



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 30 November 2023 at 9.30 am

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



Clackmannanshire Council

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

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

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

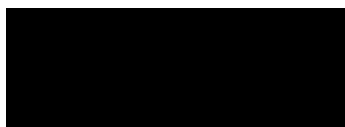
Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

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

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at committees@clacks.gov.uk or by telephone on 01259 452006 or 452004.

22 November 2023

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 30 NOVEMBER 2023 at 9.30 AM



NIKKI BRIDLE
Chief Executive

B U S I N E S S

	Page No.
1.0 Apologies	--
2.0 Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3.0 Minute of Meeting of Clackmannanshire Council 05/10/23 (Copy herewith)	07
4.0 Reports Arising from Previous Council Meeting Business	
4.1 From Motion – Council 05/10/23 Item 18: Housing Policies and Service Redesign Recruitment – report by the Strategic Director (Place) (Copy herewith)	17
4.2 From Motion - Council 05/10/23 Item 19: Housing Services Eviction Data and Approach – report by the Strategic Director (Place) (Copy herewith)	21
4.3 From Amendment – Council 05/10/23 Item 13: Petitions Committee – report by the Chief Executive (Copy herewith)	29
4.4 From Amendment – Council 14/09/23 Item 4: Alloa First Ltd BID – Board Representation - report by the Chief Executive (Copy herewith)	55
5.0 Committee Recommendations Referred to Council – report by the Chief Executive (Copy herewith)	69
6.0 Budget Strategy Update – report by the Chief Finance Officer (Partnership and Performance) (Copy herewith)	73

For further information contact Committee Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB
(Tel 01259 452004/2006)(email committees@clacks.gov.uk) (www.clacks.gov.uk)

7.0	Treasury Management Quarterly Updates at 30 June 2023 and 30 September 2023 – report by the Chief Finance Officer (Copy herewith)	85
8.0	Place and Partnership and Performance Business Plans – report by the Strategic Directors Place; and Partnership and Performance (Copy herewith)	101
9.0	HR Policies - Redeployment – report by the Strategic Director, (Partnership and Performance) (Copy herewith)	147
10.0	Regional Energy Masterplan and Local Energy Efficiency Strategy – report by the Strategic Director (Place)	173
11.0	Strategic Housing Investment Plan 2024-2029 – report by the Strategic Director (Place) (Copy herewith)	181
12.0	Place based Investment Programme 2023/24 – report by the Strategic Director (Place)	209
13.0	Reinforced Autoclaved Aerated Concrete – report by the Strategic Director (Place) (Copy herewith)	223
14.0	Community Justice Outcome Improvement Plan 2023-2028 – report by the Community Justice Co-ordinator (People) (Copy herewith)	233
15.0	Wellbeing Hub and Lochies School Project Update – report by the Senior Manager, Sport and Leisure (People) (Copy herewith)	261
16.0	Notice of Motion in terms of Standing Order 16.0 – Clackmannanshire Tartan - motion submitted by Provost Donald Balsillie (Copy herewith)	265

EXEMPT INFORMATION

It is anticipated (although this is not certain) that the Council will resolve to exclude the press and public during consideration of this item.

It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 1 of the Local Government (Scotland) Act 1973.

17.0	Strategic Director Recruitment – report by the Chief Executive (Copy herewith)	267
------	--	-----

It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 9 of the Local Government (Scotland) Act 1973.

18.0 Asset Strategy – Surplus Assets – report by the Strategic Director 271
(Place) (Copy herewith)

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 5 October 2023 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Craig Holden
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn
Mr George Marcinkiewicz, Roman Catholic Church Representative (Item 11)

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
Lorraine Sanda, Strategic Director (People)
Stuart Crickmar, Strategic Director (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Karen Payton, Team Leader, Communications and Community (Partnership & Performance)
Emma Fyvie, Senior Manager – Development (Place)
Murray Sharp, Senior Manager – Housing (Place)
Colin Bruce, Chief Education Officer (People)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Michael Boyle, Improving Outcomes Business Manager (People)
Johan Roddie, Senior Manager, Permanence (People)
Gillian Scott, Senior Manager, Early Intervention (People)
Adrienne Aitken, Improving Outcomes Team Leader (People)
Kirsteen Carmichael, Education Support Officer (People)
Lesley Robertson, Business Support, Wellbeing Hub (People)
Gillian White, Committee Services (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)

CC(23)92 APOLOGIES

None.

CC(23)93 DECLARATIONS OF INTEREST

Councillor Kathleen Martin declared an interest in Item 11 Provision of Free School Meals for Looked After Children. Councillor Martin advised that she would not participate in that item of business and would withdraw from the meeting during that item.

CC(23)94 MINUTES OF CLACKMANNANSHIRE COUNCIL – 14 SEPTEMBER 2023

The minutes of the meeting of the Clackmannanshire Council held on 14 September 2023 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 14 September 2023 were agreed as a correct record and signed by the Convener.

CC(23)95 BE THE FUTURE UPDATE REPORT

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 streamlining the Council's Strategic Planning Framework.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council agreed:

1. To note the work to develop the Council's approach to streamlining its Strategic Planning Framework (Paragraphs 3.1 to 3.7);
2. To note the refreshed Performance Management Framework (Appendix 2); and
3. To approve the Be the Future Annual Statement of Priorities 2023/24 (Appendix 1)

Action

Chief Executive.

CC(23)96 ANNUAL TREASURY MANAGEMENT REPORT 2022/23

The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The report, submitted by the Chief Finance Officer, detailed the treasury management activities for the Council for the year ended 31 March 2023 and how this compared to the 2022/23 Treasury Management Strategy Statement set in March 2022.

Motion

To agree the recommendations set out in the report.

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

Decision

Having considered the Annual Report for 2022/23 on the Council's Treasury Management activities, the Council agreed to note the report.

CC(23)97 CORPORATE RISK MANAGEMENT STRATEGY

The report, submitted by the Strategic Director, Partnership and Performance, presented the Council's Corporate Risk Management Strategy for 2023.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted, challenged and commented on the contents of the Corporate Risk Management Strategy 2023; and
2. Approved the Corporate Risk Management Strategy 2023.

Action

Strategic Director, Partnership and Performance

CC(23)98 HR POLICIES – SPECIAL LEAVE PROVISIONS

The report, submitted by the Senior Manager, HR and Workforce Development, sought Council approval to amend the Council's special leave procedures.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Wendy Hamilton.

Decision

The Council agreed, 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.

Action

Senior Manager, HR and Workforce Development

CC(23)99 WELLBEING HUB AND LOCHIES SCHOOL PROJECT UPDATE

The report, submitted by the Senior Manager, Sport and Leisure, provided Council with an update on the progress of the Wellbeing Hub & Lochies School project.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted:

1. The conclusion of the supply chain selection process with selection of the Design Team, Tier 1 Contractor and Professional Team;
2. JM Architects have been selected to lead the design team following a thorough and highly competitive selection process;
3. Robertson Construction have been selected as the Main Contractor for the project following a thorough and robust selection process;
4. BakerHicks have been selected as the Mechanical & Electrical Engineers for the project; and
5. Blyth+Blyth have been selected as the Civil & Structural Engineers for the project.

As confirmed at the start of the meeting, Councillor Martin declared an interest in the following item of business. Councillor Martin withdrew from the Chamber for the duration of the item.

CC(23)100 PROVISION OF FREE SCHOOL MEALS FOR LOOKED AFTER CHILDREN

The report, submitted by the Strategic Director, People, sought Council approval to extend entitlement to free school meals to children who are looked after at home and by kinship carers.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council agreed to provide free school meals to children who attend school in Clackmannanshire and are looked after at home or looked after by kinship carers.

Action

Strategic Director, People

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

CC(23)101 CHILDREN'S SERVICE PLAN ANNUAL REPORT 2022-2023

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. The report, submitted by the Chair of the Children and Young People's Strategic Partnership (currently Chief Social Worker) and presented by the Strategic Director, People, sought approval of the Children's Services Plan Annual Report 2022/23.

Motion

To agree the recommendation set out in the report.

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

Decision

Having commented on the report, the Council:

1. Approved the content of the Children's Services Plan Annual Report 2022/23 and its submission to the Scottish Government; and
2. Noted that the report will also be submitted to the Alliance Board meeting on 6 October 2023; and that the report will also be submitted to the NHS Forth Valley Board for approval.

Action

Chair of the Children and Young People's Strategic Partnership

In line with Standing Order 10.23, the Convener adjourned the meeting at 11.24 am for a ten minute comfort break. When the meeting resumed at 11.41am, 18 members remained present. Mr George Marcinkiewicz, Religious Representative (Roman Catholic Church) was also in attendance for the undernoted item of business.

CC(23)102 EARLY LEARNING AND CHILDCARE (ELC) REVIEW

The report, submitted by the Senior Manager, ELC, Primary and Libraries, provided details of and sought approval for 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.

Motion

To agree the recommendations set out in the report.

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

Voting

There were 18 members and 1 religious representative present and eligible to vote:

For the motion	16 votes
Against the motion	2 votes
Abstentions	1 vote

Decision

On a division of 16 votes to 2 with 1 abstention, the Council noted and approved the efficiencies of the proposed changes to early learning and childcare organisation and delivery which incorporates a new centralised admissions process.

Action

Senior Manager, ELC, Primary and Libraries

Mr George Marcinkiewicz, Religious Representative, withdrew from the meeting at the conclusion of the previous item of business.

CC(23)103 WHISTLE BLOWING POLICY

The report, submitted by the Senior Manager, Legal and Governance (Monitoring Officer), invited Council to consider and approve a revised Whistleblowing Policy.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted, challenged and commented on the contents of the Whistle Blowing Policy ; and
2. Approved the Whistle Blowing Policy as per Appendix 1 of the report..

Action

Senior Manager, Legal and Governance (Monitoring Officer)

CC(23)104 PETITIONS

The report, submitted by the Chief Executive, asked 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.

The Senior Manager, Legal and Governance suggested that in terms of paragraph 2.3.4, that the Committee, if established, would appoint their Chair and Vice Chair.

Motion

To agree the recommendations set out in the report.

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

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 12:52 pm. The meeting resumed at 1.00 pm with 18 members present.

Amendment

That Council agrees to defer this item to allow for an escalation of the issues raised including the provision of executive powers to the Petitions Committee and membership of the Committee..

Moved by Councillor Craig Holden. Seconded by Councillor Denis Coyne.

Voting on the amendment

For the amendment	10 votes
Against the amendment	8 votes
Abstain from voting	0 votes

The amendment was carried by 10 votes to 8 with 0 abstentions.

Decision

The Council agreed to defer this item to allow for an escalation of the issues raised including the provision of executive powers to the Petitions Committee and membership of the Committee.

Action

Chief Executive

In line with Standing Order 10.25, the Convener adjourned the meeting at 1.05 pm for 30 minute meal break. Councillor Darren Lee withdrew from the meeting during the break. When the meeting resumed at 1.40 pm, 17 members remained present.

CC(23)105 CUSTOMER CHARTER AND CUSTOMER CONTACT POLICY

The report, submitted by the Strategic Director, Partnership and Performance, presented a refreshed Customer Contact Policy and Customer Charter for consideration by Council.

Motion

To agree the recommendations set out in the report.

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

Amendment 1

Item: Dealings with Councillors

Bullet Point 3 on Page 218 of the Report (page 3 of the Charter)

‘Respond to your phone calls, emails, letters and requests made in person promptly and efficiently’.

The Council agrees to amend the bullet point detailed above within the Customer Charter, to add the words ‘where appropriate’ to the end of the sentence.

Moved by Councillor Kenneth Earle. Seconded by Councillor Mark McLuckie.

Amendment 2

Item: Dealings with Councillors

Paragraph 1 on Page 218 of the Report (page 3 of the Charter)

‘Your first point of contact should be with Council services.’

That Council agrees to amend the sentence by inserting the word “normally” after the word “should”.

Moved by Councillor Craig Holden. Seconded by Councillor Denis Coyne.

Decision on Amendment 2

Amendment 2 was unanimously agreed.

Decision on Amendment 1

Amendment 1 was unanimously agreed.

Decision on Motion as amended

Having noted, commented on and challenged the report, the Council approved both the Customer Charter (Appendix 1) and Customer Contact Policy (Appendix 2) subject to Amendments 1 and 2.

Action

Strategic Director, Partnership and Performance.

CC(23)106 LOCAL DEVELOPMENT PLAN AND ALLOA TOWN CENTRE MASTER PLAN UPDATE REPORT

The report, submitted by the Strategic Director, Place, provided 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.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted the new format and processes for the Development Plan, particularly the new statutory status of the National Planning Policies in NPF4;
2. Noted the significant changes to the Development Plan system and associated additional areas to be addressed;
3. Approved the Development Plan Scheme consulted on in July/August 2023 for publication;
4. Noted the reasons for developing a town centre masterplan for Alloa; and
5. Agreed 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"

Action

Strategic Director, Place

CC(23)107 SCOTTISH HOUSING REGULATOR ANNUAL ASSURANCE STATEMENT

The report, submitted by the Strategic Director, Place, referenced the 2019 changes to the regulatory framework for social housing in Scotland and asked Council 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.

Motion

To agree the recommendations set out in the report.

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

Councillor Mark McLuckie withdrew from the meeting following debate on this item of business. 16 members remained present.

Decision

The Council:

1. Approved the 2022/23 submission of the Annual Assurance Statement to the Scottish Housing Regulator;
2. Approved 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;
3. Approved 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;
4. Approved 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;
5. Noted the areas of service delivery highlighted as being materially non-compliant with regulatory requirements; and
6. Noted the improvement actions outlined to redress areas of non-compliance,

Action

Strategic Director, Place

CC(23)108 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – SUSPENSION OF STREAMLINED EVICTIONS

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Craig Holden.

Motion

“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.”

Moved by Councillor Craig Holden. Seconded by Councillor Bryan Quinn.

Voting on the Motion

For the Motion	4 votes
Against the Motion	12 votes
Abstain from Voting	0 votes

On a division of 12 votes to 4 with 0 abstentions, the motion was defeated.

CC(23)109 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – HOUSING APPOINTMENTS, POLICIES AND PROCEDURES

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Craig Holden.

Motion

“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.”

Moved by Councillor Craig Holden. Seconded by Councillor Kenneth Earle.

Amendment to the Motion

On line 2, to insert the words “advertisement for the” before the word “appointment”.

Moved by Councillor Denis Coyne. Seconded by Councillor Martha Benny.

Councillor Holden and Councillor Earle confirmed they would accept the amendment to the original motion.

Decision

The motion, as amended, was unanimously agreed by Council.

Action

Strategic Director, Place

CC(23)110 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16 – HOUSING SERVICE APPROACH TO EVICTIONS

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Craig Holden.

Motion

“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.”

Moved by Councillor Craig Holden. Seconded by Councillor Bryan Quinn.

Councillor Donald Balsillie withdrew from the meeting during debate on this item of business. 15 members remained present.

Decision

The motion was unanimously agreed by Council.

Action

Strategic Director, Place

Ends: 3.45 pm

Report to: Clackmannanshire Council

Date of Meeting: 30th November 2023

Subject: Housing Policies and Service Redesign Recruitment

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report is in response to a motion agreed at Council on 5th October 2023. The motion stated, "Officers will present a report to the next meeting of the Council providing timescales for the advertisement 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."

2.0 Recommendations

- 2.1 It is recommended that Council:
- 2.2 Approve the list of policies to be reviewed by the Housing Service over the course of the next two years (in table 3.18),
- 2.3 Note the process undertaken by the service and HR for the grading of a Policy Officer and Service Planning & Participation Co-ordinator (3.5).

3.0 Considerations

- 3.1. Consultation on the Housing Redesign was undertaken with our Trade Union colleagues in line with our Organisational Design protocols, and formally concluded at the TU Management meeting held on the 26th June 2023.
- 3.2. As Council is aware several key housing staff resources involved in progressing the structure and other key activities, were diverted to assist with the councils covid related activities. This meant that resources could not fully support the delivery and realisation of the Housing redesign, prior to this date.
- 3.3. Recruitment
- 3.4. Human Resource processes for job evaluation and recruitment have been followed to progress the structure.
- 3.5. The profiles for Policy Officer and Service Planning & Participation Co-ordinator were provided to HR for job evaluation on 1st September 2023 and

5th October 2023 respectively. The target turn around date for the evaluation process is 10 weeks, this includes engagement with the first analyst and the service followed by review by a second analyst to ensure consistency. HR are treating the posts with priority, notwithstanding the 10-week target turnaround process. Council will be updated at the meeting as to whether this process has completed and likely time for advertisement for each post.

3.6. Council may wish to note that the Service Planning & Participation Co-ordinator will be the Housing champion for 'The Promise', ensuring that it is emended across housing work streams and considerations.

3.7. Policies

3.8. The Housing Service has a number of policies that need to be developed and/or reviewed.

3.9. Once engaged the Policy Officer will start a 2-year plan of reviewing the policies in the table in 3.18.

3.10. Forward planning of policies is detailed in the table below:

Policy/Strategy	Associated procedures
Evictions Policy	ASB Procedure, Rent Arrears Procedure, NTRs – no rent arrears, SSST Procedure
Allocations Policy	Mutual Exchange Procedure, Tenancy Changes Procedure
ASB Policy (Housing specific)	ASB Procedure, Vandalism Procedure (inc. graffiti)
Local Housing Strategy	n/a
Property Buy Back Policy	Property Buy Back Procedure
Tenancy Participation Strategy (Full)	Tennat Participation engagement Procedures (various)
Property Asset Management Strategy	Multi-tenure Procedure, Right to Repair Procedure

3.11. An interim Tenant Participation Strategy was approved at Council in August 2023. With appointment of a Tenancy Participation Officer and realisation of a full strategy due back to Council in August 2024, the speed and priorities of our tenant engagement could mean there are alterations to the list of policies to be reviewed, as this will need to align with the priorities of our tenants in line with Charter outcome 3 (Social landlords manage their businesses so that tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with).

3.12. Once agreed these policies/strategies will be added to Pentana to assist in scheduling and forward planning of the review process.

4.0 Resource Implications

4.1. Financial Details

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

5.0 Exempt Reports

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

6.0 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)

Interim Tenancy Participation Strategy (August 2023)

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

N/a

10.0 Background Papers


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

Yes No
(please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Murray Sharp	Senior Manager (Housing)	5113
Andrew Buchanan	Operations Manager (Housing)	5169
Katie Roddie	Team Leader (Housing Business Management)	2688

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director - Place	

Report to: Clackmannanshire Council

Date of Meeting: 30th November 2023

Subject: Housing Services Eviction Data and Approach

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report is in response to a motion agreed at Council on 5th October 2023. The motion stated, “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.”

2.0 Recommendations

- 2.1 It is recommended that Council:
- 2.2 Note the data in relation to evictions.
- 2.3 Note the legislative background and approach taken by the Housing Service in regards to evictions action.

3.0 Considerations

This table below details evictions from 2016/17 to 2022/23. It demonstrates how various pieces of legislation introduced by the Scottish Government limited the use of evictions from 2020/21.

Clackmannanshire Council Evictions 2016/17 to 2022/23

Year	No. of NTR's served	Evictions complete	% court actions initiated which resulted in eviction	Average arrears of those evicted	Highest arrears amount of those evicted
2016/17	159	10	13.51%	£3,292	£4,350
2017/18	404	19	14.39%	£3,262	£5,040
2018/19	363	36	33.96%	£2,648	£5,342
2019/20	310	19	20.43%	£3,105	£6,555
2020/21	No evictions				
2021/22	141	7	26.92%	£4,116	£5,136
2022/23	259	27	45.76%	£4,224	£8,101

- 3.1. This table shows the number of evictions complete by type per year from 2016/17 to 2022/23:

Year	Rent Evictions	Anti-social Behaviour (ASB) Evictions	Other Evictions *
2016/17	10	0	0
2017/18	18	1	1
2018/19	35	0	1
2019/20	19	0	0
2020/21	0	0	0
2021/22	5	1	1
2022/23	23	2	2

'Other' evictions can be for various reasons under a number of the grounds for evictions for example for the condition of the property or if a tenant is not using their property as their principal home.

- 3.2. It is challenging to look at the last 3 years comparatively. It should be noted that the unintended consequences of an eviction ban meant several tenants took advantage of well intended legislation by not paying their rent, which has meant that some tenants have the highest arrears balances the service has seen.
- 3.3. This table demonstrates the high level of engagement attempts Housing Officers try to stop rent arrears cases escalating. Please note this information is from 2022/23, to pull from previous years would be time consuming and disproportionate:

Number of evictions	23
Total number of contact attempts	1,251
Average per case	54
Total number of arrangements broken	73

- 3.4. As at 20th October 2023, Housing have 5 decrees that are unenforceable, due to the further protections added under The Cost of Living (Tenant Protection) (Scotland) Act 2022. These are where rent balances are less than £2,250.
- 3.5. Of the 27 Households evicted in 2022/23, 14 made a homeless application within the same financial year. The majority were found to be intentionally homeless. Where an applicant was accepted for rehousing, this was due to a change in their circumstances. The Council received 593 Homeless applications in 2022/23 therefore those evicted from Council tenancies, applying to be considered as homeless represented just 2% of homeless applications.
- 3.6. The Council's tenancy agreement sets out obligations on both the landlord and tenants in terms of their responsibilities.
- 3.7. Before legal action is considered there are several activities and engagements actioned to ensure tenants are supported to adhere to their tenancy conditions.
- 3.8. The Housing (Scotland) Act 2010 introduced pre-action requirements that all social landlords should comply with when seeking possession of a social tenant's property because of rent arrears. This requirement came into force on 1st August 2012. The aim of the pre-action requirements was to protect tenants in a number ways as follows:
- Early intervention – to ensure that social landlords engage with tenants who are in rent arrears as soon as possible,
 - Eviction as a last resort – ensuring that eviction is always a last resort in rent arrears cases,
 - Alternative to eviction – to make sure that all social landlords consider alternatives to eviction in rent arrears cases,
 - Consistency – to ensure that all social landlords across Scotland are consistent in their approach to handling cases which involve rent arrears.
- 3.9. Part 1, Schedule 2 of the Housing (Scotland) Act 2001 outlines the grounds where evictions can be sought in Court. The first seven grounds for repossession are collectively known as 'conduct' grounds.

- 3.10. It must be reasonable for the court to grant the order. In addition to establishing the ground, the landlord must also satisfy the sheriff that it is reasonable to grant the order for possession. The onus in the legislation is on the landlord to prove reasonableness. The burden then shifts to the tenant to persuade the sheriff that, although the ground has been established, it is not reasonable to grant the order. In deciding whether to grant possession, the sheriff must take into account every factor that is relevant to the tenant and the case as a whole.
- 3.11. The information in section 3.10 in relation to the 'reasonable test' does not apply where ground 2 is used and the notice was served within 12 months of the conviction). The Housing (Scotland) Act 2014 removed the test of reasonableness for actions relying upon ground 2 as long as the notice is served within 12 months of the date of conviction. Further information on this process is in sections 3.13 - 3.15.
- 3.12. Antisocial Behaviour etc. (Scotland) Act 2004 brought a number of different powers to the Local Authority and Police Scotland to deal with anti-social behaviour (ASB). Housing Officers should use the tools in this legislation to try and modify the behaviour of the person who is acting in an anti-social manner. Any legal case brought to a Sheriff has to demonstrate that the Council has tried to modify the behaviour and given the tenant the necessary supports to help that tenant.
- 3.13. Further to the previous Acts mentioned further provisions were introduced in the Housing (Scotland) Act 2014. One of the measures in this Act is a streamlined eviction process where there has been a recent criminal conviction punishable by imprisonment for tenancy related anti-social or criminal behaviour with the previous 12 months. This provision took effect from 1st May 2019.
- 3.14. The purpose of the streamlined eviction process is to help landlords to take action on serious anti-social or criminal behaviour more quickly to reduce the harm that is caused to individuals and communities.
- 3.15. The legislation states that prior to any court action for a streamlined conviction the landlord must give consideration to the guidance. To assist with this obligation a form was created which is included in the ASB procedures. The Housing Officer should complete this and then arrange to speak to their Senior Housing Officer prior to it being passed to the Legal Service.
- 3.16. Notice periods for evictions were extended to 6 months for most types of evictions on 7th April 2020 in response to the coronavirus pandemic. This had previously been 1 month.
- 3.17. As a result of the Health Protection (Coronavirus) (Protections from Eviction) (Scotland) Regulations 2020, evictions were banned. This came into effect from 11th December 2020. This ban remained in force until 31st March 2021. Only in exceptional such as serious anti-social or criminal behaviour, could eviction orders be enforced.

- 3.18. The Cost of Living (Tenant Protection) (Scotland) Act 2022 has been in force from 28th October 2022. This introduced the promise of a rent freeze and the moratorium on evictions announced on 6th September 2022. This Act is in place until 31st March 2024. This is part of the Scottish Governments measures to reduce the impact of the cost of living on people who rent their home in Scotland.
- 3.19. The eviction enforcement ban does not apply to certain ground for Council tenants who have a Scottish secure or short Scottish secure tenancy, detailed below:
- Ground 1: Rent arrears of £2,250 or more,
 - Ground 2: Using the house for illegal or immoral purposes or other criminal offences.
 - Ground 5: The tenant is absent from the property,
 - Ground 7: Anti-social behaviour or conduct amounting to harassment,
 - Ground 8: Nuisance, annoyance or conduct amounting to harassment,
 - Ground 10: Demolition of, or substantial work on, the property.
- 3.20. The rent cap for social tenancies expired on 26th February 2023.
- 3.21. In 2016 the function of recovering arrears fully returned to the Housing Service after being managed by the Revenues Service. At this point recruitment of more Housing Officers was carried out. This was to ensure that our customer got to see the 'experts at the front of system'. Housing Officer's were allocated smaller patches at between 150-250 properties. This was to ensure that each Housing Officer could build meaningful relationships with the tenants in their patch and would encourage tenants to come to their Housing Officer in the first instance if they required assistance.
- 3.22. The following sections of the report illustrate the approach taken by the Service in relation to enforcement action. Housing Officers come into this profession to help people. They feel that they can have a direct impact on people's day to day lives and are solution focused. This is why evictions are a last resort as Officers will try to help their tenants in any way they can.
- 3.23. There are a set of robust procedures in relation to both rent arrears and ASB. This assists Housing Officers with the information they need to follow throughout the life of a case and provides information on how to take a case to court and the tools that can be used to assist in rent recovery and ASB.
- 3.24. Housing Officers will take advice from a solicitor. For cases that do not include unpaid rent this advice will normally be sought prior to the service of a Notice. Advice given will normally be in relation to the reasonableness and the likely outcome of any action.

