <p>It is anticipated that this activity will be concluded and that the materials will be available for implementation by the end of August. Thereafter a programme of training will be required. The target completion date of September 2023 is still on track.</p>

2. Children & young people in Clackmannanshire have the best possible life experiences and opportunities

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A2a	Implement the Transforming Mental Health Services Programme and measure its impact in 2021/22	Senior Manager Inclusion & Partnerships		<p>The work of the Mental Health and Wellbeing in Clacks transformation project is continuing, with a well-developed Continuum of Support in place that offers both digital and face-to-face services for children and young people aged 5-26. New services include a Wellbeing Worker service for the Through Care After Care population, and an animal-assisted therapy. In addition, the new multi-agency referral pathway meeting is operating effectively, and a new Neurodevelopmental Pathway procedure has been agreed across Forth Valley.</p> <p>642 children and young people have accessed our range of digital supports since they launched in April 2021, with an average of 56% of logins occurring out of hours. Over 550 children and young people have been referred to our two face-to-face services with 60% of pupils referred to the Creative Therapeutic Interventions for Children service showing an improvement on teacher-reported Strengths and Difficulties Questionnaires. 88% of pupils accessing the Counselling in Schools Service have shown improvements in their YP-CORE scores. These figures are statistically significant for those accessing the CiSS. Since the introduction of the MHWB Clacks Continuum of Support, the FK10 postcode has experienced a 39% reduction in referrals to Child and Adolescent Mental Health Services.</p>
CHC CSP A2b	Ensure that all Attainment Scotland Funding is targeted to close the poverty related attainment gap	Education Senior Manager ELC & Primary		<p>The 2023/24 Scottish Equity Fund (SEF) plan sets out the priorities for the funding and outlined some of the areas that would not be funded due to the reduction in SEF Funding to Clackmannanshire. Specific programmes, funded through the Attainment Challenge have been reviewed. The areas of focus being either retained reduced or removed.</p> <p>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 with the workstreams for 2023/24 being: Improving Outcomes Team; Speech and Language Therapy; Early Intervention Team.</p> <p>The Council's core stretch aims will continue into 2023/24 with the move to 3 year aims. This is in line with Education Scotland requirements. The core aims will continue to be Achievement of Curriculum for Excellence (ACEL) Literacy and Numeracy, number of leavers attaining 1 or more passes at Level 5, number of leavers attaining 1 or more passes at Level 6, percentage of 16-19 year olds participating in education, employment or training, and attendance for Primary, Secondary and overall. The core plus stretch aims for Care Experienced – Attendance and narrowing the gap between initial and follow-up school leaver destinations will also move to a three year projection.</p> <p>In 2022/23 attainment across Literacy and Numeracy has seen improvement in many areas:</p>

Code	Action	Lead	Expected Outcome	Progress Update
				<p>Literacy & Numeracy (P1,4,7 combined)</p> <ul style="list-style-type: none"> Literacy (unpublished) - Overall achievement increased to 69.5%, surpassing stretch aim of 68% Literacy (unpublished) - Quintile 1 increased to 61.2%, surpassing stretch aim of 59.3% Literacy (unpublished) - Quintile 5 increased to 79.8%, surpassing stretch aim of 76.9% The literacy gap closed to 18.6%. There has been a rise in overall attainment overall in Quintile 1 and 5 in 2022/23 Numeracy (unpublished) - Overall achievement increased to 72.4% Numeracy (unpublished) - Quintile 1 fell slightly to 63.7% Numeracy (unpublished) - Quintile 5 remained almost the same at 81.5%, surpassing stretch aim of 79.3% <p>Data Coach retained for session 2023/4 to continue targeting pupil attendance in conjunction with HT's/attendance leads.</p>
CHC CSP A2c	Increase opportunities for all children and young people to access leisure, wellbeing and sports programmes and as part of our development of the Wellbeing Hub in Clackmannanshire	Education Senior Manager ELC & Primary		<p>A full programme of free Active Schools extra-curricular programmes is in place across all 18 primary and 3 secondary schools offering a wide range of sport and physical activity clubs before school, at lunchtime and after school. In addition, new lunchtime sports sessions have been delivered to the children at Lochies School. The clubs are scheduled over a 30-week period from August 2022 to June 2023.</p> <p>Additional sessions have been offered as part of the Family Wellbeing Partnership Childcare Workstream - Clackmannanshire Child Wellbeing project for children of families who attend Park Primary School, St. Mungos Primary School and Sunnyside Primary School. Breakfast sports clubs being run every day of the week from 8-9am and after school clubs from 3-5pm twice weekly supported by local coaches and community sports clubs. These families have also been offered additional holiday camps and during the February school break 72 children attended a free 5-day camp at Alloa Academy from 8.30am-3.30pm. During the Easter school holidays children could access 'ring fenced' places in week one of the Sport & Leisure Sports Camps and had a dedicated Sports Camp in week two. For Summer 2023, 20 places per day of the Active Summer Sports Camps have been reserved for use by the children.</p> <p>Weekly Sports Development classes have been re-introduced with gymnastics, football, athletics, skiing and swimming lessons offered in the evenings. Thirteen weeks of holiday camps are offered across a variety of venues and activities including football, skiing, judo, archery, rugby, cycling and much more with free places offered to children of families who are in need of extra support at summer, October and Easter.</p> <p>Inter school sport for primary and secondary pupils has been re-introduced at pre-Covid levels with 100% of primary aged pupils having the opportunity to take part in at least one festival or competition during 22/23 and a full range of secondary events including badminton and athletics championships</p>

Code	Action	Lead	Expected Outcome	Progress Update
				<p>taking place. Parents have also been welcomed back as spectators to school events.</p> <p>In April 2023 the primary curricular swimming programme re-started with every Primary 5 pupil (around 550 pupils) given the chance to take part in five weeks of water safety and basic aquatics skills supported by a newly recruited and nationally trained team of lifeguards and swimming teachers.</p> <p>As the development of the Wellbeing Hub and Lochies School project continues, the project team have been identifying current gaps and duplication in provision, ensuring that the existing programming across Clackmannanshire is varied and robust and will be enhanced once the Wellbeing Hub and Lochies School open in late 2026/early 2027.</p>
CHC CSP A2d	All eligible 2 year olds and some children under 2, particularly from vulnerable, at risk, care experienced and teenage parents will take up the offer of Early Learning and Child Care places	Education Senior Manager ELC & Primary	✔	A Scottish government ELC census was carried out week beginning 24th April 2023. At that point 153 eligible 2 year olds received 1140 hours of Early Learning and Childcare (ELC). Of those 153 children, 33 children received their placement in a private nursery, 2 with a partner childminder with the remaining 118 children in a local authority setting. A discretionary policy was developed August 2022 to allow placement's for children who do not meet the eligible 2's criteria. These children are able to be offered a couple of sessions a week to provide support to their families.
CHC CSP A2e	Implement whole systems approaches to ensure children and young people with additional support needs are supported to overcome barriers to inclusion at home, school and in the community and achieve positive destinations	Senior Manager Inclusion & Partnerships	✔	<p>The GIRFEC Forum Guidance has been reviewed and further documents developed to support schools in completing robust Wellbeing Assessments. These have been fully shared with all Educational Establishments and have been uploaded to the 'Connecting Clacks Educators' Glow tile for easy access for all staff. Establishments have been making appropriate use of the 'Guidance on Completion of Wellbeing Assessments' to access support from the GIRFEC Forum (65 referrals August-December 2022) Almost all wellbeing assessments submitted have been fully completed to a good standard. Next steps will be to continue to quality assure the process and identified data trends to enable us to better support establishments with identified cohorts of children/young people.</p> <p>The ASL Moderation group has been formed with representation from all ASL Specialist Provisions and Outreach Teams. The Terms of reference have been agreed, with clear aims of the group identified. Initial meetings of the group have taken place and actions for the next meetings agreed. There has also been a joint training session where agreement fully made to the consistent recording of reporting of incidents as well as initiating a bank of risk assessment templates. All participants reported that they highly valued these opportunities to meet and collaborate. These sessions will continue termly to further build on opportunities to collaborate.</p> <p>Six Flexible Learning Spaces have been developed in response to identified need in educational establishments. The 'Flexible Learning Space Guidance' was developed and shared with establishments along with the 'Tiered Approach to ASL Professional Learning' document. Each establishment has had access to a 'Team Around the School' to support with the development of the space and problem solve emerging issues. Visits have been made to almost all spaces. In the first term there were fewer referrals to the GIRFEC Forum for support from these establishments which would indicate the inclusion of the flexible learning spaces has improved the capacity of the</p>

Code	Action	Lead	Expected Outcome	Progress Update
				<p>establishments to meet the needs of children/young people. A self-evaluation of the Quality Indicator 3.3 Ensuring Wellbeing, Equity and Inclusion carried out by the school.</p> <p>April 23- Neurodevelopmental Pathway work has been completed by educational Psychology Services, with new guidance and associated documents now available for Education staff to assist them in making referrals into NHS services.</p> <p>Proposed relocation of Lochies School - A report providing the summary results from the online consultation which was hosted on Clackmannanshire Council's online Citizen Space Consultation Database along with the staff and parent/carers consultations were submitted to Education Scotland in January 2023 and have been approved.</p> <p>Two Lens bids successful, 'Without Exception' to test barriers and solutions to providing out of school activities for children with Profound and Complex ASNs and 'ClaxP&C' to create parents/carers network for families of children with ASNs. Both Parent/carers led.</p> <p>Allocation of Families First/Cash First funding offered to all families of children and young people at Lochies and Alloa EASN through the Summer Food and Childcare Programme. Pilot of hydrotherapy for non ambulant children trialled in July 22 (Active Clacks/Lochies).</p>
CHC CSP A2f	Deliver MCR pathways which aim to improve the outcomes gap for care experienced young people	Education Senior Manager (Secondary)	✔	<p>The MCR Pathways Programme across Clackmannanshire continues to ensure that every care experienced young person, or those who have experienced disadvantage, has access to the same educational outcomes, career opportunities and life chances as every other young person. On-going data capture and analysis since August 2021 has identified a number of challenges and highlighted the need for planning to continue to take into account the impact of Covid 19 on children, young people and their families. It has required MCR and its Education partners to carefully consider the additional requirements and support needed to address the impact of Covid 19 on interrupted learning, disconnection from school and data collection and ensure that this is taken into consideration as the Programme moves transitions to the next phase of Care Experienced Funding.</p> <p>MCR continues to support young people participating to achieve their academic potential and reach a positive destination. There are 65 established mentored relationships across Clackmannanshire with an average of 65 hours of volunteering across the authority every week. Despite the challenges of Covid 19 there are 9 active Mentors who are Clacks Council employees. Each of the Academies has a Pathway Coordinator, ensuring that there are strong partnerships in place and that young people receive appropriate support.</p>
CHC CSP A2g	Increased citizenship through youth volunteering offered widely and recognised through the Government framework of the Saltire Award	Clackmannanshire Third Sector Interface	✔	<p>The Saltire Awards registration with increased citizenship through youth volunteering grew to 92 new volunteers for the year 21/22 from 54 in 20/21. Highest awarding categories were 10-, 25-, and 50-hour certificates with 78, 30 and 21 issued, respectively. The aim for 22/23 is to attract new volunteers and encourage retention and completion of longer awards. Currently in 2022/23 the numbers are sitting at 87 new volunteers and 2 new Group Administrators with an increase of logged hours to 7122 (from 6176 in 21/22) showing that this outcome has already been achieved with more volunteers staying in volunteering for longer. Activities include: Working with DYW team to link in</p>

Code	Action	Lead	Expected Outcome	Progress Update
				with schools; Promotion of Saltire Awards during Volunteers' Week; Working with CLD and CYV programme; Return to face to face events/activity; School visits planned for August/September; Designing a short volunteer workshop for partners to promote youth volunteering and Saltire Awards; and Working with PEC to promote the Awards.

3. Children & young people in Clackmannanshire understand their rights and are engaged and involved in decision making

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP A3a	Develop a rights-based approach that puts the United Nations Convention on the Rights of the Child (UNCRC) at the centre of everything we do	Education Senior Manager (Secondary)	✓	Within Clackmannanshire Family Wellbeing Partnership – as part of Child Wellbeing Project. Young people from St. Mungo's Primary School engaged with A Place in Childhood and created Clackmannanshire Children's Charter for Childcare, The Children have also attended Dundee to share their work and participate in a national Children's Charter for Scotland.
CHC CSP A3b	Ensure access and increased opportunity for advocacy and participation for all care experienced children and young people	Service Manager - Permanence	✓	<p>'Communities that Care' delivered by Who Cares? Scotland is a five year programme that has recently commenced within Clackmannanshire. The programme is based in schools and is intended to increase awareness of care experience, reduce stigma, and increase opportunities for advocacy and participation.</p> <p>Who Cares? continue to deliver advocacy services for care experienced children and young people, and there has been a steady increase of referrals over the reporting period (29%) which is attributed to work undertaken to raise awareness of advocacy services amongst staff, carers and young people. The Participation Network completed its first key piece of work in relation to the language of care, this was an area identified as being a priority to the members of the network with lived experience. A language policy has been co-designed using the Scottish Approach to Service Redesign.</p> <p>Oor Clacks Voices began meeting regularly again this year as we have moved forward from Covid 19, this strengthens the role of The Participation Network as well as ensuring young people's voices and priorities continue to shape and influence the way we deliver services to children and their families. An example of this is young people's participation in the discovery work carried out in Clackmannanshire by the Aberlour/Vardy Foundation Partnership.</p>
CHC CSP A3c	The Children Hearing advocacy services are promoted and made available to children and young people	Locality Reporter Manager (SCRA)	✓	<p>SCRA is fully supportive of the provision of children's advocacy services and has played a key role in developing an information leaflet and setting up a website on advocacy services for hearings, a link to which is on our website. We consider that social work play the key role in advising the child in advance of a hearing of the availability of an advocacy service. We expect that the contracted advocacy providers will have made contact with local social work teams to raise this expectation.</p> <p>SCRA data shows there has been an increase in advocacy workers attending children's hearings</p>

Cod e	Action	Lead	Expected Outcome	Progress Update
				since we began recording their attendance on our database in 2021.
CHC CSP A3d	Deliver the Youth Engagement Framework for Clackmannanshire	Education Senior Manager (Secondary)	✔	<p>A meeting was held with secondary Headteachers and CLD on 28.10.22 to discuss the Youth Voice agenda. It was agreed that schools would recruit up to four young people, two from senior phase and two from BGE. Youth workers have gone into schools to start working with young people, with the intention that they would attend training at Bowmar prior to implementing the Youth Council and Champions leadership programmes in January 2023. Staff absence has delayed this.</p> <p>The first Youth Council meeting was held on 28.11.22, chaired by the Chief Education Officer, with senior phase Captaincy teams from each Academy present. Issues covered included the role of the Youth Council and school updates from young people. A development group of CLD partnership based staff has worked together to create a Youth Voice Guidance Framework and a supporting resource which, to maintain consistency, was discussed at a meeting of key Education/Youth Voice/UNCRC Leads across FVWL on 23 February 2023, to aid the completion of this document. It looks to support youth voice approaches within all aspects of the system including formal and non-formal education, community based learning and third sector organisations.</p>
CHC CSP A3e	Deliver the Scottish Fire and Rescue Service Youth Scheme for young people in Clackmannanshire	Scottish Fire & Rescue Service	✔	All young persons are now working through the YVS syllabus which will continue to run in 2023/24. The young volunteers will support summer Community Safety Engagement activities and will also support local fundraising style activities throughout the year too.
CHC CSP A3f	Place based provision for children and young people in communities delivered in partnership with community, voluntary organisations and public sector partners	Clackmannanshire Third Sector Interface; Senior Manager Inclusion & Partnerships	✔	The total of referrals for our Befriending Project, before it closed. There were 35 referrals which were not able to be matched before the funding ended, with another 80 referrals which were able to be actioned during the duration of the project.
CHC CSP A3g	Review plans in place for young carers in Clackmannanshire	Clackmannanshire Third Sector Interface; Falkirk & Clacks Carers Centre	✔	There were 45 new referrals between April 2022 and March 2023. Central Carers Centre offered 45 young carers in Clackmannanshire the opportunity to develop or review a Young Carers Statement (YCS), 33 completed a YCS & 11 reviews were done. Young carers are supported to engage in consultations, involvement and engagement opportunities, nine young carers in Clackmannanshire are part of the Falkirk & Clackmannanshire Young Carers Voice sharing their views on local and national carer issues. 79 young carers accessed the Young Carers Activity Grant, 7 accessed a Creative Break and eligible young carers were supported to apply for Scot Gov Young Carer Grants. The project also provides some young carers with individual support and/or monthly groups, in this reporting period, there were 521 individual contacts provided for young carers, and 23 groups attended by 52 young carers with 174 attendances. 6 young carers attended a break away at the Scottish Young Carers Festival.

B. Priority Theme - Whole Family Support

1. Children, young people and their families can access a range of support services and family therapies in Clackmannanshire

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP B1a	Undertake a full strategic needs assessment and commissioning of Children's Services in Clackmannanshire. This work will be part of the Human and Economic Cost Modelling work	Senior Manager Early Intervention	✔	<p>The key priorities identified in the Strategic Needs Analysis have enabled us to identify a way forward for commissioning alongside our WFWF funding. This will involve the commissioning of intensive support provision to enable the return home of some children/young people placed outwith the authority and to ensure that children on the "cusp of care" remain supported at home with their family, in Clackmannanshire.</p> <p>Next steps are to commission the intensive support service for a year, appoint a development officer to lead on the progression of consortium approach to the delivery of Whole Family Support led by the voice of lived experience.</p>
CHC CSP B1b	Develop a blueprint for family and community support services in Clackmannanshire	Senior Manager Early Intervention	✔	<p>All Third sector services continue to work effectively with social work services. The new screening group is now operational and effective in ensuring that referrals are prioritised and matched appropriately. Feedback from Third sector partners has highlighted that this is working well but there continues to be increasing demand. The feedback from all the providers is being used to co-ordinate supports across the county with excellent examples of partnership working regularly evident at the Family Support Sub Group.</p>
CHC CSP B1c	Develop integrated early intervention pathways for vulnerable children and explore options to link this work with Strive	Senior Manager Early Intervention	✔	<p>The Early Intervention Team has continued to develop their suite of services available. The introduction of group work has been successful with staff currently facilitating several groups per week as well as managing a case load of between 20-30 families. As the Children's Service redesign progresses, there will be significantly increased capacity in the service. This will enable further development of group work, alongside Third sector, education and health partners and through working closely together pathways to the right service at the right time for families will become more streamlined.</p> <p>STRIVE have continued to make links with schools in the Alloa area and are working to clarify referral pathways and appropriate supports for individuals as early as possible.</p>
CHC CSP B1d	Implement the Icelandic Prevention Model for Alcohol and Drug use in Clackmannanshire	Senior Manager Inclusion & Partnerships	✔	<p>Phase 2 of the Icelandic Prevention Model, Clackmannanshire data from the Survey has been shared with identified staff in secondary schools, some senior pupils and individual colleagues from the Alcohol and Drug Partnership, NHS Health Promotion, and Recovery Scotland. Representatives from these groups will form a Coalition Group to support establishments with their individual plans and wider dissemination. Planning is underway to share key data trends with Secondary Parent Councils to ensure that their voice and support forms part of future developments.</p> <p>Key focus areas that continue to have priority in all action planning include support for mental wellbeing concerns, suicidal intent and self harm, substance use, in particular vaping, with each school providing bespoke support based on their context data.</p>

Cod e	Action	Lead	Expected Outcome	Progress Update
				<p>Progress updates from Clackmannanshire continue to be shared at the IPM Local Authority Coordinators Meetings which are held monthly with representatives from Highland Council, Argyll and Bute Council, Dundee Council and West Dunbartonshire Council to discuss good practice, provide support and challenge. Individual school action planning to support schools unique context data have been well received and were highlighted at the National Network Meeting.</p> <p>Clackmannanshire is unique in that we are implementing this project across all our secondary schools and communities. Additional funding is available to support the delivery and embedding of Planet Youth and it is anticipated that a community coordination post will be explored.</p>

2. Children, young people and their families can access the right services based on their needs

Cod e	Action	Lead	Expected Outcome	Progress Update
CHC CSP B2a	Review the pathways that integrate youth, adult and mental health services to ensure a continuum of services and supported transitions to adulthood	Service Manager – Early Intervention	✔	<p>Clackmannanshire Council and Clackmannanshire/Stirling HSCP Transition Policy is currently being revised and a draft will be presented to The Full Council in August 2023 for comment and approval. The policy will be consulted on via a consultation group hosted within the HSCP. Parents of Children with disabilities have also been invited to comment on the policy.</p> <p>Alongside the overarching procedure, there will be associated procedures for each area. This will include Social Work and education services within Clackmannanshire and Stirling.</p> <p>The Operational Transitions Group continues to meet regularly to identify and review those young people with disabilities who may require additional support in adulthood.</p>
CHC CSP B2b	Implement processes to ensure that housing services attend pathway review meetings at earliest opportunity to enable early exploration of the housing options available for care experienced young people	Service Manager - Permanence	✔	<p>Regular meetings are established between Housing and the Throughcare Aftercare Team to highlight the housing needs of care experienced young people at the earliest opportunity. The aim of this group is to ensure planned transitions to living independently, reduce risk of homelessness through unplanned endings, and to maximise the opportunities for young people to return to their local area.</p> <p>The Children's Services Redesign identified the need for increased resource to support planning and review for care experienced children and young people. An Independent Reviewing Officer has now been identified to have oversight and quality assure pathway planning for all care experienced young people preparing to leave care. Pathways assessments have been refreshed and priority is being given to working towards ensuring that all young people have Pathways assessments and plans that are regularly reviewed. This continues to be a priority area for improvement.</p>
CHC CSP B2c	Develop a family and community support directory of all community based family support services and family therapies in Clackmannanshire	Senior Manager Early Intervention	✔	<p>This work will be progressed over 2023/24 via the Family Support sub group, alongside other aligned activity with TCSi and the Alcohol and Drug Partnership.</p>

Cod e	Action	Lead	Expected Outcome	Progress Update
CHC CSP B2d	Improve the support available for Kinship families	Service Manager - Permanence	✔	Clackmannanshire Council continues to have growing numbers of kinship carers, and it is recognised that good quality support takes a number of different forms. The redesign will see support for carers increase through provision of support located within the Early Intervention Team with a dedicated Senior Practitioner to coordinate this. A focus is growing in Clackmannanshire on building a Care Community and Kinship Carers have been involved in Care Community Events celebrating National Care Week, as well as a trips and training opportunities. Increased financial support has been provided to targeted kinship households during holidays to support children to take part in activities. An integrated approach is being taken to supporting kinship carers working alongside the Family Wellbeing Partnership, and with the Virtual Head Teacher. AFKA (Association for Fostering Adoption and Kinship) have been commissioned to develop information for kinship carers which will be hosted on the Council's website, and to deliver training to all staff to ensure that support in this area continues to improve.