- 3.25. Further advice and discussions are had with Senior Housing Officers to ensure a consistent approach is taken. Officers have their cases reviewed on a regular basis which forms part of Officers one to one supervision and support meetings.
- 3.26. Eviction should always be the last resort as it is the ultimate sanction. The Housing Officers will attempt to engage (as per table 3.3), if they can with other agencies such as Social Services, Citizens Advice Service and any other third sector support services as they may be able to add value to the landlord/tenant relationship in a way which negates the need for eviction.
- 3.27. Cases can be referred to Safeguarding through Early Intervention (STRIVE), our multiagency approach which intends to get the right help to the right people at the earliest opportunity and often looks at the whole household. With the sharing of information between partners and an early intervention model the aim is to prevent the need for further intervention and action.
- 3.28. The Housing Service procured and launched a software system in August 2020 (Mobysoft Rentsense). This system promotes our commitment to engage as early as possible with our tenants when they go into arrears. We can appreciate that the higher debt gets, it is more difficult to pay back. The algorithms have helped Officers target the right people quickly. Recently, the Head of Account Management at Mobysoft wrote to the Councils Chief Executive, commending exceptional performance at Clackmannanshire Council in relation to arrears performance. By comparing those in arrears from March 2022 to March 2023 23% of cases were now out of debt, highlighting again the support that officers are offering and putting in place.
- 3.29. In 2020/21 the Housing Service introduced the Covid Assistance Scheme to provide financial support to those who had been financially impacted because of covid restrictions. Just over £52,000 was shared between just under 300 of our tenants. Credits averaged at £189 and amounts given were dependant on a set of pre determined set of principles. Before this scheme was introduced the Housing Service had been engaging with tenants who looked to be struggling to pay their rent. A number of letters were designed to give advice and encourage tenants to get in touch with their Housing Officer to get the necessary advice and assistance during the pandemic.
- 3.30. Housing Services are relaunching the Tenant Grant Fund. A soft launch has already taken place by engaging with the Home Energy Advice Team who has made referrals. This grant is to help prevent homelessness and sustain tenancies by directly reducing, alleviating or paying off rent arrears altogether, where a tenant is in either the social or private sector, and has faced financial difficulties. Each local authority was awarded with an allocation of funding in 2021/22, based on the distribution agreement between Convention of Scottish Local Authorities (COSLA) and Scottish Government. Clackmannanshire Council has funds remaining and will strive to spend the full allocation before the end of the 2022/23 financial year. The eligibility criteria has been updated and any applications received will be processed on this basis. Council will be advised of the progress of applications received and monies spent.

3.31. When looking solely at the evictions from one particular year to another, this can of course, look alarming. However, this report demonstrates the reasons of why the evictions have changed in recent years. The detail in this report around the approach the Housing Service takes in relation to both rent arrears and ASB, attests the determination of the service to use every tool and support avenue at their disposal before considering legal action.

4.0 Resource Implications

4.1. Financial Details

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

5.0 Exempt Reports

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

6.0 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)

Welfare & Hardship Support (Emergency Decision Making Forum, 20th April 2020)

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

- 9.1. N/a

10.0 Background Papers

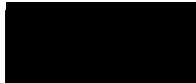
- 10.1. Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).

Yes No
(please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Murray Sharp	Senior Manager (Housing)	5113
Andrew Buchanan	Operations Manager (Housing)	5169
Katie Roddie	Team Leader (Housing Business Management)	2688

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director - Place	

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Petitions Committee

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is for Council to consider additional information in respect of the proposed changes to the governance arrangements for petitions and to consider, and thereafter agree, consequential changes to the Standing Orders and the Scheme of Delegation in relation to the treatment of petitions.
- 1.2. The additional information provided addresses the issues raised prior to, and as a consequence of, Council's amendment to and debate of, the paper it considered at its meeting on the 5 October 2023.

2.0 Recommendations

Council is asked to approve:

- 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 1A and Appendix 2);
- 2.2. Subject to the approval of recommendation 2.1, Council, agrees:
 - 2.2.1. to make consequential changes to Standing Orders and the Scheme of Delegation;
 - 2.2.2. the petitions criteria, and guidance, and the petitions template as set out in Appendices 2 and 3 of this report; and
 - 2.2.3. to nominate eight members and their substitutes to sit on the Petitions Committee (quorum 4), in line with the political balance agreed at the Statutory Meeting of Clackmannanshire Council held on 25 May 2023:
SNP Group (Administration) – 4
Labour Group – 2
Conservative Group – 1
Either Green Member / Independent Member – 1.

It is recommended that Council notes:

- 2.3. that a Chair and Vice Chair of the Petitions Committee will be appointed from within the nominated Committee membership at the first meeting of the Committee
- 2.4. the additional information set out in paragraphs 3.2 to 3.5 of the report and Table 1, covering the matters escalated by Council following amendment to, and agreement of, the Petitions paper (item 13) on 5 October 2023
- 2.5. that Appendix 2 shows a tracked changes version of the original Guidance and Criteria for submission of Public Petitions presented at October Council. These changes are based on the clarifications provided in Table 1 of this paper together with an analysis of the Council's Petitions database
- 2.6. 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
- 2.7. 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
- 2.8. 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.

3.0 Considerations

- 3.1. Appendix 1 sets out the report considered at Council on the 5 October 2023. This paper was amended as follows subsequent to Council's scrutiny and debate of the paper:

'That Council agrees to defer this item to allow for an escalation of the issues raised including the provision of executive powers to the Petitions Committee and membership of the Committee'

- 3.2. The matter of the potential delegation of executive authority for the Petitions Committee has been further considered. As stated at the meeting, ultimately this remains a matter for Council to decide. It would, however, be a departure from the principle of no delegation of executive authority to non-regulatory committees of the Council, which was most recently considered as part of the arrangements to streamline the Council's decision-making arrangements in May 2022, following the Local Government Election. These discussions were held on a cross-party basis. Should the Council wish to proceed with delegating executive authority, Council may additionally wish to consider the rationale for exceptionally highlighting this Committee for such authority.
- 3.3. To facilitate Council in its consideration of the matter, the Chief Executive has reviewed the Council's petitions database. Records are held for all petitions received since the 30 March 2012 to date. The key metrics are as follows:

Petitions Received	25	
Competent*	10	
Themes	Budget	8
	Other	2
Not Competent*	15	
Themes	Budget	6
	Other	9

* based on the Council's agreed Guidance on Submission of Public Petitions

- 3.4 Additionally, Council is asked to note that a total of 14 of the 25 petitions received by the Council since 30 March 2012 relate to the setting of the Council's Budget and the subject matter of the 11/25 petitions which were non-budget related was variable with no clear trends: petition subjects included consultation approach, green space, traffic calming, skate park, parking and street lighting.
- 3.5 Given the significant proportion of petitions that the Council has received are budget related (56% of all petitions received; and 80% of those received assessed as competent for consideration by Council), there is a considerable potential risk in delegating executive authority to the Petitions Committee that the decision-making of full Council is fettered in respect of budget setting in terms of law and the Council's governance framework.
- 3.6 Given this risk, officers have also considered whether it would be possible to provide restricted/de-coupled executive powers to the Committee which excluded any budget proposals. Having reviewed the individual petitions received, there are two key elements to highlight: firstly, there is no clear pattern re the subject matter on which petitions may be received, making it extremely difficult to establish clear parameters within which the Committee might exercise its authority; secondly, the nature of some of the petitions received, even if not explicitly in response to budget consultation proposals, may have budget implications. At present, authority in respect of budget governance rests with Full Council. This option is, consequently potentially problematic and may lead to differences of interpretation over the extent of the Committee's authority relative to the individual petitions received.
- 3.7 As a consequence, the proposals submitted to Council in this paper do not incorporate the provision of executive authority to the Petitions Committee pending Council's consideration of the additional information provided.
- 3.8 Other matters raised during the debate of the original Council paper are summarised within Table 1 below, along with a proposed action/ response:

Table 1: Matters raised in debate on 5 October 2023

Discussion theme	Proposition/ Query	Proposed action/response
Casting vote	Will the Chair have a casting vote in terms of what should be recommended to Council?	<p>The proposal is that the final decision will be taken by Full Council for the reasons/ risks highlighted in paragraphs 3.2-3.5. On this basis, should the Committee not reach consensus, the actual Committee outcome, along with the range of views expressed, would be reported to Council. At Council, normal governance would apply with the Convener having a casting vote.</p> <p>Subject to Council's agreement, Appendix 2 proposes revised wording to make these aspects clear</p>
Political Balance	<p>Why has political balance been applied to the proposed membership of the Committee?</p> <p>Does political balance create a risk in terms of ward positions being adopted by groups?</p>	<p>Political balance is applied to all Council committees unless an alternative membership requirement is prescribed by legislation. The proposal, therefore provides for consistency with Council's current arrangements</p> <p>As a point of principle, this risk could be perceived in respect of all fora, including Council. However, Council is democratically elected by the constituents of Clackmannanshire to represent their views and the resultant political balance reflects the balance of those democratically expressed views/wishes. Given that the proposal would see a recommendation from the Committee to full Council, this would seem to be appropriate.</p> <p>Additionally, and conversely, it could be proposed that should the Petitions Committee hold executive authority and that the membership of the Committee is not in line with political balance, there is a risk of the Committee coming into conflict with Council – wide policy and decision-making as illustrated in paragraphs 3.2 to 3.5</p>
Timescales/ Process flow	<p>The Guidance does not set out the timescales that will apply, should a petition be assessed as competent under the Council's agreed guidance</p> <p>The Guidance does not detail the process that follows consideration of the petition by the Petitions Committee. Can this be clarified in the next version?</p>	<p>Appendix 2 has been updated to include timescales</p> <p>Appendix 2 has been updated to include the final stage of consideration of the Petition by Council</p>
Role of Petitions Committee	Does the Petitions Committee lend itself more to the Planning Committee process rather than service committees	<p>The Planning Committee is a quasi-judicial committee which takes decisions in terms of planning legislation. Members receive specific training to sit on the Committee and decisions are not referred to Council for approval.</p> <p>The Petitions Committee proposed is a Council Committee and does not derive its authority from subject-specific legislation. As a Committee of Council, its authority level and parameters are determined by Council. The proposed scope of the Petitions Committee is to provide an enhanced scrutiny function of Petitions received; ensure that Petitioners have a positive, full engagement and experience. A separate Petitions Committee has the added benefit of allowing Council to maximise the efficiency and effectiveness of Council meeting management without potentially curtailing the Petitioner engagement/experience due to the volume of decision-making items also being considered</p>
Appeals process	Was any consideration given to the possibility of an appeals process?	The proposals submitted to Council, provide for a final decision of Full Council, following full scrutiny by the Petitions Committee. Under Standing Order

		<p>17.1, 'the six month rule' decisions could only be revisited outwith this period unless there is a material change in circumstances.</p> <p>Additionally, given the majority of petitions received relate to the setting of the Council's budget, Council would potentially be revisiting/resetting the budget in-year should timescales and appeals outcomes align within certain parameters.</p> <p>On this basis, an Appeals process has not been recommended, additionally informed by the discussion at the Council meeting on the 5 October, officers understand that this explicit aspect was also removed from the amendment</p>
--	--	---

3.9 Sustainability Implications - None.

4.0 Resource Implications

4.1. Financial Details

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

Yes

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

Yes

4.4. Staffing

5.0 Exempt Reports

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

6.0 Declarations

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

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

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

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

7.0 Equalities Impact

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

Yes No

8.0 Legality

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

9.0 Appendices

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

Appendix 1A : Council report: Petitions, 5 October 2023

Appendix 1B: Guidance on Submission of Public Petitions

Appendix 2: Tracked Changes version Guidance on Submission of Public Petitions

Appendix 3: Petitions Template

10.0 Background Papers

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

Yes X (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
Nikki Bridle	Chief Executive	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

CLACKMANNANSHIRE COUNCIL

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


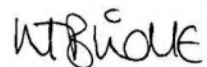
Reports to Clackmannanshire Council:

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.

Appendix 1B

- 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 452004/452106) or contact us by email at petitions@clacks.gov.uk



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.

Appendix 2

- 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. [You do not need to submit multiple copies of the Petition. Once the Petition is confirmed as valid, the Clerk to the Petitions Committee will ensure that the Petition is sent to 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.~~

[Your Petition will be confirmed as valid if correctly completed and meeting the criteria set out in this guidance within 10 working days of receipt of the Petition.](#)

Petitions which do not follow the guidelines will be rejected and you will be informed in writing, [by the Clerk to the Petitions Committee](#) of the reasons [with ten working days of receipt of the Petition](#).

~~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. A meeting of the Petitions Committee will be convened within 21 working days of your Petition being confirmed as valid, as detailed above.~~ The [Clerk of the Petitions Committee Monitoring Officer](#) will invite petitioners to attend the [Petitions Committee 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 [at the next available Council meeting](#), with its recommendation on how the petition should be disposed of. [The Council will make the final decision on the Petition. Please note that where there are an equal number of votes for recommendation of the Petition the Council's governance will apply with the Convenor having the casting vote.](#)

~~__~~ which could include:

Appendix 2

~~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 ~~seven~~7 working days of the decision of Council on the Petition ~~Petitions Committee meeting~~, the Clerk to the Council~~ommittee~~ will write to the Principal Petitioner advising of the Council's decision. ~~the Committee's decision.~~

* * *

If you require further information on submitting a petition please contact Committee Services, Kilncraigs, Alloa (Tel 01259 452004/452106) 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 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: 30 November 2023

Subject: Alloa First Ltd BID Board Representation

Report by: Nikki Bridle, Chief Executive

1.0 Purpose

- 1.1 The purpose of this report is for Council to consider the additional information provided by Alloa First Limited in respect of the application process and role of an Alloa First Business Improvement District (BID) Board member.
- 1.2 This additional information provides contextual and procedural clarification which aims to facilitate the Council's request for a Board Member position for a nominated elected member representative of Clackmannanshire Council as requested at its meeting on the 14 September 2023.

2.0 Recommendations

It is recommended that Council agrees:

- 2.1.1 To nominate one Council member as a potential Alloa First BID Board member
- 2.1.2 That the Senior Manager (Development) will continue as an advisor to the Board and, subject to the Board's appointment of the Council's nominated member, note that the officer will also support the Council's Board member (paragraphs 3.4 to 3.6)

It is recommended that Council notes:

- 2.1.3 The key roles and responsibilities of a Board member of Alloa First BID (Appendix 1)
- 2.1.4 The requirements of the BID in respect of completion of a nomination form which is to be submitted to the BID Board (Appendices 2 and 3)
- 2.1.5 That once Council has agreed its nomination per recommendation 2.1.1, the Senior Manager (Development) will engage with the nominated councillor to complete the nomination form and submit it to Alloa First Board (paragraph 3.6).

3 Considerations

- 3.1 In considering a report on the Alloa First Ltd BID Ballot process at its meeting on the 14 September, Council agreed the following 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’.

- 3.2 Following the Council meeting, the Chief Executive consulted with the BID Manager and it was agreed that the matter would be discussed as soon as practicable after the declaration of the BID Ballot outcome.
- 3.3 Following subsequent engagement with the Chair of the BID Board and the BID Manager, the nomination process has been clarified. Council is required to nominate one elected member and complete an individual nomination form (Appendix 2). The completed form is then submitted to the Board who consider the nomination in line with its established nomination arrangements.
- 3.4 Council is, therefore, invited to nominate a member to the Alloa First BID Board. In considering Council’s nomination, the Board has not specified any specific parameters re the nominee, but has highlighted the importance of the role and attributes as described in Appendix 1 as being material considerations.
- 3.5 The Alloa First BID newsletter released for November is attached at Appendix 3. The newsletter includes an item seeking new Directors for its Board and describes how to obtain a nomination form in line with the process described in this paper.
- 3.6 In discussion with the BID Chair and Manager, the current officer advisory role undertaken by the Senior Manager (Development) is a valued part of the current Board’s operating/ support arrangements. It is therefore, proposed that these arrangements continue with the added benefit that the Senior Manager will work with the Board Member to support them in their role and to facilitate any reporting to Council that may be required from time to time.
- 3.7 Once Council has agreed its nominated member, the Senior Manager (Development) will meet with them to complete the nomination form and submit it to the Alloa First Board.

4.0 Sustainability Implications

- 4.1 N/A

5.0 Resource Implications

- 5.1 Financial Details

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

Yes

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

5.4 Staffing

None

6.0 Exempt Reports

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

7.0 Declarations

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

7.2 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

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 X

10.0 Appendices

- 10.1 Appendix 1 - Alloa First BID Board roles and responsibilities of Board members
Appendix 2 – Alloa First BID Board Nomination Form
Appendix 3 – Alloa First BID November Newsletter

11.0 Background Papers

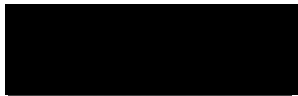
- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Alloa First Board of Directors – introduction to roles and responsibilities.

Introduction.

You have been invited to become a member of the Alloa First board of Directors. This article explains what the role entails and what the responsibilities are. However, directors will be governed by the Companies Act 2006 and further information will be included in the Company's Articles of Association.

Alloa First is incorporated as a Company Limited by Guarantee and is governed by a Board of volunteer Directors chosen from levy paying businesses in the Alloa Town Centre area. The make-up of the Board will be proportionate to and representative of the types and numbers of businesses and organisations paying the BID levy. Directors take account of the interests of all levy payers and not just those of their own business sector or geographical area.

Board members have no financial gain from their membership.

Purpose of the BID Board

The Board's purpose is to oversee the strategic direction of the Business Improvement District (BID) for Alloa Town Centre, ensuring projects as outlined in the Business Plan 2023- 2028 are delivered within budget to meet the needs of the BID levy paying businesses, third sector organisations and the Town Centre and making certain the BID performs its role effectively and fairly.

Responsibilities of the BID Board

- To ensure the BID company meets all its financial, legal and employment responsibilities
- To ensure that BID levies are collected as set out in the Business Plan
- To ensure that the projects in the Alloa First Business Plan are delivered effectively
- To monitor progress and report regularly to levy payers, voluntary contributors and other stakeholders
- To seek additional funding from stakeholders outside the BID area and from other grant-making and/or sponsorship providers to enable the BID to fulfil its funding promises
- To elect a Chairperson and other officers from among their number
- To manage the renewal ballot at the end of each term

Meeting arrangements and frequency

Directors will meet between 6 and 12 times per annum spread evenly throughout the year, usually during normal day-time working hours. It is expected that, by committing to be a Director, each person will endeavour to attend every Board meeting in order to allow key decisions to be made efficiently and quickly. Should a Director miss three consecutive Board Meetings or attend fewer than 75% of Board Meetings in any one year, he/she will be removed from the Board.

Appendix 1

Directors may also lead one of several subgroups set up to deliver specific projects, usually in an area where they have interest or expertise (e.g. marketing; heritage and tourism; group purchasing) and will keep the main board well-informed on progress. Any projects which fall outside the scope of the Business Plan must be discussed and agreed by the Board before decisions are made.

Directors should be able to offer a minimum of one day per month to the BID on average, the time typically being used for reviewing information, carrying out investigation, overseeing projects and attending meetings. Some months may be busier than others and therefore some flexibility is required.

Meetings will normally be held within the town centre area during the day and at times to be agreed by the Board.

Term

The term of Directorship is on an annual basis. At the first annual general meeting after the date upon which the company commences trading (18th October 2023) and at every subsequent annual general meeting, all the directors shall retire from office. Any director who retires at an annual general meeting may stand for re-election and be re-elected to the Board in accordance with the Company Article.

Accountability

Board members accept the responsibility for their functions and for their actions and operate with the highest standards of moral and ethical characters and personal integrity. Board members remain independent and objective while remaining dedicated to serving as a representative of Alloa First

Preferred Attributes of a BID Director

A BID Director will be a positive influence at Board meetings, communicating well with fellow Directors and acting as an ambassador for the company and the BID area when any such opportunities arise.

Directors will need to make decisions based on the evidence presented to them to benefit all the levy payers and be prepared and able to defend their actions if challenged by BID levy paying businesses, the public or the media.

Experience of working in partnership is desirable but not essential as is a knowledge of the Alloa and Clackmannanshire area and the businesses and issues within it.

An ability to listen to opposing views of fellow Directors, BID levy payers and the public. To discuss these views and decide the actions having considered all the evidence presented to them.

Directors need to be contactable and, in a position, to make decisions outside meetings as required from time to time and can read and understand sometimes complex subject matter, make deductions and comment appropriately.

Whilst most meetings will be held during the day, Directors should ideally be able to attend some evening meetings if required.

Board directors will be expected to attend no more than two special events or meetings per year e.g. AGM

BID Board Skills Mix

The directors on the board should bring a good mix of skills, including, but not limited to:

- Financial and commercial
- Project management
- Marketing and PR
- HR and Governance
- Knowledge/experience of one or more of the business sectors in the BID area
- Vision and innovation

NOMINATION FORM
Alloa First Management Board

Please complete the following form if you wish to nominate someone or yourself for a management post on the Alloa First Board.

Proposer:

Name: Signature:

Company:

I/We wish to propose the nominee below for the position of Director within the following sector:

- Independent Retail
- National Retail
- Leisure / Tourism
- Finance / Legal
- Property Owner
- Office
- Not for Profit i.e 3rd sector, church, charity

Title:.....Initials:.....Surname:.....

I/We believe that the nominee is suitable for the post of Director for the following reasons (please continue a separate sheet if necessary):

.....

.....

.....

.....

.....

*Contact details for proposed Director. (Please complete in block capitals)

Address.....

.....

.....

Telephone.....Email.....

Please return the completed form to Alloa First, 49 High Street, Alloa, FK10 7JF or email to Diane@alloafirst.co.uk.

Appendix 2

Please return the completed form to Alloa First, 49 High Street, Alloa, FK10 7JF or email to Diane@alloafirst.co.uk.

Clackmannanshire Council will be issuing the Alloa First BID levies in the next few weeks.

We appreciate that everyone is busy running their business so this may not be a priority for everyone to pay. Please do not ignore it. The best way to pay is by direct debit to help spread the cost into manageable payments which we would recommend you do. Please go to <https://www.clacks.gov.uk/directdebit/directdebit.php> or alternatively send an email to Diane@alloafirst.co.uk requesting a direct debit mandate.



If you previously paid by direct debit you do not need to complete a new mandate, if however, you set up your own standing order to cover the payments you will need to do so again for this year's levy. We strongly recommend spreading the cost into manageable payments.

Non-payment of the levy will be pursued via collection and enforcement options. We would like to thank the many businesses and local organisations who have paid their levy and continue to work with us to take Alloa town centre forward.

If you have any questions on your BID levy or require a direct debit mandate please do not hesitate to contact Diane at Diane@alloafirst.co.uk, call on 01259 211944 or pop in to the office at 49 High Street.

Christmas in Alloa

The busy festive season has begun - particularly for those of you in the retail and hospitality industries. Alloa's annual Christmas Light Switch-on event is scheduled for the 25th of November featuring performances by a number of local groups including the Bowmar Pipe Band, Sauchie Choir, Clackmannan District Brass Band, Forefront Stage School, Spotlight Theatre and the Lochies School Makaton Choir.

Alongside the big event will be a funfair, Christmas market and Santa's Grotto - hosted at the Alloa Hub this year. The Alloa First Elf Trail is back too bigger than ever, running from the 25th of Nov to the 20th of Dec with 40 elves to find throughout the town. Santa's post box will also be accepting letters from the day of the Switch-on. Those who enclose an address can look forward to a special letter!



Christmas
Light Switch On
25th November, 1pm
Alloa High Street

Live Entertainment

- ★ Bowmar Pipe Band
- ★ Sauchie Community Choir
- ★ Clackmannan District Brass Band
- ★ Forefront Stage School
- ★ Spotlight Theatre
- ★ Lochies School Makaton Choir

Family Fun

- ★ Fun fair on Mill St. - 11am
- ★ Bowmar Pipe Band opening parade - 1pm
- ★ Santa's Grotto at Alloa Hub - 2-4pm

CHRISTMAS MARKET
10am-5pm, High St.

Join the Alloa First Board of Directors and help Alloa town centre flourish



What does the Board of Directors do?

The Board is responsible for overseeing the delivery of the Alloa First Business Plan and supporting our project manager, Diane Brown in all project and activities within budget. They also ensure the activities meet the needs of the BID levy paying businesses and that Alloa First performs its role effectively and fairly. All members are volunteers and bring their own life and professional experience to the role.

The Board meets every six weeks to review progress, and we also ask members to be actively involved in at least one project to provide additional resource and support to the project manager.

Who are we looking for?

- You must own, manage or represent a business or organisation in Alloa town centre BID area that is liable to pay a BID Levy. The BID levy must be paid in full or have a direct debit in place
- Have an understanding of the challenges facing people who live, work and socialise in Alloa town centre
- Have a passion to ensure that the town centre can grow and thrive

You probably won't have experience on a Board. That's an advantage - we have plenty of people with board experience already who will be happy to support you. You might not think that this opportunity is aimed at people like you. That's not the case. If you meet the three criteria above, we'd love to hear from you.

Board positions are not paid, but we will reimburse reasonable expenses.

If you would like an informal chat about the opportunity with a current board member, or would like to receive a nomination form for yourself or an appropriate other, drop an email to Diane@alloafirst.co.uk

All nominations to the board are required to be submitted by 14th of December.

Survey



What are your priorities for the coming year and how can we help? Follow the link or scan the QR code to let us know what you'd like Alloa First to focus on in 2024.

<https://www.surveymonkey.co.uk/r/BID2023>



We can help spread the word



There are a number of free advertising opportunities available to Alloa First members. Get in touch to see how we can help you spread the word!

Love Local magazine is a bi-annual publication that is distributed to every household in Clacks. We offer all our members a free editorial and can even design a free advert for you to publish in the magazine and online.

The Alloa First directory acts as an information point for customers and clients, especially for those who don't use social media. Visit directory.alloafirst.co.uk to ensure your business details are up to date and let us know if you would like us to add anything to your listing.

Social media - Our Facebook page has grown to over 6.7k followers. Tag or message us with any events, offers, anniversaries or job vacancies you'd like us to advertise. We also have an Instagram and can share your posts to our stories.

Big Recycle Update

As most of you will be aware, a portion of the annual levy goes towards the recycling service offered to all our businesses. Uplifts are carried out on Wednesdays by the Binn Group. To make use of this service, please flat pack your cardboard and bag it alongside any paper, cans and plastic. Leave your bag on the kerb outside your premises before midday for the waste collection team to pick up.



Free recycling bags can be picked up from the Alloa First office at 49 High Street. We are happy to drop some off for you if you are busy - send us an email at diane@alloafirst.co.uk or give us a call on 01259 211944 if you would like someone to pop round.

Office Hours



The office of Alloa First is staffed generally three days a week (Tues, Wed, Thurs), so please don't think you are being ignored if the door is locked, the phone is not answered, and you've had no reply to an email. If your query is urgent you can give Diane a call on 07866590533.

Alloa First BID voted in for a fourth term after winning ballot vote

Alloa First is the Business Improvement District (BID) for Alloa town centre. It is an independent, business-led, not-for-profit initiative voted for by the businesses and third sector organisations in the town centre.

Following a six week-long postal ballot, Alloa First BID has secured a further five-year term after it received a 59.26% per cent majority of 'YES' votes by number of votes received, and a 77.02% per cent majority by rateable value.

We are very grateful for the trust and support the business community has shown by voting for a further five years.



The collective levy investment, which each organisation must pay, generates over £160,000 every year. This gives us an independent voice and ensures there are business and community-led initiatives to improve the town centre. Our mission is to help make Alloa town centre a vibrant, exciting, well connected and successful community; an attractive, clean, safe and enjoyable destination for those who live, work and visit including clients, shoppers and staff, residents, students and visitors; and a profitable and pleasant place in which to do business.

We are committed to championing and supporting our town centre and the past five years in particular have seen the importance of working together.

We're excited to continue the journey and look forward to sharing more news very soon.

You've got mail!

As a member of Alloa First, we want to ensure you are kept fully up to date with the latest projects, events and promotions taking place in the town centre.

Make sure you're receiving the regular Alloa First e-bulletins by ensuring we have your details up to date. If you haven't been receiving our communications, please check your spam folder in case it's gone astray. If there's still no sign, get in touch and we'll double check your details. Similarly, if any of your details have changed, let us know so we can make sure you're kept in the communication loop.

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Audit and Scrutiny Committee on 26 October, 2023.
- 1.2. Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending of money not budgeted for (Scheme of Delegation 3.20).
- 1.3. Standing Order 8.4 requires that where a Committee passes a report to Council, the full Committee report shall not be included again on the Council agenda and that officers should prepare a brief report that refers to the relevant Committee report and recommendation(s).

2.0 Recommendations

- 2.1. It is recommended that Council:
 1. from the **Audit and Scrutiny Committee** of **26 October, 2023** in relation to the report entitled "*Audit & Scrutiny Committee Annual Report & Forward Planning 2023/24*"
 - a) Agrees its forward plan for 2023/24 as set out at Appendix 2 of the above report and
 - b) Agrees its Annual Report 2023 as set out at Appendix 3 of the above report
- 2.2 The report relating to Audit and Scrutiny Committee is available on the Council's website.

3.0 Sustainability Implications

3.1. N/A

4.0 Resource Implications

4.1. *Financial Details*

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

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

4.4. *Staffing*

5.0 Exempt Reports

5.1. Is this report exempt? No

6.0 Declarations

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

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

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

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

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

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

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

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

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

None.

10.0 Background Papers

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

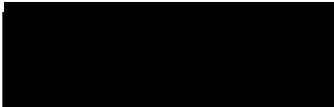
Yes (please list the documents below) No

a) Agenda, together with Minute of the Audit and Scrutiny Committee of 26 October, 2023. A copy of the papers have been circulated previously to all Members.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Budget Strategy Update

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report provides a high level financial overview and an update on the Budget process for 2024/25 including upcoming key milestones.

2.0 Recommendations

2.1 Council is asked to:

- 2.1.1 note the extremely challenging financial position faced by the council and current in year risks
- 2.1.2 note that the indicative funding gap remains at £11.6m in 2024/25 rising to £22.0m by 2026/27 (paragraph 4.1 and Appendix A);
- 2.1.3 note the progress on the 2024/25 budget approach including the work of the Budget Working Group and output of Budget Challenge sessions (paragraph 5.3);
- 2.1.4 note the timeline of upcoming key milestones in preparing the budget and briefings (paragraph 5.4 and Appendix B)
- 2.1.5 note the re-established officer Capital Operations Group and the work to progress the update to the approved 20 year capital plan (section 6.0);
- 2.1.6 note the update on progress with the HRA Business plan to support the development of the 2024/25 Revenue and Capital Budgets (section 7.0)

3.0 Financial Outlook 2023/24

- 3.1 The Council is forecasting an underspend of £602k on its Revenue budget by 31st March 2024. This is an early indication based on the June outturn figures reported to the Audit & Scrutiny Committee in September.
- 3.2 This underspend is before applying the pay award for 2023/24 that is estimated to add an additional unfunded pressure of around £850k. At this time it is expected that this will be met from the forecasted underspend along with uncommitted reserves above the 2% minimum level. As at 31st March the Council reported uncommitted reserves of £385k above minimum, therefore identifying £987k that could be used to offset the additional pay award pressure. However, it should be noted that there is a risk that the forecasted underspend reported as at June may reduce and further funding may need to be found to meet the pay award and any additional in year pressures to ensure reserves are maintained at the minimum level of 2%.
- 3.3 The General Fund forecasted underspend noted above excludes the outturn position of the Clackmannanshire and Stirling Health & Social Care Partnership (HSCP) as this is assumed to be met within the Partnership funding envelope. However, as reported to the HSCP Finance and Performance Committee in November, the Partnership is forecasting an overall net overspend of £4.4m with the Clackmannanshire element forecasting an overspend of £3.8m within this figure based on information as at September. As a consequence of this projected overspend a financial recovery plan is being developed to mitigate the overspend.
- 3.4 There is a risk to the council if the overspend continues to the end of the financial year and cannot be met through HSCP funding. Any overspend will be subject to risk share, required to be covered by the three partners and additional funds may need to be passported from the Council. This is a significant risk for the Council in light of its own challenging financial position noted above and the diminished capacity to meet additional in year pressures.

4.0 Indicative Funding Gap 2024/25

- 4.1 Included within the General Revenue Budget for 2023/24 approved by Council in March 2023, was the indicative budget gap for 2024/25 and the following 2 years to 2026/27 as set out in Appendix A. The indicative budget gap for 2024/25 is estimated to be £11.6m rising to a cumulative gap of £22m by 2026/27.
- 4.2 The indicative gap contains 4 main assumptions; Pay Award, Council Tax, Grant Funding and Demand Pressures.
 - Negotiations on the pay award for 2024/25 have not yet started and as such an increase of 2% has been assumed in line with the UK inflationary target.
 - The increase in Council Tax was assumed at 3% however, based on the indicative gap it was recognised that this may have to be increased. The Scottish Government has also announced a Council Tax Freeze for

2024/25, the actual funding to Local Authorities to offset the lost income as a result of the freeze is not yet known.

- Grant Funding which makes up the majority of the Councils funding is currently assumed at flat cash however the actual funding allocation will be contained within the Draft Settlement for Local Government to be published on the 19th December. This will provide indicative allocations for Local Authorities with the final allocations being confirmed in the Local Government Finance Order published in February/March 2024.
- An amount of £2.5m has been assumed to meet demand pressures for contract inflation based on previous levels of contract inflation. Bids are submitted by services and reviewed by the Budget Working Group.

4.3 As in previous years it is not expected to be able to confirm the funding gap until later in the year. As further information is known on any of these areas the indicative gap will be updated.

5.0 2024/25 Budget Strategy Progress Update

5.1 This is an extremely challenging time for Local Government, in the context of service and financial sustainability with projected budgets and services unlikely to be able to meet demand in the medium to longer term. As noted above, this equates to a cumulative funding gap of £22.0m over the next three years to March 2027, and an indicative gap of £11.6m for 2024/25 alone.

5.2 As a consequence, the Council needs to prioritise reducing its expenditure further on an ongoing basis. The budget approach for 2024/25 aims to ensure that the requirement for the Council to maintain a balanced budget position is met, addressing the existing budget deficit and financial sustainability in the longer term.

5.3 The key milestones in the budget process were set out in the Budget Strategy Report to Council in May. Appendix B lists what has been completed at the date of writing this report and the key milestones over the coming months. Good progress has been made so far in progressing budget proposals and updates on key activities are detailed below.

Budget Working Group

Monthly Budget Working group meetings have been held since May. This group is made up of the Chief Executive, the Chief Financial Officer and the Directors from the three portfolio areas with the purpose of overseeing the full budget process. The group is responsible for directing the key budget tasks, ensuring that the timeline is adhered to. The group will continue to meet to support the budget strategy up until the budget is set.

Budget Challenge Sessions

3 Officer budget challenge sessions have been scheduled throughout the year. The first session was held in June and officers were given a 10-15% target to identify savings from their budgets. The output of this session including the list of savings proposals were then presented to all members and Trade Unions in August.

Following the initial budget challenge session, work was undertaken by officers during the summer to refine and update these savings proposals as well as identify additional savings to ensure the 10-15% target was met.

The second officer budget challenge session was held during September where Senior Managers were involved in presenting the savings proposals to the Budget Working Group. This allowed challenge of proposals including identifying any cross service impacts. This session also led to the formulation of further savings proposals.

The output of the second budget challenge session was then shared in a Briefing to all members and Trade Unions in November.

5.4 As noted in Appendix B there are still a number of key milestones to take place prior to finalising the budget proposals which include:

- The third of the officer budget challenge sessions which is due to conclude by the end of November with the output of the refined savings proposals and contractual pressures being shared with all members at the briefing scheduled for January 2024.
- A Senior Leadership Forum (SLF) has been scheduled for December where Senior Managers will be able to present the transformation and savings proposals for their areas to their peers. This is aimed at improving communication of the savings proposals across Council services so that any cross service impacts are known and any perceived issues can be identified and resolved. It is also hoped to stimulate and generate ideas for improving cross service working.
- The Budget Consultation and Engagement process for 2023/24 consisted of a four stage approach. The first two phases were carried out prior to setting the 2023/24 budget with the third phase focusing on communicating the approved budget decision. The fourth phase focuses on 2024/25 and will be similar to phases one and two and is scheduled for January and February 2024. The feedback from this consultation will inform the policy decisions within the budget proposal.
- The Draft Scottish Budget is also expected to be published on the 19th December which will indicate the level of grant funding allocations to Local Authorities. On receipt of this, the budget gap will be reviewed and updated to reflect the impact of the funding allocations and reported to members. This is a key milestone in the budget preparation and will inform the revised budget gap. Any further updates to the draft position will be communicated throughout January and the impact on the budget gap will be updated.

6.0 Capital Operations Group

6.1 As part of the 2024/25 Budget Setting Approach, the Capital Operations Group has been re-established. This group is aligned to the work of the Budget Working Group and is lead by the Director for Partnership and Performance with support from the Chief Finance Officer and the Senior Manager for Transformation & Capital, with representations from each service area.

- 6.2 The Capital Operations Group aims to ensure the capital expenditure requirements of proposed changes to the approved programme are viable in line with the Council's Treasury Management Strategy that states capital plans must be prudent, sustainable and affordable. This approach aims to ensure that in setting out the medium term spending plans for the Council, it is possible to profile the revenue and capital investment required and when savings and efficiencies can subsequently be realised.
- 6.3 The first meeting of the Capital Operations Group was held in September. The next meeting was held on the 16th November where the group focused on budget setting for 2024/25. This included:
- a review of the outturns as at September – to inform any slippage in existing projects and potential carryforwards to 2024/25
 - an update on the approved programme for 2024/25 to 2043/44 identifying any rephasing or removal of projects that have been superseded,
 - a review of any new capital bids submitted for 2024/25 and future years,
- 6.4 This work is continuing and the information is being used to inform an updated draft of the capital programme for 2024/25 to 2043/44 which will be assessed to ensure it is affordable, prudent and sustainable in line with the Treasury Management Strategy.
- 6.5 Future meetings of the group are scheduled on a regular basis with additional meetings being called as required to progress specific areas of work aligned to the Budget Working Group.

7.0 HRA Revenue & Capital Budget

- 7.1 As in previous years the budget setting process also includes the preparation of the HRA Revenue and Capital budgets including the setting of the HRA Rent levels. The approach includes three key areas of work which are currently underway:
- Preparing the expected level of Revenue income and expenditure on HRA activities for the coming year,
 - Reviewing and updating the Capital programme
 - The annual Rent consultation with tenants (mid Nov to mid Dec).
- 7.2 To support the above work for the 2024/25 financial year and over the medium to long term two additional areas of activity are being undertaken:
- a refresh of the 30 year business plan which will inform the capital programme over the longer term, and
 - a review of central support recharges between the General Fund and the HRA to ensure that appropriate costs are accounted for in line with national guidance.

7.3 The 2024/25 HRA Revenue and Capital budget will be put forward to Council in early 2024 in line with the timescales for issuing any notice to tenants of changes in rent levels.

8.0 Sustainability Implications

8.1 There are no direct environmental sustainability implications arising from this report.

9.0 Resource Implications

9.1 *Financial Details*

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

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

9.4 *Staffing*

9.5 There are no direct staffing implications arising from this report.

10.0 Exempt Reports

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

11.0 Declarations

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

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

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

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

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

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

(2) Council Policies (Please detail)

12.0 Equalities Impact

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

Yes No

13.0 Legality

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

14.0 Appendices

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

Appendix 1 – Indicative Budget Gap 2024/25 to 2026/27

Appendix 2 - Budget 2024/25: Key Milestones, Timeline and Outputs

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)

- General Services Revenue and Capital Budget 2023/24
- Housing Revenue Account Budget 2023/24 and Capital Programme 2022/23
- Budget Strategy Update – Council May 2023

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Finance Officer	2022

Approved by

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

INDICATIVE BUDGET GAP 2024/25 TO 2026/27

3.1 Included within the General Revenue Budget for 2023/24 approved by Council in March 2023, was the indicative budget gap for 2024/25 and the following 2 years to 2026/27 as set out in the table below. The indicative budget gap for 2024/25 is estimated to be £11.6m rising to a cumulative gap of £22m by 2026/27.

Table 1: General Services Budget - Indicative funding gap 2024/25 to 2026/27

Annual Indicative Funding Gap	2024/25	2025/26	2026/27
	£000	£000	£000
Expenditure	160,045	166,588	172,019
Income	(148,484)	(149,304)	(150,052)
Gap	11,561	5,723	4,683
Cumulative Indicative Funding Gap	11,561	17,284	21,967

3.2 The main assumptions included within the indicative budget gap for the years 2024/25 to 2026/27 are set out in the table below:

Pay Award

3.3 As the pay award for 2023/24 has not yet been agreed and uncertainty surrounding future levels of inflation, the indicative budget gap for 2024/25 reflects inflation equivalent to approximately 2% and a further 2% in future years. Each 1% increase is equivalent to £0.800m.

Council Tax

3.4 The indicative gap reflects a 3% increase in the level of Council Tax for 2024/25 and future years. Each 1% change is equivalent to c£0.244m.

Grant Funding

3.5 The indicative gap is based on a flat cash basis for general fund grant for 2024/25 and future years. Each 1% change is equivalent to c£0.850m.

Demand Pressures

3.6 The indicative gap includes an amount for inflationary increases of £2.5m in all years. Due to increased inflation over the last 3 years, this figure is only expected to offset Contract Inflation with General Inflation needing to be met through additional savings.

- 3.7 There is much uncertainty around funding for future years and fluctuations in the main assumptions as set out above can have a significant impact on the budget gap. Recent high levels of inflation, cost of living, the pay award for current and future years and the local government settlement may significantly impact on these assumptions.
- 3.8 Further modelling scenarios and updates on planning assumptions will be prepared for future strategy updates to Council as updated information becomes available.

Budget 2024/25: Key Milestones, Timeline and Outputs

As presented in the Budget Strategy Report to Council in May 2023 (revised for updated timeline)

Completed (as at 21st November)

Task/ milestone	Timing	Stakeholders/ attendees	Output
Budget Challenge Session 1	Weeks commencing 5 th and 19 th June	Directors, CEX, CFO	First tranche for proposed savings & pressures: populate template
Members Briefing and TU Briefing	August	All Elected Members, TU's, Directors, CEX, CFO	Output of Budget Challenge Session 1
Budget Challenge Session 2	September	Directors, CEX, CFO, Senior Managers	Update on proposed savings with SM input
Capital Operations Group re-establishment meeting	September	Capital Operations Group (officer operational group)	Overview of Capital Programme and Budget process
HSCP Strategic Plan: Review of Priorities and Funding	September/ October	HSCP Chief Officer & CFO, CEX, Leader and CFO	HSCP Strategic Plan priorities linked to resource transfer and savings requirement & pressures
Members Briefing and TU Briefing	September/ October	All Elected Members, TU's, Directors, CEX, CFO	Output of Budget Challenge Session 2
Capital Bids Submitted	September/ October	Capital Operations Group (officer operational group)	Draft capital bid preparation
HRA	October	Director Place, HRA Senior Manager & Finance	Business Plan Review
Capital Bid Corporate Round Table	November	CFO, Capital Operations Group	Final Capital bids
HRA	October	Member Briefing	Business Plan Review
Budget Consultation	October	SLG, Leader	

Future Milestones

Budget Challenge Session 3	November	Directors, CEX, CFO	
Draft Capital Plan	November	CFO, Capital Operations Group	Capital Plan Review
External consultation and engagement	November	SLG, Leader	
SLF Briefing	December	CEX, SLG, CFO & all Senior Managers	Output of Budget Challenge Session 2
Members Briefing and TU Briefing	January	All Elected Members, TU's, Directors, CEX, CFO	Output of Budget Challenge Session 3
Proposed Capital Plan	January	CEX, CFO & Directors	Finalise proposed Capital Plan
HSCP Resource Transfer	January	HSCP Chief Officer & CFO, CEX, Leader and CFO	Resource transfer position consolidated for integration with Council budget
HRA	January	Director Place, HRA Senior Manager & CFO	Finalise proposed HRA Budget
Members Briefing and TU Briefing	January	All Elected Members, TU's, Directors, CEX, CFO	Budget Gap update following draft settlement & Proposed Capital Plan
Consultation Outcome	February		
Pre consultation draft Budget	February	Administration, SLG, CFO	Draft Budget subject to consideration of consultation responses.
Budget setting – General Fund & HRA	By end of February	Special Council	Final Budget

Key			
Pink	Capital Budget development	Sage	Consultation & Engagement
Purple	Budget Challenge Sessions	Red	Budget Setting
Green	HSCP	Orange	Elected Member and TU Briefings
Blue	HRA		

- In addition to the above the Budget Working Group will also be held on a Monthly basis consisting of the Chief Executive, Chief Finance Officer and Directors.
- The Capital Operations Group will meet every second month and consisting of the Chief Finance Officer, Directors and relevant officers.

Report to: Clackmannanshire Council

Date: 30 November 2023

**Subject: Treasury Management Quarterly Updates at 30th June 2023
& 30th September 2023**

Report by: Chief Finance Officer

1.0 Purpose

1.1 The purpose of this report is to present an update of Treasury Management activity for the first 2 quarters of the year - 1st April to 30th September 2023.

2.0 Recommendations

2.1 It is recommended that the Council note, comment and challenge as appropriate on the review of the Council's Treasury Management activities.

3.0 Considerations

3.1 The Treasury Management Strategy Statement (TMSS) for 2023/24 and the Prudential Indicators for 2023/24 to 2025/26 were approved by the Council on 9th March 2023. No changes to the TMSS are proposed in this report.

3.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that Council be updated on treasury management activities regularly (Treasury Management Strategy Statement, annual and quarterly reports). This quarterly report therefore ensures the Council is implementing best practice in accordance with the Code.

3.2 The report covers the following:

- The Economy and Interest Rates;
- Interest Rate Forecast;
- Investment Outturn for 2023/24;
- Borrowing Requirement and Debt;
- Borrowing Outturn for 2023/24, and
- Compliance with Treasury and Prudential Limits.

The Economy and Interest Rates

- 3.3 The invasion of Ukraine by Russia continues to have a major effect on the world economy. Although prices of energy and other commodities have reduced from the peaks seen in 2022, they remain at around double the level of two years ago. In the UK, CPI inflation fell from its peak of 11.1% in October 2022 to 7.9% in June and 6.7% in September, which is its lowest rate since February 2022. This remains well above target and is the highest rate in the G7 group of advanced economies. 3.4 The Bank of England's Monetary Policy Committee (MPC) sets its monetary policy in line with its inflation target, currently 2%, with the aim of sustaining growth and employment. As inflation remained substantially above target, the MPC raised the base rate twice so far this financial year, increasing from, from 4.25% to 5.00% in June and to 5.25% in August 2023. At its meetings in September and November 2023 the MPC maintained the base rate at 5.25%.

Interest Rate Forecast

- 3.5 The Council's treasury advisors, Link Group, provided the following interest rate forecast as at September 2023 for Bank Rates and Public Works Loan Board (PWLB) borrowing rates.

Table 1: Link Group Investment Forecast as at 25th September 2023

	Dec 2023	Mar 2024	Jun 2024	Sep 2024	Dec 2024	Mar 2025	Jun 2025	Sep 2025
Bank Rate	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00
5yr PWLB Rate	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90
10yr PWLB Rate	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80
25yr PWLB Rate	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10
50yr PWLB Rate	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90

- 3.6 As outlined in paragraphs 3.3 and 3.4 above, the UK is continuing to experience high inflation and as a result the UK Base Rate has continued to rise, reaching 5.25% in August 2023. The rate is now expected to remain at this level for the next twelve months before starting to reduce in September 2024 to 5.25% and gradually reducing thereafter to 3.00% by September 2025. However, there remains a high level of uncertainty as the economy continues to recover from the effects of the pandemic and the ongoing war in Ukraine, which could lead to the forecast being changed within a short timeframe. The outcome of the UK General Election, which will take place within the timeframe of the forecast, may also have a bearing on the economy.
- 3.7 Similar to bank rates, PWLB borrowing rates are expected to reach their peak by December 2023 before gradually reducing, as shown in the interest forecast table above.

Investment Outturn for 2022/23

- 3.8 The Treasury Management Strategy Statement (TMSS) for 2023/24 includes the Annual Investment Strategy, which sets out the approved upper limits of investments with fixed and variable interest rates. It can be confirmed that these limits were not breached during the quarters ended 30 June 2023 and 30 September 2023.
- 3.9 In order to maintain the availability of cash to meet daily cash flow payments, cash is held in easily accessible current accounts, call accounts, Money Market Funds (MMFs) and Short Duration Bond Funds (SDBFs). Current accounts generally have low interest rates; therefore cash is invested in MMFs and SDBFs on a short term basis to achieve a higher return. MMFs and SDBFs are mutual funds that invest in a range of short-term and medium-term money market instruments such as cash deposits (e.g. with banks), short term fixed and variable income securities (such as bonds) and, for SDBFs, mortgage and asset backed securities. These funds allow investors to participate in a more diverse and high-quality portfolio holdings than if they were to invest independently. Their primary aims are the preservation of capital and the provision of liquidity whilst offering a level of return consistent with money market investment. This aim is consistent with the Council's investment priorities of security first, liquidity second and then returns. The Council also has an account with the UK Treasury Debt Management Office (DMO) to place deposits for fixed periods up to six months at rates close to the Bank of England Base rate.
- 3.10 As at 30 June 2023, the Council held cash balances of £33.9m, of which £3.9m was immediately available in the Council's bank accounts and a further £30m immediately available from holdings in MMFs and SDBFs. By 30 September, the cash held in bank accounts has increased to £6.5m whilst the holdings in MMFs and SDBFs were unchanged.
- 3.11 The average level of funds available for investment during the three months to 30 June 2023 was £37.9m and the six months to September 2023 was £39.2m. These funds were available on a temporary basis with the amount available varying at any one time depending on a number of factors including cash flow and the borrowing strategy.
- 3.12 The benchmark investment returns over the 3 months ended 30 June 2023 and the 6 months ended September 2023 are illustrated in the undernoted table:

Table 3: Benchmark Investment Returns 2023/24

Benchmark Period	Benchmark Return as at 30 Jun 2023	Benchmark Return as at 30 Sep 2023
7 Days	4.34%	4.71%
1 Month	4.27%	4.64%
3 Months	4.11%	4.44%
6 Months	3.74%	4.10%

12 Months	2.70%	3.16%
------------------	-------	-------

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

- 3.13 The Council's budgeted cash investment return for 2023/24 is 2.00%. This is a composite rate of all investments which is a mixture of instant access balances and short term investments with maturity dates up to 100 days. The budgeted rate was based on an expected average bank rate of 4.00% for 2023/24.
- 3.14 For the three months ended 30 June 2023 the Council achieved an actual investment return of 3.39% (£303k) which is higher than budgeted due to the increases in interest rates above the budgeted level. For the six months to 30 September 2023 the total investment return was 3.79% (£649k). Investments in MMF and USDBF achieved rates of between 4.20% and 4.32% for the three months to 30th June and between 4.70% and 5.02% for the three months to 30th September.
- 3.15 An average return of 1.37% was achieved on everyday cash balances held with the Royal Bank of Scotland (RBS). The cash balances in RBS accounts achieve a minimal return of between 1.00% and 1.70% and are held as working balances. The DMO account was used to place 7 day deposits when temporary excesses of working funds were identified, achieving returns of between 4.38% and 5.25% (£16k). Balances in the Bank of Scotland account are held pending future investments and achieved a return of 0.52% over the six month period.
- 3.16 The bank rate increased to 5.25% in August 2023, where it has remained as at November 2023. It is expected to remain at this level before falling progressively from September 2024 as shown in Table 1 above. Investment rates generally follow the bank rate and as the bank rate is forecast to be higher than previously expected for the remainder of 2023/24, it is anticipated that actual investment returns will also continue to be higher than budgeted.

Borrowing Requirement and Debt

- 3.17 The Council's underlying need to borrow to finance capital expenditure, termed the Capital Financing Requirement (CFR) is shown below. The 2023/24 Budget Estimate has been increased by £13.687m due to the adoption of the revised accounting arrangements for Service Concessions as set out in the TMSS 2023/24. The projected CFR shows a decrease from budgeted, due to the net effect of:
- the General Fund capital expenditure for 2022/23 being less than anticipated;
 - the forecast General Fund capital expenditure for 2023/24 being less than anticipated (with proposed re-phasing of spend into future years).

Overall this results in a net decrease from the budgeted CFR.