3. The health and wellbeing of children and young people is improved and inequalities are reduced

Cod e	Action	Lead	Expected Outcome	Progress Update
CHC CSP B3a	Develop opportunities for early intervention and family support for financial inclusion at earliest opportunity	Senior Manager Partnership & Transformation; Principal Public Health Officer	✔	<p>Clackmannanshire Alliance partners have worked hard to mitigate the cost of living crisis in 2022/23. In August 2022, the Council agreed a package of support totalling £1.075m to help local families which enabled the following support to be provided for local families, communities and businesses. Over 5000 residents received a cost of living payment of £100 in autumn 2022, while £170,000 of funding was provided to support local businesses as part of wider local economic recovery activity.</p> <p>Activities to support wellbeing, through targeted responses to address financial insecurity were rolled out across Clackmannanshire. This included cash-first initiatives alongside the integration of money advice and holistic support services to prevent future hardship. Furthermore, these initiatives included increased emergency financial assistance through both Scottish Welfare Fund and Discretionary Housing Payment as well as proactive financial assistance - including for those impacted by the cut to Universal Credit and those not eligible for mainstream or other support and direct assistance to access food, fuel and other essentials. This investment totalled some £271,000.</p> <p>Work was undertaken directly by Alliance partners to support families caring for a severely disabled child at home who may be facing higher bills as a result of health-related equipment or particular vulnerability in the event of a loss of power during the winter months.</p> <p>In early December 2022, the Council agreed to bolster the Scottish Welfare Fund. The fund administers grants to individuals on behalf of the Scottish Government for Crisis Grants - which cover short term crisis payments including food, gas, electric and clothing - and Community Care Grants that support individuals to maintain their tenancy and can include payments for essential household living items. Recognising the likely increase in applications over the winter period Council agreed</p>



Code	Action	Lead	Expected Outcome	Progress Update
				<p>additional funding up to £150,000 to enable payment of both grants up to 31st March 2023. Additional financial support was provided to The Gate and to the Citizen's Advice Bureau.</p> <p>These actions are being supported by the publication of a booklet providing information about cost of living support available in Clackmannanshire, as well as improved information on the Council's website on 'where to go for support'. This work has been supported by partners of our Tackling Poverty Partnership.</p> <p>A sub group of the Tackling Poverty Partnership will consider 'Winter Preparedness' in mid-2023, engaging and co-producing further poverty mitigation approaches with community groups during Challenge Poverty week (October 2023).</p>
CHC CSP B3b	Implement family learning opportunities and access to support services to minimise poverty impacts as a result of Covid	Senior Manager Inclusion & Partnerships	✔	<p>Following a review of the Parental Involvement and Engagement Survey and analysis of School Improvement Plans for 2022-2023, 3 targeted schools were identified to develop a focussed plan for improvement. Support sessions and visits were provided to set out individual actions and outcomes to help establishments to encourage family members to learn together, with a focus on intergenerational learning.</p> <p>Focussed programmes and learning opportunities have been held at two Primary schools with an emphasis on literacy and numeracy and one Secondary school was a finalist in the Parent and Family Engagement category at the Education Scotland National Awards ceremony in May 2023.</p> <p>Regular updates and signposting to national guidance and events continues to ensure that all establishments plan, manage and deliver opportunities to engage adults and children to learn together as and within a family through quality formal or informal programmes.</p>
CHC CSP B3c	Extend the range of interventions to support young parents in improving outcomes - All eligible teenage parents are supported by the Family Nurse Partnership to engage in targeted programmes	NHS; Chief Nurse, Universal Children's Services	✔	<p>All young parents (those 19 years at last menstrual period [LMP]) are offered FNP when booking with maternity services. The overall stretch aim for FNP programme is 70% of eligible client will be enrolled with in FNP programme by 16+6 weeks of pregnancy, 2022 saw an increase of 1.45% in the last year. In order to achieve best out comes from FNP programme a minimum input of contact must be achieved, the overall stretch aim for client receiving FNP Programme in pregnancy remains unchanged from 2021 but a plan has been developed to support improvement with the stretch aim. The overall stretch aim for client receiving FNP Programme in infancy (first year) is 65% we are currently exceeding this by 1.1%. The overall stretch aim for client receiving FNP Programme in Toddlerhood (2nd year) is 60%. We achieved an almost 10% increase in this stretch aim which is currently 61.53%.</p> <p>Improvement work carried out to increase optimum programme delivery includes regular 1:1 supervision and ongoing staff training at monthly meetings. Nationally the offer of FNP programme is being extended to young women who are 21 years at LMP, and 24 years at LMP for those who are care experienced. In NHS Forth Valley this was commenced as a Test of Change in Dec 2022 and was offered to young parents under 20 years with a plan to extend to those aged 21 years and up to 25th birthday at last menstrual period for care experienced young people by Dec 2023. In the first five months of recruitment, all fidelity minimum standards were being met. However due to the significant</p>

Code	Action	Lead	Expected Outcome	Progress Update
				increased numbers creating a risk to the programme for the under 19 yrs. age group the Test for Change has been paused to allow for further scoping to be carried out. This is being fully supported by the Scottish Government.
CHC CSP B3d	Expand opportunities to address food insecurity and improve the nutrition, engagement and confidence of parents/carers	Clackmannanshire Third Sector Interface; Principal Public Health Officer	✔	<p>The Community Meal Training from NHS Forth Valley's Nutrition team continues to deliver capacity for after school supper clubs in the area to address food insecurity. Volunteers trained through the course continue to enable nutritious after school meals to groups in 5 locations; including Sunnyside School and the youth groups at Hawkhill Community Centre.</p> <p>There has been significant progress on this agenda during 2022/23, in particular for consulting with partners and engaging with communities in a variety of formats to uncover what is being done well, what has stopped (e.g. since the pandemic) and what potential solutions there are. A part time Coordinator continues to support this work (aligned with Forth Environment Links). All of the following areas will be reflected in development of an action plan from late 2023 that better joins up, amplifies and increases the impact of organisations that address food insecurity and improve the nutrition, engagement and confidence of parents and carers.</p> <ul style="list-style-type: none"> • Delivered 2 workshops as part of the Challenge Poverty conference for 2022, with a series of outcomes and recommendations made e.g. utilising existing school kitchens more; greater allocation of Council land for food growing; and greater variety in educational approaches to food. • Delivered 8 Clacks Good Food Charter workshops with a series of recommendations e.g. supporting more cooking from scratch and gardens as community hubs; reducing the reliance on takeaways and convenience foods. Promotion of the Food Charter across a range of businesses and organisations. • Facilitated community researchers to provide learning on access and affordability of food to families – Fed into the Our Right to Food Report. • Hosted a work placement for research on how to increase the uptake of fresh produce by families accessing food banks. Recommendations are being implemented within the NHSFV Community Dietetic teams' work plan.

1. The Children & Young People Partnership Group is meeting planning and reporting requirements under Children's Services legislative framework

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP C1a	The CYP Partnership will undertake a Strategic Needs Assessment every 2 years. This will include horizon scanning to ensure early sight of developing legislation or national policy	Senior Manager Partnership & Transformation; Chief Social Work Officer		Clacks Demographic Profile 2023 updated. Draws on range of local data for children and young people to identify local priorities and gaps in provision and inform service development. This is shared across other local strategic partnerships to inform shared priorities.
CHC CSP C1b	The CYP Partnership will prepare annual reports on the delivery of this plan and our ambitions in meeting The Promise commitments	Service Manager - Permanence		A Promise Implementation Plan 23-36 has been developed and approved by Council. The Council's Progress on Keeping The Promise is a standing item at the Children & Young People's Board, and is central to the priorities of the Children's Services Strategic Partnership. The Promise Plan and the priorities of the Strategic Partnership are aligned. The implementation of The Promise will continue to be reported on through the Children's Services Strategic Plan and Children & Young People Board to ensure progress is being made. 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.

2. Joint investment plans for Children's Services in Clackmannanshire are in place and reviewed at least annually

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP C2a	Our Human and Economic Cost Modelling review will support our work in jointly designing a model for how current investments in Children's Services can be spent more effectively in Clackmannanshire	Chief Social Work Officer		Work undertaken to estimate how much we are currently spending on children and families in and around the care system applying Follow the Money mapping. The HECM approach aligns with our strategic review of commissioned services to shift our resources to early intervention and prevention. The Family Wellbeing Partnership is a key example of using resources differently to deliver person-centred approaches, by listening to families, and building up community assets and solutions to improve whole family wellbeing and outcomes. The work in 2022/23 was supported by investment of around £400k - received in both direct funding to the Council and to our delivery partners; such as the LENS and Columba 1400. The data mapping activity, which will include the work of The Clackmannanshire Alliance will uncover opportunities for improvement and implications for financial investment.
CHC CSP	Current service provision will be reviewed to inform commissioning	Senior Manager Early		As detailed in CHC CSP B1a above, the review and Strategic Needs Analysis have now been concluded; key priorities identified and future commissioning activity is underway. Ongoing liaison

Code	Action	Lead	Expected Outcome	Progress Update
C2b	decisions of current and future need that support early intervention and prevention	Intervention		and review will continue over 2023, with input from the participation development officer when appointed, in order to ensure that the voice of lived experience is a key consideration in the review and development of services.



3. Plans, policies, information and systems for Children's Services are shared seamlessly across the partnership



Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP C3a	Partners will strengthen sharing of information in order to safeguard children young people and vulnerable adults to align with the national refresh of GIRFEC	Lead Officer Child Protection; Chief Nurse, Universal Children's Services	✔	A multi agency training session took place on 10.3.23, which had a high turnout and offered an opportunity for practitioners from all agencies across Forth Valley to discuss the implications of the refreshed national GIRFEC guidance.
CHC CSP C3b	The CYP Partnership will ensure that the Community Planning Partnership can respond to national policy and developing legislation including consultations on these	Chief Social Work Officer	✔	CYP partnership has engaged in a range of national consultations. Implemented Age of Criminal Responsibility (Scotland) Act 2019; the Equal Protection from Assault Act, 2019; and progressing implementation of the new National Guidance for Child Protection in Scotland, 2021.
CHC CSP C3c	Implement the EIRD process in Clackmannanshire	Police Scotland	✔	The Steering group have produced IRD Guidance to support practitioners and training. This has been presented to both Falkirk and Stirling/Clacks CPC's and then presented to COG for sign off. A review of IRD reviews has also taken place and a briefing paper has been produced to be presented at CPC's for feedback and progression.

D. Priority Theme - Supporting the Workforce

1. Partners will have the skills and competencies they require to deliver high quality services when working with our children, young people and their families

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP D1a	The CYP Partnership will undertake a skills audit and integrated workforce development	Senior Manager, Care & Protection;	✔	Ensuring that all Children Young People Strategic Partners are providing high quality services when working with our children, young people and their families, a quarterly audit of learning analysis across CYP Partnership is analysed through PP Learning and Development sub group. Subsequent

Code	Action	Lead	Expected Outcome	Progress Update
	plan across the partnership	Police Scotland		<p>feedback that some agencies have additional pressures through staffing and attendance at multi-agency PP training has been lower than expected. Senior Managers of each agency to report back to PP Learning and Development sub group about impact of learning on practice, evidence through supervision and quarterly audits.</p> <p>The next step is to monitor through quarterly PP Learning and Development subgroup - impact and outcome of workforce development and improved attendance. Furthermore, SCIM (Scottish Child Interview Model) training is set to commence in November 2023, a trauma informed children' rights based approach to interviewing that will eventually replace the JII (Joint Investigative Interviewing training). This approach will ensure children and young people are safe from harm and understand their rights and are engaged in their decision making.</p>
CHC CSP D1b	The CYP Partnership will progress specific workforce development around protection safeguarding children and young people from abuse, exploitation and neglect	NHS; Lead Officer Child Protection		<p>Our multi-agency Public Protection Learning & Practice Development Workforce Strategy 2020-23 supports a commitment to workforce planning, training and development for staff across the partnership.</p> <p>Multi agency training delivered quarterly: Inter agency Child Protection Key Processes Roles & Responsibilities, Impact of Parental Substance Use (IPSU), Identification of Needs, Risks and Desired Outcomes and the Neglect toolkit.</p> <p>Multi agency training delivered twice a year: Safe & Together Briefing, Safe & Together Core Practice and Protecting Children with Disabilities.</p> <p>Multi agency training delivered 3 times a year: Responding to the impact of trauma for children and young people living with domestic abuse, Harmful Sexual Behaviour, Working with families who Find it Difficult to Engage with Services, Child protection IRD and MARAC.</p> <p>Child Sexual Exploitation, Criminal Exploitation across the Life span and Professional Curiosity & Challenge e-modules are available on Clacks Academy and the NHS Forth Valley Learning Platform.</p>
CHC CSP D1c	We will implement the Transforming Psychological Trauma Knowledge and Skills Framework	Principal Educational Psychologist; Principal Public Health Officer		<p>Strong support received from the Senior Leadership Group within Council and resulted in a commitment that all managers across the Council will participate in a half day of in-person training from the Resilience Learning Partnership, with a further half day of online learning, on the lived experience of trauma and the need for systems and organisations to become trauma-informed in their approaches. This training starts in August, and ongoing support will be provided to managers through optional 'Conversation Cafes' to discuss ideas and strategies going forward. Once managers have had the initial training, they will deliver a 'Toolbox Talk' to their teams to further distribute this message. A lived experience group is in the early stages of being developed from within the Council to ensure that staff with lived experience are part of co-producing the Toolbox Talk and any further materials e.g. marketing assets.</p> <p>Educational Psychology Service have begun process of piloting a trauma-informed audit tool which will support service re-design, which will be rolled out to targeted services in the autumn.</p> <p>We have recently been informed by Scottish Government that a further year of funding will be</p>

Code	Action	Lead	Expected Outcome	Progress Update
				released to Local Authorities, which will allow us to extend this work across more Council teams.
CHC CSP D1d	We will implement the Safe and Together Strategy across the partnership as part of our wider domestic abuse strategy and ensure that there is collaborative investment in Safe and Together and the Caledonian Model for working with families and children who have experienced domestic abuse	Senior Manager, Justice		<p>Clackmannanshire's Domestic Abuse Strategy will be presented at Council in August 2023. This has been overseen by partners from the Violence Against Women and Girls Partnership and in consultation with statutory and non statutory services and with those with lived experience. The strategy aligns with the Scottish Government Equally Safe Strategy. A supporting implementation and delivery plan will be added to this strategy following the national review of Equally Safe later this year. This delivery plan will be guided through public consultation (by ongoing consultation from those with lived experience).</p> <p>This strategy also looks at the responsibilities of the council as an employer and how best it can support the workforce. This includes specific training pathways for staff to ensure a trauma informed approach within the workplace as well as when supporting service users.</p> <p>Clackmannanshire Social Work Services, in partnership with Police Scotland, Clackmannanshire Housing Services, SACRO, Alcohol and Drug Partnership and Clackmannanshire Community Justice Partnership, continue to deliver 3 pilots aimed at addressing Domestic Abuse. These include the continuation of the Non Court Mandated Caledonian Programme for which the Scottish Government has continued funding for a Women's Support Worker for the third consecutive year. A Perpetrator and Women's Support Worker are now part of the STRIVE Group, offering early non statutory support where there are domestic abuse concerns. A men's self referral helpline has also been launched offering men support to address their concerns regarding domestically abusive behaviours. Both the helpline and the STRIVE support workers have received a further 6 month extension of funding from partners to continue delivery of service.</p> <p>Clackmannanshire Council continue to adopt the Safe and Together approach, recognising the multiple pathways to harm, seeing the perpetrator behind the actions. Briefings and more intensive training days continue to promote this awareness and approach to any interventions.</p> <p>Justice Services continue to deliver the Caledonian Programme as part of community based disposals available to the Courts. This includes both one to one and group work interventions and is run in partnership with SACRO to ensure survivors of domestic abuse are also supported. This support also includes a specific Children's Support Worker.</p>
CHC CSP D1e	Embed the Readiness for Learning Programme in Clackmannanshire	Senior Manager Inclusion & Partnerships		<p>Educational Psychology Service Improvement Plan contains specific actions to embed Readiness for Learning (R4L). This includes: Provision of 50 e-modules through the Council's online e-learning portal, ongoing consultation to identified target schools and through educational psychology case work, development of range of materials for children, young people and families relating to the R4L approach available on the FLIPClacks website for use at home or in school. Ongoing provision of an Intensive Therapeutic Service offering Eye-Movement Desensitisation and Re-processing (EMDR) to those pupils displaying the highest levels of need. All educational psychologists within the authority are currently training in the Neurosequential Model in Therapeutics to further enhance and extend the support to the most vulnerable pupils, specifically those at risk of requiring out of authority residential care.</p>

2. Partners will have common and shared workforce values when working with our children, young people and families

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP D2a	The partnership will review its good employment and fair work practices across all commissioned children's services	Senior Manager Partnership & Transformation	✓	A good employment charter has been developed as part of the Wellbeing Economy and CWB work. This will be shared with Alliance partners in the Summer, and thereafter will be shared with CPP partnerships. Needs to link with other key priority actions particularly FWP and Strategic commissioning review.
CHC CSP D2b	We will develop policies and workforce development strategies to meet the new Keeping Brothers and Sisters Together legislation and National Practice Guidance	Service Manager - Permanence	✓	<p>Work has been undertaken to build on the existing recording of brother and sister groups in order to undertake a baseline measurement of where brothers and sisters are living during their care journey. This is a complex area, and more qualitative data is needed to fully understand the picture, particularly in relation to how relationships between brothers and sisters are promoted and managed where brothers and sisters may be older and living elsewhere.</p> <p>A brothers and sisters working group is in place to consider review practice and processes within this area to ensure that the significant relationships brothers and sisters have with one another is central to planning. The group will develop a Brothers and Sisters Policy in collaboration with young people to ensure that a cohesive framework is in place to fully implement this legislation and to report on exceptions where brothers and sisters cannot live together.</p> <p>Who Cares? continue to provide advocacy support to care experienced young people in Clackmannanshire and have begun reporting on advocacy issues relating to groups of brothers and sisters. Between January and March 2023 Who Cares? supported sixteen groups of brothers and sisters totalling 39 individuals, young people were supported to exercise their rights to attend Children's Hearings for their brothers or sisters, and to raise advocacy issues in relation to family time with significant people within their family.</p>
CHC CSP D2c	We will develop values and workforce development strategies to fully implement the UNCRC across Children's Services	Education Senior Manager (Secondary)	✓	<p>The RIC UNCRC working group continued to implement the RIC UNCRC action plan. This involved developing a UNCRC toolkit in response to needs highlighted by authorities and their staff. UNCRC resources and toolkit are on the FVWL blog for all to access, including children's services staff.</p> <p>ThingLink has been developed by the FVWL UNCRC working group to raise awareness of UNCRC across FVWL in a fun and accessible way. This is now being used nationally.</p> <p>Self-evaluation resource has been developed and piloted for teams and educational establishments on their journey embedding UNCRC into practice. The resource provides ideas on next steps for areas highlighted as needing further development.</p> <p>Examples from good practice have been collated from across FVWL to illustrate approaches to incorporating UNCRC.</p> <p>All authorities in FVWL have delivered training in UNCRC over this time. Training videos and ideas have</p>

Code	Action	Lead	Expected Outcome	Progress Update
				<p>been developed and made available on the blog to provide a consistent approach across FVWL. As part of the working group discussions, it has been agreed that when an authority in FVWL RIC is delivering training, it will be offered out to staff across FVWL where possible.</p> <p>Clacks will be developing a communications strategy to ensure all the UNCRC materials developed are accessible, available, and known across FVWL. We will also be improving our approaches to ensuring children and young people and families are aware of the incorporation of UNCRC and what it means for them. Reviewed analytics in relation to the Thing Link UNCRC professional learning tool, to measure engagement.</p>
CHC CSP D2d	Implement The Clackmannanshire Family Wellbeing Partnership to understand what it takes to shift a whole system towards a wellbeing and capabilities approach to service design & delivery. This will look at family wellbeing budgets; values based leadership and community around the child	Senior Manager Inclusion & Partnerships	✔	<p>Clackmannanshire Family Wellbeing Partnership Change Programme:</p> <p>Values Based Leadership (VBL) - Columba 1400 have supported VBL 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. A senior leader's cohort with local third sector representation took place in January 2023 and included an in-depth review of People and Place based approaches within Clackmannanshire to maximise and accelerate transformation. Commitment was given to enhance and expand on the third sector involvement as part of the council's transformational agenda and work to scope that out took place in March 2023. A community leadership cohort in conjunction with Third Sector Partners (Hawkhill Community Centre, Play Alloa and OYCI) took place within the community in March 2023. This was a successful cohort and further strengthened links with community members, parents and partner organisations. In October 2022, a cohort of Council staff, local employability partners, Ceteris, NHS Scotland, DWP and researchers from the WEALL (Wellbeing Economy Alliance) and the Scottish Government, came together to explore the employment and employability landscape in Clackmannanshire. This was a highly productive session with a variety of links and contacts made as part of the WEALL employment research.</p> <p>Throughout March 2023 groups of 20 pupils from each of the three secondary schools participated in Columba 1400 VBL residential experiences on Skye. Some of these young people will go on to participate in the new Train the Trainer academy facilitated by Columba 1400 in May 2023. This programme will train 12 pupils and 3 teachers to lead their own leadership academies in their respective schools, ensuring further sustainability of Values Based Leadership for young people.</p> <p>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. 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.</p> <p>Clackmannanshire 'Early Adopter' Child Wellbeing Project - Funded by the Scottish Government to build and test a system of school age childcare, this is aimed at supporting parents – particularly those on low incomes. The family characteristics set out in the Best Start, Bright Futures: tackling child poverty delivery plan 2022 to 2026 are used to identify eligible families. Clackmannanshire Early Adopter Child</p>

Code	Action	Lead	Expected Outcome	Progress Update
				<p>Wellbeing project has engaged with third sector partners and childcare providers and several organisations have now begun trial implementation of after school clubs. This project continues to lead on engagement with partners and members of the community to build effective partnerships to take a person-centred and place-based approach to co-designing a future system of school age childcare and child wellbeing opportunities to meet the needs of the community, whilst ensuring that plans align to The Promise Scotland.</p> <p>Clackmannanshire Early Adopter Child Wellbeing Project with St. Mungo's Primary School and A Place in Childhood (APiC) will be published imminently. Clackmannanshire Early Adopter Child Wellbeing project is working with partners such as the Pre-Employability Clackmannanshire Team, Clackmannanshire Works and Resilience Learning Partnership. These partnerships support parents/carers of children accessing funded school age childcare employment advice and wellbeing support, together with the opportunity to develop skills and accreditation in childcare provision.</p> <p>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 focused on wellbeing and developing capabilities. Impact stories, programme descriptions and outcomes were shared with Scottish Government and Columba 1400 partners in February 2023. The Adult Learning sessions at Alloa Academy continue to be well attended with participants now able to gain Food Hygiene qualifications as well as Literacy and Employability. The cooking element of the programme has been particularly well received with parents/carers and children getting involved. Three of the Alloa Academy members of staff and three Adult Learning participants have joined others at Alloa Academy to participate in The Lens 2 to bid for support in running more community programmes and activities after school hours. The Clacks Refugee Team (who are working with The Lens) have consulted community members who, so far, have requested classes in sewing, DIY and emotional wellbeing support. These programmes "Connecting Clacks Communities" will be co-created and co-facilitated by Alloa Academy, Clacks Refugee Team staff and community members.</p> <p>NHS Scotland Academy and Stirling University Project is underway - a partnership between NHS Golden Jubilee and NHS Education for Scotland that supports the transformation and sustainability of the health and social care workforce through accelerated, needs driven, learning and development. Alloa Academy is running an innovative pilot project to introduce S2 pupils to health and social care courses and careers using Stirling University as a setting. There will be a launch day at Alloa Academy prior to a pilot experience at the university for a group of S2 pupils. Young people will gain insight into various health and social care courses and careers as well as being introduced to Stirling University generally. After evaluation and modification, it is hoped that there will be a rolling programme for all S2 pupils.</p> <p>Alloa Academy S4 pupils are being offered short work experience "tasters" by Clacks Environment Services - Fleet and Roads. Pupils will spend an afternoon in Roads and Fleet to gain insight into these areas and job prospects and there will be opportunities for extended work experience. One S5 pupil who participated in three weeks of work experience in Environment Services secured an apprenticeship in</p>

Code	Action	Lead	Expected Outcome	Progress Update
				another local authority because of this. Further engagement with Street Soccer has taken place with partners now geared up to have a project underway with the assistance of Leisure Services. Street Soccer will be provided free by Social Innovation Partnership. Street Soccer provides free football-themed training and personal development opportunities for socially disadvantaged groups across Scotland.
CHC CSP D2e	Develop access pathways to training for wider workforce working with children and young people within communities and third sector through the new TSI Scotland Network online training platform	Clackmannanshire Third Sector Interface	✓	Learning platform is still in development. TSI's still offer training for third sector organisations and CTSI are working in partnership with Falkirk and Stirling TSI to coordinate relevant training to third sector organisations. A training needs analysis was carried out for Clackmannanshire organisations and training will be offered to meet these needs. (CTSI) has partnered with the skills network to offer you all the opportunity to explore new skills and learning opportunities. All courses are now available to apply and are fully funded without any cost associated and a great resource for personal and professional development. https://ctsi.theskillsnetwork.com/

1. The partnership and its public agencies have plans in place to meet Children Service Planning emerging legislative framework



Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP E1a	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: UNCRC	Education Senior Manager (Secondary)	✓	Work being taken forward as part of the Regional Improvement Collaborative (RIC) workstream on the implementation of the UNCRC Scotland Bill is continuing, with the caveat that the Scottish Government still has to address the decision of the UK Supreme Court in October 2021, that the Bill lies outwith the legislative powers of the Scottish Parliament. As part of The Promise and in readiness for when the United Nations Convention on the Rights of the Child is embedded in all aspects Scottish law, Multi-Agency United Nations on the Rights of the Child (UNCRC), training took place in 3 Cohorts during Sept 2022. The Bill was debated again in Parliament in February 2023, as the legislation is still not implemented. The Scottish Government and the Supreme Court are still debating their next steps.
CHC CSP E1b	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Children's Hearing	Locality Reporter Manager (SCRA)	✓	Preparation is under way for the Care and Justice Bill. Training will be delivered to reporters on how we will deal with offence referrals relating to young people aged 16 and 17. SCRA were heavily involved in the preparation of the HSWG report which was published recently. SCRA played a major role in influencing many of the recommendations made by Sheriff Mackie in his report. Scottish Government is due to report back by Nov/Dec 23 on the report and SCRA will continue to be involved in the development of these recommendations along with the 'The Promise Scotland' and the Scottish Government. Some of the recommendations will require legislative

Code	Action	Lead	Expected Outcome	Progress Update
				change which SCRA will consult on but many of them can be implemented by improvement work and work with our partners at CHS. Work is under way through the 'Keeping the Promise' project in order to advise on any reform/changes in legislation relating to the children's hearing.
CHC CSP E1c	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Keeping Brothers and Sisters Together	Service Manager - Permanence	✔	<p>Work has been undertaken to build on the existing recording of brother and sister groups in order to undertake a baseline measurement of where brothers and sisters are living during their care journey. This is a complex area, and more qualitative data is needed to fully understand the picture, particularly in relation to how relationships between brothers and sisters are promoted and managed where brothers and sisters may be older and living elsewhere.</p> <p>A brothers and sisters working group is in place to consider review practice and processes within this area to ensure that the significant relationships brothers and sisters have with one another is central to planning. The group will develop a Brothers and Sisters Policy in collaboration with young people to ensure that a cohesive framework is in place to fully implement this legislation and to report on exceptions where brothers and sisters cannot live together.</p> <p>Who Cares? continue to provide advocacy support to care experienced young people in Clackmannanshire and have begun reporting on advocacy issues relating to groups of brothers and sisters. Between January and March 2023 Who Cares? supported sixteen groups of brothers and sisters totalling 39 individuals, young people were supported to exercise their rights to attend Children's Hearings for their brothers or sisters, and to raise advocacy issues in relation to family time with significant people within their family.</p>
CHC CSP E1d	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Age of criminal responsibility	Lead Officer Child Protection	✔	<p>7 minute briefing, briefing note for practitioners and operational guidance PowerPoint briefing developed and shared with multi-agency staff and on Forth Valley Practitioner Pages - https://blogs.glowscotland.org.uk/glowblogs/fvpp/child-protection-age-of-criminal-responsibility-act/ .</p> <p>The Forth Valley ACRA Implementation Group agreed that the short life working group was no longer required and updates to guidance or processes will become the responsibility of the Forth Valley Child Protection Policies, Procedures and Protocol subgroup. A Forth Valley Practitioner Forum session will be arranged when there is learning to be shared.</p>
CHC CSP E1e	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Domestic Abuse (Protection) (Scotland) Bill	Senior Manager, Justice	✔	Whilst the Bill became Law on 5 May 2021 introducing use of new protection notices and orders to protect people from domestic abuse, it hasn't yet been implemented.
CHC CSP E1f	The CYP partnership will review and put in place appropriate plans around the following key areas of new and developing legislation: Support implementation of the National Guidance for Child	Lead Officer Child Protection	✔	A forth Valley Wide group is progressing the refresh of the Forth Valley Guidance in line with the new national guidance. This work is on track and next steps once the revised guidance is completed will be to develop the training and awareness sessions to accompany its publication.

Code	Action	Lead	Expected Outcome	Progress Update
	Protection within the broader context of local GIRFEC practice			
CHC CSP E1g	The CYP Partnership will refresh the Corporate Parenting Strategy for Clackmannanshire and oversee its delivery	Service Manager - Permanence	✓	Clackmannanshire Council's Promise plan is a statement of our Corporate Parenting commitment to our care experienced children and young people in Clackmannanshire. A Promise Subgroup will replace the previous Corporate Parenting Group, and will report on activity in relation to Keeping the Promise and delivering of our statutory duties/responsibilities to our children as Corporate Parents.
CHC CSP E1h	The CYP Partnership will take forward the recommendations and oversee local implementation of #keepthepromise and report on progress	Service Manager - Permanence	✓	<p>Work continues at pace to #KeepThePromise we have made to our children and young people in Clackmannanshire. Clackmannanshire Council's Promise Plan 23-26 reflects on our progress to date and our continued commitment to achieve change for our care experienced children and families. Progress is reported on to CYP Strategic Partnership and to elected members through Children & Young People's Board. Progress to date includes:</p> <ul style="list-style-type: none"> • Development of a Language Policy co-designed by the Participation Network; • Working in partnership with Vardy Foundation to develop local care provision; • Increased support to care givers through service redesign and increase of fees and allowances; • Appointment of a Virtual Head Teacher to track support and attainment for care experience children and young people in education. • Extension of wellbeing service to include a designated wellbeing worker for care experienced young people aged 16-26. • Training and development of a brothers and sisters working group to ensure that children's significant relationships are central to planning. • Joint work between Psychological Services, Woodside and Family Placement Team in relation to trauma informed approaches and training. All staff at Woodside received PACE (a therapeutic approach to care centred around principles of Playfulness, Acceptance, Curiosity, Empathy). To build on this further some staff at Woodside have undertaken training in Dyadic Therapeutic Practice, building on trauma informed approaches to caring. Training in Adult Attachment Theory has also taken place across the wider service. • Children's Services redesign focused on relationship based approaches to families within a community model • Implementation of Communities that Care within Clackmannanshire Schools.

2. The partnership will have robust governance plans in place and will keep these under regular review

Code	Action	Lead	Expected Outcome	Progress Update
CHC CSP E2a	The CYP partnership will have clear operating arrangements and governance structures in place.	Chief Social Work Officer	✓	Membership of the CYP Partnership reviewed ensuring Senior Manager representation from across the partnership. All have a senior leadership and strategic role. Reporting templates developed for CYP accountable leads to report on progress against priority actions. Cycle of 8 weekly meetings in

Code	Action	Lead	Expected Outcome	Progress Update
	This will include links to sub groups and other partnerships and reporting on progress to the CPP and other appropriate committees			place. Work of the CYPSG reported to The Alliance and Children & Young People Board.
CHC CSP E2b	The CYP Partnership will improve its use of data to drive performance and improvement and will have robust performance management processes and systems in place	Senior Manager Partnership & Transformation		Performance framework developed for the CYP outlining performance reporting requirements and schedule. Performance dashboard established (using Pentana) which will enable regular monitoring at strategic level of key performance measures. Strategic needs assessment process will consider horizon scanning. Data and insight sources which will inform this work to be mapped. Reporting templates developed and shared with CYP leads.
CHC CSP E2c	The CYP Partnership will develop and embed creative approaches that ensure the views and voices of children and young people are sought, listened to and taken into account into work undertaken to #KeepThePromise	Service Manager - Permanence		With support of Scottish Design School and The Promise Scotland developed a Participation Network to improve current collaboration and participatory opportunities for care experienced children young people and their families and carers. Two main work streams have focussed on the language of care and development of a prototype for remunerating individuals involved in the co-design of services. The Network co-designed a Language Policy for Clackmannanshire aimed at supporting all services to ensure that language and practice is not impersonal, stigmatising, and overly formalised. Next steps are implementation of this policy. Remuneration prototype developed for further consultation.

Report to: Clackmannanshire Council

Date of Meeting: 5th October 2023

Subject: Early Learning and Childcare (ELC) Review

Report by: Senior Manager ELC, Primary and Libraries

1.0 Purpose

1.1 This paper provides details of identified change areas within the Early Learning and Childcare service delivery model. The change areas provide the opportunity to implement a more efficient service delivery whilst retaining high quality Early Learning and Childcare (ELC) for families.

2.0 Recommendations

2.1 It is recommended that Council note and approve the efficiencies of the proposed changes to early learning and childcare organisation and delivery which incorporates a new centralised admissions process.

3.0 Background

3.1 Scottish Government's expansion of funded Early Learning and Childcare (ELC) instigated a number of changes to the way Clackmannanshire council deliver ELC services. All ELCs, including Partner Providers offer 1140 hours per year, to all eligible children. This has been in place in Clackmannanshire since August 2020, a year ahead of the Government deadline. Families have the flexibility to take up the provision of 1140 hours at an ELC of their choice. The expansion to 1140 hours increased a child's term time entitlement from 15 hours and 50 minutes per week to 30 hours per week. This required an almost doubling of the service capacity and included:

- new build of Mentrerie ELC
- provision of Tulach ELC within the new Tullibody South Campus
- refurbishment of Sauchie ELC
- addition of a new ELC class within Craigbank PS
- provision of a new Park ELC and move from ELC class to full year standalone
- closure of ABC ELC provision

3.2 In order to further sustain an efficient service model delivery, key change areas have been identified. The proposed change areas are designed to increase efficiencies whilst maintaining a high quality service for children and families.

4.0 Change Area 1 – Centralised Admissions

4.1 As of April 2023, 1094 children aged 2-5 were receiving all or part of their funded ELC 1140 hours in Clackmannanshire.

4.2 Overall 76% of children aged 2-5 received their funded entitlement in a Local authority setting with 2% attending a partnership childminder and the remaining 22% attending a partner private nursery.

4.3 As part of Clackmannanshire's 1140hrs early learning and childcare offer, families choose the setting that best meets their needs, either in a full year stand alone ELC, an ELC class in a primary school, a Private Nursery, Partner Childminder or a blended placement. A blended placement is where a family may choose for their child to attend 2 settings and have the 1140hours divided between them. Currently families enrol directly with individual settings.

4.4 Each ELC setting has a maximum number of children who can be in attendance; this is set by the Care Inspectorate in relation to the size of the premises. Adult/child ratios are defined by the age of the child and are a statutory requirement.

4.5 Under a new centralised Admissions process, families would apply to a central point of contact using a digital application form. Places in ELC settings will then be allocated taking account of families preferred choices; priority will be given where siblings are already in attendance. Once a place has been allocated a full enrolment process will take place within the identified setting. This centralised allocation of places will ensure a more efficient staffing model where existing staffing ratios can be maximised. Not all primary schools have an ELC class and therefore there are no catchment areas for ELCs.

4.6 The new Admissions process will include a support system for those using the new digital format and for those without digital access. ELCs will be able to support families with this process ensuring full accessibility for all. In addition an appeals process will be developed. The new Admissions process will be ready for implementation January 2024 to align with academic session 2024/25 enrolments.

4.7 In addition, under a centralised process, savings could be achieved by introducing flexibility of staff contracts. For example introduction of a 25 hour contract to best meet the needs of children where there is higher demand for morning places.

- 4.8 The financial savings from the impact of the centralised admissions process could amount to 6fte educators at Grade 6 of £228,505 over a full year.

5.0 Change Area 2 – Banchory ELC

- 5.1 Council agreed in March 2023 to suspend all new admissions for Banchory ELC class for academic session 23/24. As a result no new 3 year old children were enrolled. The families of 3 year old children who were not accepted into Banchory ELC for session 23/24 were offered their first choice of alternative ELC establishment. There are currently 25 pre-school children enrolled in Banchory ELC for session 23/24, all of whom are eligible to start school in August 2024.
- 5.2 It is proposed that this period of suspension should continue into academic session 24/25, resulting in no children enrolling into Banchory ELC. Any request from the 25 Banchory families to defer their child's start to school would be accommodated within an alternative ELC provision
- 5.3 This presents an opportunity in August 2024 to repurpose the ELC space and provide valuable increased capacity within Banchory Primary without incurring additional building costs.
- 5.4 ELC staff vacancies during session 2024/25 in ELC settings attached to primary schools will be offered to Banchory permanent staff.
- 5.5 To accommodate these redeployments no permanent vacancies will be advertised from Aug 2023, resulting in full year staff cost savings of £120,000. Initial discussions have already taken place with staff and trade unions.

6.0 Change Area 3 – 48 weeks per year provision across our extended year ELC standalones (Tulach, Sauchie, Menstrie, Park)

- 6.1 The ELC funded year of 1140 hours runs from 1st August – 31st July. Currently our ELC classes attached to schools provide a term time provision which aligns to the academic school year. Our 4 extended year standalone ELC settings (Tulach, Menstrie, Park, Sauchie) currently offer 49 weeks of early learning and childcare.
- 6.2 Moving to a 48 week provision means that children would be entitled to a session time of 4 hours and 45 mins. Under a 49 week provision the session time is 4 hours and 39 mins. The longer session time associated with a 48 week model provides an opportunity for families to have access to more convenient/sensible session timings.
- 6.3 To achieve a 48 week opening model each of the 4 extended year ELCs would be required to close for an additional 5 days. Currently these settings are closed for 7 public holidays, 5 staff development days and the period

between Christmas Day and New Year Years day. It is proposed that the additional week would be identified as one of the two October school holiday weeks. Two of our four standalones would be closed week 1 of the schools' October holiday and two would be closed week 2 of the schools' October holiday. Under this arrangement, there would be one extended ELC setting open to the East and to the West of Alloa. This arrangement of having two ELC settings open during week 1 and week 2 of the October holiday would ensure we could provide provision under exceptional circumstances should it be required.

6.4 In addition, within the 48 week model, there is an opportunity to offer families extended time over and above the 1140 hour entitlement. This offer would be restricted to ensure we were able to accommodate late applications for entitled places.

6.5 A 48 week model would align Clackmannanshire to the majority of other Local Authorities and initial discussions with trade unions have begun. This change does not affect ELC classes within Primary schools.

6.6 Moving to a 48 week model and a reduction in new contracts to reflect this would achieve a potential salary cost saving of approximately £1000 for every new contract and would be a rolling saving as staff left and were replace.

7.0 Change Area 4 – All new contracts offered as 32.5hrs per week

7.1 There are 170.09 full time equivalent staff employed across our ELC settings, they are a mixture of part time and full time staff.

7.2 Currently full time staff are contracted to work a 35 hour week. Moving to a part time post of 32.5 hours for all new posts would increase the cost efficiency of our staffing model. A 32.5 hour contract would be inclusive of 30 hours contact time with children plus a flexible 2.5 hours for preparations and staff meetings for example.

7.3 Based on the pattern of recruitment for 2023/24, projected potential financial savings of £52,843 could be achieved through offering 32.5 hour contracts as appropriate in all new posts.

8.0 Sustainability Implications

8.1 No sustainability implications are identified.

9.0 Resource Implications

9.1 Financial Details

- 9.2 The financial savings from the impact of the centralised admissions process could amount to 6 fte educators at Grade 6 of £228,505 over a full year.
- 9.3 Suspending admissions into Banchory ELC and moving existing staff into vacancies will provide staff cost savings of £124,500 in the period August 2024- March 2025
- 9.4 Moving to a 48 week model and a reduction in contracts to reflect this would achieve a potential salary cost saving of approximately £1,000 for every new contract.
- 9.5 On-going savings of £2,530 for every new 32.5hr post term time and on-going savings of £2,840 for every new 32.5hr post extended year. This amounts to potential projected savings in 2024/25 of £52,840

10.0 Exempt Reports

- 10.1 Is this report exempt? No

11.0 Declarations

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

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

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

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

Redeployment Policy and Procedure

12.0 Equalities Impact

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

13.0 Legality

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

Yes

14.0 Appendices

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

None

15.0 Background Papers

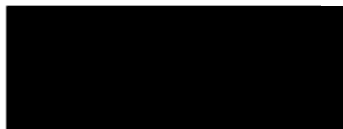
15.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Adrienne Aitken	Education Senior Manager	2378

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Report to **Clackmannanshire Council**

Date of Meeting: 5th October 2023

Subject: **Whistleblowing Policy**

Report by: **Senior Manager of Legal and Governance / Monitoring Officer**

1.0 Purpose

- 1.1. This paper invites Council to consider and approve a revised Whistleblowing Policy.

2.0 Recommendations

It is recommended that Council:

- 2.1. **Notes, challenges and comments on** the contents of the Whistleblowing Policy; and
2.2. having done so, **Approves** the Whistleblowing Policy as per Appendix1..

3.0 Considerations

- 3.1. The Council is committed to upholding the highest possible standard of behaviour, conduct, practice and ethics in all areas of the Council's work, and is committed to treat all disclosures consistently and fairly. In line with this commitment, if employees have serious concerns about any aspect of the Council's work, they are encouraged through our Whistleblowing Policy to come forward and voice those concerns.
- 3.2. The Policy covers wrongdoing under the relevant whistleblowing legislation which is the Public Interest Disclosure Act 1998 (the 'Act') and an insertion to the Employment Rights Act 1996, which protects current and former employees and workers who make a protected disclosure. The Policy is not intended to replace any other statutory reporting procedures operated by the Council.
- 3.3. Matters of concern relating to your employment situation which would normally be dealt with under the Council's Grievance Policy or Dignity at Work Policy should continue to be handled in that way.
- 3.4. The Monitoring Officer will have overall responsibility for this Policy which means undertaking periodic reviews to reflect organisational changes, best practice, operational experience or legislative updates.
- 3.5. The Policy provides a clear, accessible mechanism by which staff can raise concerns about wrongdoing. It is always important that concerns may be raised in the public interest – but recent tragic events have underscored the importance of getting this right.

- 3.6. As Council may be aware, Lucy Letby, a former neonatal nurse, was sentenced on 21 August 2023 for the murder of seven babies and attempted murder of six others. Passing sentence, Mr Justice Goss said “senior doctors started to ‘think the unthinkable’ and consider the possibility that someone was, in fact, deliberately harming the babies and Ms Letby was identified as the common factor.” The UK Government has ordered an independent inquiry, to learn vital lessons from the tragedy, and which will be specifically mandated to consider the handling of concerns and wider governance issues.
- 3.7. The revised Whistleblowing Policy as set out at Appendix 1, provides a governance framework enabling employees to freely raise concerns in the public interest in the knowledge that they will be heard and taken seriously, and will be investigated promptly and thoroughly.
- 3.8. In order to ensure collaborative and partnership working, the Council’s policy group, which comprises TU colleagues, management and Human Resources staff, meet regularly to review and agree new/revised policies and procedures. A special policy group was convened on the 31 August 2023 and agreement on the policy was reached with Trade Union colleagues. The proposed policy was also noted at the Tripartite meeting which met on the 13 September 2023.
- 3.9. Should Council approve the revised Whistleblowing Policy, it will be promoted and deployed

Conclusion

- 3.10. Good governance demands that employee concerns can be freely voiced, combined with reassurance that such concerns will be heard, taken seriously and promptly and thoroughly investigated. The revised Whistleblowing Policy as set out at Appendix 1, provides an enabling and supportive framework for employees to raise serious concerns at work.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

- 5.1. *Financial Details – There are no direct financial implications arising from this report.*
- 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 agreed the financial implications as set out. Yes ✓
- 5.4. *Staffing – There are no direct staffing implications arising from this report.*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

There are no direct equalities implications arising from this report (having screened at first stage, impacts on protected characteristics have been assessed as neutral).

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. If there are no appendices, please state "none".