Table 4: Borrowing Requirement (CFR) 2023/24

	31 March 2023 Actual £000	31 March 2024 Budget Estimate £000	31 March 2024 Projected as at June 2023 £000	31 March 2024 Projected as at Sept 2023 £000
CFR General Fund	124,225	151,897	148,954	148,954
CFR HRA	21,763	27,440	27,471	27,471
Total CFR	145,988	179,337	176,425	176,425

Borrowing Outturn for 2023/24

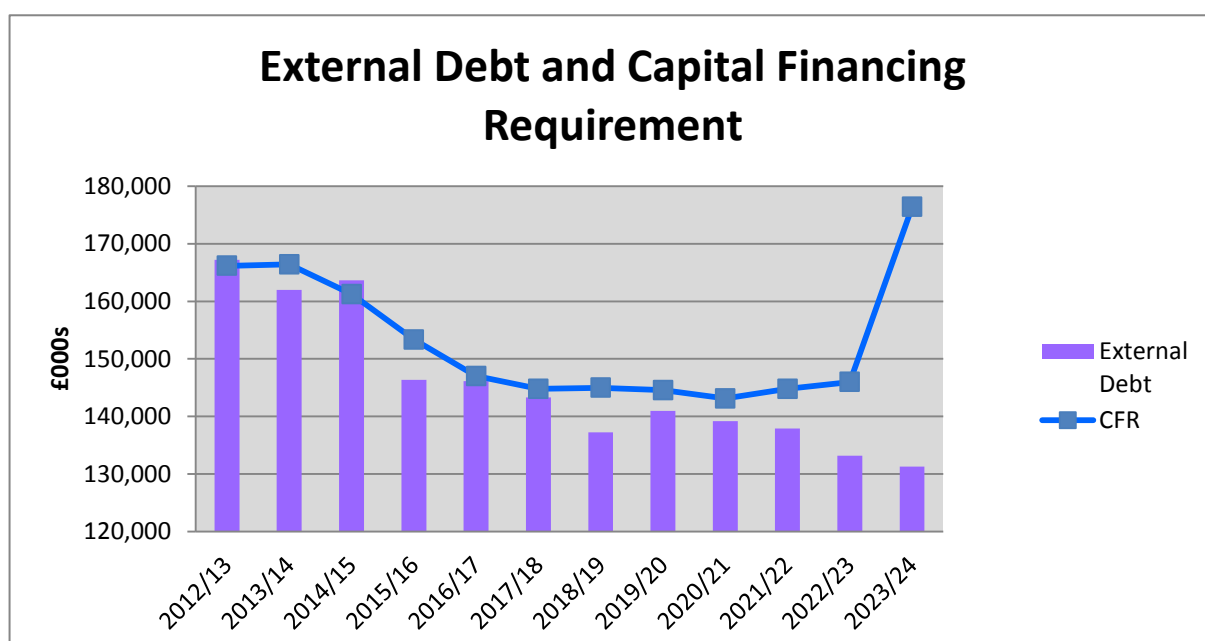
- 3.18 During the period to 30 September 2023, the Council reduced its external borrowing by £0.756m. This included repayments of £0.001m towards PWLB Debt, repayments of £0.032m towards the Salix interest free loan and repayments of £0.720m towards the Council's PFI arrangement.
- 3.19 The budgeted capital spend was funded from internal borrowing (cash balances) with no additional external borrowing being undertaken for the first 6 months of the year. At this time there is no additional external borrowing forecasted to be undertaken by 31 March 2024 but this will be subject to review of progress on the approved capital programme and the level of cash balances held.
- 3.20 The Council's external borrowing position as at 30 September 2023 and expected year end position is illustrated in the undernoted table:

Table 5: External borrowing at 2023/24

	Actual March 2023 £000	Actual June 2023 £000	Actual Sept 2023 £000	Projected March 2023 £000
Public Works Loan Board	74,149	74,148	74,148	73,735
Market Loans	18,954	18,952	18,950	18,946
LOBO Loans	5,000	5,000	5,000	5,000
Other long term liabilities	125	125	94	63
Long term Liabilities - PFI	35,435	35,075	34,715	33,995
Total	133,663	133,300	132,907	131,739

- 3.21 The level of borrowing is forecast to marginally reduce by the end of 2023/24. This is on the basis that no new external borrowing is undertaken during the remaining 6 months of the year.
- 3.22 The following chart shows the actual and forecast level of debt up to the end of 2023/24. In addition to programmed capital spend, repayment profiles of debt maturity mean there are variations in annual change in debt year on year.

Chart 1: External debt and Capital Financing Requirement (actual and forecast)



- 3.23 Overall there is a forecasted reduction in cumulative external debt of £41m (25%) since 2012, showing that over the longer term the Council has not

increased its level of debt to finance its capital programme. However the rolling 20 year capital programme for 2023/24 to 2042/43, approved by Council at its meeting in March 2023, included a significant increase in capital investment with the expectation that new external borrowing would need to be undertaken over this period to ensure sufficient cash is available to meet the capital investment. As a result external debt is forecast to increase in the medium term, falling again towards the end of the 20 year programme. Repayments towards PFI also continue to reduce the Council's overall level of external debt on an annual basis.

- 3.24 In line with the 2023/24 TMSS and Prudential Indicators, total external debt of £131.7m is forecast at end of the year which remains below the Operational Boundary for External Debt (£146m) and the Authorised Limit for External Debt (£157m).

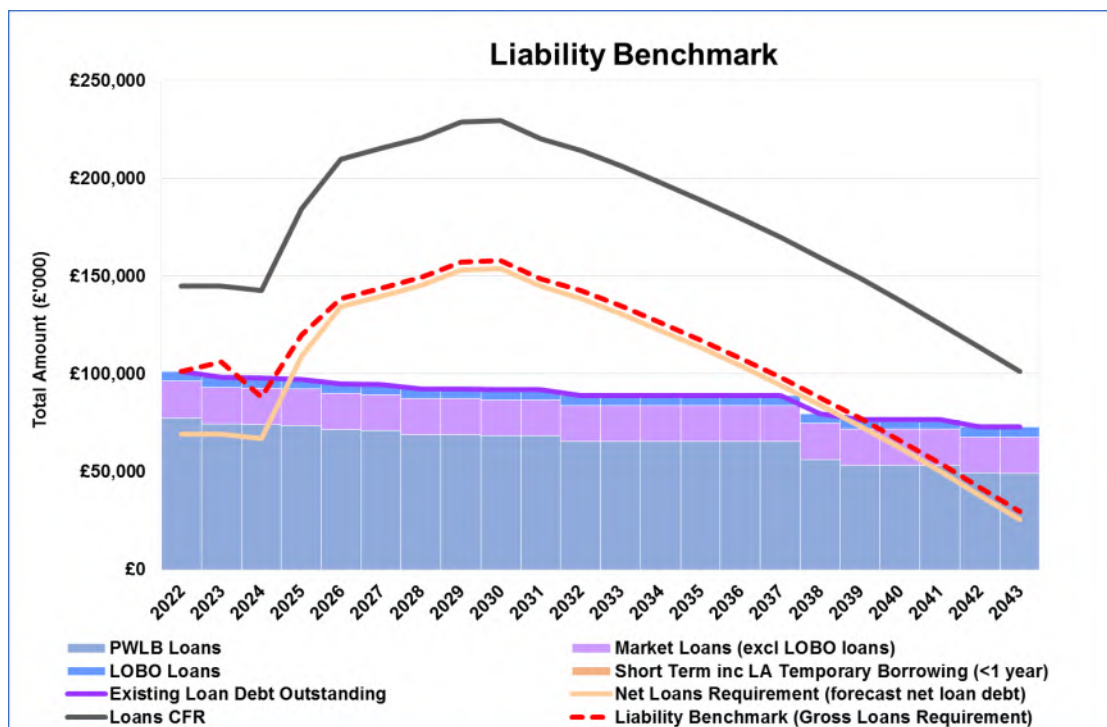
Liability Benchmark

- 3.25 The Liability Benchmark was a new prudential indicator for 2023/24 introduced in the 2021 Code and was included in the 2023/24 TMSS. As a minimum, the Council is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following two financial years. The chart below estimates the Liability Benchmark to 2042/43 in line with the approved GF Capital Programme. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

There are four components to the Liability Benchmark are:

- a) **Existing loan debt outstanding:** the Council's existing loans that are outstanding at the end of each financial year.
- b) **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing, and planned Loans Fund advances and Loans Fund principal repayments.
- c) **Net loans requirement:** this shows the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned Loans Fund principal repayments and any other major cash flows forecast.
- d) **Liability Benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

Chart 2: Liability Benchmark



3.26 The Liability Benchmark shows that over the short term the Council is not anticipated to undertake any external borrowing but over the medium to long-term it is anticipated that the Council will need to borrow in order to ensure it holds sufficient funds to finance its capital spending plans.

Borrowing in Advance of Need

3.27 The Council has not borrowed in advance of need in the six months ended 30 September and has no intention to borrow in advance during the remainder of 2023/24.

Debt Rescheduling

3.28 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 to date in the current financial year however the Council will seek early redemption two PWLB annuity loans by 31st March 2024. The loans were advanced in 1970 and 1972 for 60 years with interest rates of 9.125% and 9.250% respectively. The balance on the loans as at 30th September 2023 is £25,914. The PWLB will charge a premium for early redemption which is anticipated to be approximately £6k. This can be funded from within the current loans fund revenue budget. The premium will be offset by a saving of interest of £12,719 over the next 9 years. The redemption will aid the administrative efficiency of the loan portfolio.

Compliance with Treasury and Prudential Limits

3.29 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.

3.30 All treasury and prudential indicators set out in the Council's TMSS have been complied with in the financial period to 30 September 2023. These prudential and treasury Indicators are shown in Appendix 2.

4.0 Conclusions

4.1 Cash balances 2023 were £33.9m as at 30 June 2023 and £36.5m as at 30 September 2023, which contributes to supporting the Council's capital financing requirement internally.

4.2 The Council's return on investments was higher than most of the benchmark rates for the first six months of the financial year and higher than the budgeted return.

4.3 The Council has repaid £0.720m towards PFI arrangements and £0.036m towards other external debt.

4.4. No new external borrowing is expected to be undertaken during the remainder of the financial year.

4.5 Immediate cash balances have decreased by £3.239m over the first six months of the year and £30m is held in two MMFs and two SDBFs. It is anticipated that the balances in the MMFs and SDBFs will reduce during the remainder of the financial year as funds are transferred to fulfil revenue and capital commitments.

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 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)

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 30th June and 30th September 2023

Appendix 2 - Prudential and Treasury Indicators as at 30th June and 30th September 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 2023/24 - report to Council March 2023

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Team Leader - Corporate Accountancy	2256

Approved by

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

APPENDIX 1: Investment Portfolio

Short Term Investments – Counterparty	Principal as at 30 Jun 2023 £000	Principal as at 30 Sep 2023 £000	Interest Rate	Type
Aberdeen Standard Money Market Fund	6,000	6,000	Average Yield: Apr-Jun 4.20% Jul-Sep 4.88%	Instant access
Aberdeen Standard Ultra Short Dated Bond Fund	13,000	13,000	Average Yield: Apr-Jun 4.31% Jul-Sep 5.02%	Instant access
Blackrock Money Market Fund	6,000	6,000	Average Yield: Apr-Jun 4.32% Jul-Sep 4.70%	Instant access
Blackrock Ultra Short Dated Bond Fund	5,000	5,000	4.68% Average annual rate (accumulating interest)	Instant access
Bank of Scotland plc Treasury Call Account	10	5,010	4.90% as at 30 th June 2023 5.14% as at 30 th Sept 2023	Instant access
CSBP Clackmannanshire Investments Ltd	1	1		
Total Short Term Investments	30,011	35,011		

Cash and Cash Equivalents – Counterparty	Principal as at 30 Jun 2023 £000	Principal as at 30 Sep 2023 £000	Interest Rate
Royal Bank of Scotland plc	3,793	1,412	1.70% (balances above £1m)
Bank of Scotland plc	80	80	0.01% from 27 th Jan 2023
Other Accounts	27	25	-
Total Cash and Cash Equivalents	3,900	1,518	

TOTAL INVESTMENTS	33,911	36,528
--------------------------	---------------	---------------

APPENDIX 2: Prudential and Treasury Indicators

Treasury Indicators	2023/24 Budgeted Estimate £'000	Actual as at 30 June 2023 £'000	Actual as at 30 Sept 2023 £'000	Projected 31 March 2024 £'000
Authorised limit for external debt	157,000	157,000	157,000	157,000
Operational boundary for external debt	146,000	146,000	146,000	146,000
Gross external debt	133,663	133,300	* 132,907	131,739
Investments	** 39,890	33,911	36,528	36,528
Net borrowing	93,773	99,389	96,379	95,211

*As at 30 September 2023, Gross external debt consisted of £98.192m fixed rate borrowing and £34,715m liabilities in relation to PFI

**Actual as at 31 March 2023

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI)	Upper and Lower Limits	Fixed Rate Borrowing as at 30 June 2023 £'000	% of Total Fixed Rate Borrowing	Fixed Rate Borrowing as at 30 Sept 2023 £'000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	475	0.49%	443	0.45%
12 months to 2 years	25% - 0%	475	0.49%	475	0.49%
2 years to 5 years	50% - 0%	4,280	4.93%	4,280	4.93%
5 years to 10 years	75% - 0%	3,525	3.61%	3,525	3.61%
10 years and above	100% - 0%	88,478	90.49%	88,478	90.52%
		97,773	100.00%	97,741	100.00%

Prudential and Treasury Indicators

2023/24	As at 30 th June 2023*		
Prudential Indicators	Budgeted Estimate	Projected Outturn	Variance
	£'000	£'000	£'000
Capital expenditure: General Fund Services	25,762	24,664	(1,098)
Capital expenditure: Housing Revenue Account	21,844	20,344	(1,500)
Capital Financing Requirement (CFR): General Fund	151,897	148,954	(2,943)
Capital Financing Requirement (CFR): HRA	27,440	27,471	31
In year borrowing requirement	45,674	43,125	(2,549)
Ratio of financing costs to net revenue stream - General Fund	4.11%	3.88%	(0.23%)
Ratio of financing costs to net revenue stream - HRA	8.13%	7.27%	(0.86%)

*Forecast figures not yet available as at 30th September

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Place & Partnership and Performance Business Plan

Report by: Strategic Directors: Place & Partnership and Performance

1.0 Purpose

- 1.1. The Council delivers a diverse range of services, including a number of statutory and essential support functions. In line with the Annual Statement of Priorities agreed by Council in October 2023, this report presents for consideration directorate Business Plans for Place and Partnership & Partnership Business Plan 2023/24 (as set out in Appendix 1 and 2 respectively).

2.0 Recommendations

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

3.0 Considerations

- 3.1. Business plans for 2023/24 are focused on transformation, underpinning sound organisational governance and the Target Operating Model as set out in the Annual Statement of Priorities agreed by Council in October 2023. These fall into three themes:
- Sustainable Inclusive Growth
 - Empowering Families & Communities
 - Health & Wellbeing
- 3.2. As well as key operational activity, the Plans reflect agreed transformational priorities contained within the Statement, including:
- Digital and data transformation;
 - Asset Strategy
 - Workforce Strategy
 - Investment Strategy.

3.3. The planned actions, performance and risk mitigation measures set out in the plans will provide a basis for scrutiny as agreed by Council in its revised Be the Future Performance Management Framework.

3.4. There are no direct financial implications arising from this report.

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 A – Place Business Plan 2023/24

Appendix B - Partnership & Performance Business Plan 2023/24

11.0 Background Papers

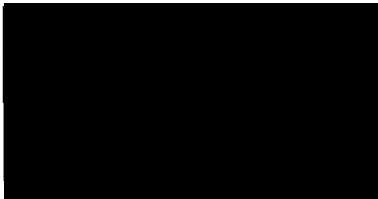
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127
Pete Leonard	Strategic Director	2533

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	
Pete Leonard	Strategic Director	



Place

Business Plan 2023-24



**Be the
FUTURE**

1 SERVICE OVERVIEW

1.1 SERVICE PURPOSE & OBJECTIVES

Place services play a key role in supporting the delivery of the Council's vision and outcomes.

Delivering quality front-line services to the citizens of Clackmannanshire is a key purpose. Infrastructure, amenity, housing, waste and public protection are all highly valued aspects of what people expect from a Council and have a major influence on people's quality of life. Also, housing, property and facilities management services provide vital support to other Council services, such as education and health and social care.

Place services also have a major influence on shaping the future prosperity of Clackmannanshire, through spacial planning and development management, economic development, and the delivery of capital projects in support of the Council's vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.

The Council's Vision – Be the Future

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

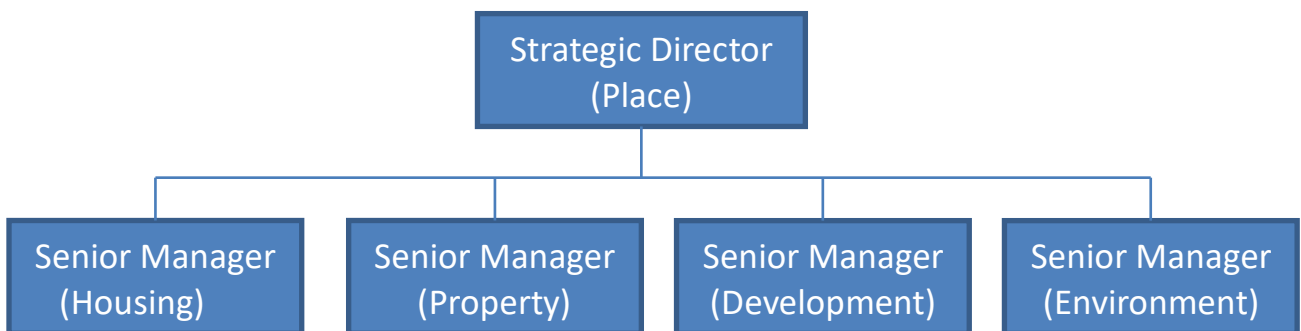
Our Priorities

- Sustainable, inclusive growth
- Empowering individuals, families and communities
- Health and Wellbeing

Our Values

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

1.2 SERVICE STRUCTURE



The portfolio General Services revenue budget for 2023-24 is £33, 985,000 with a savings target of £1,254,000. The HRA revenue budget for 2023-24 is £19,352,375, with an income target of £24,234,480. The HRA capital budget is £15,900,000.

1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/Last Reviewed	Date for Review
Housing Service		
Housing 30 Year Business Plan	2018	Dec 2023
Property Asset Management Strategy (Housing)	New	2024
Allocations Policy	2019	2024
Evictions Policy		2024
Anti-social behaviour Policy and strategy (Housing specific)		2024
Tenant Participation Strategy		Aug 2024
Local Housing Strategy		2024
Strategic Housing Investment Programme	2022	Nov 2023
Property buy-back policy		2024
Housing Needs and Demands Assessment		2024
Homelessness prevention strategy		2024
Property Service		
Learning Estate Strategy	Dec 2019	2024
Non Housing Property Asset Management Plan (Phase 1)	New	Feb 2024
Non Housing Property Asset Management Plan (Phase 2)	New	2024
Development Service		
Community Wealth Building Action Plan	2023	2024
Regional Economic Strategy	New	2024
Local Biodiversity Action Plan	2018	2024
Regional Energy Masterplan	New	Nov 2023
Local Development Plan	2015	2028
Local Employability Partnership Action Plan	2023	2024
Net Zero Strategy and Action Plan	New	February 2024
Outdoor Access Strategy	2018	2024/25
Environment Service		
Local Transport Strategy		2024/25
Public transportation strategy	New	2024/25
Active Travel Strategy 'Connecting Clackmannanshire'	2021	2024
Road Safety plan		2024
Play Park strategy	New	2024
Household Waste Collection Policy	2021	2023

2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2023-24

Over the life of this business plan, we will seek to excel in delivering operational services whilst also developing and implementing key strategic activities to ensure that the service is fit for the future and that our contribution to the people and place of Clackmannanshire is maximised. To do this successfully, we need to:

- Be clear on our priorities and ensure that resources are focused on these
- Ensure that we have the service design, skills and capacity to deliver, within known constraints
- Develop our business management approaches, including performance management and governance
- Provide the right tools, equipment and
- Support our people to develop the right skills and aptitudes to succeed in a changing operating environment, providing opportunities for career development

Priority policy/strategy development and improvement actions are set out in the relevant sections of this business plan. Key issues are set out below:

The Council's workforce is aging and it is becoming increasingly challenging to recruit and retain staff in a number of professional disciplines in what is a competitive market. Within the Place directorate, there are a number of areas where there are small teams and multiple potential single points of failure, where recruitment and retention issues can quickly create knowledge and capacity issues. These place pressure on existing staff as well as posing risk for the delivery of our statutory and regulatory obligations.

Service redesign and capacity for the short – medium term has been addressed in a number of services, but further work still remains. The Property service redesign is a key priority and there are other areas where capacity gaps and operational resilience need to be addressed. The ability to deliver policy development and improvement actions in line with the timetable set out in this plan depends on our ability to resource this activity.

Given the public sector financial environment, it is likely that more fundamental service redesign will be required to ensure a sustainable future for delivery of our services. External support has been commissioned to help us to shape our future Target Operating Model (TOM). Initial output from this work is expected early in 2024.

Service performance is generally to a high standard and we need to be more proactive in communicating and celebrating our successes with our stakeholders and to each other.

Our performance management regimes have identified a number of areas for improvement, however, some of which are set out in this business plan.

A high proportion of managers and team leaders are new to either the organisation or the role and there is work to do to embed business processes and good governance. We will also work with colleagues to identify areas where processes can be streamlined and/or digitised or automated, to improve productivity and customer service.

Our transformation journey will include a continuation of increasing collaboration and a quickening pace of digital transformation - including from the deployment of M365 and major new management information systems such as a new Housing and Property management system - to more of our transactional processes being digitally accessible to our citizens around the clock.

Financial sustainability has been a key challenge and theme for the Council for many years. The post-pandemic financial environment is one in which public sector budgets are likely to come under even greater pressure in the near future. As a result, our focus as a portfolio must remain on delivering operational efficiency and transformation.

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services by improving the economic performance of the area and creating the conditions to ensure our people, businesses and communities enjoy the

benefits of greater prosperity, is critical to our Be the Future ambitions. This is not a quick fix and represents a significant and challenging programme of longer term transformation and investment.

Over the last 3 years, transformation has been delivered against the socio-economic impact of COVID, high inflation and a cost of living crisis – demands are higher than ever at a time when budgets are under sustained and increasing pressure. This has demonstrated that transformation is needed now more than ever for our social and economic renewal and to tackle the underlying health and well-being inequalities. Moving forward, we will continue to deliver Be the Future, delivering on business continuity and improving our core statutory services. Achieving the balance of these priorities is reflected in this business plan.

The Budget Strategy approved in 2023/24 cemented a series of priorities that recognised how we spend, plan and connect our investment now will lay the foundation for economic recovery for future generations. The budget approved a long term financial planning approach that established a 20 year capital budget, organised around the Council's Be the Future Programme priorities of Sustainable inclusive growth; Empowering our families and communities and Health and well-being.

The convergence of this 20 year capital programme with other significant developments including the City Region Deal moving into delivery, the focus of the Scottish Government budget and programme for government on Community Wealth Building, the Well-being economy and Place-based developments presents a significant opportunity in our journey towards sustainable public services. The hard work of the past 2 years to create the conditions means we are better positioned to take advantage of this alignment to increase the pace, scale and impact of our Be the Future programme for the benefits of people, businesses and communities.

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

Place services engage with customers and stakeholders to understand how we are performing and to inform new policy and service development. We aim to meet the Council's service standards in ways that reflect the Council's values, primarily: Be the Customer. As such we aim to listen to our customers (internal and external), communicate honestly, openly, with transparency and with respect and integrity.

Some examples of recent and planned engagement are listed below.

External

- Ongoing engagement with the Tenants Federation and formal consultation with tenants on rent setting and other key investment decisions
- Housing tenant satisfaction feedback sought for all for capital, repairs and maintenance works.
- Meetings with local community groups occupying our properties on leases or to explore potential asset transfers
- Extensive use of the Place Standard Tool to inform regeneration and development activities – e.g. Alloa Town Centre, Alva Regeneration, Glentanar Mill development.
- Regular meetings with Ward-based Climate Change Fora to inform the development of our Net Zero strategy and action plan.
- Public consultation on the City Region Deal funded Regional Energy Masterplan.
- Commencement of a masterplan for Alloa town centre in accordance with the Scottish Futures Trust's 'Place guide: a process for improved Place-based decision making'
- Local Development Plan Scheme consulted on in July/August 2023
- Feedback via Survey Monkey from all learners and employers involved in our Skills Development Scotland programmes
- Business engagement conducted through the Clackmannanshire Business Support Partnership including fortnightly mailing to over 1,600 recipients and Business Survey
- Public consultation to develop a play park strategy is to take place during the life of this plan

Internal

- Improved communication and stakeholder engagement with all cleaning staff and Head Teachers.
- Closer liaison with Education and key stakeholders in relation to the capital programme for the learning estate.
- Working group in action to collaborate on strategic asset management ensuring Planning masterplans and property assets are evaluated to increase value from outcomes.
- Active engagement in the development of the Wellbeing Hub/Lochies project.

- Active engagement in the Family Wellbeing Project and associated activities.
- Bipartite meetings with TU/Management underpinned by local service TU engagement groups.
- Regular meetings with political portfolio holders/Group Leaders.

3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff is essential. This business plan provides the basis for all service, team and individual PRD plans within Place. Senior Managers will maintain plans and risk registers for their areas of responsibility.

Every employee will have regular one-to one supervisory meetings and will agree objectives for the year as part of the agreed PRD process. Whilst objectives will continue to form a core element of discussions and supervisory meetings, how we go about Council business is a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values, supporting our staff and ensuring mental health and wellbeing will form an important element of service performance.

Risks and performance against business plan objectives will be reviewed regularly by the Place Senior Management Team, and for Senior Managers as part of regular supervisory meetings with the Strategic Director. Our services will input systematically to the Be The Future Programme Management Office requirements, and progress against our business plan and financial outturns will be reported to the Audit and Scrutiny Committee six monthly, for the purposes of scrutiny and transparency.

Across the directorate there are a range of embedded practices for managing and monitoring service performance. The service provides a number of statutory/national performance reports, as follows:

- Planning Performance Framework
- Building Standards Verification – Annual Performance Report
- Food Control Service Plan
- Public Bodies' Climate Change Duties

- Scottish Housing Regulator – Annual Return of the Charter (ARC) & Insurance Statement
- Scottish Housing Regulator – Self Assurance Statement
- Scottish Housing Regulator – Landlord Report to Tenants
- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government

3.4 WORKFORCE PLANNING

Directorate workforce planning will take place in Q4 of the financial year 2023/24.

Meantime, a number of key points of note are:

A gender split of 50% female and 50% male;

An ageing workforce - 54% of the workforce is over 50, with a 37% over the age of 55 with potential retirement options available to them;

71% of the portfolio work full time;

For 2022/23 the portfolio had a turnover rate of 10.64% and a lost time rate of 5.26%;

There are numerous single points of failure in small teams within a small workforce – there are particular risks in several areas where recruitment is known to be challenging nationally;

Recruitment difficulties continue to prevail, particularly in highly specialised professions;

There are ongoing critical skills gaps placing pressure on services and staff with an ongoing reliance on agency workers or extending the use of external contractors;

The above issues combined with pressures to make ongoing budget savings are seeing ongoing capacity issues in some areas.

Current workforce design in some areas has limited flexibility.