Appendix 1 –

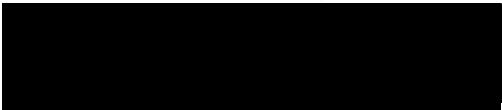
11.0 Background Papers

- 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
Lee Robertson	Senior Manager Legal and Governance	

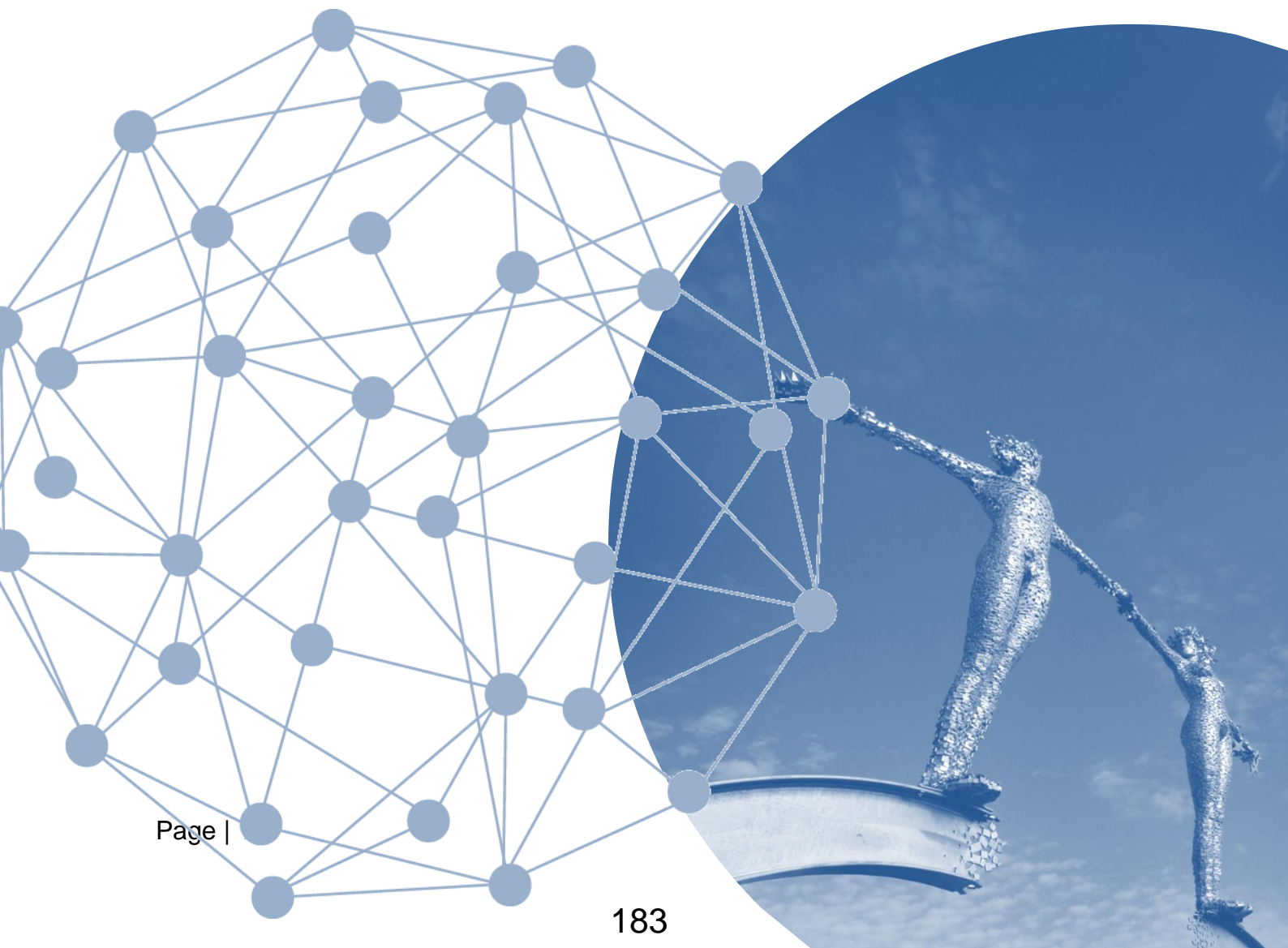
Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership & Performance	



Whistleblowing Policy

2023



WHISTLEBLOWING POLICY

1. Policy Statement

- 1.1. The Council is committed to upholding the highest possible standard of behaviour, conduct, practice and ethics in all areas of the Council's work.
- 1.2. The Council is committed to treat all disclosures consistently and fairly.
- 1.3. In line with this commitment if you have serious concerns about any aspect of the Council's work you are encouraged to come forward and voice those concerns.
- 1.4. This Policy covers wrongdoing under the relevant whistleblowing legislation which is the Public Interest Disclosure Act 1998 (the 'Act') and an insertion to the Employment Rights Act 1996, which protects current and former employees and workers who make a protected disclosure ('blow the whistle').
- 1.5. This Policy is not intended to replace any other statutory reporting procedures operated by the Council.
- 1.6. Matters of concern relating to your employment situation which would normally be dealt with under the Council's Grievance Policy or Dignity at Work Policy should continue to be handled in that way.
- 1.7. The Monitoring Officer has overall responsibility for this Policy which means undertaking periodic reviews to reflect organisational changes, best practice, operation experience or legislative updates.

2. Policy Aims

- To encourage you to act when you become aware of a serious public interest concern, by making an internal disclosure under this policy;
- To support you to feel confident in raising those concerns at the earliest opportunity;
- To provide a way for you to raise those concerns and receive feedback on any action taken;
- To ensure that you receive a response to your concerns and that you are aware of how to pursue them if you are not satisfied;
- To reassure you that you will be protected from possible reprisals or victimisation if you have made a protected disclosure in good faith (i.e. where you believe the disclosure to be in the public interest and your belief was objectively reasonable at the time of disclosure); and
- To clarify the conditions in which it may be appropriate to make a protected disclosure to bodies outside of the Council.

3. Principles

- 3.1. You have the right to raise concerns in the knowledge that they will be taken seriously, investigated appropriately and your confidentiality will be maintained.
- 3.2. You will be able to raise genuine public interest concerns of wrongdoing or malpractice internally within the Council without fear of reprisals, victimisation or subsequent discrimination, disadvantage or dismissal, even if they turn out to be mistaken.
- 3.3. You can raise a concern in several ways; by making a disclosure to any Manager within the Council; or by contacting the Monitoring Officer or Chief Executive directly.
- 3.4. The Monitoring Officer (the Council's Senior Manager, Legal and Governance) has overall responsibility for this Policy which means undertaking periodic reviews to reflect organisational changes, best practice, operational experience or legislative updates.

What can you raise as a whistleblowing concern?

- 3.5. Under this policy the following areas of malpractice can be raised:
 - 3.5.1. criminal activity;
 - 3.5.2. failure to comply with any legal obligation;
 - 3.5.3. miscarriages of justice;
 - 3.5.4. danger to the health and safety of any person;
 - 3.5.5. damage to the environment;
 - 3.5.6. deliberate concealment of any of the above;
 - 3.5.7. any serious concerns regarding any aspect of Council business, the conduct of officers, elected members or others acting on behalf of the Council under this policy;
 - 3.5.8. concerns can be raised in relation to matters that have taken place, continue to take place or are likely to take place in the future;
 - 3.5.9. concerns raised by customers of the council should **not** be raised under this policy.

Who does this policy apply to:

- 3.6 This Policy applies to all workers including employees, full-time, part-time, temporary or casual, including persons contracted to personally provide services to the Council, persons undergoing training or work experience as part of a training course, contractors and agency workers.

4. Definitions

Protected disclosure – disclosure is the information provided by the whistleblower, verbally or in writing, about their concerns.

Whistleblower – the person who makes a protected disclosure to any manager in the Council, Monitoring Officer, Chief Executive or an external prescribed person.

Public interest – a concern which is of legitimate interest to the public at large and not one that relates only to you alone (such as a dispute about employment status).

Prescribed person - defined external bodies to which protected disclosures may be properly made. A list of prescribed persons is made available by the Secretary of State, who currently lists more than 50 regulatory bodies to whom protected disclosures can be made. Some names and contact details are listed in Appendix A. More information can be found at <https://www.gov.uk/whistleblowing/how-to-blow-the-whistle>

Worker – a person entitled to make a protected disclosure including employees, casual workers, agency workers, contractors, and persons undergoing training or work experience as part of a recognised training programme, whether full-time, part-time, casual, directly or indirectly engaged.

5. Roles and Responsibilities

5.1 Employee / Worker Responsibilities

- 5.1.1 You should report any concerns to those identified in this Policy.
- 5.1.2 You should make this disclosure where you have a reasonable belief that malpractice has occurred, is taking place or is likely to take place, where you have any serious concerns and it is in the public interest to do so.
- 5.1.3 You are responsible for acting professionally if you have a concern about the work of your colleagues, including an expectation on you to report malpractice.
- 5.1.4 You should not use this Policy for complaints relating to your employment as they are best addressed by the Grievance Policy.
- 5.1.5 In the unlikely event that your reported concern or issue is found to be deliberately vexatious or malicious this will be considered as a disciplinary matter.
- 5.1.6 If you are unsure whether to use this policy or want independent advice at any stage, you can contact the independent charity Protect (formerly known as Public Concern at Work) on 020 3117 2550 / whistle@protect-advice.org.uk or the ACAS helpline on 0300 123 1100. Their advisers can give you free confidential advice on how to raise a concern about serious malpractice at work. If you are a member of a trade union, you may also wish to contact it for advice.

5.2 Employer responsibilities

- 5.2.1 Clackmannanshire Council will ensure that there is zero tolerance of any victimisation of a co-worker who has raised concerns, stressing that it is a serious disciplinary offence and will be dealt with under the disciplinary policy.
- 5.2.2 All concerns will be appropriately investigated.
- 5.2.3 Feedback will be provided if appropriate to do so.
- 5.2.4 All concerns will be acknowledged within 10 days. It will not be possible to provide feedback on any subsequent investigation or outcome in all circumstances, but where it is, this will usually be provided within 21 days of acknowledgement.

5.3 All parties – reportee, investigator, etc

- 5.3.1 All parties who play a role in respect of this Policy undertake to keep confidential and not disclose or discuss the circumstances of any whistleblowing concern with any person or organisation save as may be required for the purpose of investigating and reporting on the whistleblowing concern itself.

6. Equalities and impact assessment

It has been assessed that this policy will have no direct equalities impact.

7. Review

The policy will be reviewed on an ongoing basis in order to make sure that it remains relevant and up to date. The Monitoring Officer, in consultation with Internal Audit, Human Resources, management and trade unions, is responsible for reviewing and renewing this policy no less than every 3 years.

Appendix 1 gives a flowchart of the arrangements and appropriate contacts provided under this policy.

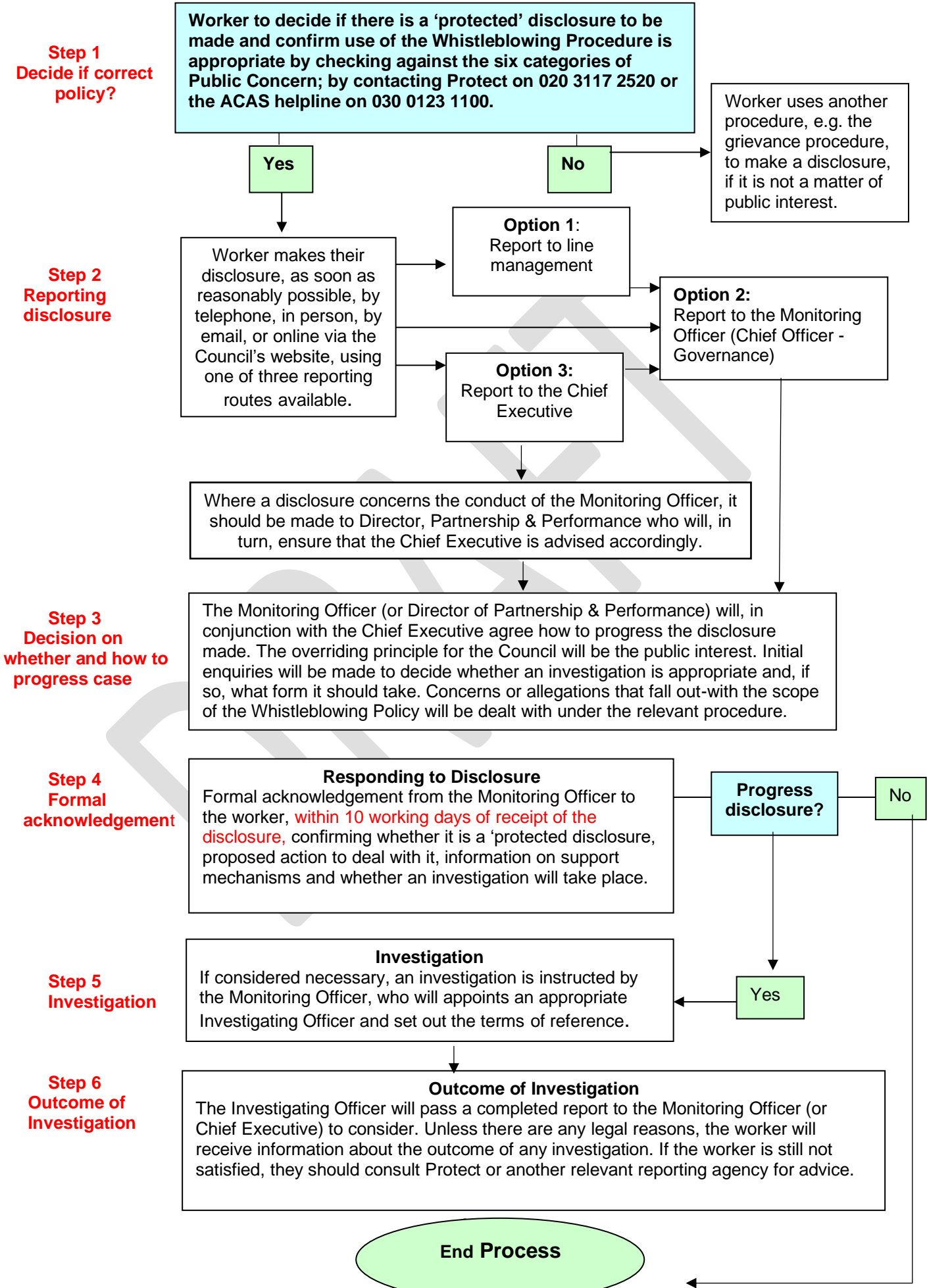
Appendix 2 details how you will be protected as a Whistleblower under this policy.

Appendix 3 gives details of process of how to raise a concern.

Appendix 4

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/510962/BIS-16-79-blowing-the-whistle-to-a-prescribed-person.pdf

Appendix 1 - Flowchart of reporting a concern



Appendix 2 - Protecting the Whistleblower

Your legal rights

This policy takes account of the Employment Rights Act 1996 (as amended), the Public Interest Disclosure Act 1998, and the Enterprise and Regulatory Reform Act 2013, which protect workers making disclosures about certain matters of concern, providing those disclosures are made in the public interest and in accordance with the Public Interest Disclosure Act. The worker making any such disclosure is expected to have an objectively reasonable belief, that at the time of the disclosure, it is in the public interest.

The legislation protects workers from any detriment from their employer or colleagues that arises as a result of making a protected disclosure in the public interest. This includes protection from harassment, victimisation or dismissal by their employer.

Support to you

Throughout this process:

- you will be given full support from senior management; and
- your concerns will be taken seriously.

For those who are not Council employees, the Council will endeavour to provide appropriate advice and support wherever possible.

Senior management will also consider the impact on any teams who may be directly affected by a whistleblowing allegation or investigation, and will endeavour to provide appropriate advice and support.

Safeguards

Harassment or victimisation. The Council recognises that the decision to report a concern can be a difficult one to make, not least because of the fear of reprisal from those responsible for, or suspected of, malpractice. The Council will not tolerate harassment or victimisation and will take action to protect workers when they raise a concern in good faith. This does not mean that if an worker is already the subject of disciplinary or redundancy procedures, those procedures will be halted as a result of their 'Whistleblowing'.

Confidentiality. All concerns will be treated in confidence and the Council will do its best, subject to any overriding legal obligations, to protect your identity if you do not want your name to be disclosed. If investigation of a concern discloses a situation that is sufficiently serious to warrant, for example, disciplinary action or police involvement, then it may not be possible to take action as a result of your disclosure without your help, so you may be asked to come forward as a witness. However, and subject to the foregoing, your name will not be released as a possible witness until the reasons for its disclosure at this stage have been fully discussed with you. You will also be given as much support as possible throughout these processes.

Anonymous allegations. This policy encourages you to put your name to your allegation. If you do not tell us who you are, it will be much more difficult for us to fully investigate, or to protect your position or give you feedback.

Even if you wish to remain anonymous, it would be helpful if you provided a mobile phone number or email address through which contact can be made.

Concerns expressed anonymously are more difficult to investigate, harder to substantiate and dialogue with the individual who has made the disclosure may not be possible. Given these inherent difficulties, the Council will exercise discretion in deciding whether or not to investigate anonymous allegations. In exercising this discretion, the factors to be taken into account would include:

- the seriousness of the issues raised;
- the credibility of the concern; and
- the likelihood of confirming the allegations from other sources.

Untrue Allegations

While encouraging workers to bring forward matters of concern, the Council must guard against claims which are untrue or vexatious. This is because of the risk of claims made to deliberately damage the reputation of other workers or the Council as a whole.

If you make an allegation in good faith, reasonably believing it to be true, but it is not confirmed by the investigation, the Council will recognise your concern and you have nothing to fear. However, if you make an allegation frivolously, maliciously, vexatiously or for personal gain, appropriate action (including disciplinary action) may be taken.

Appendix 3 – Raising a concern

How to raise a concern?

You may raise your concern by telephone, in person, or by email. The earlier you express your concern, the easier it is to take action. You will need to provide the following information:

- the nature of your concern and why you believe it to be true; and
- the background and history of the concern (giving names, dates and places, where possible).

Although you are not expected to prove beyond doubt the truth of your suspicion, you will need to demonstrate to the person contacted that you have a genuine concern relating to suspected wrongdoing or malpractice within the Council and that there are reasonable grounds for your concern. This will enable a decision to be made on whether your disclosure can and should be investigated.

You may invite a trade union representative or a colleague to be present for support during any meetings or interviews in connection with the concerns you have raised.

Who to raise a concern with?

This will depend on who is suspected of the wrongdoing and the seriousness and/or sensitivity of the issues involved. You should raise your concerns with your immediate line manager or their line manager in the first instance. If this was not appropriate or you are not comfortable reporting to them, you should report the matter to:-

- Monitoring Officer, Senior Manager Legal and Governance
- Chief Executive
- Director of Partnership & Performance

If your concern relates to potential fraud, corruption (including bribery), theft, misuse of Council funds or assets, you should contact the Council's Audit Service Manager or, alternatively, use the dedicated mailbox whistleblowing@clacks.gov.uk

If you are unsure who to contact you may want to call the independent charity **Protect (formerly Public Concern at Work 020 31172520)** or the **ACAS helpline (030 0123 1100)** or your **trade union** for advice.

What the Council will do

All disclosures, however made, will be passed to the Council's Monitoring Officer on their receipt unless they concern the conduct of that officer. The Monitoring Officer will formally acknowledge your concerns within five working days, and will consider whether an investigation should be commenced. Where a disclosure concerns the conduct of the Monitoring Officer, it should be passed to the Director of Partnership & Performance, who will share this with the Chief Executive.

The action taken will depend on the nature of the concern. It may not be necessary to carry out a formal investigation in every case and some concerns may be resolved with you directly without the need for investigation or it may be that an investigation can be completed without the person or persons under investigation being aware of the process.

Where appropriate, the matters raised may:

- be investigated by management, the Audit service, or through the disciplinary/ grievance process;
- be referred to the police;
- be referred to a relevant reporting agency;
- be referred to the external auditor;
- be referred and put through established child/adult protection procedures; or
- form the subject of an independent inquiry.

The Monitoring Officer may also, where they consider it appropriate, inform relevant Elected Members of the matter.

The Monitoring Officer will write to you within ten working days of receiving your disclosure:

- acknowledging that the concern has been received;
- confirming whether your disclosure meets the criteria of a protected disclosure;
- indicating how the Council proposes to deal with the matter;
- supplying you with information on support mechanisms; and
- telling you whether further investigations will take place and if not, why not.

The amount of contact between you and the officers considering the issues will depend on the nature of the matters raised and the clarity of your disclosure. If necessary, further information will be sought from you. You may also be interviewed to ensure that your disclosure is fully understood.

Any meeting can be arranged away from your workplace, if you wish, and a trade union representative or a colleague may attend to support you.

The Council will try to minimise any difficulties that you may experience as a result of raising a concern. For instance, if you are asked to give evidence in criminal or disciplinary proceedings, the Council will arrange for you to receive appropriate advice and support.

If you raise concerns **outside** the Council you should ensure that your disclosure is made to a prescribed person. A public disclosure to anyone else could take you outside the protection of the Public Interest Disclosure Act and of this policy.

You should not disclose information that is confidential to the Council or to anyone else, such as a client or contractor of the Council, except to those included in the list of prescribed persons.

This Policy **does not** prevent you from taking your own legal advice.

Training and awareness

Directors, Senior Managers and Chief Officers are responsible for ensuring that workers within their area of responsibility are aware of this policy and its contents, and that any training needs that may arise from the application of the policy are addressed. Raising awareness of the policy should form part of the induction training for all workers and should be addressed as part of any refresher training.

Employees have a responsibility to ensure that they are aware of and understand the Council's policy in relation to whistleblowing.

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Appendix 4 - Agencies to whom public interest disclosures may be made

Please note that this is not an exhaustive list and workers may wish to check with Protect formerly (Public Concern at Work) who will be able provide advice and information.

<p><u>Protect UK (formerly Public Concern at Work)</u> The Green House 244-254 Cambridge Heath Road London E2 9DA General Enquiries: 020 3117 2520 Website: https://protect-advice.org.uk/contact-protect-advice-line/ Email: https://protect-advice.org.uk/contact-protect-advice-line/</p>	<p><u>Audit Scotland</u> FAO Correspondence Team, 4th Floor 102 West Port Edinburgh EH3 9DN Tel: 0131 625 1500 Website: www.audit-scotland.gov.uk/contact-us/whistleblowing (a whistleblowing disclosure form is available to download and complete) Email: correspondence@audit-scotland.gov.uk</p>
<p><u>Care Inspectorate</u> Compass House 11 Riverside Drive Dundee DD1 4NY Tel: 0345 600 9527 Website: www.careinspectorate.com Email: enquiries@careinspectorate.com</p>	<p><u>Commissioner for Ethical Standards in Public Life in Scotland</u> Thistle House 91 Haymarket Terrace Edinburgh EH12 5HE Tel: 0300 011 0551 Website: www.ethicalstandards.org.uk Email: info@ethicalstandards.org.uk</p>
<p><u>Police Scotland</u> Tel: 101 Website: www.scotland.police.uk www.scotland.police.uk/contact-us/contact-us-form</p>	<p><u>Office of the Scottish Charity Regulator</u> 2nd Floor Quadrant House 9 Riverside Drive Dundee DD1 4NY Tel: 01382 220446 Website: www.oscr.org.uk Email: C&I@oscr.org.uk</p>
<p><u>Scottish Housing Regulator</u> Buchanan House 58 Port Dundas Road Glasgow G4 0HF Tel: 0141 271 3810 Website: www.housingregulator.gov.scot Email: shr@shr.gov.uk</p>	<p><u>Scottish Human Rights Commission</u> Bridgeside House 99 McDonald Road Edinburgh EH7 4NS Tel: 0131 297 5750 Website: www.scottishhumanrights.com Email: hello@scottishhumanrights.com</p>

<p><u>Food Standards Scotland</u> 4th floor, Pilgrim House Aberdeen AB11 5RL Tel: 01224 285 100 Website: www.foodstandards.gov.scot Email: enquiries@fss.scot</p>	<p><u>Scottish Environmental Protection Agency (SEPA)</u> Strathallan House, Castle Business Park Stirling FK9 4TZ Tel: 01786 457 700 03000 996 699 (customer enquiries) 0800 807 060 (pollution hotline) Website: www.sepa.org.uk Email: whistleblowing@sepa.org.uk</p>
<p><u>Scottish Social Services Council</u> Compass House 11 Riverside Drive Dundee DD1 4NY Tel: 0345 60 30 891 Website: www.sssc.uk.com Email: ftp@sssc.uk.com</p>	<p><u>Standards Commission for Scotland</u> Room T2.21 Scottish Parliament Edinburgh EH99 1SP Tel: 0131 348 6666 Website: www.standardscommissionscotland.org.uk Email: enquiries@standardscommission.org.uk</p>
<p><u>Health and Safety Executive</u> 375 West George Street Glasgow G2 4LW Tel: 0300 003 1647 Website: https://www.hse.gov.uk/contact/whistleblowers.htm</p> <p>Belford House, 59 Belford Road Edinburgh EH4 3UE</p>	
<p><u>Scottish Public Services Ombudsman</u> Bridgeside House 99 McDonald Road Edinburgh EH7 4NS Tel: 0800 377 7330 (freephone) Website: www.spsso.org.uk Email: www.spsso.org.uk/contact-us</p> <p>(Freepost envelopes can be obtained by phoning 0800 377 7330 or by via contact form via https://www.spsso.org.uk/contact-us)</p>	

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Report to: Clackmannanshire Council

Date of Meeting: 5 October 2023

Subject: Petitions

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is for Council to consider proposed changes to the governance arrangements for petitions received from members of the public and businesses within Clackmannanshire and to consider consequential changes to the Standing Orders and the Scheme of Delegation in relation to the treatment of petitions.