The Council's Interim Workforce Strategy 23-25 and action plan will support the portfolio to address these issues.

4 DELIVERY PLAN

Place Directorate Business Plan 2023-24

1. Performance Indicators (Please note that some targets are based on 22/23 benchmarks, to be populated when published nationally in Feb/Mar 2024)

1.1 Housing Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
HMO ALL 035	Rent loss due to empty (void) properties	0.94%	0.66%	1.63%	1.02%	0.90%	Tenancy Services Coordinator - Housing Options; Team Leader Tenancy Services
HMO HPI 005	Council housing meeting all Scottish Housing Quality Standard (SHQS) criteria	79.19%	59.87%	69.70%	39.33%		Team Leader - Planned Works & Compliance
HMO HPI 157	Council houses meeting the Energy Efficiency Standard for Social Housing (EESSH)	85.26%	62.28%	82.80%			Team Leader - Planned Works & Compliance
HMO PRO 006	Average working days to complete non-emergency repairs	4.24	4.90	9.19	5.41	7.08	Senior Housing Officer
HMO TEM 011	Rent arrears as a % of rent due in the year	9.56%	10.66%	8.67%	11.51%	11.51%	Team Leader Tenancy Services

1.2 Property Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
ASM FAC 02a	Operational buildings suitable for current use	80.0%	91.4%	85.3%	91.4%	85.0%	Strategic Director - Place; Team Leader - Planned Works & Compliance
ASM FAC 03a	Council buildings in satisfactory condition (by floor area)	97.7%	97.5%	90.1%	97.5%	95.0%	Strategic Director - Place; Team Leader - Planned Works & Compliance

1.3 Development Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
DEV DMA 01b	Cost per local planning application	£3,575	£3,362	£4,341			Planning & Building Standards Team Leader

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
DEV DMA 01c	Average weeks to process commercial planning applications	6.5	7.2	11.7	9.3	12.0	Planning & Building Standards Team Leader
DEV DMA 11a	Immediately available employment land (as % of land allocated for employment in Local Development Plan)	68.5%	68.0%	27.2%			Planning & Building Standards Team Leader; Senior Manager - Development
DEV LFR 026	Cost of Economic Development & Tourism per 1,000 population	£37,707	£74,350	£119,486	£84,303		Senior Manager - Development
EDE EMP 005	Unemployed people assisted into work via Council employability programmes	9.0%	39.3%	20.2%			Senior Manager - Development
EDE LGB B1b	Business gateway startups per 10,000 population	17.9	15.5	14.4	17.3	14.3	Senior Manager - Development
EDE LGB B2a	Residents earning less than the Real Living Wage	N/A	N/A	14.4%			Senior Manager - Development
EDE LGB B3a	Properties with Superfast Broadband	95.8%	98.2%	94.1%	98.8%	95.5%	Senior Manager - Development
EDE SLD 19a	Town vacancy rate (vacant retail units as % of total units) - Alloa town centre only	13.6%	18.6%	11.4%			Senior Manager - Development
RGY EHE 014	Cost of Environmental Health per 1,000 population	£13,648	£11,001	£15,032	£11,758		Senior Manager - Development
RGY SCC 005	CO2 emissions area wide per capita - all emissions	9.4 tonnes	9.2 tonnes	5.1 tonnes			Senior Manager - Development; Home Energy Strategy Officer
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	6.2 tonnes	6.4 tonnes	4.6 tonnes			Senior Manager - Development; Home Energy Strategy Officer
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,891	£1,281	£5,932	£1,766		Senior Manager - Development

1.4 Environment Service

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£14,272	£18,374	£20,315	£18,064		Land Services Contracts Manager
ENV SHS POS	Satisfaction with parks & open spaces (3 year average)	87.4%	88.0%	87.3%			Land Services Contracts Manager
ENV SHS STR	Satisfaction with street cleaning (3 year average)	63.3%	65.0%	58.7%			Land Services Contracts Manager
ENV SHS WMA	Satisfaction with refuse collection (3 year average)	64.3%	65.0%	76.0%			Team Leader (Roads & Street Lighting); Performance & Quality Officer
ENV STR 02e	Street cleanliness score (% 'acceptable')	89.6%	90.4%	89.7%	96.5%	90.6%	Land Services Contracts Manager
ENV STR 04a	Cost of street cleaning per 1,000 population	£12,283	£16,046	£14,860	£17,928		Land Services Contracts Manager
ENV WMA 02c	Cost of refuse collection per premise	£45	£51	£70	£58		Team Leader (Roads & Street Lighting)
ENV WMA 02d	Cost of refuse disposal per premise	£110	£112	£100	£108		Team Leader (Roads & Street Lighting)

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
ENV WMA 04c	Household waste composted or recycled	48.6%	50.0%	42.7%			Team Leader (Roads & Street Lighting)
RAT RCI 001	A class roads that should be considered for treatment	26.5%	26.9%	27.6%	27.1%	25.0%	Team Leader (Roads & Street Lighting)
RAT RCI 002	B class roads that should be considered for treatment	18.5%	19.0%	33.6%	24.7%	20.0%	Team Leader (Roads & Street Lighting)
RAT RCI 003	C class roads that should be considered for treatment	27.4%	27.0%	33.2%	26.3%	30.0%	Team Leader (Roads & Street Lighting)
RAT RCI 004	Unclassified roads that should be considered for treatment	43.2%	40.8%	36.7%	40.6%	42.0%	Team Leader (Roads & Street Lighting)
RAT RDS 024	Cost of maintenance per kilometre of road	£12,968	£9,573	£10,955			Team Leader (Roads & Street Lighting)

1.5 Place Directorate

Code	Performance Indicator	2020/21	2021/22		2022/23	2023/24	Lead
		Value	Value	Scotland	Value	Target	
PLC CNQ BUS	% Councillor enquiries responded to within timescale - Place	91.57%	86.67%		86.2%		Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	88.57%	92.87%		94.24%		Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place	72.0%					Strategic Director - Place
PLC C01 CUS	Number of formal complaints received - Place	144	280		150		Strategic Director - Place
PLC C02 CUS	% formal complaints closed within timescale - Place	84.8%	41.8%		DIV/0		Strategic Director - Place
PLC C04 CUS	% formal complaints dealt with that were upheld/partially upheld - Place	41.6%	33.3%		49.2%		Strategic Director - Place

2. Actions

2.1 Sustainable Inclusive Growth

Code	Action	Desired Outcome	Due Date	Lead
PLC 213 101	Develop Net Zero strategy and action plan	To ensure that all strategic decisions , budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045	28-Feb-2023	Senior Manager - Development
PLC 213 103	Deliver Community Wealth Building Action Plan Outcomes	For Clackmannanshire to become a community wealth building place through: progressive procurement of goods and services; making financial power work for local places; socially productive use of land and assets; fair employment and just labour markets and plural ownership of the economy.	31-Mar-2024	Senior Manager - Development
PLC 213 105	Review of the Local Development Plan and the preparation of a Proposed Plan, in line with NPF4 and the Regional Spatial Strategy for the Forth Valley area.	To set out how Clackmannanshire will develop and change over the next 10-15 years, meeting planning legislation and setting out the Council's strategic objectives in spatial terms.	31-Mar-2028	Senior Manager - Development
PLC 213 109	Produce Alloa Town Centre Masterplan	To develop a coordinated masterplan to guide investment and provide a prospectus of potential opportunities to stimulate public and private sector investment in the regeneration of Alloa.	31-Mar-2024	Senior Manager - Development
PLC 213 111	Deliver CRD programme in line with delivery plan/financial profile	To meet the outcomes that are specified in the Deal Benefits Realisation strategy	31-Mar-2024	Strategic Director - Place
PLC 234 101	Develop and secure governance on phase 1 of the property asset management plan	To ensure the long term financial and environmental sustainability of the Councils non-housing assets	30-Nov-2023	Senior Manager - Property
PLC 234 102	Develop and secure governance on phase 2 of the	To ensure the long term financial and environmental	31-Oct-2024	Senior Manager - Property

Code	Action	Desired Outcome	Due Date	Lead
	property asset management plan	sustainability of the Councils non-housing assets		
PLC 234 103	Co Produce a Regional Economic Strategy	Produce with Stirling and Falkirk Councils, a Regional Economic Strategy to identify areas where the Forth Valley can collectively work to deliver economic benefit	31-Mar-2024	Senior Manager - Development
PLC 234 104	Refresh Clackmannanshire Economic Strategy	To ensure that economic development activities meet current and emerging priorities, risks and opportunities	31-Dec-2024	Senior Manager - Development
PLC 234 105	Clackmannanshire Investment Strategy	Full funding officer post as first stage of implementation of Investment Strategy	31-Mar-2024	Senior Manager - Development
PLC 234 106	Review Local Economic Partnership (LEP) governance arrangements	To ensure compliance with Council and partnership governance arrangements	31-Mar-2024	Senior Manager - Development

2.2 Empowering Families & Communities

Code	Action	Desired Outcome	Due Date	Lead
PLC 213 201	Undertake condition survey & option appraisal of Learning Estates Primary School property assets.	To inform the next iteration of the Learning Estate strategy.	30-Jun-2024	Senior Manager - Property
PLC 213 202	Develop the next iteration of the Learning Estate Strategy	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people.	31-Oct-2024	Senior Manager - Property
PLC 213 203	Deliver Learning Estate capital projects	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people	31-Mar-2023	Senior Manager - Property
PLC 213 205	Develop plans to implement Scottish Government policy for free school meals for P6 and	To ensure that the Council meets its statutory responsibilities, delivers a service that is co-designed with Education, and to secure additional funding for capital improvements.	30-Jun-2024	Senior Manager - Property
PLC 213 207	Deliver Westhaugh Gypsy/Traveller site improvement project	To provide modern, low carbon, purpose built facilities that meet the needs of the community	31-Mar-2024	Senior Manager - Property; Senior Manager - Housing
PLC 213 208	Tenant Participation Improvement Plan	To establish staff resource and a refreshed TP strategy to improve tenant engagement and to meet the Council's responsibilities under the Scottish Housing Regulator's Charter.	31-Aug-2024	Senior Manager - Housing

2.3 Health & Wellbeing

Code	Action	Desired Outcome	Due Date	Lead
PLC 213 301	Support the development of the Wellbeing hub	To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.	31-Mar-2024	Senior Manager - Development; Senior Manager - Property; Senior Manager - Environment


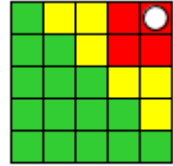
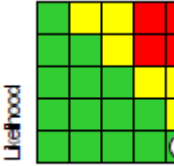
Code	Action	Desired Outcome	Due Date	Lead
PLC 213 302	Deliver Housing Capital plan	To secure the long term operational, financial and environmental sustainability of the Council's housing stock and service provision, meeting the needs of current and future tenants	31-Mar-2024	Senior Manager - Property
PLC 213 305	Deliver Menstrie-Alva active travel route	To encourage people to make healthier, low carbon transportation choices.	31-Mar-2024	Senior Manager - Environment
PLC 213 307	Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private)	To help minimise and mitigate failures from the unsuitable accommodation order.	31-Mar-2024	Senior Manager - Housing
PLC 234 301	Deliver voids improvement plan	To reduce the number of void properties to increase the availability of homes for people and to reduce the financial impact of rent loss due to voids.	31-Mar-2024	Senior Manager - Property; Senior Manager - Housing
PLC 234 302	Deliver fire safety and electrical check performance improvement	To ensure that all council homes have compliant fire safety systems and current electrical testing certification.	31-Mar-2024	Senior Manager - Property


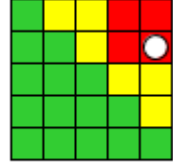
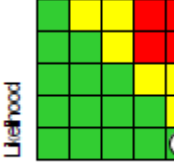
2.4 Compliance & Operational Resilience


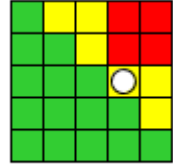
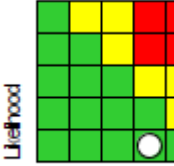
Code	Action	Desired Outcome	Due Date	Lead
PLC 213 401	Implement service redesign and associated workforce development plan	To secure the long term operational and financial sustainability of the services within Place; and to support the effective delivery of the Council's Be The Future transformation programme.	31-Mar-2024	Strategic Director - Place
PLC 213 402	Implement Housing/Property IT system	To have a fit for purpose IT system, ensuring legislative compliance, delivery of tenant priorities including appointment systems and support flexible and mobile deployed working.	31-Aug-2025	Senior Manager - Property; Senior Manager - Housing
PLC 213 404	Review service delivery model for Trading Standards service	To secure the long term operational and financial sustainability of the service.	30-Jun-2024	Senior Manager - Development
PLC 213 405	Deliver property Compliance and Operational Resilience capital projects	To secure the long term operational and financial sustainability of Council services; and to support the effective delivery of the Council's Be The Future transformation programme.	31-Mar-2024	Senior Manager - Property
PLC 213 406	Deliver roads and transportation Compliance and Operational Resilience capital projects	To secure the long terms operational and financial sustainability of the roads network and to enhance active travel opportunities.	31-Mar-2024	Senior Manager - Environment
PLC 234 401	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan.	To ensure that people are safe from harm, property and equipment is not damaged and to meet legislative requirements.	31-Mar-2024	Strategic Director - Place
PLC 234 402	Complete Kilncraigs roof works	To ensure operational resilience of Kilncraigs building and to enable the re-opening of reception services.	31-Mar-2024	Senior Manager - Property
PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on	To fully understand risk exposure and future investment requirements. To enable informed engagement with tenants and	29-Feb-2024	Senior Manager - Property; Senior Manager - Housing

Code	Action	Desired Outcome	Due Date	Lead
	required actions for decanted blocks.	owners of affected buildings		

3. Risks

ID & Title	Insufficient Financial Resilience	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	25	Target Rating	5
PLC DRR 009											
Description	The Directorate does not have a balanced budget to meet essential service demands, customer needs, or external agendas.							 Likelihood Impact	 Likelihood Impact		
Potential Effect	Reputational and legal implications and severe, extended loss of service provision.										
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan	Internal Controls								
	PLC DRR 001	Effective financial management.									
PLC DRR 002	Focus resources on key priorities as set out in this business plan.										
Latest Note	Place services have out-turned within budget for the last two years, whilst delivering significant savings. The majority of savings have been management efficiencies or one-off in year savings. Identification of recurring savings is becoming ever more difficult without having impacts on service delivery.										

ID & Title	Health & Safety Breach	Approach	Treat	Status		Lead	Chief Executive	Current Rating	20	Target Rating	5
PLC DRR 008											
Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.							 Likelihood Impact	 Likelihood Impact		
Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.										
Related Actions	PLC 234 401	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan.	Internal Controls	Health & Safety Management System							
Latest Note	H&S development work has been interrupted as the team has been heavily involved in establishing safe working arrangements in light of the Covid 19 pandemic. However a new IT system is being developed to help manage H&S risks across the Council.										

ID & Title	Failure to Prepare for Severe Weather Events	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 011											
Description	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely flooding from rain/coastal surge, winter weather or heatwave (increasing frequency & severity due to climate change).							 Likelihood Impact	 Likelihood Impact		
Potential Effect	Widespread community dislocation, damage to property, businesses, roads & utility infrastructure (inc. telecoms & power), or inability of staff to get to workplace. Increased workload in numerous services, impact on delivery, reputation & finances										
Related Actions			Internal Controls	Business Continuity Plans							
				Winter & Flood Management Plan							
				Forth Valley Local Resilience Partnership							
Latest Note	In 2020 communities in the Hillfoots were impacted by flooding requiring a multi-agency response and debrief process. Since then 2 additional flood resilience groups were										


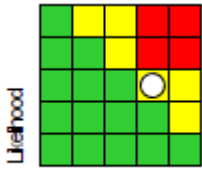
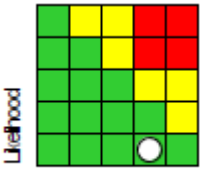
established in Alva and Dollar and work in ongoing to support those groups. Work is also ongoing with Police Scotland on improving community resilience response for flooding particularly where road closures on minor roads are required.


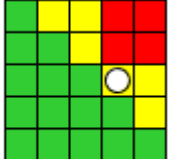
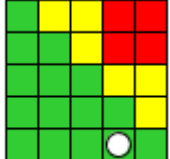
ID & Title		Managing Reinforced Autoclaved Aerated Concrete	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4		
PLC DRR 012														
Description		RAAC in buildings resulting in these structures being at risk of deterioration and becoming unsafe and uninhabitable												
Potential Effect		Domestic properties containing RAAC becoming uninhabitable with an associated increase in void property numbers and increased pressure demand on the existing housing stock, this at a time when affordable housing supply is already in high demand and short supply. Financial cost to the housing service which was not budget or accounted for.												
Related Actions		PLC 234 403	Complete RAAC assessment in council homes and public buildings and secure governance on required actions for decanted blocks.				Internal Controls	RAAC Survey Programme					Likelihood Impact	Likelihood Impact
		PLC DRR 003	Focused resource to manage the RAAC survey programme, communications and resident support actions					ALACHO RAAC Cross-sector Working Group						
		PLC DRR 004	Housing service leads part of ALACHO RAAC Cross Sector Working Group					Cross-service Working Between Teams/Depts						
Latest Note		Ongoing survey works across the domestic property estate at present undertaken by qualified structural engineers. An options appraisal to be developed to assess the forward actions required to be taken. Continued engagement with relevant sector organisations to communicate developments in RAAC												

ID & Title		Insufficient Built Asset Information	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4		
PLC DRR 013														
Description		Lack of sufficient stock condition survey information and robust asset management strategy resulting in inability to project future works programmes requirements. Risk of stock falling into disrepair and financial resources being deployed in the wrong areas.												
Potential Effect		Wasted time, effort and money on works undertaken without thought or link to forward asset management strategy and housing need. Failure to improve on housing quality and energy efficiency performance indicators. Inability to adequately plan for future investment and provide a robust and assured HRA Financial Business Plan (30yr).												
Related Actions		PLC 213 405	Deliver property Compliance and Operational Resilience capital projects				Internal Controls	Property Asset Management Strategy					Likelihood Impact	Likelihood Impact
		PLC 213 402	Implement Housing/Property IT system					SHQS & Regulator Reporting						
		PLC DRR 005	Housing Business Plan											
Latest Note		Impact of covid pandemic resulted in an inability to maintain stock condition at level expected in both SHQS and EESSH performance – stock condition survey works were not able to be progressed during this time and data held is now outdated and not comprehensive (contains gaps).												

ID & Title		Inadequate Workforce Planning	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	3
PLC DRR 010												
Description		Due to lack of workforce planning the Directorate fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.										

Potential Effect	Loss of key staff from posts identified as single points of failure, leading to inability to delivery key services and lack of adequate professional advice to Council Officers/Elected Members. Negative impact on staff health and wellbeing.					
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan	Internal Controls	Strategic Workforce Plan		
Latest Note	Council approved the Strategic Workforce Plan (2019-22) in June 2019. This identifies the key workforce development priorities for the Council, and establishes a detailed plan of work for the next three years (via the annexed workforce development delivery plan). As we move through the implementation of this plan, the likelihood of this risk occurring will reduce.					

ID & Title	Housing Quality & Environmental Underperformance		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 014												
Description	Changes in reporting guidance and a backlog of assessments arising from the pandemic (when properties could not be accessed) resulted in a greater proportion of stock classified as non-compliant with the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (ESSH). Further future risk of not being able to meet our required commitments to decarbonisation and improving the energy efficiency within the domestic housing stock due to a lack of sufficient stock condition survey information and a detailed forward asset management strategy.											
Potential Effect	Regulatory and reputational impacts, potential non compliance with decarbonisation and net zero targets											
Related Actions	PLC 213 101	Develop Net Zero strategy and action plan	Internal Controls	SHQS & Regulator Reporting								
	PLC DRR 005	Housing Business Plan										
	PLC DRR 006	Focused resource from internal and external sources to meet target deadline of 31st March 2024										
Latest Note	The authority has been an extremely strong performer for over a decade in SHQS, including 100% compliance with the previous energy efficiency element for 5 years running (to 18/19). Replacement of the latter with ESSH saw benchmark rankings move into the 2nd and 3rd quartiles, and now to the bottom quartile for 2 years (to 21/22). Our decline in SHQS performance was mirrored by most other authorities, though to a slightly lesser degree (Scottish average 90.3% down to 69.7%, Clacks 98.8% to 59.9%).											

ID & Title	Lack of Affordable & Suitable Housing Supply (Mainstream & Temporary/Homeless)			Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 015													
Description	There is an overall increase in demand for affordable social housing across all local authority areas. Increasing demand for mainstream housing, homeless accommodation, housing provision for care leavers and for refugees is significant, the increasing cost of living and pressure on home energy costs only add to the challenge. Current challenges in our turn around times associated with void and bought back from market properties becoming available and decelerating new build programmes mean demand is outstripping supply and we are struggling at present to meet our housing need.									 Impact		 Impact	
Potential Effect	Diminished capacity to comply with statutory obligations within the Housing (Scotland) Act to provide suitable accommodation to those who require it. The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock out with area for extended duration stays. Further potential impacts include – inability to support housing applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability and inclusion, possible reputational damage and regulatory impacts, reduction in available properties to meet demand from waiting list applicants and those with an application for adapted properties. Reduced capacity to support the Councils aspirations as set out within “The Promise”.												
Related Actions	PLC 234 301	Deliver voids improvement plan			Internal Controls	Local Housing Strategy							
	PLC DRR 007	Update Housing Needs & Demand Assessment				Buy-back Strategy							
						Strategic Housing Investment Plan							
Latest Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's caseload has increased by 63% since May 2019, despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 60% for subsequent 3 years). This is expected to worsen further as a result of increased mortgage interest rates, potential for repossessions and pressure on private landlords which may increase rents and evictions. We anticipate there to likely be additional obligations on local authorities as part of the new Scottish Government Housing Bill.												



Partnership and Performance

Business Plan 2023-24



1 SERVICE OVERVIEW

1.1 SERVICE PURPOSE & OBJECTIVES

Partnership and Performance plays a key role in supporting the delivery of the Council's vision and outcomes, primarily through the provision of a wide range of corporate support services. Whilst some areas, for example, Registrars, Revenues, Elections Team and the Contact Centre, interface with thousands of our citizens every year, much of the portfolio is often hidden from public view. Nevertheless, services such as legal, HR, finance, information and communications technology for example, play a vital role in ensuring that as a large public service organisation our workforce is skilled and that we are able to make the very best use of our resources to deliver on our vision in ways that are transparent, and comply with our legal and regulatory obligations.

As a portfolio, based on principles of continuous improvement, we aim to provide the highest possible quality and professional customer services for our citizens and our colleagues, embodying our values in delivering the Council's vision.

The Council's Vision – Be the Future

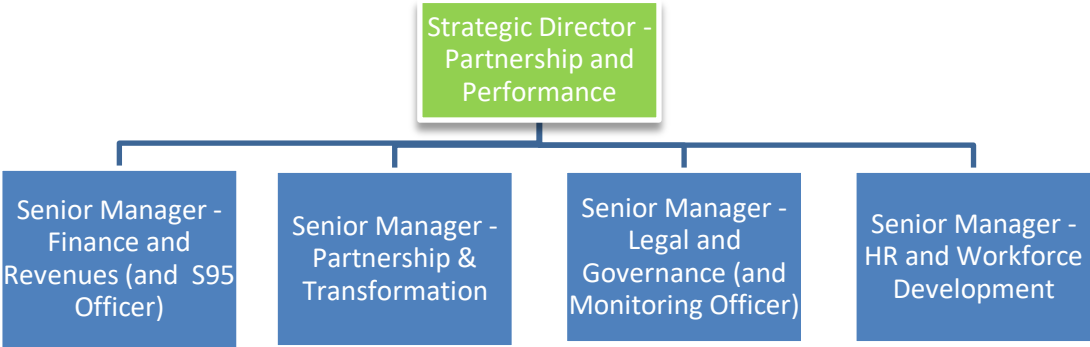
We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.

Our Values

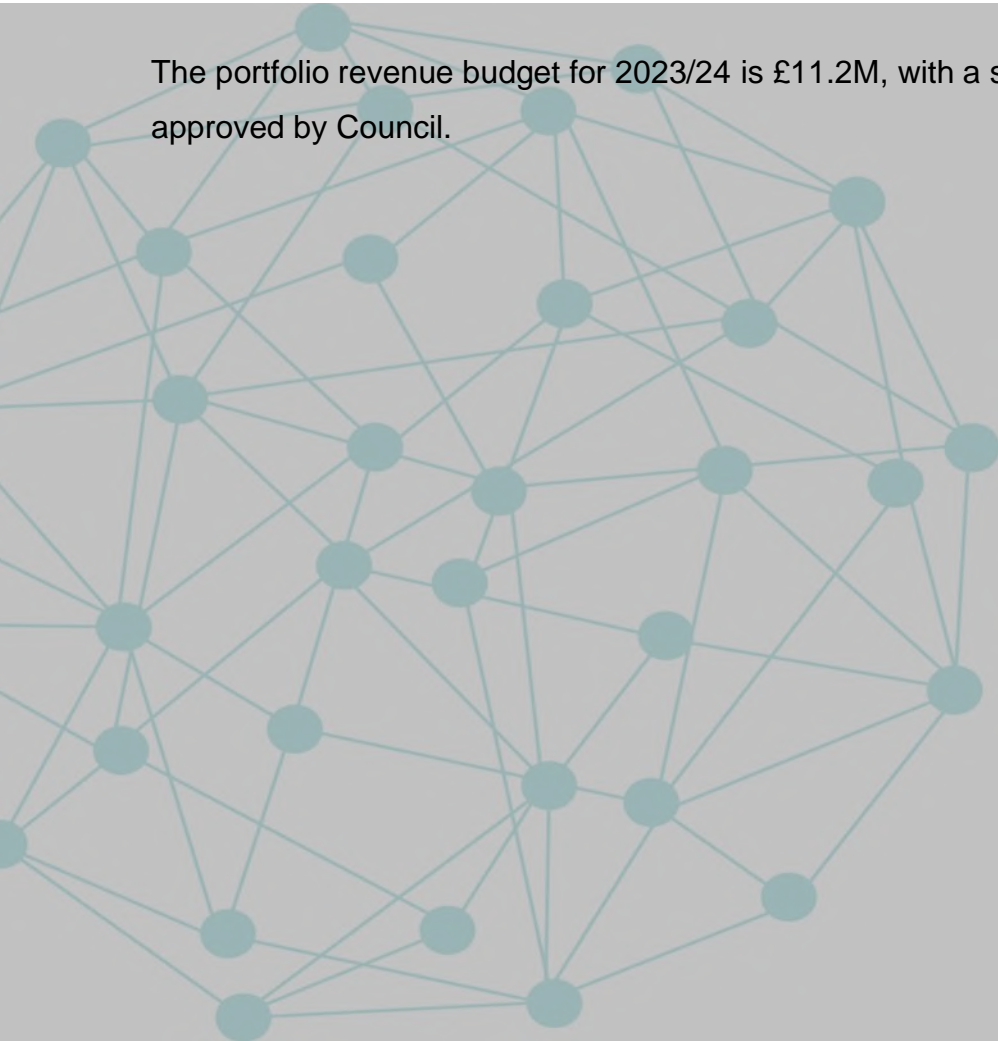
- **Be the customer** - Listen to our customers communicate honestly and with respect and integrity.
- **Be the team** - Respect each other and work collectively for the common good.
- **Be the leader** - Make things happen, focusing always on our vision and outcomes, and deliver high standards of people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

1.2 SERVICE STRUCTURE

Partnership and Performance incorporates a broad range of functions as outlined in the undernoted structure.



The portfolio revenue budget for 2023/24 is £11.2M, with a savings target of £541,000 approved by Council.



1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/ last reviewed	Date for review
Local Outcome Improvement Plan 2017/27	2017	2023
Budget Strategy	2023	2024
Strategic Workforce Plan	2023	2025
Gaelic Language Plan for Clackmannanshire	2021	2025
Mainstreaming Equalities Report and Outcomes	2021	2025
Procurement Strategy	2018	2024
Digital Transformation Strategy	2019	2024
Corporate Communications and Marketing Strategy	2013	2023
Corporate Risk Management Strategy and Guidance	2023	2027
Major emergencies operational procedures Civil Contingencies Guidance	2022	2024
Business Planning Guidance and Performance Management Framework	2019	2023
Consultation Guidance and Toolkit	2023	2026
Customer Charter	2023	2027
Council Complaints Handling Procedure	2021	2024
Unacceptable Behaviour Policy	2023	2027
Standing Orders	2019	2023
Scheme of Delegation	2014	2023
Financial Regulations	2022	2024
Contract Standing Orders	2019	2024
Fraud and Anti Corruption Policy		2024
Health and Safety Policy	2021	2024
Whistleblowing Policy	2023	2026
Staff Engagement Survey	2021	2023

2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2021-23

The global pandemic and resulting economic shocks continues to have a profound impact on our citizens, our communities, our partners, our suppliers and our staff. These challenges are changing and uncertain and it is reasonable to expect that it will continue to overlay everything we do and therefore impact significantly on the operations of the Council and thus Partnership and Performance for the foreseeable future.

Uncertainty can be unsettling, particularly given the current pace and extent of world events. No one can control events such as a global pandemic, but we can and have adapted quickly to new and challenging circumstances, both nationally and locally, and with a continued adaptability, a shared focus on our values, good communication and maintaining perspective on our *Be the Future* priorities we can continue to improve.

Over the coming year our improvement agenda will:

- Provide a continued focus on supporting *Be the Future* themes of Sustainable Inclusive Growth, Empowering Families and Communities, and Health and Wellbeing through programmes such as the Wellbeing Economy and Community Wealth Building;
- Focus on workforce planning, setting a foundation for workforce development and learning to ensure we have the skills and capacity we need for now and the future, with an emphasis on staff wellbeing, hybrid working and developing our leaders;
- Enable an acceleration of digital transformation, supported by a modernised, robust and secure underpinning IT roadmap;
- Provide a continued focus on improving financial, procurement and information governance, including a review of organisational learning and development to improve deployment of key corporate management information systems.

It is increasingly clear that our models of delivery need to continue to adapt and change to a more mixed economy to enable greater resilience. Our workforce is aging and it is becoming increasingly challenging to recruit and retain staff in a number of professional disciplines in a competitive labour market. In Partnership & Performance specifically, with small teams and multiple potential single points of failure, recruitment and retention issues can quickly create knowledge and capacity issues. These place pressure on existing staff as well as posing risk for the delivery of our statutory and regulatory obligations. Furthermore, our aging employee profile means that that some of our longest serving and most experienced staff may retire in the next 5 years. Career pathways, investment in and creating opportunities for the development of our workforce, combined with adaptability on new models of delivery will be essential for the future.

The pandemic has had a major impact on our communities that may exacerbate enduring health, employment and income inequalities. *Be the Future* is critical in supporting

recovery and renewal, creating conditions for a Wellbeing Economy, including building wealth with and for our local communities. Partnership and Performance will play a fundamental role in every aspect of Be the Future.

Financial sustainability has been a key challenge and theme for the Council for many years; the pandemic has necessitated respective governments to plough unprecedented sums into various response activities, a consequence of which is that public sector budgets are likely to come under even greater pressure in the near future. As a result, our focus as a portfolio will remain on supporting organisational efficiency, good governance and transformation.

Our transformation journey will include a continuation of increasing collaboration and a quickening pace of digital transformation, including from the deployment of M365 and major new management information systems such as social care, to more of our transactional processes being digitally accessible to our citizens around the clock. We have already identified how enhancements to our procurement and supply chain management can benefit our Wellbeing Economy, and we would want that work to continue.

Governance failures can have financial and reputational impacts, as well as diverting significant amounts of organisational time and energy away from service delivery and transformation initiatives. Our focus therefore must remain on ensuring that we continuously improve organisational governance in a changing context, and in doing so strengthening our risk, performance management and business intelligence processes. Information is a significant Council asset which brings major opportunities, but it also comes with risk, particularly around data security in a rapidly changing digital and remote working context, two areas that we will continue to focus on.

We will continue to focus efforts on ensuring our resilience and integrated emergency planning approaches are understood and embedded across the organisation. This will include approaches around leadership and decision making during an incident, effective business continuity planning and exercising and debrief activity to build our collective learning to ensure our preparedness for whatever ever the future may hold.

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services by improving the economic performance of the area and creating the conditions to ensure our people, businesses and communities enjoy the benefits of greater prosperity is critical to our *Be the Future* ambitions. This is not a quick fix and represents a significant and challenging programme of longer term transformation and investment.

Over the last 3 years, transformation has been delivered against the socio-economic impact of COVID, high inflation and a cost of living crisis – demands are higher than ever at a time when budgets are under sustained and increasing pressure. This has demonstrated that transformation is needed now more than ever for our social and economic renewal and to tackle the underlying health and well-being inequalities. Moving forward, we will continue to deliver *Be the Future*, delivering on business continuity and improving our core statutory services. Achieving the balance of these priorities is reflected in this business plan.

The Budget Strategy approved in 2020/21 cemented a series of priorities that recognised how we spend, plan and connect our investment now will lay the foundation for economic recovery for future generations. The budget approved a long term financial planning approach that established a 20 year capital budget, organised around the Council's *Be the Future* Programme priorities of Sustainable inclusive growth; Empowering our families and communities and Health and well-being.

The convergence of this 20 year capital programme with other significant developments including the City Region Deal moving into delivery, the focus of the Scottish Government budget and programme for government on Community Wealth Building, the Well-being economy and Place-based developments presents a significant opportunity in our journey towards sustainable public services. The hard work of the past 2 years to create the conditions means we are better positioned to take advantage of this alignment to increase the pace, scale and impact of our *Be the Future* programme for the benefits of people, businesses and communities.

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

Partnerships and Performance engage with customers and stakeholders and in doing so we aim to meet the Council's service standards in ways that reflect the Council's values, primarily: **Be the Customer**. As such we aim to listen to our customers (internal and external), communicate honestly, openly, with transparency and with respect and integrity. This approach is deployed through regular team meetings, constructive conversations and systematic supervisory and learning and development supports to enable us to reach a standard of customer service that our citizens expect and deserve.

We will explore best practice and develop skills to ensure managers are undertaking meaningful discussions with staff as we adapt to and embed new ways of working.

Engagement and consultation with stakeholders as part of the development of new policies will continue to be essential; implementing equality and poverty impact assessment process as part of policy development and engagement and gathering data on services to provide customer insight and feedback.

Equally important will be the views of our staff gathered from our yearly staff engagement survey.

3.3 MANAGING SERVICE PERFORMANCE

Maximising the contribution and talents of all our staff will be pivotal in supporting our transformation journey. This business plan provides the basis for all service, team and individual constructive conversations within Partnership & Performance. Senior managers will maintain plans and risk registers for their areas of responsibility.

Every employee within the Portfolio will have regular constructive conversation meetings with their line manager. Supporting our staff and ensuring positive mental health and wellbeing will form an important element of our constructive conversation process, Whilst objectives will also form a core element of discussions and supervisory meetings, how we go about Council business needs to be a core part of our transformation objectives; therefore, demonstrating how we are living up to the Council's vision and values will form an important element of service performance.

Risks and performance against business plan objectives will be reviewed regularly at the Partnership and Performance Senior Management Team, and for senior managers as part of regular supervisory meetings with the strategic director. Our services will input systematically to the *Be the Future* Programme Management Office requirements, and progress against our business plan and financial outturns will be reported to the Audit & Scrutiny Committee six-monthly, for the purposes of scrutiny and transparency.

3.4 WORKFORCE PLANNING

Directorate workforce planning took place during spring 2023, with a number of key issues identified as follows:

A gender split of 70% female and 30% male;

An ageing workforce - 55% of the workforce is over 50, with a third over the age of 55 with potential retirement options available to them;

75% of the portfolio work full time;

For 2022/23 the portfolio had a turnover rate of 10.66 and an absence lost time rate of 3.43%;

There are numerous single points of failure in small teams within a small workforce, with particular risks in a number of areas where recruitment is known to be challenging nationally;

Recruitment difficulties continue to prevail, particularly in highly specialised professions;

There are ongoing critical skills gaps placing pressure on services and staff with an ongoing reliance on agency workers;

The above issues combined with pressures to make ongoing budget savings are seeing ongoing capacity issues.

Current workforce design in some areas has limited flexibility and therefore needs further review in line with the Council's Target Operating Model.

The Council's Interim Workforce Strategy 23-25 and action plan will support the portfolio to address these issues.

4 DELIVERY PLAN

Templates for business plans and performance reports are available in Pentana.

Business Plan 2023-24

Service objective / priority

Key Organisational Performance Results

Code	KPI	2020-21	2021-22	2022-23	2023-24	Lead
		Value	Value	Value	Target	
ALL FRD L&D	Instances of Fraud detected	-	0	0	N/A	Senior Manager Legal & Governance
ALL H01 HWD	Percentage of Health & Safety risk assessments up to date - Council	-	6%	40%	100%	Senior Manager HR & Workforce Development
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	1	4	3	0	Senior Manager Legal & Governance
ALL S05 HWD	Staff Survey - All Council staff - I am given the opportunity to make decisions relating to my role	74%	70%	No Survey Undertaken	80%	Senior Manager HR & Workforce Development
ALL S12 HWD	Staff Survey - All Council staff - I feel valued for the work I do	64%	57%	No Survey Undertaken	70%	Senior Manager HR & Workforce Development
ALL S15 HWD	Staff Survey - All Council staff - I feel a sense of achievement for the work I do	79%	74%	No Survey Undertaken	85%	Senior Manager HR & Workforce Development
ALL S17 HWD	Staff Survey - All Council staff - I feel that I am treated with dignity and respect within my team	78%	74%	No Survey Undertaken	85%	Senior Manager HR & Workforce Development
ALL S21 HWD	Staff Survey - All Council staff - I am clear about how I contribute to the organisation's goals	75%	69%	No Survey Undertaken	85%	Senior Manager HR & Workforce Development

Code	KPI	2020-21	2021-22	2022-23	2023-24	Lead
		Value	Value	Value	Target	
RAP CTA 002	Cost of collecting Council Tax (per dwelling)		£3.70	£5.27	<£6.00	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	94.7%	96.2%	96.9%	>97%	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	9.4	13.57	14.02	8.5	Senior Manager HR & Workforce Development
GOV PRC 003	The percentage of procurement spend on local small to medium size enterprises		22.7%	25.4%	>26%	Procurement Manager
RAG CRD 003	Invoice Payment Within 30 Days	87.7%	89.9%	88.6%	95%	Team Leader; Senior Manager Finance & Revenues
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	55.8%	59.8%	-	N/A	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	1.3%	2.1%	-	<1.0%	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	KPI	2020-21	2021-22	2022-23	2023-24	Lead
		Value	Value	Value	Target	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	85%	83%	-100%	95%	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	TB-	-	(£294)	£0	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results

Code	KPI	2020-21	2021-22	2022-2023	2023-24	Lead
		Value	Value	Value	Target	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	75.0%	17%	54%	N/A	Strategic Director - Partnership & Performance
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	100.0%	25%	33%	100%	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	77.1%	55%	62%	100%	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	78.9%	73%	88%	100%	Senior Manager Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	71.4%	24%	50%	100%	Strategic Director - Partnership & Performance
CUS CTC 003	Satisfaction with overall experience of the Contact Centre	96.1%	-	-	>80%	Senior Manager Partnership & Transformation

Partnership & Performance: People Results

Code	KPI	2020-21	2021-22	2022-2023	2023-24	Lead
		Value	Value	Value	Target	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	33%	24%	84%	90%	Strategic Director - Partnership & Performance
P&P S05 HWD	Staff Survey - Partnership & Performance staff - I am given the opportunity to make decisions relating to my role	71%	77%	No Survey Undertaken	78%	Strategic Director - Partnership &

Code	KPI	2020-21	2021-22	2022-2023	2023-24	Lead
		Value	Value	Value	Target	
						Performance
P&P S12 HWD	Staff Survey - Partnership & Performance staff - I feel valued for the work I do	63%	53%	No Survey Undertaken	70%	Strategic Director - Partnership & Performance
P&P S15 HWD	Staff Survey - Partnership & Performance staff - I feel a sense of achievement for the work I do	68%	69%	No Survey Undertaken	75%	Strategic Director - Partnership & Performance
P&P S17 HWD	Staff Survey - Partnership & Performance staff - I feel that I am treated with dignity and respect within my team	72%	65%	No Survey Undertaken	95%	Strategic Director - Partnership & Performance
P&P S21 HWD	Staff Survey - Partnership & Performance staff - I am clear about how I contribute to the organisation's goals	71%	68%	No Survey Undertaken	100%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.7	8.19	8.85	8.1	Strategic Director - Partnership & Performance


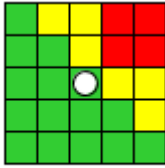
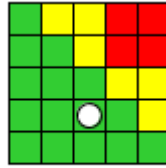
Code	ACTION	Impact	By When	Lead
NEW	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2024	Strategic Director - Partnership & Performance
NEW	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar 2024	Senior Manager Partnership & Transformation
P&P 20 003	Support consultation and engagement activities (budget and	Enable meeting of statutory requirements	31-Mar-2024	Senior Manager


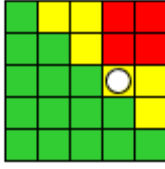
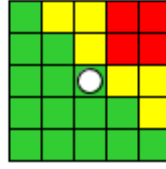
Code	ACTION	Impact	By When	Lead
	corporate strategies).	Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth		Partnership & Transformation
P&P 20 004	Develop and publish key corporate and partnership strategies and annual reports to comply with statutory reporting duties.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2024	Senior Manager Partnership & Transformation
NEW	Ensure robust approaches are in place to comply with statutory duties on Mainstreaming Equalities.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Partnership & Transformation
P&P 20 007	Finalise a new Wellbeing Local Outcomes Improvement Plan with Alliance partners and review Community Planning partnership structures and operating arrangements to ensure effective leadership and collaboration to implement the plan	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Partnership & Transformation
NEW	Significantly extend reach of new Health & Safety Management System	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2024	Senior Manager HR & Workforce Development
P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities	Improve corporate governance Corporate risk mitigation	31-Mar-2024	Strategic Director - Partnership & Performance
NEW	Develop and deploy a refreshed Interim Workforce Plan	Improve corporate governance Corporate risk mitigation Health & Wellbeing	31-Mar-2024	Senior Manager HR & Workforce Development

Code	ACTION	Impact	By When	Lead
NEW	Enable approved Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	30-Nov-2023	Senior Manager Finance & Revenues
New	Ensure completion of Internal Audit Actions as per agreed timelines	Enable meeting of statutory requirements Improve corporate governance	31-Mar-24	Strategic Director - Partnership & Performance
NEW	Make required preparations for the General Election	Enable meeting of statutory requirements	31-Mar-2024	Senior Manager Legal & Governance
P&P 20 022	Complete a review Standing Orders & Scheme of Delegation	Improve corporate governance Corporate risk mitigation	31-Mar-2024	Senior Manager Legal & Governance
NEW	Enable an approved balanced budget 2024/25	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Finance & Revenues
NEW	Refresh the Councils Digital and ICT Strategy incorporating: review of appropriate plans, policies and asset plans; embed sound programme and project governance arrangements. Ensure PSN compliance and Sound Cyber Security Foundations Migration to M365 platform	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2024	Strategic Director - Transformation
P&P 20 031	Consolidate corporate support Information management approaches and address any high risk gaps	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Mar-2024	Senior Manager Legal & Governance
New	Review Procurement Strategy	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Finance & Revenues
New	Review, streamline and integrate Performance Management Framework incorporating:	Enable meeting of statutory requirements	31-Mar-2024	Senior Manager Legal &

Code	ACTION	Impact	By When	Lead
	Implementing revised Business Planning Guidance Self Assessment and Annual Governance Statement Process Improvements to management information and data Risk management Streamlined reporting	Improve corporate governance		Governance
New	Develop and deploy a refreshed Customer Charter	Enable meeting of statutory requirements Improve corporate governance Empowering Families & Communities	31-Dec 2023	Senior Manager Partnership and Transformation
New	Develop and deploy a refreshed Unacceptable Behaviour Policy	Enable meeting of statutory requirements Improve corporate governance	31-Dec-2023	Senior Manager Partnership and Transformation
New	Develop and deploy a refreshed Whistleblowing Policy	Enable meeting of statutory requirements Improve corporate governance	31-Dec-2023	Senior Manager Legal & Governance
New	Complete Financial Regulations Review	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation	31-Dec-2023	Senior Manager Finance & Revenues
New	Complete review of Contract Standing Orders	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar-2024	Senior Manager Finance & Revenues
New	Refresh the Social Media and Networking Policy and associated guidance.	Improve corporate governance Corporate risk mitigation Empowering Families & Communities	31-Mar-2024	Senior Manager Partnership & Transformation
New	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.	Improve corporate governance Corporate risk mitigation	31-Mar-2024	Senior Manager Legal and Governance
New	Achieve Armed Forces Silver Accreditation	Empowering Families & Communities Health & Wellbeing	31-Mar-2024	Senior Manager Partnership & Transformation

Business Plan Appendix - Service Risk Register


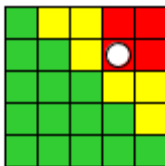
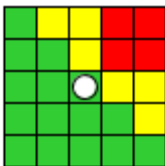
ID & Title	P&P SRR 001	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.	Status 	Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.								
Related Actions	P&P 20 001 P&P 20 028 P&P 20 029	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work around Integrated Emergency Management and Business Continuity Management. ICT Infrastructure Plans PSN & Cyber Security Foundational Work	Internal Controls	Business Continuity Plans		Lielihood	Impact	Lielihood	Impact
Latest Note	Impacts of the pandemic, continue to recede, therefore all Business as Usual services are operating to a significant extent, though backlogs remain which has been a key focus this year. Concurrent risks from supply chain and labour issues, the cost of living crisis, adverse weather, geopolitical events, cyber threats or major outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate cyber threats.								


ID & Title	P&P SRR 003	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.	Status 	Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.								
Related Actions	P&P 20 003 P&P 20 005 NEW NEW	Support consultation and engagement activities (budget and corporate strategies). Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap. Develop and deploy a refreshed Customer Charter Develop and deploy a refreshed Unacceptable Behaviour Policy	Internal Controls	Customer Consultation & Engagement Community Learning & Development Strategy Mainstreaming Equality & Diversity Community Asset Transfer Guidance		Lielihood	Impact	Lielihood	Impact
Latest Note	P&P resources for this area of work are modest however we have managed to get some resources back to support community activities, e.g. galas, Joint Community Council Forum, community council elections.								

ID & Title	P&P SRR 004	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.	Status		Managed By	Senior Manager HR & Workforce Development	Current Rating	12	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to be unable to embed our values and achieve our vision. Workforce gaps as a result of difficulties with recruitment and retention and or displacement as a result of ongoing Covid response matters leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.									
Related Actions	P&P 20 005	Refresh our Corporate Communications Strategy, related policies and Communications channels in line with Be the Future and the Strategic Roadmap.	Internal Controls	Staff Survey			Likelihood	Impact	Likelihood	Impact
	P&P 20 010	Undertake Staff Survey		Strategic Workforce Plan						
	P&P 20 013	Substantially conclude and Implement P&P Redesign, including implementation of immediate workforce plan priorities								
Latest Note	Substantial progress has continued on this area of work as part of work. An increasing number of workforce policies have been developed and implemented, in-year and workforce. Further work is plan as part of Be the Future programme through a refreshed workforce plan. Labour shortages continue to cause difficulties across the board, impacting on operations, staff and strategic priorities. Forecast suggest that labour shortages and supply chain issues may continue for the foreseeable future, with the potential to impact on the existing, ageing workforce. This will require an ongoing response of flexibility, adaptability and ingenuity. The service has revised revised strategic workforce plan.									

ID & Title	P&P SRR 006	There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	There is a risk that the current pandemic environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.									
Related Actions	P&P 20 006	Implement approved Mainstreaming Equalities and Diversity Report 2021/25.	Internal Controls	Internal Audit Programme			Likelihood	Impact	Likelihood	Impact
	P&P 20 012	Embed new Health & Safety Management System		External Audit Assurance & Improvement Plan						
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts		Annual Governance Statement						
	P&P 20 029	Implement PSN and Scottish Cyber Security Resilience Framework and identify associated improvement plan.								
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps								

	P&P 21 001	Refresh the Councils Prevent strategy and approaches including implementing a programme of training and reviewing the Prevent Multi-agency Panel (PMAP) process in line with CONTEST statutory duties and as part of the Corporate Risk and Integrity approach.				
	P&P 21 007	Procurement Strategy Review				
	P&P 21 014	Financial Regulations Review				
	NEW	Finalise the Fraud Strategy and Fraud risk management arrangements and implementing a programme of training for Directors and managers.				
	NEW	Develop and deploy a refreshed Whistleblowing Policy				
Latest Note	Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capability and remains variable across the directorate, and therefore this risk will require ongoing significant focus. We have developed a workforce plan to identify and address a number of key areas of concern.					

ID & Title	P&P SRR 007	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including the cost of living crisis, high inflation, financial constraint and climate change.	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from Covid pandemic and other environmental factors including Brexit and climate change.							Impact		Impact
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2022/23	Internal Controls	Budget Strategy & Monitoring			Liability	Impact	Liability	Impact
	P&P 21 015	Contract Standing Orders Review		Corporate Transformation Programme						
				Procurement Strategy						
Latest Note	Demand pressures are indicating a high degree of uncertainty in regard of short to medium term budget planning, though there are signs that current acute inflationary costs pressures may start to ease. Ongoing geopolitical events in Eastern Europe and the Middle East, and an uncertain world economic climate suggest our greatest challenges continue to lie ahead. Whilst this is impacting on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.									

ID & Title	P&P SRR 008	The aftermath of the pandemic and increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased	Status		Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
-----------------------	-------------	---	---------------	---	-------------------	--	-----------------------	----	----------------------	---

		reliance on digital services increases the risks associated with outages or related to information security.						
Potential Effect	Covid biosecurity drove accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.							
Related Actions	P&P 20 029	Implement PSN and Scottish Cyber Security Resilience Framework and identify associated improvement plan.	Internal Controls					
	P&P 20 031	Consolidate corporate support Information management approaches and develop an action plan to address gaps						
	P&P 20 032	Implement M365 and the Digital Champions Programme to support deployment across the workforce.						
	P&P 20 033	Deliver the agreed IT capital plan						
Latest Note	The Council continues to make significant investment in digital infrastructure, including in M365 digital and decommissioning or aged systems. This work will need to continue at pace over the next 3 to 5 years to meet citizen demand and to sufficiently realise benefits. Given the general increased risk profile across the board, including the impacts and consequences of geopolitical developments, this will remain an important area of ongoing focus.							



Report to Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: HR Policies - Redeployment

Report by: Senior Manager – HR and Workforce Development

1.0 Purpose

- 1.1. This paper seeks approval to amend the Council's Redeployment Procedure.

2.0 Recommendations

It is recommended that Council:

- 2.1. **Notes** that this paper seeks to maintain the clear intent and expectation of redeploying, where possible, all employees in the event that their post has been removed as a result of organisational transformation or change, whilst recognising that, where a reasonable period has lapsed it is in the interest of both parties to conclude employment and provide appropriate compensation to the employee.
- 2.2. **Notes** the proposed change from an indefinite redeployment period to a maximum period of 6 months (paragraph 5.25, **Appendix 2**).
- 2.3. **Notes** the redeployment benchmarking information provided at **Appendix 1**.
- 2.4. **Agrees** the proposed changes to the Redeployment Procedure (**Appendix 2**).

3.0 Considerations

- 3.1. HR and Workforce Development continue, 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. Engagement on the change from indefinite redeployment to a maximum period of 6 months took place with Trade Unions at the Policy Group held on 29 August 2023 followed by further discussions at Tripartite on 13 September 2023.