2.0 Recommendations

Council is asked:

- 2.1. To approve the establishment of a Petitions Committee for the purpose of hearing petitions submitted by members of the public and businesses within Clackmannanshire in line with the criteria set out in the Guidance (Appendix A);
- 2.2. To note that the Petitions Committee would report on every petition, in respect of which it had heard representations, to Council with its recommendation on how the petition should be disposed of;
- 2.3. Should 2.1 be approved, the Council:
- 2.3.1. Agrees to make consequential changes to Standing Orders and the Scheme of Delegation;
 - 2.3.2. Approves the petitions criteria and guidance and the template as set out in Appendices 1 and 2 of this report; and
 - 2.3.3. In line with the political balance agreed at the Statutory Meeting of Clackmannanshire Council held on 25 May 2023, agrees to nominate eight members to sit on the Petitions Committee (quorum 4):
 - SNP Group (Administration) – 4
 - Labour Group – 2
 - Conservative Group – 1
 - Either Green Member / Independent Member – 1
 - 2.3.4. Appoints a Chair and Vice Chair of the Petitions Committee.

- 2.4. To note that any elected member sitting on the Petitions Committee should consider their responsibilities as set out in the Councillors' Code of Conduct, in terms of their involvement with any petition submitted, particularly where the petition solely concerns their Ward (paragraph 3.5).
- 2.5. To note that as set out in Standing Orders 9.21 to 9.25, should the matter solely relate to a single Ward, Ward Councillors may speak on a matter at a committee they are not a member of, subject to the Chair's approval (paragraph 3.6).

3.0 Considerations

- 3.1. At its meeting held on 1 June 2012, the Council agreed that decisions on Petitions received would be considered by the appropriate Service Committee. The Service Committee would report on every petition, in respect of which it had heard representations, to Council with its recommendation on how the petition should be disposed of. At subsequent meetings of Council on 12 April 2018 and 23 August 2018, when considering the Council's Decision Making Framework and revised remits of Service Committees, Petitions were removed from the remit of Service Committees.
- 3.2. The current situation is that any petitions have to be considered at a meeting of full Council. Reverting back to consideration by Service Committees is not an option as the Service Committees were disestablished at the Statutory Meeting of Clackmannanshire Council held on 25 May 2022.
- 3.3. The recommendation therefore, is to establish a Petitions Committee to hear petitions submitted in line with the criteria set out in the Guidance (Appendix A). A Petitions Committee will provide a more suitable forum for interacting with petitioners and will ensure that petitioners are given the opportunity for greater discussion of petitions.
- 3.4. In line with the political balance set out in the Political Balance report to the Statutory Meeting Council held on 25 May 2022, that Council should appoint 8 members to the Petitions Committee with the political balance as set out below:
SNP Group (Administration) – 4
Labour Group – 2
Conservative Group – 1
Either Green Member / Independent Member – 1
- 3.5. Any elected member sitting on the Petitions Committee should consider their responsibilities as set out in the Councillors' Code of Conduct, in terms of their involvement with any petition submitted, particularly where the petition solely concerns their Ward.
- 3.6. It is also recognised that councillors have an important role in representing ward matters, therefore they may wish to make representation on any petitions submitted solely relating to their ward. As set out in Standing Orders 9.21 to 9.25, Ward Councillors may speak on a matter at a committee they are not a member of, subject to the Chair's approval. Any Councillor using this right may speak for no more than 5 minutes unless the Chair determines otherwise. If the matter covers more than one ward, Standing Order 9.21 does not apply.

4.0 Sustainability Implications

4.1. None.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1: Guidance on Submission of Public Petitions

Appendix 2: Petitions Template

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

Reports to Clackmannanshire Council:

The Council's Decision-Making Framework - 1 June 2012

Council Decision-Making Framework - 12 April 2018


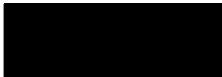
Council Decision-Making Framework Update - 23 August 2018

Political Balance – 25 May 2022

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lee Robertson	Senior Manager – Legal and Governance (Monitoring Officer)	X 2087

Approved by

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



Guidance and Criteria for Submission of Public Petitions

Matters To Consider Before Submitting A Petition

There are various ways you can put your views to the Council before taking the step of submitting a petition. For instance, you can:

- Contact the relevant Council service to discuss your concern or request.
- Make a comment or complaint via the Council's comments and complaints procedure.
- Contact one of your local ward Councillors to bring the matter to their attention.
- Respond to the relevant Public Consultation

Drawing Up Your Petition

If you have used these routes and feel that you still want to submit a petition you must follow the guidance set out below.

Submitting a Petition as an Individual or Organisation

- Details should include the full name of the principal petitioner, address and contact details (email and phone number).
- An individual raising a petition must live in the Clackmannanshire Council area.
- If the petition is raised by an organisation or group, that organisation or group must have a registered or service address in Clackmannanshire. They must provide the address of the group and contact details of an officer
- A template (Form A) for completion by individuals or organisations is available on the Council's website. It is advisable to use the template as it covers all of the matters covered in this guidance.

Submitting a Petition as a Business

- Petitions must include details of the business (e.g. company, partnership, sole trader) raising the petition.
- Details should include full name of the principal petitioner, business name, address and contact details (e-mail and phone number).
- The business must have a registered or service address in Clackmannanshire.
- There must be at least 5 other registered Clackmannanshire businesses or businesses having a place of business in Clackmannanshire supporting the petition.
- A template (Form B) for completion by business(es) is available on the Council's website. It is advisable to use the template as it covers all of the matters covered in this guidance.

Signatories

- Individual signatories to a petition must live in the Clackmannanshire Council area.
- For issues relating to Clackmannanshire as a whole or individual geographic areas within Clackmannanshire, petitions will require at least 250 individual signatories before they will be considered by the council.

Content

- The petition should be titled and include a short, clear and concise statement (no more than 250 words) which covers the main subject of the petition and details of action which the petitioner wishes the Council to take.
- If the petition is in paper format, the top of every page of signatories must have the title of the petition and the petition statement which people are supporting.
- Only petitions regarding some interest or issue within Clackmannanshire will be considered by the appropriate Committee.
- Petitions must not contain language which is offensive, for example swear words, inflammatory, sarcastic or provocative language or other terms that could reasonably be considered as offensive by the reader.

- petitioners must ensure that information is submitted in good faith and does not include:
 - false or defamatory statements
 - information which is protected by an interdict or court order
 - material which is commercially sensitive, confidential or which may cause personal distress or loss
 - reference in the petition statement to the names of individuals.

Exclusions

Petitions should not be submitted (and will not be accepted by the Council) where they:

- challenge a decision if there is recourse to a legal remedy (such as the right of appeal to the Sheriff, recourse to the Lands Tribunal)
- relate to objections to Planning applications as these will be considered through separate guidelines governed by the appropriate legislation.
- relate to licensing decisions
- relate to decisions which could result in court action
- refer to an issue where there is recourse to the complaints procedure or to the Ombudsman available
- relate to any situation where litigation may be involved
- request the direct reversal of a decision/action approved by Council in the last six months.
- are related to a subject that is the same or similar to a petition considered within the last 12 months.

Submitting Your Petition

Once you have drawn up your petition and checked it meets the criteria set out in this guidance, you should address your petition to:

- Monitoring Officer, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB

Alternatively, you may submit a scanned copy of the full petition (including signatures) by email to petitions@clacks.gov.uk.

Please note that Council officers *cannot* participate in any photo call relating to the submission/receipt of a petition.

Once Your Petition Is Received

Your petition will be acknowledged within three working days of receipt. The members of the Petitions Committee, the Chief Executive and Strategic Directors will be notified that your petition has been received so you do not need to send in multiple copies.

Petitions which do not follow the guidelines will be rejected and you will be informed in writing of the reasons.

Once your petition has been verified as being correctly completed and meeting the criteria set out in this guidance, it will be considered at a meeting of the Petitions Committee. The Monitoring Officer will invite petitioners to attend the meeting to speak in support of their petitions. If petitions have been submitted on similar issues they may be considered at the same meeting.

The Petitions Committee will listen to the views of the petitioners and ask questions to help decide on the most appropriate course of action. Where the matter is solely related to a single ward area, local Ward Councillors may also be invited to make representation to the Petitions Committee by the Chair. The Petitions Committee will report on every petition, in respect of which it has heard representations, to Council with its recommendation on how the petition should be disposed of, which could include:

- agreeing that the issue raised does not merit further action.
- instructing an officer to complete an investigation and submit a report with recommendations on the disposal of the petition to a future Council meeting .

Within 7 working days of the Petitions Committee meeting, the Clerk to the Committee will write to the Principal Petitioner advising of the Committee's decision.

* * *

If you require further information on submitting a petition please contact Committee Services, Kilncraigs, Alloa (Tel 01259 452004/452006) or contact us by email at petitions@clacks.gov.uk



PETITIONS FORM

If you wish to submit a petition for consideration by Clackmannanshire Council, you must complete this template.

Please refer to the Guidance on Submission of Public Petitions before completing the template. If you require any further information or advice, please contact us (details of how to contact us are provided at the end of this form).

Details of Principal Petitioner

Please enter the name of person and organisation (if applicable) raising the petition. Please include a contact address to which correspondence may be sent, a contact telephone number and e-mail address if available.

Full Name	
Name of Organisation / Business	
Address	
Postcode	
Telephone Number	
E-mail address	

I am submitting the petition as a(n) :

Individual/Organisation Business Both * tick as appropriate

Title of Petition

Petition Statement - Please state (in no more than 250 words) what action the Petitioner wishes the Council to take.

Action Taken (if any) to Resolve Issues of Concern before Submitting the Petition

Before a petition is submitted, petitioners are expected to have taken reasonable steps in attempting to resolve the issues.

Please enter below details of any individuals or organisations approached. Copies of correspondence, including any responses, should be appended. This information will be made available to the Petitions Committee prior to its consideration of the Petition.

Appearance before the Petitions Committee

Petitioners may be invited to appear before the Petitions Committee to speak in support of their petition if it is considered that this would be useful in assisting the Committee to reach a decision.

Please indicate below whether you wish to submit a request to make a brief statement to the Committee that may consider your petition.

***I DO wish the opportunity to make a brief statement before the Committee**

***I DO NOT wish to make a brief statement before the Committee**

** tick as appropriate*

Signature of Principal Petitioner

When satisfied that the petition meets all the criteria outlined in the Guidance on Submission of Public Petitions, the Principal Petitioner must sign and date the form in the box below.

Any additional sheets of signatures should be appended to the form. Please note that the top of every page of signatories should have the statement which people are supporting.

Signature Date

Name in block capitals

PETITION FORM SUBMITTED BY INDIVIDUAL/ORGANISATION

A petition must be supported by:-
At least 250 individual signatories who live in the Clackmannanshire Council area, before they will be considered by the Council.

Petition Title:
Petition Statement:

FULL NAME (First Name and Surname)	HOUSE NUMBER / NAME	STREET	TOWN	POSTCODE	SIGNATURE

PETITION FORM SUBMITTED BY LOCAL BUSINESS(ES)

If the petition is raised by a local business, the business should have a registered address in Clackmannanshire and there should be at least 5 other registered Clackmannanshire businesses supporting the petition.

Petition Title:

Petition Statement:

FULL NAME (First Name and Surname)	POSITION HELD WITHIN THE BUSINESS	BUSINESS ADDRESS	TOWN	POSTCODE	SIGNATURE

Signature **Date**

Submission:

Once you have drawn up your petition and checked it meets the criteria set out in this guidance, you should address your petition to the Monitoring Officer, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB. Alternatively, you may submit a scanned copy of the full petition (including signatures) by email to petitions@clacks.gov.uk

Report to: Clackmannanshire Council

Date of Meeting: 5 October 2023

Subject: Customer Charter and Customer Contact Policy

Report by: Strategic Director Partnership and Performance

1.0 Purpose

- 1.1. This report presents a refreshed Customer Contact Policy and Customer Charter for consideration by Council.

2.0 Recommendations

It is recommended that Council:

- 2.1. **Notes, challenges and comments on** the contents of the Customer Contact Policy and Customer Charter, and;
- 2.2. having done so, **Approves** both the Customer Charter (Appendix 1) and Customer Contact Policy (Appendix 2).

3.0 Considerations

- 3.1. This report also sets out a refreshed Customer Charter at Appendix 1 which seeks to establish a set of commitments and standards on how Council services respond to and manage customer enquiries. It is intend that this replaces the current Charter, which was originally approved by Council in 2009.
- 3.2. It was developed using examples of best practice and a period of citizen and employee engagement. As a fundamental service standard, it sets out what our citizens should expect when receiving services, whether in writing, on the phone or on line. Subject to approval, it will be displayed prominently at all points of services, and promoted to citizens and employees through a high profile awareness campaign, supported by a development plan for staff.
- 3.3. The Customer Contact Policy at Appendix 2 replaces the Council's Unacceptable Behaviour Policy which was last updated in 2015. The Council will always aim to support customers to engage with employees constructively to provide the best possible level of customer service in line with our Charter commitments. In a small number of instances, however, it is necessary to take action to protect staff from unacceptable behaviours. The Customer Contact Policy sets out for staff and citizens how we identify and respond to such

instances, reflecting the changing ways that customers interact with the Council; particularly increased use in a range of social media channels.

- 3.3 In refreshing the Customer Contact Policy examples of best practice in other authorities was gathered alongside advice and guidance from the Scottish Public Services Ombudsman (SPSO). Feedback on learning from real experience and challenges faced by Council employees was also used to help shape the policy. As with the Charter, subject to approval by Council, the Policy will be promoted to citizens and employees through a high profile awareness campaign, supported by a development plan for staff.

Conclusion

The refreshed Customer Charter and Customer Contact Policy will play an important role in supporting Be the Future's vision, outcomes and values. Supported by staff training and communications campaigns, both provide an opportunity to ensure that Council staff can provide citizens with continuously improving high standards of customer service.

- 3.4. Sustainability Implications

- 3.5. There are no sustainability implications arising from this report.

4.0 Resource Implications

- 4.1. *Financial Details*

- 4.2. *There are no direct financial implications arising from this report.*

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

Yes

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

Yes

- 4.5. *Staffing*

5.0 Exempt Reports

- 5.1. 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	X
Our families; children and young people will have the best possible start in life	<input type="checkbox"/>
Women and girls will be confident and aspirational, and achieve their full potential	<input type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	X

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

None

8.0 Equalities Impact

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

10.0 Appendices

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

Appendix 1) Customer Charter

Appendix 2) Customer Contact Policy

11.0 Background Papers

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


Unacceptable behaviour Policy 2015

Customer Charter 2009

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Senior Manager – Partnership and Transformation	2365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

Customer Charter



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

What is the Customer Charter?

Clackmannanshire Council's Customer Charter sets out our commitment to delivering a high standard of customer service to local people and businesses. We aim to deliver a consistent service, no matter where and when you choose to contact the Council. This Charter outlines the standards we aim to provide and how you can contact us to give us feedback, particularly if anything goes wrong. It also explains how you can help us to serve you better.

We aim to deliver an excellent customer experience and the highest possible standards for everyone who contacts us. We believe that excellent service can best be achieved by:

- ✓ treating you with fairness and respect when you deal with the Council,
- ✓ developing trust through open, honest and simple communication,
- ✓ consulting customers on any major changes which may impact on them,
- ✓ listening to your views and taking action to improve, and
- ✓ making our services easy to access, efficient, effective and designed to meet your needs.

Our key commitments to you

When you contact us:

- ✓ We will provide a friendly and welcoming service.
- ✓ We will try to answer your enquiries the first time you contact us. If your enquiry cannot be dealt with at this time, we will put you in touch with someone who can help.
- ✓ We will deal promptly and efficiently with your phone calls, emails, letters and visits to our local offices.
- ✓ We provide 24 hour, 7 day access to our website (www.clacks.gov.uk) and provide services online where possible.
- ✓ We will provide you with clear information about our services, how to contact us and what level of service you can expect from us.
- ✓ We will give you details of which section of the Council is dealing with your enquiry so that you know who to get back to (if necessary), and how/when to contact them.
- ✓ No matter what your enquiry, our staff will deal with it impartially and with discretion.
- ✓ We will make sure our staff are fully trained so that they have the right skills and knowledge to meet your needs, as our customer.
- ✓ If you have reason to complain about any aspect of service, we will deal with your complaints in line with our complaint handing process.

Dealings with Councillors

Your first point of contact should be with Council services. However you may want to raise an issue with your local councillor, either through email, telephone or through a visit to one of the surgeries. (Details of dates/times are published at www.clacks.gov.uk) Through approving this Customer Charter, Clackmannanshire councillors have demonstrated their commitment to enforcing the agreed standards of customer service.

They will:

- ✓ Present a good image of Clackmannanshire.
- ✓ Make it simple for constituents to contact them on a regular basis.
- ✓ Respond to your phone calls, emails, letters and requests made in person promptly and efficiently.
- ✓ Keep you informed of the progress of your enquiry and let you know when you can expect a response.

Our service standards

By telephone:

When you call one of our published helpline numbers, we will:

- ✓ Ensure your call is answered as quickly as possible during normal working hours (Customer Contact Centre is open 8.30am to 5.30pm, Monday to Friday).
- ✓ Aim to resolve your enquiries without having to pass you to someone else or you having to repeat yourself.
- ✓ Tell you the name of the person you are speaking to. If the call has to be transferred, we will pass on your name and details of your enquiry to avoid you repeating yourself.
- ✓ If the person you wish to speak to is not available, we will suggest a time when they can be contacted or arrange to have your call returned, normally within one working day.

In writing:

When you write to us, we will:

- ✓ Acknowledge your enquiry within 5 working days and ensure that you receive a response within 10 working days.
- ✓ Inform you if for any reason a full reply will take longer, giving you timescales when you can expect a response.
- ✓ Tell you in our letters and emails who is dealing with your enquiry and provide contact details.
- ✓ Respond to you in clear plain English avoiding the use of jargon.
- ✓ Provide a reply in an alternative format if you require a reasonable adjustment, for example larger print.

In Person:

When we visit you at your home, we will:

- ✓ Confirm that the caller is an officer of the Council by showing you a clear identification card.
- ✓ Contact you by telephone if there is a delay in attending a pre-arranged appointment.

When you visit one of our main local offices (Community Access Points and Reception Points), we will:

- ✓ Deal with your initial enquiry as quickly as possible, normally within 5 minutes.
- ✓ Respect your privacy. We will arrange a private interview for you, if you require one.
- ✓ Make an appointment to see a member of staff when specialist advice and services are needed.
- ✓ Ensure the most commonly requested information is available at all main offices.

Your comments & complaints

We value your feedback and want to hear from you. If you have a complaint about any aspect of service, we want to know so that we can investigate the circumstances and provide you with a clear explanation of the Council's position. If something has gone wrong we will do our best to put it right and to help prevent a similar situation arising in future. We also respect your right to be unhappy with a decision which has been correctly made which cannot be changed, for example due to the Council's policy on the issue.

Full details of our complaints procedure can be found on our website www.clacks.gov.uk/council/commentsandcomplaints

What can you do to help?

We want to provide first class customer service. You can help us by:

- ✓ giving us all the correct information needed to deal with your enquiry,
- ✓ arriving on time for appointments, or letting us know beforehand if you need to change an appointment,
- ✓ treating our staff with courtesy and respect,
- ✓ letting us know about any changes in your circumstances eg name or address
- ✓ telling us immediately if you are unhappy with any aspect of service and give us the opportunity to put it right, and
- ✓ tell us if you are pleased with the service you received so that we can encourage good practice across the Council.