- 3.3. A further meeting took place between Trade Unions, the Chief Executive and Senior Manager (HR and Workforce Development) on 26 September 2023. At this meeting benchmarking information was shared and further explanation on the Council's proposal was provided.
- 3.4. A further meeting was held on 11 October 2023 between the Senior Manager (HR and Workforce Development) and Trade Unions aimed at strengthening the redeployment procedure in order to maximise the potential for staff to be successfully redeployed. Many of the proposed changes made by union colleagues have been accepted and are reflected in the updated procedure (Appendix 2) presented to Council.
- 3.5. TU colleagues remain firmly opposed to any change to the indefinite redeployment period.
- 3.6. The Council's existing policy position on indefinite redeployment was agreed in March 2017 with further review and agreement of the procedure by Council in 2021.
- 3.7. The current procedure states "*Staff displaced as a result of organisational change will remain on redeployment indefinitely to ensure maximum opportunity to find suitable or reasonable alternative positions.*"
- 3.8. Prior to the agreed amendment in 2017 the Council's redeployment procedure outlined that "*Staff will remain on the Redeployment Register for the duration of their notice period. If a suitable post cannot be found for them during this period then their employment will terminate upon expiry of the notice and their name will be removed from the Redeployment Register*"
- 3.9. The Council currently utilises Voluntary Severance (VS) and Targeted Voluntary Redundancy (TVR) as mechanisms of achieving reductions in staff numbers and achieving associated budget savings. Since 2017/2018 over a 100 staff have left the employment of the Council on a voluntary basis, of which, 53 were through the TVR process.
- 3.10. VS is a process whereby, in exchange for access to their pension or an Enhanced Redundancy payment, staff apply to leave the employment of the Council on a voluntary severance basis.
- 3.11. Targeted Voluntary Redundancy (TVR) is an opportunity for staff identified only in certain roles to take redundancy and is used when the Council actively needs to reduce its staff numbers or no longer requires a particular post as part of organisational transformation/redesign.
- 3.12. The Employment Rights Act 1996 outlines that a redundancy situation arises where a dismissal is wholly or mainly because the Council:

- has ceased, or intends to cease, to carry on a particular function or role of its business for the purposes of which the employee was so employed or;
 - has ceased, or intends to cease, to carry on a particular function or role of its business in the place where the employee was so employed or;
 - requirements for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish or;
 - requirements for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.
- 3.13. When a suitable alternative post becomes available to a member of staff on redeployment i.e. a post which is similar to the employee's previous post taking into account of their duties and responsibilities, the terms of the job being offered, skills, abilities and circumstances in relation to the job, pay (including benefits), status, hours and location then the member of staff will be matched to this role. It will in practice only be in exceptional circumstances that suitable alternative roles will become available unless, for example, through redesign where posts previously removed from the structure are reintroduced.
- 3.14. In order to maximise opportunities for staff placed on redeployment as a result of TVR, the Council put in place the concept of reasonable alternative employment. A reasonable alternative post is one which could require similar skills, be of a different grade, offer different hours of work or have a different working environment.
- 3.15. To maximise opportunities to be redeployed **all** vacancies are emailed direct, to redeployees in the first instance in order to provide staff the opportunity to apply for any role in advance of wider circulation internally and/or externally. Only in exceptional circumstances would this process not be followed.
- 3.16. A satisfactory outcome is realised where an employee is redeployed to a suitable or reasonable alternative by mutual agreement. In other instances the employee may state a preference to leave the Council, upon which an appropriate settlement is arrived at in line with policy.
- 3.17. The Council recognises that redeployment is unsettling and that it may have been some time since a staff member has completed a job application or attended an interview. As such training and coaching is available to staff to support them in these areas. This is an area which has been strengthened following engagement with union colleagues.
- 3.18. Recruiting managers are required to consider whether providing reasonable training and/or support would allow a redeployee to be successfully moved into a new role.
- 3.19. The Council's redeployment policy has provision for trial periods for redeployees moving to new roles. The standard trial period is normally 4 weeks but can be extended to a maximum of 6 months if service delivery needs allow e.g. working towards completing a qualification.

- 3.20. Staff who are redeployed to a lower graded role are preserved on their existing salary for a period of 12 months.
- 3.21. Benchmarking suggest that the Council's current policy position is not in keeping with other Scottish councils.
- 3.22. The open-ended nature of the current policy position has created a small number of situations, where a suitable alternative cannot be found meaning that the individual staff member remains on redeployment indefinitely. In such circumstances, the Council continues to bear the full costs of the post despite having made the decision to cease or reduce the function.
- 3.23. Currently there are **7 staff** on redeployment as a result of previous/existing redesigns at a total **unbudgeted cost** of £304,951. The longest period to date of indefinite redeployment for one member of staff is more than 5 years.
- 3.24. It is likely that 2 staff will move off redeployment and be matched to roles following a recent service redesign. In addition one further member of staff has recently accepted Targeted Voluntary Redundancy.
- 3.25. The proposed change to a maximum period of 6 months on redeployment brings the Council more in line with other Local Authorities, of the respondents to our benchmarking survey:
- 77% indicated they did not have a formal policy of no compulsory redundancy whilst 22% advised they did;
 - 67% advised their severance policy, like Clackmannanshire Council's, makes reference to being able to use compulsory redundancy as a tool;
 - 72% of respondents advised that Voluntary Severance, Voluntary Redundancy or Compulsory Redundancy are the basis for staff leaving their organisations on the conclusion of redeployment where no alternative post has been found;
 - Periods of redeployment vary between local authorities but the majority of respondents indicated it was time limited.

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 redeployment 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 - Benchmarking Summary

Appendix 2 – Redeployment Procedure

11.0 Background Papers

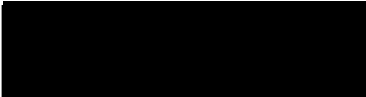
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

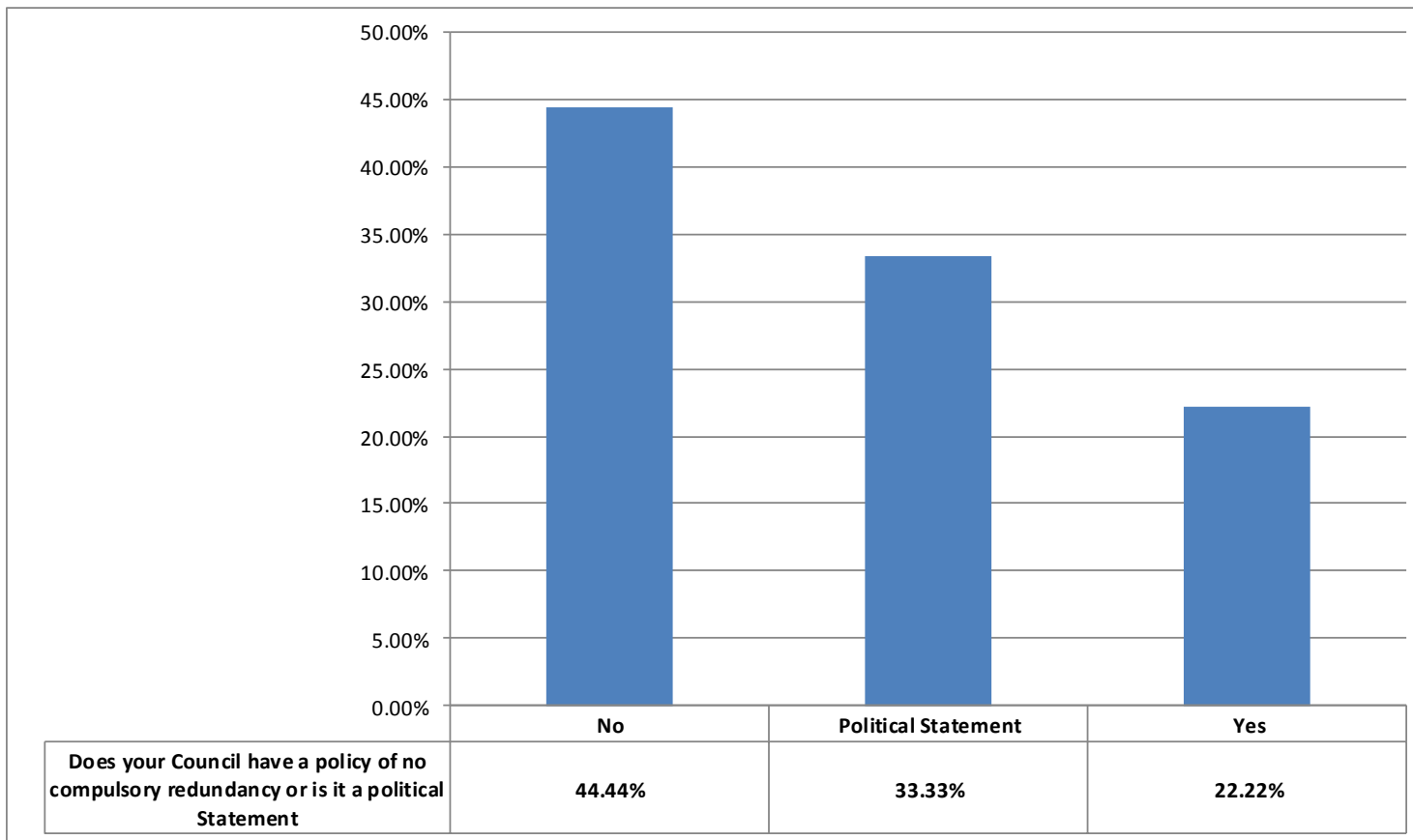
Author(s)

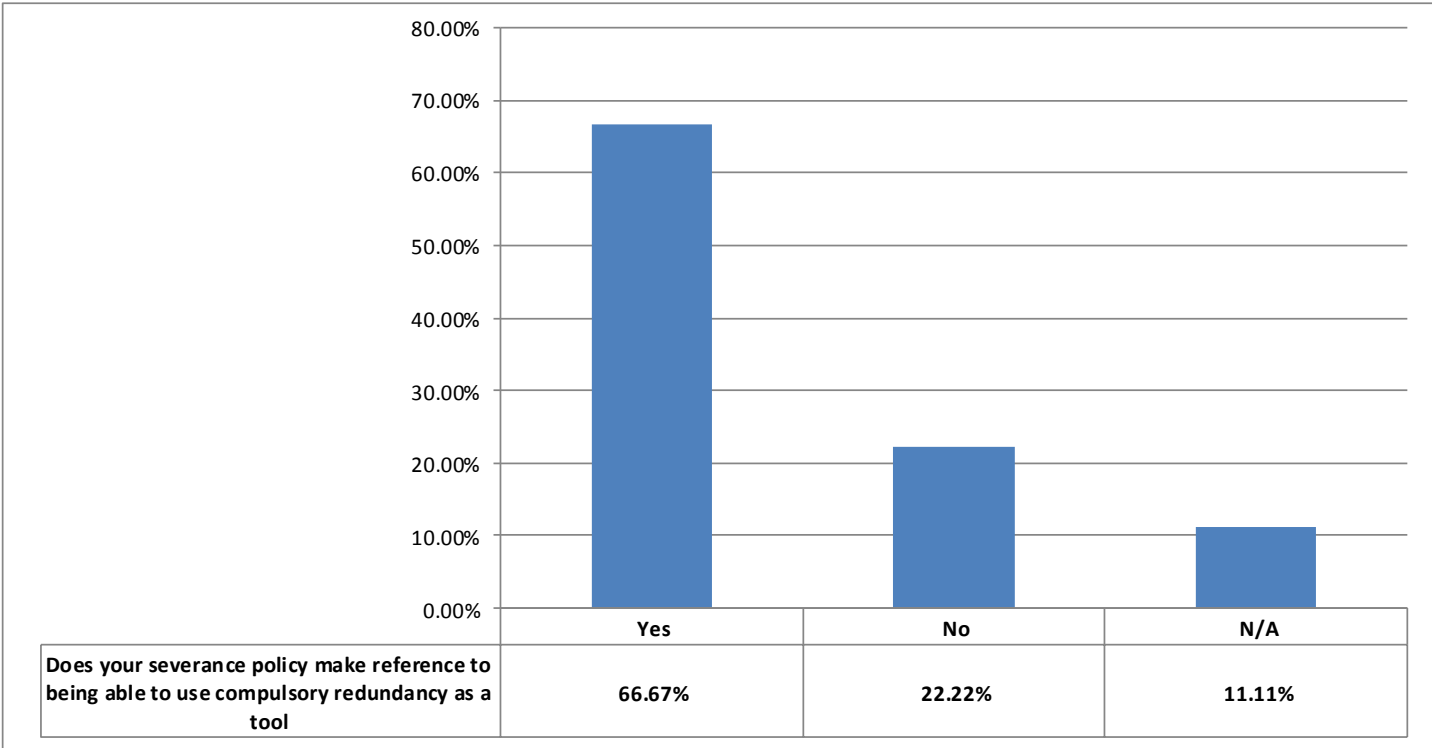
NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Senior Manager – HR and Workforce Development	2184

Approved by

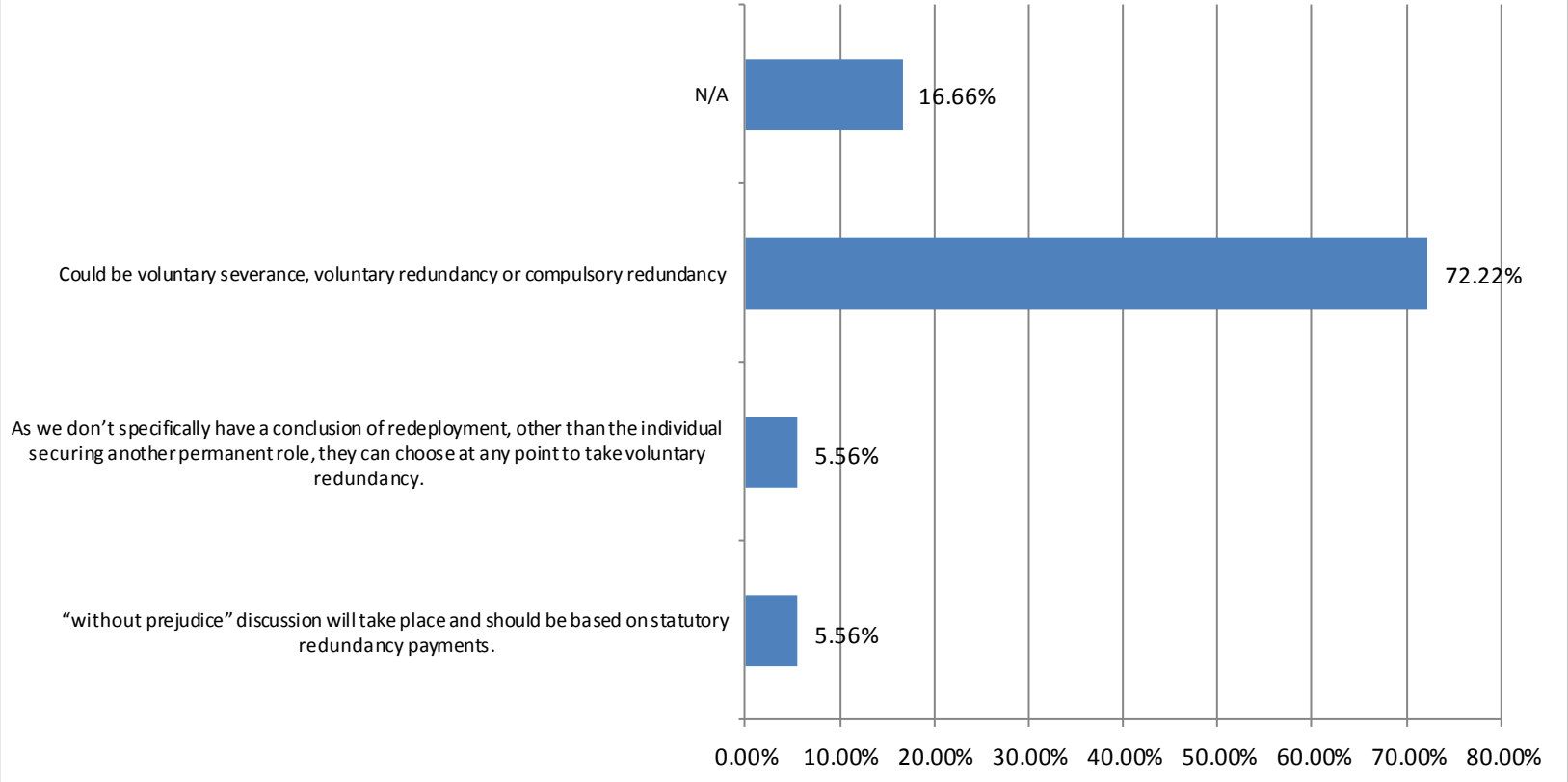
NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	

APPENDIX 1 – Benchmarking Information – Scottish Councils





What process takes place on conclusion of redeployment i.e. how does the staff member leave the organisation, is it on grounds of redundancy and do they complete a settlement agreement

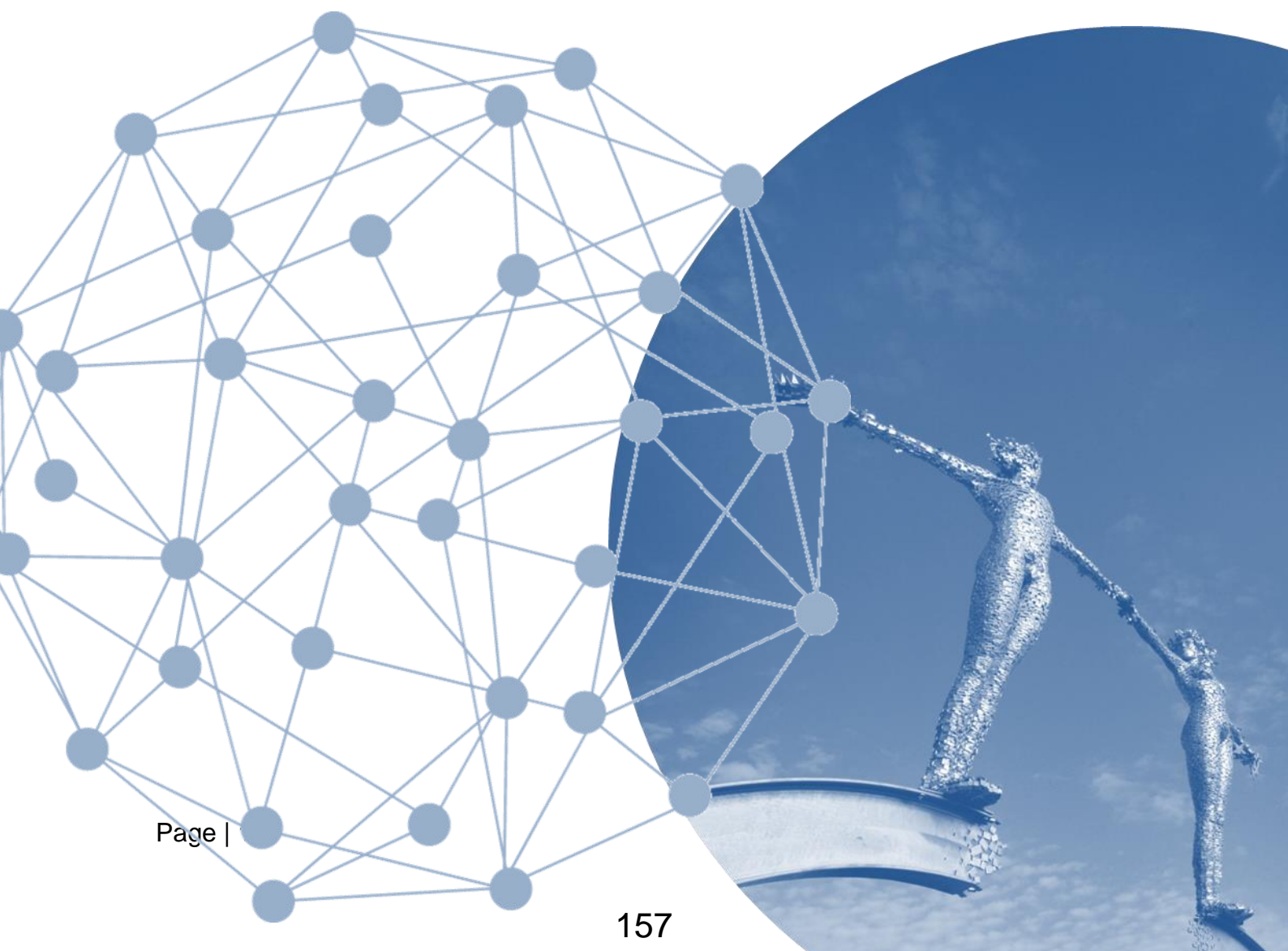


Which Council are you responding from	How long do staff displaced as a result of redesign/redundancy remain on redeployment
1	12 Weeks
2	8 weeks and maximum 3 months
3	Notice
4	N/A
5	We have 3 year cash conservation, when in a redeployment situation, they are immediately cash conserved and during the 3 year period we seek redeployment to a suitable post.
6	12 Weeks
7	there is no time limit but we are currently reviewing our practice around this
8	6 Months
9	Upto 6 Months
10	12 Weeks
11	12 Weeks
12	Until placed
13	Normally 4 weeks, up to a maximum of contractual notice
14	they would go on redeployment before the proposed termination date. This is usually at the start of the formal 30-day consultation period, and would be until the implementation/termination date.
15	The policy says 6 months however in practice indefinitely unless they have refused 2 offers of suitable work.
16	Max 12 Weeks
17	16 Weeks
18	Contractual Notice



Redeployment Procedure

2023



REDEPLOYMENT PROCEDURE

1. Introduction

1.1. This procedure is one of the key tools that supports the Council's strategic workforce plan and should be read in conjunction with it.

1.2. It is recognised that situations may occur where an employee is no longer able to continue in their current role for reasons of restructure, redundancy, capability (ill health or performance).and consequently this procedure should be read (as appropriate) in conjunction with the Council's:

- Severance Policy and Procedure;
- Capability policy & Procedures;
- Maximising Attendance and Employee Wellbeing Policy & Procedures.

1.3. This policy does not apply where the individual would be subject to the TUPE regulations

1.4. Separate mobility and compulsory transfer arrangements apply to teaching staff

2. Representation

2.1. Employees have the right to be accompanied by their trade union representative or work colleague to any meetings convened under the redeployment procedure.

3. Key Principles

3.1. Redeployment into another post will not be automatic, it will only be where the employee meets the minimum/essential requirements for the role, or would with a short period of training, and is then successful following an interview.

3.2. Offers of alternative employment are, at a minimum, subject to a statutory 4 week trial period.

3.3. If an employee is redeployed into a lower graded post their salary will be preserved for a period of 12 months.

3.4. Employees on redeployment will be advised of **all** available jobs (including posts which are currently filled or are being considered for agency/consultancy,) prior to advertisement to the wider Council and/or external market and will be invited to express their interest if they meet the minimum essential requirements.

~~3.4.3.5. They Managers will have ensure regular meeting are held to discuss wellbeing, -upcoming vacancies, potential training opportunities, and suitability for roles. -and discuss their health and wellbeing.~~

4. Redeployment

Ill Health and Disability

- 4.1. The formal redeployment procedure should only be considered in cases of ill health or disability where there is clear medical guidance from Occupational Health recommending that the employee can no longer carry out the duties of their current post.
- 4.2. The Council will consider redeployment, along with any other reasonable adjustment for any employee with a disability that is covered by the Equality Act 2010, regardless of length of service.
- 4.3. The redeployment procedure will be considered alongside of the Council's Capability procedures.

Risk of Redundancy

- 4.4. This procedure applies where an employee is at risk of redundancy and has a minimum of 12 months -continuous service.

Restructure

- 4.5. This procedure applies where an employee who, in line with rights for unfair dismissal, has a minimum of 12 months continuous service with the Council may no longer have a post or their post is substantially changed, as a result of restructure.

Capability

4.6. This procedure applies where an Employee is consistently falling below the standard required to carry out the duties of their current post, due to lack of ability. In such cases, redeployment procedures will be considered as part of the Council's Capability (performance) procedure.

Individual Circumstances

4.7. This procedure will apply to individual situations where a Senior Manager and employee agree that redeployment could be an appropriate resolution, for example as the outcome of a grievance.

5. Process

5.1. When it is identified that an employee is unable to fulfil the duties of their post because of ill health and all reasonable adjustments have been exhausted, where the employee is at risk of redundancy or where notice of termination is issued to an employee who has a minimum of 2 years service HR will confirm this is the correct process, ensure all appropriate steps have been taken by the line manager and enter the employees details on the Redeployment Register.

Staff displaced due to at risk of redundancy

5.2. Line managers must ~~have held~~ hold a meeting with the staff member, to explain the redeployment process and provide a copy of the Council's agreed procedure.

5.3. This meeting should, where ever/wherever possible be informal, but if the staff member wishes, they can be accompanied by a work colleague or trade union representative. The line manager should discuss:

- The Council's redeployment procedure;
- Qualifications that the staff member has;
- Experience that the staff member has;
- Any specific areas/locations where they employee might consider working;
- What potential roles the staff member may consider;
- What reasonable training/support they might find useful e.g. interview skills, coaching/mentoring.

5.4. /HR Business Partnersfortnight

—During these meetings upcoming vacancies, the matching profile, training opportunities, and health and wellbeing will be discussed.

5.4. †The initial meetings should also include a representatives from Economic Development who will be in attendance with a view of to supporting the employee with finding new employment opportunities either within or potentially outwith Clackmannanshire Council.

5.5. HR will request email contact details from all affected staff ,but for those who do not have a work or personal email then communication will be via post and the line manager.st.

5.6. Staff on the redeployment register will be required to complete a Matching Profile (Appendix 1).

5.7. Line managers/HR Business Partners must meet regularly with employees, and at least once a fortnight, during the redeployment period,

5.8. During these meetings health and wellbeing will be discussed as well as upcoming vacancies, the matching profile and training opportunities might support the staff member.

5.9. Actions from the meeting will be agreed and shared with the employee no later than 2 days after each meeting.

5.10. All employees on the redeployment register will be notified of each vacant post including the profile and specification, as they become available and will be invited to express an interest.

5.11. Vacancies will also be emailed to the employee's line manager.

5.12. Employees under consideration for redeployment are expected to co-operate with the procedure and be actively involved in identifying alternative roles.

5.13. All vacancies, unless in exceptional circumstances, and agreed by ~~HR~~the Senior Manager – HR and Workforce Development, will be issued to staff on the redeployment register in the first instance. Such circumstances may include, for example, where a delay in recruitment may have a financial/legal impact or ~~for example~~ the role is of a specialist nature. Where this has been agreed and wider recruitment is undertaken, any employee applying through redeployment must still be prioritised for interview, provided they meet the essential minimum criteria (or would with a short period of support or training).

~~5.6.~~5.14. A period of short support or training will, normally as a minimum be 4 weeks but may be extended, by mutual agreement, and dependant on the exigencies of the service, to a maximum of 6 months.

~~5.7.~~ The timescale for employees on redeployment to express their interest in a post will be 5 working days from notification .

5.15. Staff on the redeployment register wishing to express an interest for any vacancy should complete a Supporting Statement (Appendix 2).

5.16. If the staff member requires assistance in preparing their supporting statement they can contact their line manager, allocated HRBP or their TU representative.

5.8.5.17. If a suitable/reasonable opportunity arises and the employee is on annual leave the vacancy will not be advertised until discussions have taken place with the employee on their return.

5.9.5.18. Where a post is assessed by HR as being a "suitable alternative post" for a member of staff on the redeployment register, this would then be offered to the employee. The staff member would then be required to demonstrate why they do not feel this is a suitable post otherwise they would be expected to move into the role. A "suitable alternative" would have to be very similar to the current post of the employee in terms of the duties of the job, the day to day activities, knowledge, skills and experience, the status, pay, location, working environment and terms and conditions.

5.10.5.19. A member of staff who fails to express an interest in being considered for a "suitable alternative post" as assessed by HR and who subsequently refuses an offer of a suitable post, whether an interview has taken place or not, may lose their right to payment of their redundancy payment.