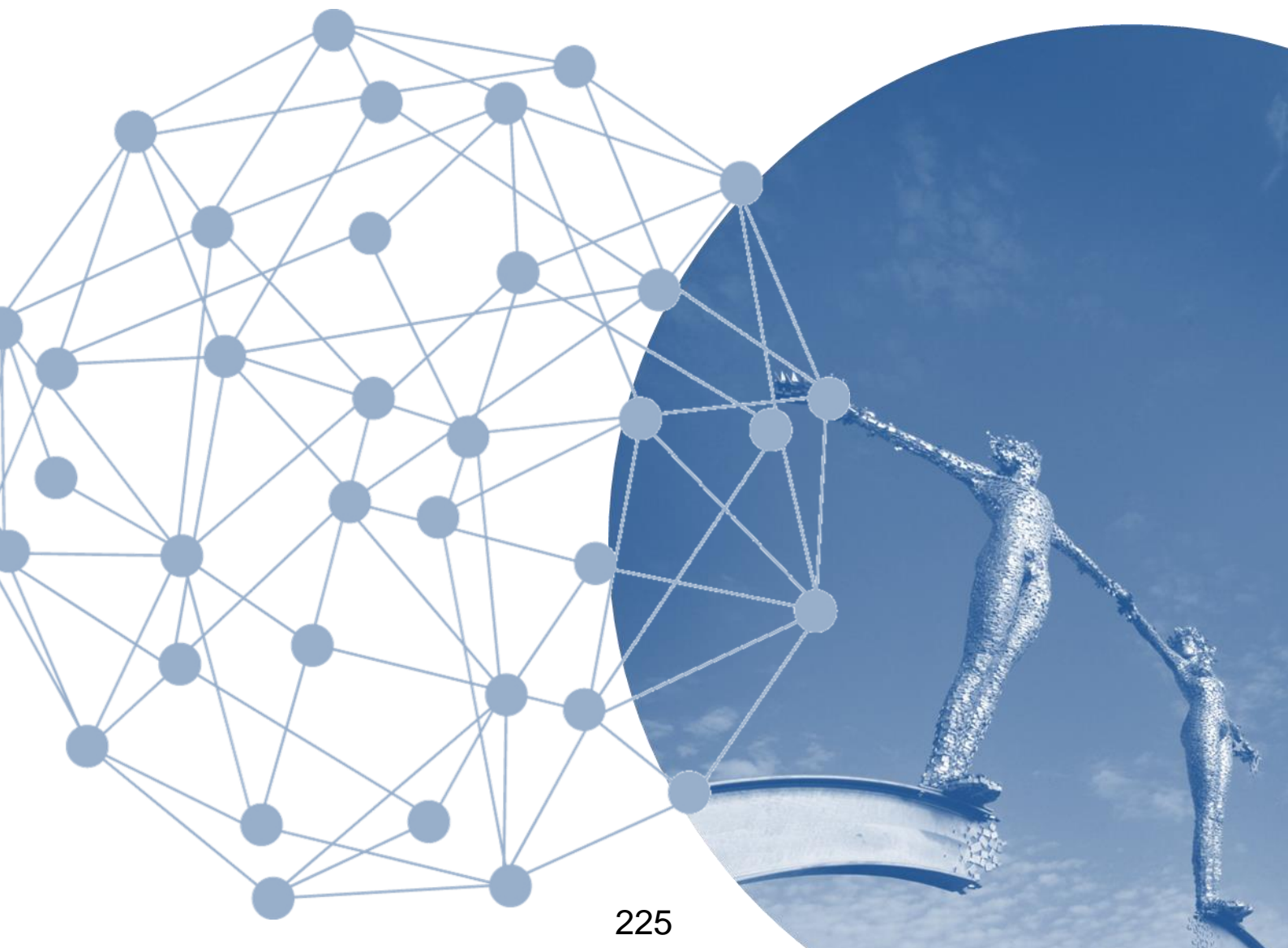
Our Values



If you require further information, please contact: Customer Services
Clackmannanshire Council Kilncraigs, Greenside Street, FK10 1EB
Tel: 01259 450000 Email: customerservice@clacks.gov.uk



Customer Contact Policy 2023



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Approver:	Audit & Scrutiny Committee
Approved by and Date:	
Contact:	<u>Karen Payton, kpayton@clacks.gov.uk</u>

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Version:	Date:	Summary of Changes	Name:	Changes Marked:
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<u>0.2</u>	<u>11/4/23</u>	<u>Minor formatting changes</u>	<u>Karen Payton</u>	
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Customer Contact Policy

1. Policy Statement

Clackmannanshire Council aims to support everyone engaging with us to do so positively to help us provide them with the best possible level of service. In some circumstances, we need to take action to protect our staff or service from types of engagement which impact our ability to provide a service or the wellbeing of our staff. This policy sets out how we identify and respond to those types of engagement.

2. Introduction

Customer contact can take a variety of forms including verbal (over the phone, in person, etc), written (letters, emails, online forms, etc) as well as contact at Council events, training sessions and online. Online comments about the Council or individual staff members, which are shared publicly or in a forum or way that means they are not private, count as engagement even when they are not shared directly with the Council.

3. Purpose and Scope

3.1. The purpose of this policy is to:

- Set out the measures the Council has in place to encourage positive contact from customers
- Set out the Council's approach when contact from customers is not positive.

3.2. This policy covers anyone who engages with the Council including service users and stakeholders. Different processes may be appropriate for our work with individuals or organisations who provide services to us under contract or service level agreement, but the standards of engagement we support are the same for all.

4. Responsibilities

4.1 Chief Executive

The Chief Executive is responsible for ensuring the health, safety and welfare at work of all employees during their employment. They will delegate accountability to achieve the requirements of this policy to Strategic Directors and Senior Managers.

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4.2 Senior Managers (including Head of Establishment in Education)

Within their Service area, Senior Managers should ensure that sufficient resources are available to employees to implement this policy. This includes financial resources, suitable training, employee resource and the necessary delegated authority to meet the requirements.

4.3 Employees with Line Management Responsibilities

Within their team/area of responsibility, all team leaders and managers are responsible for ensuring:

- that employees receive appropriate information, instruction and training to carry out all public contact in line with this policy
- all incidents of violence, abuse and harassment are recorded in the Health and Safety accident and incident online portal and appropriate details are transferred to the Potentially Violent Persons database
- that employees who have been subjected to violence, abuse and harassment are given appropriate support following the incident

4.4 Employees

All staff should ensure that they act professionally and with respect while carrying out their duties. Any measures put in place to protect the safety of staff must be used appropriately. Following any incident, the employee involved should ensure that details of the incident are recorded via the Health and Safety accident and incident online portal.

5. Arrangements

5.1 We support positive engagement and will let people know how they can engage positively with us by providing information about how they can access our services and request adjustments, and explaining clearly what we need from them to provide the best possible service.

5.2 Supporting positive engagement includes supporting people to express concerns about our the services we provide in a constructive manner by ensuring:

- we apply our complaints process fairly and openly when individual concerns are raised; and

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- we provide information to help ensure concerns can be made about our service publicly without putting our staff or our legal need to investigate in private at risk.

Providing additional support

5.3. We understand that people who come to us may have experience of trauma, or have specific needs and requirements. We will ensure our staff have appropriate training to identify where additional support may be needed and are supported to treat our users with kindness and compassion. We will seek to defuse and de-escalate situations.

Making reasonable adjustments to our service

5.4. We are committed to ensuring that all people have an equal opportunity to access our services. We do this actively by considering accessibility when designing the way we provide our service. We try to anticipate our users' requirements and encourage all users to tell us if we need to adjust the way we deliver our service for them. If we decide we need to manage engagement with an individual, we will consider whether they have accessibility needs that we should take into account when doing so.

6. Our Approach to Managing Engagement

6.1. While we will work to support positive engagement, there are some situations that we need to respond to or manage because of the negative impact on the wellbeing of our staff and our ability to provide a service. We do not need to actively respond to or manage any form of engagement simply because it is different or unusual. We also accept that individuals may be upset and distressed when they contact us, and we want to support them to engage with us.

6.2 We will seek, whenever possible to restore the relationship and to ensure we can provide a full service. At all times, we will work to ensure our response is proportionate and necessary and uses the least restrictive method available.

6.3. However, we do need to take action if the situation becomes unacceptable or is resulting in unreasonable demands on our office or unreasonable behaviour towards Council staff and others.

6.4. When we need to manage contact in this way, we will ensure responses are proportionate to the behaviour and the impact on the Council and our staff. This guidance gives general advice, but we will, whenever possible explain clearly the reason for any specific decision to the person affected and/or keep a separate documented record if that is not possible or appropriate.

6.5. When making decisions, it is important to remember that we need to assess behaviour reasonably and consistently. Although at times our resources may be under more pressure than others, any assessment should take into consideration whether we would be able to deal with the behaviour if we were operating effectively and normally.

Restorative approaches, recovering the relationship

6.6. Where possible, we should seek to act in ways that recovers the relationship. For example, staff may seek to defuse and de-escalate by suggesting breaks if conversations are becoming heated; intervene early before behaviour escalates; and make proactive adjustments to our service to help individual users manage the anxiety and stress of engaging with us. Actively managing expectations can help to prevent issues from arising in the first place.

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6.7. Reasonable adjustments should be made when appropriate to help individuals remain actively and positively involved with the relevant Council service.

7. Actively Managing Behaviour, Delivering our Services

7.1. When restorative approaches are not possible, not appropriate or have been tried and failed, an active management approach will be taken. Active management seeks to maintain our ability to deliver our services while minimising the impact of the situation that is causing the disruption. It is important to note that this may not be the fault of an individual but because of circumstances outwith their control.

7.2. The approach used should be tailored to the individual and the situation; this could include:

- Restricting contact by channel (eg phone or email) or to a named person
- Not providing direct contact details or staff names (when there is a risk this will lead to harassment)
- Communicating through a third party such as an advocate rather than direct contact
- Restricting time/volume of contact

7.3. To ensure consistency, a decision to actively manage a situation needs to be made by a Senior Manager. All such restrictions require to be supported by evidence and can be challenged by an appeal to the Strategic Director.

7.4. Restrictions are normally subject to review at appropriate intervals while we are providing a service. We retain the discretion to not include a review if the reason for the restriction means that would not be appropriate (for example if it is to protect staff from violence). The timing and circumstances where review would be considered should be explained clearly to the person who is under restriction at the time the restriction is put in place.

Protecting our staff and others

7.5. There are some situations that we are not able to accept and we will always take action. We have **zero tolerance** of threats, violent and abusive behaviour towards staff. This is to ensure their own safety and wellbeing and also protects the service and others.

7.6. There is advice below on identifying situations that we do not find acceptable. Staff always need to take action to respond to or disengage when these happen and should always raise with their line manager what has happened and any steps they were able to take. It is important to note that in some situations, the only appropriate action is to end contact immediately. Staff who have experienced an incident should be offered appropriate support as set out below at section 10

Phone or face-to-face contact

7.7. During phone or face-to-face contact staff should issue a warning before ending contact if it is safe and they consider it appropriate to do so, but a warning is not required if you feel it would be unsafe to do so or the language is intense, deeply upsetting or extreme.

7.8. If staff are informed they are being recorded and they are not comfortable with this, they need to end contact politely but immediately. Prior consent needs to be in place with

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agreement from all parties before any recordings can take place. There will be circumstances when being recorded meets a business need, for example at a public event or when the customer has additional support needs and this is an agreed support to them.

Written or email correspondence to the Council

7.9. If we receive violent or abusive correspondence, the sender should be informed this is unacceptable. This could be done by a manager or from an account that is not linked to an individual if this has been aimed at an individual staff member (for example from a general mailbox).

7.10. We should not respond directly to the correspondence or any issues raised within it. In some cases, particularly if there is an indication of a risk to health or safety or a public interest, we may use information supplied with the correspondence as part of an investigation, but that should not be the default position. See below for specific advice on how to store any abusive correspondence that may need to be kept for evidential purposes.

7.11. The decision that correspondence is unacceptable should be made by a Team Leader/Principal Teacher or above to ensure consistency. Where this behaviour is repeated despite warnings or an individual instance is regarded as at the higher end of abusive we may need to take steps to restrict methods of contact with the service.

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Online, web and social media

7.12. This is a fast-moving and changing area; nevertheless, the principles outlined in this policy will still apply. Clackmannanshire Council will follow the best practice advice available at the time of any incident and note and record the reasons for our decisions. Actions may include:

- Blocking accounts or using other technical options available on the relevant platform to minimise exposure
- Using the relevant social media platform's own reporting mechanisms to seek to have the content removed. This is best done by the person targeted by the comments
- Reporting incidents to the police.

Limiting contact with the individual through other channels to reduce risk to staff – this could include ensuring the person is not provided with contact details. Direct threats on social media should be dealt with like any physical threat (see below).

Physical threats

7.13. When a physical threat is made, we will normally report it to the police. This includes situations when the threat made is not to us but a threat to harm a third party. Consideration should be given to informing the person who made the threat that we have done so.

7.14. It should be noted that deciding to contact the police is a matter of judgment and in some cases may not be appropriate (if, for example, the threat is immediately withdrawn and was clearly flippant). However, this is an important safeguard and the person who receives the threat, and particularly anyone who has been personally threatened, should discuss the incident and the decision whether or not to report it to the police with their line manager. Any member of staff can report an incident to the police. Any decision not to report an incident to the police should be made by a manager who should clearly record the decision. The manager should take into account not only the views of the staff member but also consider the impact on other staff who may come into contact with the individual. If other staff have witnessed the event, they should all be asked to put this on record. This process should be carried out via the incident reporting section of the Health and Safety accident and incident online portal.

8. Identifying Types of Contact we Need to Manage

8.1. It is important we are consistent when we take approaches to manage contact and below are examples of when we may need to use one of the approaches above.

This list is not exhaustive and we can manage types of contact or behaviour not listed if it is impacting negatively on individuals or our ability to provide a service.

Violence

Violence towards staff or others will not be accepted

8.2. Violence is not restricted to acts of aggression that may result in physical harm. It also includes actions or language (whether verbal or written) that would reasonably cause someone to feel offended, afraid or threatened.

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Abuse

Abuse of staff or others will not be accepted

8.3. Abusive language includes all language that is designed or could be perceived as designed to insult or degrade, is racist, sexist or homophobic, or which makes serious allegations that individuals have committed criminal, corrupt or perverse conduct without any supporting evidence.

8.4. Language which makes unfounded allegations about an individual's professional ability or capability or seeks to belittle or denigrate them personally is also unacceptable.

8.5.. Violent or abusive comments sent to the Council which are not aimed at us but at third parties are still unacceptable because of the effect that listening or reading them may have on our staff.

8.6. Comments made about the Council or Council staff on social media which are designed to be, or which it is reasonable to assume may be, shared or made public are also covered for the same reason, even if they are not shared directly with us.

Harassment

8.7. Harassment of staff, whether accompanied or not by violence or abusive comments, is not acceptable.

8.8. Harassment could include:

- repeatedly contacting or continuing to contact individual staff members when previously asked not to
- contacting staff outside of their workplace to seek to influence them
- targeting and naming them on public or other easily shared social media

Contact outside the office

8.9. Any contact with a complainant outside the office should be discussed with a manager who should decide whether this should be recorded. This includes contact via social network sites and includes social contact in public places. This, in part, reflects the need to ensure there is no appearance of bias and that any conflicts of interest are picked up (for example, where there is significant social overlap). However, it also helps to quickly identify any pattern of the complainant seeking direct contact in an inappropriate manner.

Naming and targeting staff publicly

8.10. We encourage those who wish to criticise the Council online to name the service or Council rather than individuals. Naming of individuals online may lead to restrictions being put in place. Staff should comply with our Social Networking Policy. Customers should comply with the Acceptable Use Guidelines when posting on Council social media pages.

8.11. Statements that an individual intends to record a conversation and then use that recording publicly or to livestream would be regarded as harassment even if there is no directly abusive content to the statement. Prior consent needs to be in place with agreement from all parties before any recordings can take place.

9. Demands on our Services

9.1. A demand becomes unacceptable when it starts to (or when complying with the demand would) impact substantially on the work of the service. An example of such impact would be that the demand takes up an excessive amount of staff time and, in so doing,

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disadvantages other users/stakeholders and prevents us from providing a service to the person making the demands within a reasonable timescale.

9.2. Examples of actions grouped under this heading include:

- repeatedly demanding responses within an unreasonable timescale
- insisting on seeing or speaking to a particular member of staff when that is not possible
- repeatedly changing the substance of their issue or raising unrelated concerns.

9.3. Sometimes the volume and duration of contact made to our services causes problems. This can occur over a short period, for example, a number of calls in one day or one hour. It may occur over the life-span of a complaint when someone repeatedly makes long telephone calls to us or inundates us with information that has been sent already or that is irrelevant to the service we are providing or sends repeated emails raising the same or similar issues.

9.4. We consider that the level of contact has become unacceptable when the amount of time spent on the telephone, or responding to, reviewing and filing emails or written correspondence or managing the contact impacts on our ability to provide a service to that person or organisation, or to provide a service to others.

Refusal to co-operate

9.5. We want people to work with us. This can include agreeing with us the service we are providing, the issues we will look at, providing us with further information, evidence or comments on request, or helping us by summarising their concerns or completing a form for us.

9.6. Repeated refusals to co-operate makes it difficult for us to proceed. We will always seek to assist someone if they have a specific, genuine difficulty complying with a request. However, we consider it is unreasonable to bring a matter to us, or ask us to provide a service, and then not respond to reasonable requests.

Use of the complaint processes

9.7. The Council has a formal complaints process. We support the right of people to complain more than once about the Council, if subsequent incidents occur.

9.8. This contact becomes unreasonable when the effect of the repeated complaints is to harass, or to prevent a service from pursuing a legitimate aim or implementing a legitimate decision. We consider access to a complaints system to be important, and it will only be in exceptional circumstances that we would consider such repeated use is unacceptable, but we reserve the right to do so in such cases. Such decisions can only be made by a Strategic Director.

10. Supporting staff

10.1. Training will be provided for staff on defusing and actively managing situations, with different levels of training provided depending on role. They are encouraged to seek support if any contact causes them concern or distress.

Empowering staff to end contact they find distressing

10.2. All staff have the authority to end any contact or interaction which they find personally distressing or difficult at the point of occurrence. Staff should not feel they need

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to continue to engage in contact if it is having a negative impact on them or which is making them feel uncomfortable. Whenever possible and appropriate, staff should seek to end the contact professionally and politely. This can include:

- explaining they find the situation uncomfortable or distressing and explaining what they need to happen to be able to continue
- ending a call
- ending an interview/meeting
- not reading an email or other correspondence to the end
- disengaging from Council social media

10.3. When this occurs, they should take a note and discuss with their line (or, if not available, other) manager as soon as possible.

Supporting staff

10.4. When an incident has occurred or active management approach has had to be used, all staff involved are encouraged to have a debrief meeting with their line manager and agreed actions from that discussion noted. This ensures that we are providing support to all colleagues. Staff will be able to take a short time away from all customer contact if requested and may request to no longer have contact with a specific individual.

10.5. The Council has a number of policies in place to support the wellbeing of staff, including the Mental Health, Stress & Wellbeing Policy and the Personal Safety & Lone Working Policy, and have access to a confidential support helpline and Mental Health First Aiders. Staff who experience an incident should be reminded of these options and supported to access them if they wish.

Requesting removal from direct contact or from a case

10.6. Staff can ask for correspondence to be sent in the name of a senior manager or to be removed completely from involvement in contact in a particular case or interaction. This may be appropriate if they have concerns about threats; have been or are at risk of being named publicly; or any other factor makes them more vulnerable.

11. Approach to Communicating Decisions

11.1. We will provide training to staff to help them to communicate with respect. When communicating that the situation needs to change or an active management technique is being introduced, we should always bear in mind the following:

- Explain the situation neutrally and avoid blame; there may be many reasons why the situation has become difficult. Engaging with public bodies can be stressful, people's situations, needs and abilities are complex. We may inadvertently trigger a memory of a difficult experience or engage in a way that is difficult for someone who has different needs or perspectives.
- Look for opportunities to restore the relationship. Try to see the situation from the points of view of all involved. When possible or appropriate, seek ways to help someone demonstrate their needs and perspective rather than asking them to defend their position. This can help move the relationship forward.

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- Be clear and straight forward. We can provide access to more information, for example a copy of this policy, but that will not be required in all situations. Instead, a clear statement which focuses on the interaction and explains what has been decided and why is sufficient. Provide evidence but avoid dwelling on detail unnecessarily.
- Ensure the communication is accessible, inclusive and meets the needs of the person.

12. Recording and Sharing Information

Recording

12.1. It is important that we keep a clear record whenever we have had to:

- actively work to restore a relationship to avoid restrictions
- put restrictions in place

12.2. This should include recording an incident within the Health and Safety accident and incident online portal and storing any online evidence such as screenshots.

12.3. Material that is being stored as evidence may be distressing. This should always be stored in a way that it cannot be accidentally or unintentionally accessed – files should be named to indicate they contain distressing material. Physical documents can be stored inside envelopes.

12.4. Individuals can feel shame and distress about situations that have become difficult. While we need to record what has happened, we should do so factually and ensure it can only be accessed by those who need to do so. Some of the actions we take may need to be highlighted in our system to allow staff to implement decisions or to be aware that steps may need to be taken to manage some interactions. When doing so, we should record the minimum required.

Sharing information

12.5. There is specific advice in the section on physical threats about sharing with other agencies. Internally, we need to ensure all relevant staff are aware of actions taken and restrictions to make sure our actions are effective. This will vary depending on the action and decisions on sharing should be noted and recorded but as a minimum:

- where the behaviour relates to phone contact, staff who respond to publicly available numbers on our website should be informed
- for emails, we should ensure this information is shared with people who monitor online and other web contact
- for physical threats, any other service who have or are likely to have contact with the individual must be informed

Recording and sharing when staff named publicly (eg online)

12.6. If you find that a member of Council staff has been publicly named in relation to their employment, you should contact the member of staff's line manager, the HR Business Partner and the Communications Team Leader (and in their absence the Strategic Director). Where applicable, a link to the relevant webpage should be provided as well as a screenshot of the comment

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12.7. To minimise impact on the named person, this information should not be shared any more widely than necessary to enable action to be taken.

12.8. The member of staff's line manager (or in their absence the HR Business Partner or Communications Team Leader) will inform the member of staff in private of the content of the material. The affected member of staff will have a say in what, if any, action is taken in response.

12.9. Action to support the member of staff may include an informal discussion and an offer of counselling support through the Employee Assistance Programme.

12.10. Any instances of Council staff being publicly named online in relation to their duties will be recorded via the Health and Safety accident and incident online portal . We may actively seek to have the person's name removed by approaching the relevant website/social media platform unless the risk that would escalate the situation is felt to be significant. The incident will be shared with SLG . It is for the affected individual and HR to determine whether a record is made in the staff member's personal records.

13 Monitoring and Review

This document is subject to monitoring by management and Trade Unions on an ongoing basis. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Customer Contact Policy
Department	Partnership & Performance
Policy Lead	Team Leader - Communications
Equality Impact Assessment	
Full EQIA required	Yes <input checked="" type="checkbox"/> No* <input type="checkbox"/>
* In no please provide rationale	
Date Full EQAI complete	14/4/23
Date Approved	
Review Date	

Report to Clackmannanshire Council

Date of Meeting: 5th October 2023

**Subject: Local Development Plan and Alloa Town Centre Masterplan
Update Report**

Report by: Pete Leonard, Strategic Director (Place)

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the commencement of a new Clackmannanshire Local Development Plan, and the preparation of a masterplan for Alloa Town Centre and to seek approval for the Council's latest Development Plan Scheme.

2.0 Recommendations

It is recommended that Council:

- 2.1. Notes the new format and processes for the Development Plan, particularly the new statutory status of the National Planning Policies in NPF4.
- 2.2. Notes the significant changes to the Development Plan system and associated additional areas to be addressed.
- 2.3. Approves the Development Plan Scheme consulted on in July/August 2023 for publication
- 2.4. Notes the reasons for developing a town centre masterplan for Alloa
- 2.5. Agrees that a masterplan will be developed, led by the Council and be prepared in accordance with Scottish Futures Trust's "Place Guide: A process for Improved Place-based decision making"

3.0 Considerations

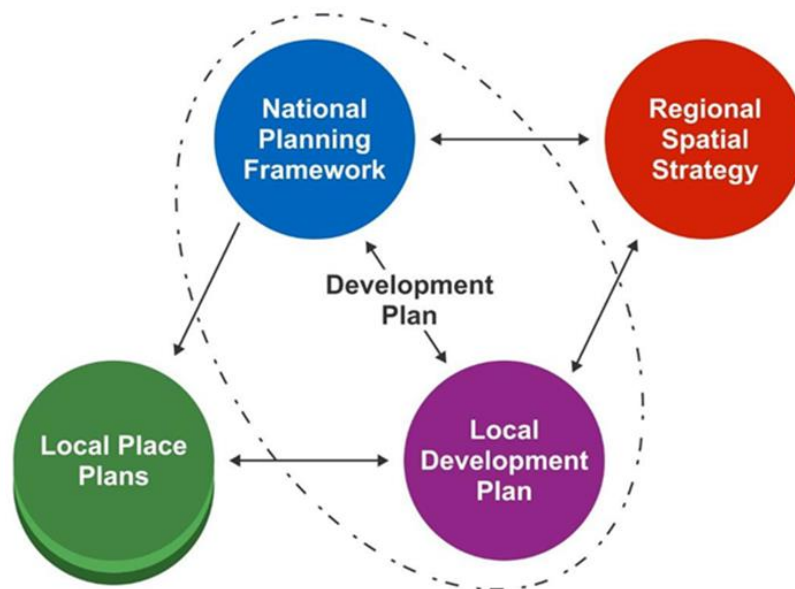
Existing Local Development Plan (LDP)

- 3.1. The current LDP was adopted in August 2015. A review was commenced in September 2017 with a 'Call for Sites', and a Main Issues Report published and consulted on in January 2020..

- 3.2. In June 2019, the Planning (Scotland) Act 2019 was passed by Parliament, which signalled the start of a period of significant reform of the Planning system in Scotland, involving significant changes to legislation, a major review of national planning policy, and a fundamental change to the structure of the statutory development plan.
- 3.3. Timelines indicated that any Clackmannanshire Local Development Plan Review would likely be adopted at, or after, the date these significant changes would come into force meaning there was a risk that the new plan would be obsolete on adoption. It was therefore decided to halt work on the LDP Review and prepare a new Review under the new Planning system. Development Plan work therefore continued in terms of engagement with the progress of NPF4, including commenting on the Draft document, and consideration of the LDP Review structure, policy formulation and site assessments in preparation for the introduction of the new system. Work also progressed collaboratively with Stirling and Falkirk Councils on preparing a Draft Regional Spatial Strategy.

Planning Reform

- 3.4. Development Planning was the most significant area of change within the Planning (Scotland) Act 2019. The legislation changed the form, content and processes for all of the stages of plan preparation, from early engagement to the examination and adoption.
- 3.5. The main elements of reform affecting development plans are:
 - Adoption of Scotland's fourth National Planning Framework (NPF4), incorporating detailed national policies which, along with the Local Development Plan (LDP), will form the statutory development plan for planning purposes, see diagram below.
 - Fuller regional coverage through Regional Spatial Strategies prepared by local authorities. In the case of Clackmannanshire, and as directed by Scottish Government, this is in partnership with neighbouring Stirling and Falkirk Councils.
 - The opportunity for community groups to prepare Local Place Plans to inform the Local Development Plan.



- Replacing the first “Main Issues Report” stage of the LDP Review process with a new Evidence Report, requiring approval from a Scottish Government appointed Reporter before preparation of an LDP can commence.
- Replacing the Action Plan with a Delivery Programme and extending the LDP period from 10 to 20 years, reviewed every 10 years, to allow a greater focus on implementation.
- Development of national planning policy on housing through Minimum All Tenure Housing Land Requirements for each local authority, set out in NPF4.

LDP contents and coverage

- 3.6. The LDP should look 20 years ahead and be place-based, people-centred, and delivery focussed.
- 3.7. The LDP should align with the Local Outcomes Improvement Plan (LOIP), explaining how the LOIP vision relates to development and land use. As such, there is no need for the LDP to provide a separate vision statement. It should however include a clear Spatial Strategy reflected in a collection of maps, site briefs and masterplans to illustrate the policies and proposals of the plan spatially.
- 3.8. As well as delivering the land use related aspects of the LOIP Vision, the LDP should link to, and be consistent with, other key Council strategies such as economic development, climate change, housing, transport and learning estate. The LDP should also reflect land use related work such as the City Region Deal.
- 3.9. With NPF4 now containing national policies, LDPs should focus on showing the spatial implications of those policies at the local level and should contain fewer thematic policies and written text than previously. They can, however, include local policies that reflect local issues and context, where the planning authority considers this is required to supplement the national policies.

- 3.10. The LDP should encourage, promote and facilitate development that addresses the global climate emergency and nature crisis, in order to reflect the significant weight that this carries within NPF4.
- 3.11. The inclusion of a policy in NPF4 on 'Local living and 20 minute neighbourhoods' is expected to contribute to the creation of a place-based, people-centred plan, and should feature strongly when considering development allocations and proposals as should the Town Centre First Principle to ensure that our town centres thrive.
- 3.12. An Evidence Report serves as the main evidence base for the LDP. It should include a summary of the baseline data and information needed to inform a deliverable, place-based and people-focused LDP. This early stage is to establish what to plan for, with specific locations being the focus of the later Proposed Plan. It must set out the authority's views on specified matters, including the characteristics of the land use and population of the plan area as well as housing, education and infrastructure matters, amongst others. It must also contain sufficient information to enable the planning authority to prepare an LDP, allowing consideration of other legislative requirements linked to specific policy topics.

Timetable for LDP review

- 3.13. As this is a new process, the timescales below are an estimate and are aimed at ensuring the LDP Review is complete within 5 years of the Scottish Government's LDP Guidance being published i.e. May 2028. A review of staffing and resources will be required to ensure these timescales are met as currently there is only one dedicated development planning officer.
- prepare and publish an evidence report in **late 2024**
 - prepare and publish a proposed local development plan in **early 2027**
 - submit proposed plan to Scottish ministers **late 2027**
 - adopt the new Local Development Plan **mid 2028**

Development Plan Scheme

- 3.14. A Development Plan Scheme (DPS) is a document setting out the authority's programme for preparing and reviewing their LDP. It must be prepared and published at least annually, and planning authorities must seek the public's views on what the content of the Participation Statement should be, and have regard to any views expressed.
- 3.15. After adopting the DPS it must be published electronically, deposited in libraries in the area, and copies sent to the Scottish Ministers.
- 3.16. A DPS has been prepared and was consulted on for 5 weeks in July/August 2023 and 12 responses were received. One of these is invalid as there were no comments attached.
- 3.17. Of the remaining 11 responses, 6 indicated that they were generally satisfied with the Development Plan Scheme and would wish to be involved in the LDP Review process into the future. Some also gave updated contact details. 5 responses suggested issues which the LDP Review should include, and 2 of

those also requested more detail on the consultation process to be included in the Participation Statement.

- 3.18. The final version of the DPS is attached to this report as Appendix 1.

Alloa Town Centre Masterplan

- 3.19. Alloa town centre remains a key location for economic, cultural and social activity in Clackmannanshire, but will face a number of opportunities and challenges in the next 20 years which will shape its future and affect people who live, work in or visit the town centre. In order to direct and manage change in the town centre, it is proposed that a town centre masterplan is prepared.

Case for a Masterplan

- 3.20. The town centre has been identified as a key investment priority in the Council's recently approved Investment Strategy. It will also be a focus for City Region Deal investment, and will be connected to other identified investment priorities, such as the Wellbeing Hub, Forthbank Transformation Zone and Gartmorn Dam.
- 3.21. The town centre also faces a number of challenges such as continued high levels of multiple deprivation, the changing town centre economy, and the negative impact of vacant and derelict buildings and spaces on the town centre environment and wellbeing.
- 3.22. The recently completed Primrose Place residential development and wider Living Alloa projects have been nationally recognised as exemplars in town centre housing and regeneration, and have raised the bar for future changes in Alloa town centre. This has highlighted the opportunities for more town centre living, and harnessing the strength of collaborative joint working between business, third and public sectors, thereby strengthening the Council's investment priorities.
- 3.23. The Council's Investment Strategy endorses the Place Principle adopted by the Scottish Government and a place-based approach to addressing the area's key challenges and opportunities. Such an approach advocates for a masterplan to future planning of the town centre, in line with Government policy.
- 3.24. As noted above, The Scottish Government has adopted "Town Centre First" and "20 Minute Neighbourhood" policies and enshrined these in National Planning Policy (NPF) 4, which now forms part of the statutory Development Plan for Clackmannanshire. These policy approaches highlight the important role town centres play in maintaining and creating healthy communities.
- 3.25. Flowing from this is an identified need to develop a masterplan for Alloa town centre. This type of approach allows for a clear vision and place brief to be developed for the town centre in partnership with the community, businesses and the Council's partners. A suite of co-ordinated priorities and actions will be developed to underpin this and will be set within the context of wider projects and priorities across Clackmannanshire.

- 3.26. A place-based masterplan approach will ensure that decisions and actions are co-ordinated, that they address key priorities, that major investments deliver multiple benefits and that the Council is well placed to take advantage of future funding and investment opportunities.
- 3.27. The risks of not taking a masterplan approach include that the town centre may become less resilient or well prepared to respond to future economic challenges. It may, as a result, suffer economic and physical decline, making it a less attractive place to live, visit or invest in, and vacant land and buildings are not brought back to active use.

Proposed Masterplan Approach

- 3.28. The proposed approach to developing a masterplan is to follow Scottish Futures Trust's "Place Guide: A process for improved Place-based decision making", which sets out a staged approach to place-based decision making and development of a masterplan. The guide starts from outlining why a place-based approach should be taken through to programming activities to deliver the future place, and ensures both the process and outputs are tailored to the place and organisations involved. It also allows for existing initiatives to be built upon and ensures appropriate community consultation and stakeholder engagement at key stages.
- 3.29. Early stages of the process will involve mapping existing activities and investment, engaging with key stakeholders, identifying big issues and planning community engagement. The final outputs from this process would include a place brief, place diagram and a masterplan that is underpinned by Council and stakeholder buy-in and commitment. Alloa town centre requires a plan that is ambitious, transformational, collaborative, adaptable and future-proofed and this approach is considered the best way to achieve that.

4.0 Sustainability Implications

- 4.1. In reflecting the priority given to the global climate emergency and nature crisis in NPF4, the LDP will encourage, promote and facilitate sustainable outcomes.

5.0 Resource Implications

- 5.1. Scottish Government reporters require to be appointed at two stages of LDP preparation; evidence report stage and a LDP examination at the end of the process. Budget will require to be allocated to cover these costs.
- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes X
- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes
- 5.4. Additional resources are likely to be required to ensure that the Council can meet Scottish Government's requirement of the LDP being adopted within 5

years of the new Development Planning regulations being published. This will be monitored and addressed as plan preparation progresses.

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 X

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

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 X

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

8.0 Equalities Impact

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

Yes No

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 – Development Plan Scheme

11.0 Background Papers

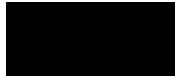
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at

which the report is considered)
Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Grant Baxter	Planning and Building Standards Team Leader	
Graeme Finlay	Principal Planning Officer	
Emma Fyvie	Senior Manager Development	

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

CLACKMANNANSHIRE DEVELOPMENT PLAN SCHEME

SEPTEMBER 2023

CLACKMANNANSHIRE DEVELOPMENT PLAN SCHEME

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1. Introduction

Development Plans have an important role to play in the way land and buildings are developed and used. Planning applications are required by law to be determined in accordance with the Development Plan unless material considerations indicate otherwise.

Development Plans are therefore firmly at the heart of the Planning System and ensure that development takes place in the context of a long-term and inclusive vision for the future.

Development Plan Scheme (DPS)

The Development Plan Scheme includes:

- a location plan showing the coverage of the plans referred to;
- a timetable specifying when the planning authority proposes to publish its next **Evidence Report** and the **Proposed Plan**; and
- a **Participation Statement** stating when, how and with whom consultation will take place, and the authority's proposals for public involvement in the plan preparation process.

Planning Reform

Planning in Scotland is changing. That means changes to legislation, to rethinking national planning priorities and policy, and to a digital future.

To enable this, the **Planning (Scotland) Act 2019**, was passed by the Scottish Parliament in June 2019. Work is continuing to implement the Act and wider planning reforms. Development planning is the most significant area of change within the Act. The legislation adjusts the form and content and processes for

preparing plans, from early engagement to the examination and adoption.

The main elements of reform affecting development plans are:

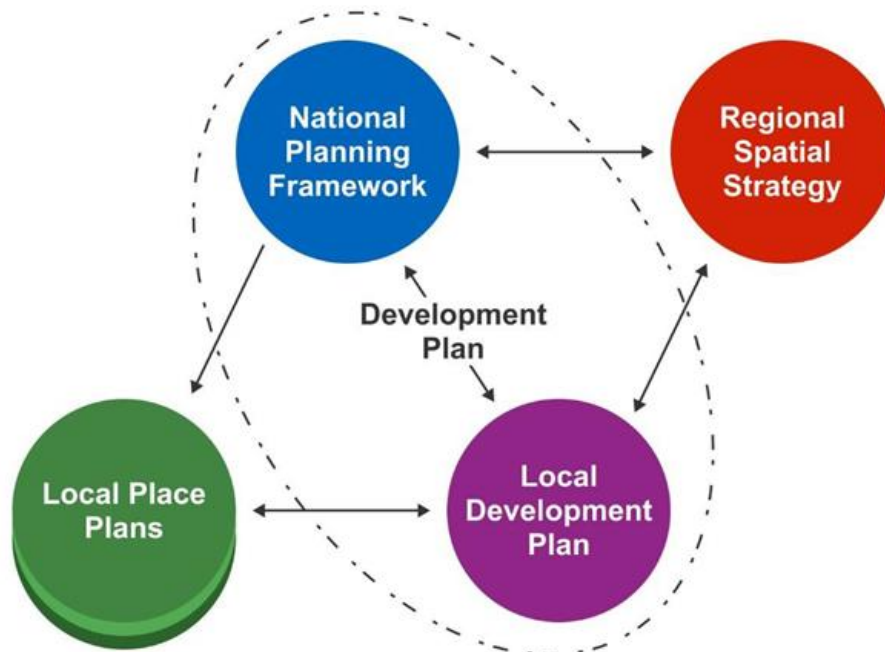
- Adoption of Scotland's fourth **National Planning Framework (NPF4)**, incorporating **detailed national policies** which, along with the **Local Development Plan (LDP)**, will form the **statutory development plan** for planning purposes. For the first time, spatial and thematic planning policies are addressed in one place.



- NPF4 has a longer time horizon to 2050.

- Fuller regional coverage through **Regional Spatial Strategies** prepared by local authorities. In the case of Clackmannanshire, in partnership with neighbouring Stirling and Falkirk Councils.
- Development of national planning policy on housing through **Minimum All Tenure Housing Land Requirements** for each local authority.
- The opportunity for community groups to prepare **Local Place Plans** to inform the Local Development Plan.

Figure 1 - Statutory Development Plan and related plans



2. What makes up the current Development Plan?

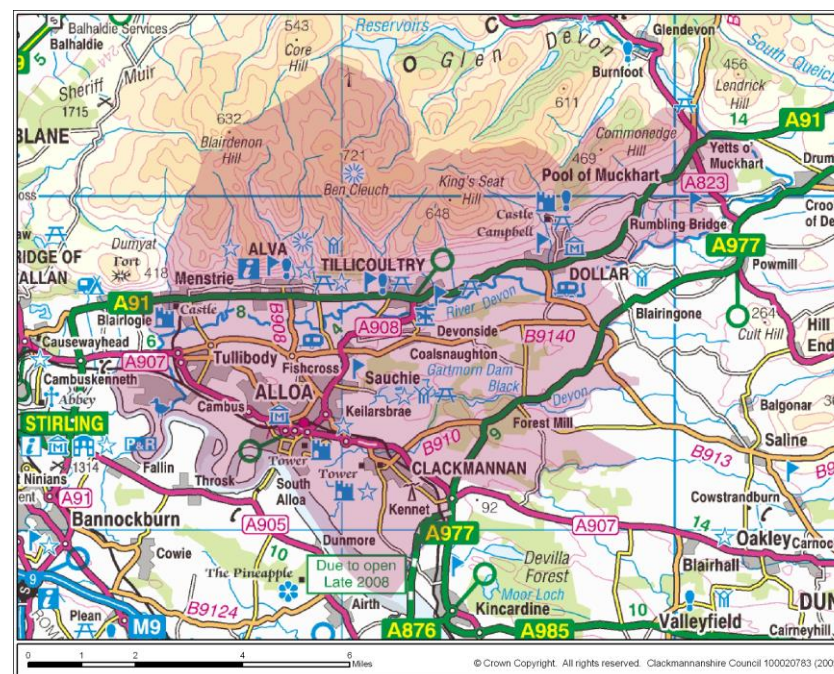
The Clackmannanshire Local Development Plan (LDP)

Clackmannanshire Council are required to produce a **Local Development Plan** (LDP) for their administrative area (see Map 1). The current Clackmannanshire Local Development Plan was Adopted on 19th August 2015. A review timetable is contained within this Development Plan Scheme. It identifies the documents which will be produced, the nature of the review and the timescales within which this will be done.

While there is only one Development Plan covering Clackmannanshire, there are supporting and complimentary documents which were consulted on when formulating the plan and these will also be reviewed. These are identified below, in the timetable for the LDP review and associated SEA process, and in the Participation Statement which accompanies this Development Plan Scheme. It should be noted that some of these documents no longer form part of the Local Development Plan process under the 2019 Act.

- [Clackmannanshire Local Development Plan Adopted August 2015](#)
- [Clackmannanshire Local Development Plan Action Programme \(August 2015\)](#)
- [Clackmannanshire Local Development Plan Main Issues Report \(January 2011\)](#)
- [Clackmannanshire Local Development Plan Main Issues Report - Information Pack \(January 2011\)](#)
- [Clackmannanshire Local Development Plan Monitoring Statement \(January 2011\)](#)

Map 1 - Extent of Local Development Plan Coverage (Clackmannanshire Administrative Area)



In parallel with the preparation of the LDP, a **Strategic Environmental Assessment** (SEA) is required to be carried out. The SEA aims to integrate environmental factors into LDP preparation and decision making, improve and enhance environmental protection, increase public participation and facilitate openness and transparency of decision-making. The SEA and related documents are listed below.

- Clackmannanshire Local Development Plan 2015 and Supplementary Guidance Post-adoption SEA Statement (August 2015)
- Clackmannanshire Local Development Plan Environmental Report (October 2013)
- Clackmannanshire Local Development Plan Habitats Regulations Appraisal Report (October 2013)

Development Briefs and Masterplans will be reviewed and updated as appropriate and necessary as part of Local Development Plan considerations and review. Further details can be found on the Council's website www.clacks.gov.uk.

Supplementary Guidance

The Council also produced more detailed guidance, called Supplementary Guidance (SG) on some topics to give further explanation of the Development Plan Policies. These are listed below.

- Supplementary Guidance 1 Developer Contributions
- Supplementary Guidance 2 Onshore Wind Energy
- Supplementary Guidance 3 Placemaking
- Supplementary Guidance 4 Water
- Supplementary Guidance 5 Affordable Housing
- Supplementary Guidance 6 Green Infrastructure
- Supplementary Guidance 7 Energy Efficiency and Low Carbon Development
- Supplementary Guidance 8 Woodlands and Forestry
- Supplementary Guidance 9 Minerals [unpublished]
- Supplementary Guidance 10 Domestic Developments

As well as Supplementary Guidance, the Council also publishes Development Briefs and Masterplans which give details on the approaches necessary for planning and how using a clearly stated framework a specific site or area ought to be developed.

3. Reviewing the Clackmannanshire LDP

In reviewing the LDP, the Council is required to take into account **National Planning Framework 4 (NPF4)**, which is the Scottish Government's strategy for Scotland's long term spatial development and includes national planning policies, as well as any **Regional Spatial Strategy (RSS)** for the area and any **Local Place Plans (LPP)** which may have been prepared (although the RSS and LPPs do not form part of the statutory development plan, see Figure 1, page 2). They should also have regard to the Local Outcomes Improvement Plan for the area they cover.

An **Evidence Report** serves as the main evidence base for the LDP. It should include a summary of the baseline data and information needed to inform a deliverable, place-based and people-focused LDP. This early stage is to establish what to plan for, with specific locations being the focus of the later Proposed Plan. It must set out the authority's views on specified matters, including the characteristics of the land use and population of the plan area as well as housing, education and infrastructure matters, amongst others. It must contain sufficient information to enable the planning authority to prepare an LDP, allowing consideration of other legislative requirements linked to specific policy topics.

The planning authority must seek the views of particular groups of people, and have regard to those views when preparing the Evidence Report, which must include a statement on how the planning authority has sought particular stakeholders' views, and how these views are taken into account in the report.

LDP contents and coverage

The LDP should look 20 years ahead and should be **place-based**, with the inclusion of a clear Spatial Strategy reflected in a collection of maps, site briefs and masterplans.

The **Spatial Strategy** is a detailed statement of the planning authority's policies and proposals as to the development and use of land which must take account of certain prescribed matters.

The **proposals map**, site briefs and masterplans describe and illustrates the policies and proposals of the plan spatially, being sufficiently detailed to identify the location of proposals for development.

Where the LDP contains plans, policies or proposals for development on land owned by the planning authority, the plan must include a schedule which identifies that land, and references the relevant plans, policies or proposals.

Timetable for LDP review

There are 8 key stages in the preparation of the LDP Review. These are listed below and indicative timescales for each stage are shown in diagram 1.

As this is a new process, the timescales are a best estimate, based on current staffing/resources, and are aimed at ensuring the LDP Review is complete within 5 years of the Scottish Government's LDP Guidance being published i.e. May 2028. If

possible we will aim to expedite this process and future Development Plan Schemes will include any updates to the programming.

LDP Stages

1. Prepare Draft **Evidence Report**, including engagement and consultation
 - Information and evidence gathering
 - LPP community support
 - SEA scoping and consultation
2. Publish **Evidence Report** and submit for 'Gatecheck'
 - SEA scoping report
 - EqIA
 - Play Sufficiency Assessment
3. Prepare **Proposed Local Development Plan**
 - SEA Environmental Report
 - EqIA
 - HRA
4. Publish and Consult on **Proposed Local Development Plan**
 - SEA consultation
5. Modify **Proposed Local Development Plan** if required
6. Submit **Proposed Local Development Plan** to Scottish Ministers
7. Examination of **Proposed Local Development Plan**
8. **Planning Authority adopts Plan**

Diagram 1 – LDP Review Programme

	2023		2024				2025				2026				2027				2028	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Prepare Draft Evidence Report , including engagement/consultation																				
	SEA scoping/consultation																			
Publish Evidence Report and submit to 'Gatecheck'																				
Prepare Proposed Local Development Plan (LDP)							Prepare SEA Environmental Report													
Community Groups prepare and submit Local Place Plans																				
Publish and Consult on Proposed LDP and SEA Environmental Report																				
Modify Proposed Local Development Plan and SEA if required																				
Submit Proposed Local Development Plan to Scottish Ministers																				
Examination of Proposed Local Development Plan																				
Planning Authority adopts Plan																				

4. Participation Statement

The LDP and associated documents can be viewed online at clacks.gov.uk, as well as in the Council libraries and at the Council offices at Kilncraigs, Greenside Street, Alloa.

Workshops will be arranged at settlements throughout the Council area, during consultation periods. Officers will also be available on request to attend meetings of Community Councils and other community groups to discuss the Plan, or aspects relevant to the particular group. Officers can be contacted by telephone or e-mail, and can meet with any interested parties to discuss the Plan, they may also be able to meet outwith office hours if required.

Phase of Plan	Consultees	Contents/Information	Consultation Method	Timescales
Development Plan Scheme (DPS) and Participation Statement	Scottish Ministers	<ul style="list-style-type: none"> ▪ A Participation Statement stating when, how and with whom consultation will take place, and the authority's proposals for public involvement in plan preparation process, a list of the elements of the development plan and the dates on which they were approved; ▪ a timetable specifying when the authority proposes to publish its next evidence report and the proposed plan; and ▪ a location plan showing the coverage of the plans referred to. 	Publicity <ul style="list-style-type: none"> ▪ Inclusion in the Council's weekly Development Services Bulletin ▪ Online promotion through the Council's website and inclusion in the Council's online 'Consultation Database' ▪ Targeted e-mails to all on the current Development Plan database 	To be published annually.

Phase of Plan	Consultees	Contents/Information	Consultation Method	Timescales
Evidence Report (ER)	<p>There is a statutory requirement to seek particular views in preparing the Evidence Report but there is not a requirement to consult on it.</p> <p>Key Agencies Scottish Ministers Health and Safety Executive Adjoining Planning Authorities Public Community Groups Private and Public Sector</p>	<ul style="list-style-type: none"> ▪ To be published as the first stage of an alteration or replacement of the LDP. ▪ Summary of baseline data and information. ▪ Set out the authority's views on specified matters, including the characteristics of the land use and population of the plan area as well as housing, education and infrastructure matters, amongst others. 	<p>Publicity</p> <ul style="list-style-type: none"> ▪ Information posters and displays in public buildings ▪ Press releases ▪ Inclusion in the Council's weekly Development Services Bulletin ▪ Inclusion in 'Connected', the Council's staff newsletter ▪ Online promotion through the Council's website and inclusion in the Council's online 'Consultation Database' ▪ "Piggybacking" publicity and consultation with other Council consultations <p>Targeted Meetings</p> <ul style="list-style-type: none"> ▪ Workshops in communities, with Community Councils and targeted at specific groups ▪ Presentations to specific groups on request 	During preparation.
Strategic Environmental Assessment (SEA) Scoping Report	Consultation Authorities	To record the process of deciding the scope and level of detail to be included in the Environmental Report.	SEA Gateway	

Phase of Plan	Consultees	Contents/Information	Consultation Method	Timescales
Proposed Local Development Plan	Key Agencies Scottish Ministers Any party who commented on the ER Occupiers and neighbours of certain proposal sites Health and Safety Executive Adjoining Planning Authorities Public Community Groups Young people Private and Public Sector		Publicity <ul style="list-style-type: none"> ▪ Information posters and displays in public buildings ▪ Press releases ▪ Inclusion in the Council's weekly Development Services Bulletin ▪ Inclusion in 'Connected', the Council's staff newsletter ▪ Online promotion through the Council's website and inclusion in the Council's online 'Consultation Database' ▪ "Piggybacking" publicity and consultation with other Council consultations Targeted Meetings <ul style="list-style-type: none"> ▪ Drop-in events, number and location to be determined ▪ Presentations to specific groups on request ▪ Meetings with Community Councils on request 	12 week statutory minimum period for representations to be made.
Draft Environmental Report (ER) and Appropriate Assessment (if necessary)	Consultation Authorities	To provide information on the LDP and identify, describe and evaluate the likely significant effects of the LDP and any reasonable alternatives. This will provide an early and effective opportunity for the Consultation Authorities and the public to offer views on the Report.	As above plus SEA Gateway	

Phase of Plan	Consultees	Contents/Information	Consultation Method	Timescales
Proposed Delivery Programme	Key Agencies Scottish Ministers Anyone specified by name in the Delivery Programme	To include: <ul style="list-style-type: none"> ▪ A list of actions required to deliver each of the plan's policies and proposals ▪ The name of the person who is to carry out the action ▪ The timescale for carrying out each action 	As above	As above
Modification of Proposed Plan (where appropriate) and preparation of Modification Report	No requirement to consult	Representations could lead to a Modified Plan.	No requirement to consult	
Revised Environmental Report/Appropriate Assessment		Report to be modified, if required, to reflect the Modified Plan.	SEA Gateway	
EXAMINATION				
Adopted Plan	Those who previously made representations on the Plan	Can be the Proposed Plan, the Modified Plan, following consultation on the Proposed Plan, or the Plan as amended by the Reporter's recommendations following an Examination.	Publicity <ul style="list-style-type: none"> ▪ Information posters and displays in public buildings ▪ Press releases ▪ Inclusion in the Council's weekly Development Services Bulletin ▪ Inclusion in 'Connected', the Council's staff newsletter ▪ Online promotion through the Council's website and inclusion in the Council's online 'Consultation Database' ▪ "Piggybacking" publicity and consultation with other Council consultations 	28 days after the Plan they propose to adopt has been received by Scottish Ministers, the authority may adopt the Plan unless directed not to by the Scottish Ministers.
Finalised Environmental Report		Finalised version incorporating all changes and modifications.	As above plus SEA Gateway	

Publish Programme	Delivery Key Agencies Scottish Ministers Anyone specified by name in the Delivery Programme	To include: <ul style="list-style-type: none"> ▪ A list of actions required to deliver each of the plan's policies and proposals ▪ The name of the person who is to carry out the action ▪ The timescale for carrying out each action 	As above	To be adopted and published within 3 months of the plan to which it relates being approved/adopted. To be kept under review and republished every 2 years.
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5. Consultees

As can be seen from the Participation Statement, there are a large number of consultees from a range of organisations and interest groups, as well as the population of Clackmannanshire itself. These are listed below and grouped into general categories, however this list is not exhaustive and the consultation database for the LDP will be added to throughout the process to reflect representation received and parties involved.

Key Agencies	National Bodies	Local Bodies
NatureScot	RSPB	Elected Members
Scottish Environment Protection Agency	SportScotland	Community Councils
Scottish Water	Scottish Enterprise Forth Valley	Clackmannanshire Enterprise
Scottish Enterprise	MP and MSP	
SESTRANS	Network Rail	
Forth Valley Health Board/NHS	Scottish Power	
Historic Environment Scotland (HES)	The Coal Authority	Occupiers and Neighbours of certain new sites
Transport Scotland	Communities Scotland - Tayside & Forth Valley Office	
Scottish Forestry	British Gas (Scotland)	Community/Interest Groups
Scottish Government (Planning and Architecture)	Confederation Of UK Coal Producers (COALPRO)	BID Groups
Health and Safety Executive	Homes For Scotland	Friends of the Ochils
	Scottish Wildlife Trust	Scottish Wildlife Trust Stirling & Clackmannanshire
Neighbouring Authorities	District Valuer	Architectural Heritage Society of Scotland
Stirling Council	Tourist Board	Clackmannan District Access Group
Falkirk Council	Association for the Protection of Rural Scotland	Muckhart and Glendevon Amenity Society
Perth & Kinross Council	Architecture and Design Scotland	Sauchie Community Group
Fife Council	Police Scotland	Friends of Alloa Tower
	Scottish Fire and Rescue Service	Clackmannanshire Field Studies Society
	Scottish Civic Trust	CTSI
	British Telecom	Young people
		Parties who have commented on the Plan

For further information please contact:

Services to Communities,
Clackmannanshire Council,
Kilncraigs, Greenside Street,
Alloa
FK10 1EB

Tel: 01259 450 000

e-mail: devplan@clacks.gov.uk

Report to: Clackmannanshire Council

Date of Meeting: 5th October 2023

Subject: Scottish Housing Regulator Annual Assurance Statement

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report references the 2019 changes to the regulatory framework for social housing in Scotland and asks members to approve the submission of Clackmannanshire Council's Annual Assurance Statement to the Scottish Housing Regulator (SHR) due to be submitted on 31st October 2023. (The council's Annual Assurance Statement is attached as Appendix 1).

2.0 Recommendations

- 2.1 It is recommended that Council:
- 2.2 Approve the 2022/23 submission of the Annual Assurance Statement to the Scottish Housing Regulator,
- 2.3 Approve that the development of the Clackmannanshire Anti Social Behaviour Strategy (ASB) and subsequent Housing landlord specific policy is incorporated into the Place Business Plan detailing responsible leads and resource requirements,
- 2.4 Approve that the Council's Risk Register is updated to note that the ASB Strategy requirement remains extant and note the mitigating actions to be completed with relevant stakeholders within the following year,
- 2.5 Approve the approach proposed by the Housing service to ensure our stock is fully compliant with current fire regulation and note that Electrical Installation Condition Reports (EICR) monthly updates will be provided to SHR,
- 2.6 Note the areas of service delivery highlighted as being materially non-compliant with regulatory requirements,
- 2.7 Note the improvement actions outlined to redress areas of non-compliance,

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. 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.
- 3.3. Following consultation a revised Regulatory Framework was introduced in February 2019 detailing revised regulatory requirements for social landlords in Scotland:
 - New requirements for collection and publishing of data,
 - New requirement for social landlords to submit annually an Annual Assurance Statement to the SHR to provide assurance that social landlords are meeting the standards and outcomes set out within the Scottish Social Housing Charter,
 - How forward engagement by the SHR with landlords will take place.
 - The SHR is currently undertaking a review of the regulatory framework with proposed changes being consulted upon at present, it is anticipated that a new revised regulatory framework will come into force from 1st April 2024. Members will be updated as part of the housing performance meetings as to likely changes and how they will affect the Council. One suggestion that is being considered is where landlords have previously indicated a failure the SHR may ask for much more demonstrable evidence of meeting this requirement going forward and where this issue has been raised previously i.e., risk management logs etc.
- 3.4. The Annual Assurance Statement
- 3.5. The Annual Assurance Statement requires that all social landlords in Scotland provide assurance to the regulator that they comply with the relevant regulatory standards and legal requirements, and are able to provide evidence in support of this. Areas of non-compliance are required to be stated, these termed as “material non-compliances”.
- 3.6. The first submission of the Annual Assurance Statement was made to the Regulator on 31st October 2019 with subsequent submissions then made each year since. Clackmannanshire Council’s Annual Assurance Statement for 2022-23 is attached as Appendix 1.
- 3.7. The Council are required to publish and make available to tenants and service users the Assurance Statement submission, the Statement will be made available on the Council’s webpage relating to Housing Performance.

- 3.8. SHR guidance suggests that the statement submitted should provide a short overview of compliance level with supplementary evidence to support the statement being held elsewhere by each landlord. This overview evidence has been shared in member's rooms.
- 3.9. The supplementary evidence provides assurance that the Council has in place robust mechanisms to ensure that appropriate levels of governance and monitoring of relevant service provision against the statutory and regulatory standards takes place.
- 3.10. Supplementary evidence has been gathered through interrogation of both local and corporate arrangements currently in place to ensure effective service delivery. It is a key requirement by the SHR that assurance be reviewed by each landlord throughout the year, for Clackmannanshire Council the Housing Business Management Team holds monthly performance meetings with review of assurance taking place.
- 3.11. The Service have commenced with monthly Housing Performance Meetings, these sessions are aimed at facilitating discussion over key housing issues with open invitation to members, union colleagues and the Clackmannanshire Tenants and Residents Federation (CTRF). The meeting held on 29th September focused attention on the content of the Annual Assurance Statement for 2023.
- 3.12. SHR guidance states that the statement should be submitted to full Council for approval or alternatively to another committee who has the delegated authority as stated in standing orders to approve the statement. As members will be aware no other committee currently has the delegated authority from Council as stated in the standing orders, to approve the statement. The Housing Spokesperson (Place) is required to sign off on the Annual Assurance Statement as being a true and accurate reflection of assurance within the housing service. It is for the Council to determine how to involve both our internal and external auditors in this process of assurance.
- 3.13. Unless the SHR make any change to the above next year, the service plan to ensure that future statements are brought to Audit & Scrutiny Committee first before being presented at Council.
- 3.14. Forward engagement by SHR
- 3.15. The Assurance Statement notes that Clackmannanshire Council achieves all but the following standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services:

Type of Material Non-Compliance	Area of Material Non – Compliance	Reason for Material Non-Compliance
Legislative	Anti-Social Behaviour	No Council wide strategy or housing policy in place currently
Legislative	Homelessness	<p>Breach of the Homeless Persons (Unsuitable Accommodation) Order (Scotland) due to use of temporary accommodation out with the local authority area (for more than 7 days).</p> <p>SOLACE, COSLA and SG are developing a Housing Emergency Action plan that is reviewing some of this legislation.</p> <p>The Council is prioritising VOID works to make as many council owned properties available as possible within the local authority area.</p>
Legislative	Tenant and Resident Safety	<p>Postponed electrical safety checks as result of Covid-19 have meant that 598 properties still remain to have an electrical safety check undertaken. A planned programme of catch up works is progressing well with catch up completion expected 31st March 2024.</p> <p>After a recent incident, it was noted that a council property was not complaint with the current fire regulations (i.e. interconnected fire and heat alarms). We have built up a programme to undertake a sample check of 30% of our housing stock to ensure full compliance. This when added to the current rolling EICR programme will mean 50% of the stock will have been sample checked, when complete. This programme will take up to 12 weeks, with 1500 visual checks to be carried out and completed by the end of 2023.</p> <p>If it transpires that the sample discovers any more homes affected, we will immediately move to a full check of all housing stock.</p> <p>The SHR have been notified and are content with our proposed approach, as well as the Watch Commander of Alloa Fire Station.</p>

		The SHR have asked that we update on progress on a monthly basis on the sampling audit through the Electrical Installation Condition Reports (EICR) monthly updates.
Legislative	Involve Tenants and other Service Users in the preparation and scrutiny of performance information	Interim Tenant Participation Strategy agreed at Council on 10 th August 2023. Full Strategy to be progressed when recruitment of a Tenant Participation Officer is complete. No recognised Tenant Participation Strategy in place currently.

- 3.16. The above noted areas of service delivery are contained within the Annual Assurance Statement (Appendix 1) and will be reported to the Scottish Housing Regulator as items of material non-compliance.
- 3.17. Performance continues to be impacted by Covid-19 with recovery from the pandemic slower than anticipated, the service continues to work towards progressing a number of the improvement actions required.
- 3.18. Areas of non-compliance must be reported. Where assurance is provided to the SHR that effective plans and the capacity and willingness to improve or resolve the issue are in place the SHR will ask to be kept up to date on progress within the improvement area.
- 3.19. In these circumstances the SHR will not engage with the landlord unless the issue presents such a significant risk to the interests of tenants and service users that they need to monitor it closely, or take action, to ensure it is resolved successfully.
- 3.20. A forward plan of improvement actions has been developed and is being implemented to address the under performance within the areas noted in the above table. These actions are outlined within the Assurance Statement (attached as Appendix 1).
- 3.21. The Scottish Housing Regulator Engagement Plan for Clackmannanshire Council (2023-24) highlights an intention to analyse the council's delivery of services to people who are homeless and those who utilise the site for Gypsy/Travellers. The plan also highlights intention to engage with the Council on tenant and resident safety, this in relation to electrical safety works.
- 3.22. We will continue to work with the SHR to engage and provide the required information on our homeless service, the Gypsy/Travellers site and tenant and resident safety.

3.23. The Westhaugh Gypsy Traveller's site has now been demolished in line with the commitment to delivering a new site by June 2024. The anticipated site will be delivered in line with the new gypsy traveller's guidance and has been partly funded by the Scottish Government. Clackmannanshire Council continues to engage with residents throughout these works and will provide regular update on progress to the Scottish Government and the Scottish Housing Regulator.

4.0 Sustainability Implications

4.1. The information contained within the Assurance Statement and its supporting evidence demonstrates that housing priorities contribute positively to sustainability.

5.0 Resource Implications

5.1. *Financial Details*

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

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 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)

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

Appendix 1 Annual Assurance Statement to the Scottish Housing Regulator 2022/23.

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 No
(please list the documents below)

Clackmannanshire Council – SFHA & ALACHO Self Assurance evaluation working papers – shared in member’s room

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Andrew Buchanan	Operations Manager (Housing)	5169
Katie Roddie	Team Leader (Housing Business Management)	2688

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director - Place	



Clackmannanshire Council Annual Assurance Statement 2023 to the Scottish Housing Regulator

Clackmannanshire Council complies with all relevant regulatory requirements set out in Chapter 3 of the Regulatory Framework.

We meet all but the below noted relevant standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services:

Legislative Duties - Homelessness

Legislative duties associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

- Have assurance and evidence that the Council is meeting all its legal obligations associated with housing and homelessness services.

We do not materially comply with meeting our legal obligations in Homelessness due to our non compliance with the Scottish Governments Homeless Persons (Unsuitable Accommodation) (Scotland) Order. This is due to our current need for use of temporary accommodation located outwith our Local Authority area (for greater than seven days).

The below noted actions are planned to be undertaken in order to help us move toward achieving adequate levels of accommodation provision within the Local Authority area and the meeting of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order -

1. The Service has increased the number of properties bought from the open market. The service will continue to monitor the local housing market for properties which may boost our own stock of suitable accommodation.
2. The Service is using temporary accommodation properties owned by our RSL partners to increase suitable accommodation.
3. The service is committed to undertake strategic review of the response to homelessness pressures with best utilisation of available funds to be considered in line with the Rapid Re-housing Transition Plan (RRTP).

Legislative Duties – Anti-Social Behaviour

Legislative duties associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

- Have assurance and evidence that the Council is meeting all of its legal obligations associated with housing and tenant and resident safety.

We do not materially comply with meeting our legal obligations toward management of anti-social behaviour due to there being no recognised anti-social behaviour policy in place.

The below noted actions are planned to be undertaken in order to achieve compliance in within this area -

1. A Clackmannanshire Council Anti-Social Behaviour Strategy in line with the Antisocial Behaviour Scotland Act 2004 to be developed. The requirement for this to be noted within the Business Plan for the appropriate Directorate and recorded and monitored within the Council's corporate risk register. A Housing specific ASB Policy to be developed upon completion of the Council ASB Strategy.
2. Recruitment of a Policy Officer and Service Planning & Participation Co-ordinator to assist with the development and review of policies that the Housing Service is responsible for.

Legislative Duties – Tenant and Resident Safety

Legislative duties associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

- Have assurance and evidence that the Council is meeting all of its legal obligations associated with housing and tenant and resident safety.

We do not materially comply with meeting our legal obligations to ensure that every council home has had an electrical safety check undertaken within 5 years and has a valid electrical safety certificate to show this. This is due to planned programme postponement during the Covid-19 pandemic.

The below noted actions are planned to be undertaken in order to achieve compliance in within this area –

- A planned programme of catch up works is progressing well and expected to be completed by 31st March 2024 with full compliance in this area achieved.

The service have considered our compliance with relevant obligations toward the tenant and resident safety requirements as set out within the SHR "Letter to Landlords", the service confirm sufficient process to be in place to ensure compliance to requirements within the below noted areas -

- Gas safety

- Electrical safety – non compliant currently as reported within this statement
- Water safety
- Fire safety
- Asbestos
- Damp and Mould
- Lift safety

Legislative Duties – Tenant and Resident Safety

Legislative duties associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

- Have assurance and evidence that the Council is meeting all of its legal obligations associated with housing and tenant and resident safety.

We do not materially comply with meeting our legal obligations to ensuring adequate provision is in place to involve tenants, and where relevant other service users, in the preparation and scrutiny of performance information. This is due to a lack of a Tenant Participation Strategy containing defined methods for scrutiny. The below noted actions are planned to be undertaken in order to achieve compliance in within this area –

- | |
|--|
| 1. Progression of an Interim Tenant Participation Strategy (approved by August 2023 Council) with development of a full Tenant Participation Strategy to be progressed upon appointment to post of a recognised Tenant Participation Officer (post currently being recruited to) |
| 2. Recruitment currently ongoing for the position of Tenant Participation Officer, this post to be realised as soon as is possible. |
| 3. A Scrutiny Panel (& or re-establishment of tenant HRA Board) to be set up to monitor and assess performance across the housing service. |
| 4. A focus will be placed on reaching out to RTOs to re-engage with the council and foster sound lines of communication and partnership working. |
| 5. The results from the 2023 tenant's satisfaction survey (3 yearly survey) to be assessed and areas of under performance addressed through joint working between the council and RTOs. |

The Scottish Housing Regulator Engagement Plan) for Clackmannanshire Council (2023-24) highlights an intention to analyse the council's delivery of services to people who are homeless and those who utilise the site for Gypsy/Travellers. The plan also highlights intention to engage with the Council on tenant and resident safety, this in relation to electrical safety works.

We will continue to work with the SHR to engage and provide the required information on our homeless service, the Gypsy/Travellers site and tenant and resident safety

The Westhaugh Gypsy Traveller's site has now been demolished in line with the commitment to delivering a new site by June 2024. The anticipated site will be delivered in line with the new gypsy traveller's guidance and has been partly funded by the Scottish Government. Clackmannanshire Council continues to engage with residents throughout these works and will provide regular update on progress to the Scottish Government and the Scottish Housing Regulator.

To meet our level of assurance we considered appropriate evidence against each of the requirements as set out by the Scottish Housing Regulator and we will continue to review assurance throughout the course of the year.

Clackmannanshire Council have plans in place to revise our approach to the collection of equalities information and we have started to consider how to apply a human rights approach to our work.

The Annual Assurance Statement 2023 to the Scottish Housing Regulator was presented and approved at Council on 5th October 2023

Signed

Housing Spokesperson (Place): Councillor Jane McTaggart

Date:

Operations Manager (Housing): Andrew Buchanan

Date:

Strategic Director (Place): Pete Leonard

Date:

Councillor Craig Holden
Ward 4 Clackmannanshire South (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
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Email: cholden@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
5th October 2023**

“Council agrees to suspend all future streamlined evictions for a period of 12 weeks to allow for the production and consideration of a Streamlined Eviction Policy Report.”



Councillor Craig Holden
Ward 4, Clackmannanshire South

25th September 2023

Councillor Craig Holden
Ward 4 Clackmannanshire South (Multi Member Ward)
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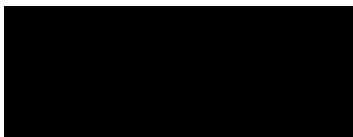
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 18
ON THE AGENDA**

Motion to Clackmannanshire Council Meeting 5th October 2023

“Council agrees that Officers will present a report to the next meeting of the Council providing timescales for the appointment of a Policy Officer and Service Planning & Participation Officer with details of the policies and procedures (where required) to be reviewed by the Housing Service and presented to Council over the course of the next two years.”



Councillor Craig Holden
Ward 4, Clackmannanshire South

25th September 2023

Councillor Craig Holden

Ward 4 Clackmannanshire South (Multi Member Ward)

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**Clackmannanshire
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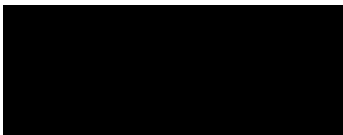
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 19
ON THE AGENDA**

**Motion to Clackmannanshire Council Meeting
5th October 2023**

“Council agrees that Officers will present a report to the next meeting of the Council outlining the Housing Service approach to evictions following confirmation of a 350% increase in Council evictions between the period 2021/22 and 2022/23.”



Councillor Craig Holden
Ward 4, Clackmannanshire South

25th September 2023