5.11.5.20. The relevant recruiting manager will be provided with (1) the Matching Profile and (2) Supporting Statement for each employee who has expressed an interest in being considered for the post being advertised.

~~5.12.5.21.~~ The recruiting manager will be responsible for shortleeting in line with the Councils Recruitment Procedure. (See section 6)

~~5.13.5.22.~~ Staff will have to meet, as a minimum, the essential requirements of the post in full (or would achieve these with a short period of training) and will have to be interviewed for the post.

5.23. There may be some cases where the manager is satisfied that the staff member meets the criteria in the main and would be able to fulfil the requirements of the post with some training. Where a short period of training or working towards a qualification is required, the cost of this will be met from the budget of the Service terminating the Employee's original post.

~~5.14.5.24.~~ If there are no suitable candidates from the redeployment list then the vacancy will be advertised Council wide.

5.25. Staff displaced as a result of organisational change will remain on redeployment ~~indefinitely until such~~ for a maximum period of 6 months.

~~time as they find a new post or in the case of service redesign/redundancy take the redundancy payment.~~

~~5.26. to ensure maximum opportunity to find suitable or reasonable alternative positions~~Every 6~~After 4 months a formal review meeting will take place with the , employee, Line Manager and an HR Business Partner. The employee will have the right to be accompanied by a Trade Union representative or Work Colleague at the review meeting.~~

5.27. The purpose of this meeting is to ensure the process has been complied with, review how the process has gone, what training opportunities and potential posts have been considered/rejected and what further supports could be considered can be done to improve the likelihood of gaining a new post in the period remaining on redeployment. Staff will advised they have a right to bring their TU rep to these discussions. Where no opportunities have been identified or the staff member has not expressed an interest in any position the reasons for this should be explored.

5.28. Where a member of staff undertakes a temporary, fixed term or seconded role, on conclusion they will return to redeployment for the balance of time that was remaining prior to commencing the role. During the period of temporary engagement the staff member will continue to receive vacancy alerts.

~~During these review meetings opportunities presented to the employee should be discussed. Where no opportunities have been identified the reasons for this should be investigated with a focus on why this has occurred and how this could be improved going forwards.~~

5.15. Where there are reasonable opportunities highlighted and these are not being considered by the employee then the employer may take to the decision that the redeployment process has come to it's end. Reasonable opportunities will be those on the same grade (or above) with the same terms and conditions.

Fixed Term/Temporary Posts

5.29. For temporary and fixed term workers (who have over 2 but less than 4 years service), these staff will remain on the Redeployment Register for the duration of their notice period. If a suitable post cannot be found for them during this period then their employment will terminate upon expiry of the notice and their name will be removed from the Redeployment Register.

Ill health

5.16-5.30. Staff on redeployment who are unable to fulfil the duties of their post because of ill health and all reasonable adjustments have been exhausted will be managed in line with the Council's Capability Procedures but the same processes for consideration for posts will apply as outlined above.

6. Assessment of the Employees Suitability for the Vacancy

6.1. The recruiting manager should assess suitability by comparing the employee's Matching Profile and Supporting Statement against the essential requirements in the person specification.

6.2. If the employee clearly fails to meet the essential requirements in the person specification (and could not meet these with a short period of training) and the recruiting manager therefore does not wish to interview, the manager should feedback the reasons to Human Resources. The employee should be offered feedback by the recruiting manager. The HR Business Partner should discuss this with the employee to ensure that all points of view are considered.

6.3. If the employee meets the essential criteria and the decision is to interview, the recruiting manager should arrange the interview and this should must include Human Resources

6.4. The recruiting manager and the appropriate HR representative, should interview and make their decision by assessing the candidates against the person specification for basic suitability, not excellence.

6.5. It is not acceptable to reject an employee on the basis that recruiting through the external market may result in securing a better candidate.

6.6. If the employee is appointed to the post, the appropriate forms must be completed and should be passed to Human Resources, together with the interview assessment form and supporting statement.

6.7. Where the decision is not to appoint the candidate, the recruiting manager should ensure all relevant forms are returned to Human Resources.

6.8. The employee must be advised of the decision by the recruiting manager and offered feedback.

6.9. Where Human Resources wishes to challenge the recruiting Manager's view with regard to the potential suitability of an employee from the redeployment register they should:

- approach the Manager to fully discuss the situation;
- escalate to the Senior Manager for the area where necessary;
- refer to a Strategic Director for a final decision.

7. Coaching and Training

7.1. The Council recognises that redeployment is potentially an unsettling process for any employee. It may have been quite some time since the employee has had to complete a job application or attend an interview. Interview techniques training is available for all employees and this should be both promoted and encouraged for affected employees.

~~7.2. Reasonable training should be made available to redeployee's to allow their development of new skills, providing them with further employment opportunities to apply for new posts across all council services in the future.~~

~~7.3. Any reasonable costs will be funded by the service from which the employee has been displaced.~~

~~7.3. Consideration should be given to training which may help an employee to find a position out with Clackmannanshire Council as this will help to resolve the situation and achieve the aims of redesign.~~

7.4. When assessing the employee's potential for a post, recruiting Managers should always consider whether providing reasonable additional training or support would allow redeployment to take place.

7.5. "Reasonable" will usually mean training & support which would allow the employee to carry out the duties and responsibilities of the new role to a basic standard within a trial period normally 4 weeks or to a maximum of 6 months if service delivery needs would allow (for example working towards completing a qualification). It may be the case that the employee cannot continue in the role if conditions such as achieving a specific qualification or registration cannot be achieved in the timescales agreed at recruitment stage.

~~—Any associated costs should be met by the transferring service.~~

~~7.6. Staff on redeployment should be able to access suitable and reasonable training resources and this will be funded from the Councils Corporate training budget.~~

8. Trial periods

8.1. In appropriate circumstances, for example where redeployment will be to a different kind of work, a trial period may be agreed.

8.2. A trial period allows both the recruiting manager and the employee to decide if the new role is suitable.

8.3. The salary -costs during the trial period will continue to be met by the transferring service. Where the trial is to a higher grade the difference will be met by the service area in which the trail is being undertaken

~~8.2.8.4.~~ Trial periods will last for 4 weeks and should only be for a longer period if there is a clear justification for this. Similarly, any extension must be for a valid reason which the employee is clear about.

~~8.3.8.5.~~ The recruiting Manager should be clear about what they are assessing during the trial period and let the employee know.

~~8.4.8.6.~~ The recruiting Manager should meet with the employee regularly during the trial period to provide feedback and support.

8.7. At the end of the trial period the recruiting manager should conduct a formal review meeting with the employee and the Service HR Business Partner to confirm the outcome of the trial

~~8.5.8.8.~~ If the trial period has been successful from both the perspective of the recruiting Manager and the employee, the appointment should be confirmed.

~~8.6.8.9.~~ If the trial period has been unsuccessful the employee reverts back to their original service and remains on the redeployment register for the balance of the redeployment period which is left.

~~8.7.~~8.10. If the recruiting Manager confirms that the trial has been successful but the employee does not and declines the post, the Council may consider that the employee has refused a suitable post. In these circumstances the employee must be informed of the consequences of declining the post.

~~8.8.~~8.11. The employee will remain on the redeployment register throughout the trial period and should be advised of any other suitable opportunities which arise.

9. Refusing a Suitable Post

9.1. Employees who are prepared to be flexible in the redeployment opportunities are more likely to be successful in securing an alternative post. It is however up to the employee to decide if they will accept the alternative post. In some situations they will wish to consider how any changes will impact on their personal and domestic circumstances.

9.2. Where an employee decides to reject the offer of a post which the Council considers to be suitable, they may lose entitlement to any potential redundancy payment .

9.3. The employee is required to outline fully in writing their reasons for refusing to accept a post that is considered as being a suitable alternative, so that the Council can consider its position with regard to redundancy.

9.4. The decision to withhold redundancy payments will be taken by the Strategic Director (P and P). The employee will be notified of the outcome in writing and they may submit an appeal to a member of the Councils Senior Leadership Group.

10. Monitoring and Review

10.1. Both HR and Trade Union Representatives shall monitor the effectiveness of this policy on an ongoing basis. Changes may result from employee, management and union feedback and/or from changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with the recognised trade unions

Clackmannanshire Council
Redeployment Procedure

Policy Name	Redeployment Procedure
Department	HR
Policy Lead	HR
Equality Impact Assessment	
Stage 1 EQIA completed	Yes
Stage 2 EQIA completed	Yes
* In no please provide rationale	
Date Approved	



Report to Council

Date of Meeting: 30th November, 2023

Subject: Regional Energy Masterplan and Local Energy Efficiency Strategy

Report by: Pete Leonard, Strategic Director, Place

1.0 Purpose

- 1.1. This report seeks approval of the draft Stirling and Clackmannanshire Regional Energy Masterplan both as a strategic plan to take Clackmannanshire towards achieving net zero energy systems by 2045 and to satisfy the requirements of the Scottish Government's Local Heat and Energy Efficiency Strategy (LHEES) Statutory Order 2022.

2.0 Recommendations

Council is asked to:

- 2.1. Approve the draft Regional Energy Masterplan.
- 2.2. Agree that the Regional Energy Masterplan will be reviewed, updated, and brought to Council every 5 years.
- 2.3. Note that obligations of the LHEES statutory order have been fully met within the content of the Regional Energy Masterplan.

3.0 Background

- 3.1. The Stirling and Clackmannanshire City Region Deal, approved and signed in February 2020, included funding to develop a Regional Energy Masterplan (REM) for the Stirling and Clackmannanshire Council areas.
- 3.2. On Thursday 19th August 2021, Clackmannanshire Council unanimously passed a motion declaring a climate emergency and subsequently commenced the development of a comprehensive Climate Change Strategy. The new strategy delivers a framework which ensures that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045
- 3.3. Integrated Energy Solutions (IES) were appointed as the primary consultant and Ricardo as the stakeholder engagement consultant working on the REM and work

began in April 2022, largely around creating a digital twin model and undertaking stakeholder engagement. The shaping of the strategy document followed, utilising data from the model and feedback from formal interactions with stakeholders.

- 3.4. A statutory order mandating local authorities to develop LHEES was commenced in May 2022. This required all local authorities to prepare a LHEES by the end of 2023. The Scottish Government has provided funding for 1.5 FTE officers within the Energy and Sustainability team to help manage the data associated with the REM alongside project management work. The process for employing these temporary officers is underway.
- 3.5. A consultation draft of REM was put out for public consultation from 3rd August to 27th September 2023.
- 3.6. Scottish Government endorsed the REM and the associated LHEES obligations on 7 November 2023.

4.0 Considerations

Recognition of Climate Emergency

- 4.1. Following Council unanimously passing a motion declaring a climate emergency, the Council's Energy and Sustainability commenced the development of a comprehensive Climate Change Strategy.
- 4.2. The Strategy identifies the magnitude of our carbon emissions reduction challenge and it sets out a framework for achieving our net zero targets. This includes ways of aligning major decisions, budgets and approaches to planning decisions with a shift to net zero greenhouse gas emissions.
- 4.3. Specific emission reduction opportunities have been allocated into six areas to aid the development of a thematically based Climate Emergency Action Plan:
 - Energy, Heat and Buildings
 - Low-carbon Transport
 - Waste, Recycling and the Circular Economy
 - Biodiversity, Carbon Storage and Agriculture
 - Adaptation, Planning and Organisational Capacity
 - Economic Development and Sustainable Procurement
- 4.4. These themed strategic plans are currently being developed and will articulate more specific action plans, principally targeting low-carbon activities, nature enhancement, and adaptation measures. These plans will be delivered in an inclusive manner, recognising the need to grow our economy and improve outcomes for those most in need. The REM will deliver on the first of the six themes, Energy, Heat and Buildings.
- 4.5. The Climate Change strategy has had extensive consultation involving local Councillors, area forums, private and public stakeholders and service leads. Feedback has been very supportive and positive.

- 4.6. The Climate Change Strategy is now in the process of having a Strategic Environmental Assessment carried out prior to the presentation to Council in early 2024 for approval.

Regional Energy Masterplan

- 4.3 The REM is a comprehensive document that seeks to map out a route to net zero within measured time periods. Its primary approach considers our energy use and needs in three contexts: 1- to mitigate the need for energy use by employing energy efficiency measures across our buildings and energy systems; 2- To manage our heat systems in the most efficient low carbon manner; 3- To generate energy in the most efficient low carbon way, respecting the need to create resilient and local solutions. Finally the plan considers how best essential carbon emissions can be mitigated by carbon sequestration plans.
- 4.4. In formulating the REM, a digital twin model has been developed to simulate various scenarios. Modelled scenarios are largely based on mandatory targets set by Scottish Government. Officers are being trained to use the model for future predictions and project business case development work.
- 4.5. The draft delivery plan has been developed with consideration of carbon reduction related targets, and weighted factors within each work stream. The delivery plan is split into 5 year phases, and shows the proposed projects with associated costs, Carbon Dioxide (CO₂) reductions, and responsible parties highlighted. Projects will have to be considered against available funding via comprehensive business cases and subsequent approval processes.

A Measured Approach towards Achieving Net Zero

- 4.6. In line with the Council's Climate Emergency plan, the key intention of the REM is to achieve net-zero energy. Recognising that energy systems will inevitably incur CO₂, appropriate tree planting and sequestration has been considered throughout the document.
- 4.7. Being able to measure performance, prioritise and communicate to relevant stakeholders is vital to efficient delivery. Key performance indicators have been aligned with the objectives and outcomes of the REM, and these will feed into the Climate Emergency Action Plan and its reporting mechanisms.
- 4.8. The aim is to allow as much information and data to become as available as possible (respecting data privacy rules) to allow all parties to participate in the collective challenge to work towards net zero.
- 4.9. Each proposed project has a cost, potential funding streams, and an estimated CO₂ saving. This allows the impact of projects to be measured, and used to more accurately plan future projects.
- 4.10. Utilising the model, which is built on various datasets for validation and accuracy purposes, the residual emissions have been projected at 67ktCO₂e in a best case scenario. The worst case scenario has been projected at 180 ktCO₂e.
- 4.11. The best case scenario would require approximately 3.2 million trees to be planted in order to sequester this amount of CO₂e. The worst case scenario would require approximately 8.6 million trees to be planted in order to sequester this

amount of CO₂e. The variance in the best/worst case scenarios is the result of many varying factors in delivering the intentions of the Regional Energy Masterplan.

- 4.12. Re-wilding of landscapes such as peatlands could also be undertaken to improve sequestration, although this is slightly harder to quantify.

LHEES

- 4.13. In May 2022 Scottish Government commenced a statutory order (The Local Heat and Energy Efficiency Strategies (Scotland) Order). This order mandates that local authorities must develop prescriptive local heat and energy efficiency strategies, and have these approved by the 31st December 2023. Officers have worked closely with Scottish Government officials in aligning our REM with the guidance advocated by Scottish Government for developing LHEES. Government officials have had a number of meetings with council officers over the last year and are comfortable that the draft REM meets the obligations of the statutory order. Scottish Government officials have commended Clackmannanshire and Stirling Councils on their comprehensive approach towards developing energy master planning, stating that the approach is exemplary.

Next Steps

- 4.14. Officers will refine the delivery programme in tandem with Scottish Government Officials and look to refine the business cases for the delivery of prioritised projects. Scottish Government recognises the priorities around energy efficiency and heat management and project business cases will be developed accordingly. Resultant projects and work functions will come through the necessary approval channels.

Consultation and Findings

- 4.15. Initial stakeholder engagement involved reaching out to a total of 208 key stakeholders from various sectors across the region.
- 4.16. Ricardo led the stakeholder engagement and analysis, which helped establish the vision; objectives; outcomes and associated KPI's. Feedback also provided specific considerations which are included in the relevant sections of the masterplan.
- 4.17. Following stakeholder engagement a public consultation ran from the 3rd of August to the 27th of September. All community councils in Stirling and Clackmannanshire were notified and offered face to face meetings. Additionally, all 208 stakeholders were re-engaged to comment on the draft masterplan.

4.18. Key themes which were raised from the public consultation were:

- More ambitious targets and delivery plan (5 responses)
- Heat networks utilising waste heat and coordinating with other development opportunities (5 responses)
- Maximise renewable generation opportunities without impacting historical sites (4 responses)

- Community ownership potential (4 responses)
- Funding issues, opportunities and appropriate signposting (4 responses)
- Maximising tree planting, minimising tree removal, and manage planted areas appropriately (4 responses)

Responses were predominantly positive, with some voicing potential issues or concerns. We have addressed these comments and indicated where in the document they have been addressed in the appendices of the Regional Energy Masterplan. Below are some examples of comments and responses from the key themes identified above:

Comment	Response	Theme
<p>Having read the time frames felt that in certain instances the target time frame to be too long ie Non Domestic buildings to be low carbon heating by 2038, this should be targeted a lot sooner.</p>	<p>We agree with this sentiment. The REM has been developed in line with national targets set by the Scottish Government, but these are not targets to aim for so much as deadlines. Any work that can be done before this should be done so.</p> <p>Both councils have set themselves a tighter deadline than the national targets for decarbonisation of all council specific emissions (2040 for Clackmannanshire Council). We will also strive to drive forward works ahead of targets. A note has been added to the REM to reflect this sentiment in Targets & Key Performance Indicators (KPIs).</p>	<p>Should have more ambitious targets and delivery plan</p>
<p>In Appendix V, we noted that in several of the proposed heat networks, industrial sites are listed as consumers of heat (for example, p. 209), despite being mentioned elsewhere as potential sources of heat (i.e. capturing waste heat from existing industrial activity). While the report notes that the waste heat potential and availability at these sites is currently undetermined, we believe that the potential for these industrial sites to be contributors (almost certainly in excess of their level of consumption) to heat networks should be emphasised in this section</p>	<p>Thank you for your suggestion, the energy hierarchy favours using industrial waste heat as a vital resource, and have further highlighted throughout the REM (see District Heating, and Ongoing Actions). The reason for not highlighting this further in Appendix V is largely due to engagement that has already been carried out with the industrial sites involved, along with the modelling used to enable comparison of networks which didn't account for waste heat.</p>	<p>Heat networks utilising waste heat and coordinating with other works</p>
<p>1. Council buildings, Schools, peak, leave lights on all the time, car park lights do not need to be on at night. Turn off</p> <p>2. All roofs fitted with Solar, with an agreed payment plan to help all households benefit.</p> <p>3. Council car parks also School car parks covered in solar panels.</p> <p>4. More wind turbines, you now have more small and effective turbines available, stop blocking on planning</p>	<p>1. Whilst both councils aim to carry out environmentally responsible behaviours in all buildings under council control, including turning off lights, there are some situations where this is unfortunately not possible. For example there are security concerns around lighting levels that must be taken into account.</p> <p>2. Stirling Council has the highest levels of solar PV on council housing roofs in the country & Clackmannanshire is developing plans for more in the future on both domestic and non-domestic buildings, so we agree that renewables on roofs are an excellent idea and have already put a lot of resources into making this happen where possible. Of course it is not possible for solar panels to be installed on all roofs for a number of reasons, such as orientation or structural limitations.</p> <p>3. We agree that this is an excellent measure where financially and practicably feasible. There are a number of restrictions, such as grid capacity, site restrictions and school ownership.</p>	<p>Energy efficiency</p> <p>Maximise renewable generation opportunities without impacting historical sites</p>

	<p>Clackmannanshire Council are looking into development opportunities, and both councils are working together to share knowledge and experience.</p> <p>4.The National Planning Framework 4 (NPF4) which was published in early 2023 sets out the overarching national planning policy. This new framework addresses most of the previous issues around planning for renewables, wind turbines included. This is mentioned in the actions and delivery plan of the REM, and further detail can be found in Policy 11 of the NPF4.</p>	
--	--	--

5.0 Sustainability Implications

5.1. The REM aligns with the Councils aims to meet its sustainability, climate change and biodiversity duties.

6.0 Resource Implications

Staffing

6.1. The Regional Energy Masterplan is led by officers within the Energy and Sustainability team. Scottish Government funding has been provided to employ 1.5 FTE members within the Energy and Climate Change team to manage the data associated with the REM and to assist in the development of the teams project management work.

6.2. Additional officer time from across the council and key partners will be required to support as projects progress.

6.3. Delivery of the work set out in the plan will be considered on a case by case arrangement with spending decisions being taken in accordance with Council protocol.

6.4. Financial Details

6.5. The Council’s General Services Revenue and Capital budget sets out a focus on green investment to support the Council’s journey to Net Zero and it should be noted that our Climate Change Strategy includes a framework to ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions.

6.6. The Energy and Sustainability team will maximise income by seeking appropriate funding and investment opportunities to deliver projects. All of which will be presented to Finance for approval and also to Council for updates and approval where required.

6.7. 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

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

7.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	X
Our families; children and young people will have the best possible start in life	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 **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 – Regional Energy Masterplan

Due to its size, Appendix 1 will be sent to members under separate cover.

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)

Climate Change Strategy

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lawrence Hunter	Energy and Sustainability Strategy Officer	452681

Approved by

NAME	DESIGNATION	SIGNATURE
Emma Fyvie	Senior Manager Development	452577
Pete Leonard	Strategic Director Place	

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Strategic Housing Investment Plan 2024- 2029

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. To approve the Strategic Housing Investment Plan 2024 – 2029 (SHIP) at Appendix 1. The SHIP sets out the operational framework for affordable housing development in Clackmannanshire over the next 5 years, establishing the investment priorities.

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.1.1 Approves the Strategic Housing Investment Plan for 2024-2029, including the summary 5 year programme of housing sites, detailed in Appendix 1,
- 2.1.2 Approves the relocation of tenants at Pompee Road, Sauchie (Band 1 priority) and to clear the site for new housing development,
- 2.1.3 Notes that Paragon Housing Association intend to participate in off the shelf purchases from the open market (as the Council and Ochilview Housing Association currently do), detailed in 7.2,
- 2.1.4 Notes that regular updates on the progress of the SHIP will be brought to Housing Performance meetings on an ongoing basis from early 2024.

3.0 Background

- 3.1. Local Authorities are required by The Scottish Government to prepare a Strategic Housing Investment Plan (SHIP) annually, setting out the strategic investment priorities for affordable housing over a 5 year period, to achieve the outcomes set out in the Local Housing Strategy. The SHIP informs the Scottish Government's housing investment decisions and was submitted to the Scottish Government on 27th October 2023, pending Council approval.

4.0 SHIP 2024-29

- 4.1. There have been delays on the new build programme and therefore delays in spend. The Council is committed to tackle this by picking up on delays over the next few years by over-programming to attempt to mitigate delays in completions and spend. Delays last year, 2022/23, were seen by most local authorities and outturn figures for Scotland for 2021/22 shows that 21 local authorities did not achieve spend on housing grant allocations and affordable housing new starts throughout Scotland are at their lowest level since 2015.
- 4.2. In 2022/23, 40 new off the shelf homes were purchased in Clackmannanshire and 60 new homes were completed on Primrose Place, Alloa.
- 4.3. To further pick up on new sites and to mitigate grant under spend in 2023/24 it is proposed to accelerate the site at Pompee Road, Sauchie as detailed at 6.0 below.

5.0 Council Owned Sites

- 5.1. Park Street, Tillicoultry
- 5.2. In December 2014, Council approved the sale of land at the old Tillicoultry community centre for housing, along with a phase 2, Park Street, Tillicoultry.
- 5.3 The opportunity to purchase a property at Stoneyacre, with additional land was taken forward in 2020 under the 'off the shelf' program. This allowed the Council to package up a larger area of land and enable Phase 2 build.
- 5.3. Engelen Drive, Alloa
- 5.4. In June 2018, Council agreed to regeneration proposals for Engelen Drive, Alloa and in September 2021 approved £30,000 from the Council Tax income from 2nd homes could be put towards demolition. This was due to higher costs on the site and to enable regeneration in a priority area.
- 5.5. The site is home to an electric sub station which is due to be moved to another site before the purchase can be concluded with Kingdom. On purchase, Kingdom will take forward the demolition and rebuild contract. The Strategic Director for Place intends to write to Scottish Power Energy Networks to expedite this matter.

6.0 Pompee Road, Sauchie

- 6.1. There are five 1 bedroom chalets located on Pompee Road, Sauchie which are no longer fit for purpose. They are non-traditional build, have poor energy efficiency and there is very little scope to improve even with considerable investment to bring up to modern levels and so are nearing the end of their useful life.
- 6.2. The site would be better utilised for new build housing, and it is recommended that no new lets are made to the chalets, the current tenants are relocated, and the site is demolished to make way for high quality, energy efficient

homes. An options appraisal to consider what possible housing solutions may be best suited to development on the site will be worked through. One potential option may be for the site to be used to provide supported accommodation for young people, helping to meet the Council's obligation under The Promise.

- 6.3. The Housing team will engage with residents to explore their housing options, however, once a decision on demolition has been made, the current tenants can be placed in Band 1 priority on the waiting list and will likely be rehoused in suitable accommodation quicker.
- 6.4. Under the Land Compensation (Scotland) Act 1973 the Council would make home loss and disturbance payments, due to tenants who are displaced due to demolition or other redevelopment proposals.
- 6.5. Once a decision on demolition has been made, proposals on the number and types of homes will be reported back to Council in conjunction with early consultation with Planning. The Scottish Government More Homes Team has been approached to agree to fund demolition costs to clear the site in this financial year. The Council has a current contract in place for demolition.

7.0 Funding

- 7.1. Spend for 22/23 was £1.61million from the allocation of £5.76 million. This is up from the previous year spend due to the boost in the Councils successful accelerated off the shelf programme.
- 7.2. The Resource Planning Assumption (RPA) funding for 2023/24 is £5.730 million with the expected spend to be in the region of £3.585 million. The Resource Planning Assumption (RPA) funding is allocated for use within Clackmannanshire, local Registered Social Landlords (RSLs) Ochilview and Paragon Housing Associations have been able to access this funding to add to their housing stock, this is beneficial to Clackmannanshire as a whole with more affordable housing being made available. The Council has purchased a larger number of properties from the open market than both RSLs combined within this current financial year (Appendix 1 Table 14.3 Estimated Spend 23/24).
- 7.3. The Housing Service is reviewing our own capacity to explore how we can best try to maximise our use of RPA. This will be part of the considerations within the HRA Business Plan for future years.
- 7.4. As reported to Council in February 2023, there continues to be delays in new builds as costs continue to rise against Scottish Government grant levels.
- 7.5. Tender costs for new build continue to rise and it remains a challenge to bring projects in or around current Scottish Government benchmark funding levels putting additional pressure on Housing Association and Council funding streams to fill the gap. The Scottish Government last reviewed their levels per unit funding in October 2021 while inflationary costs continue to rise over this period.
- 7.6. All projects included in the SHIP are coming in at higher than Scottish Government benchmark funding and are subject to further cost savings and

scrutiny by the Scottish Government which inevitably puts further delays on tender approval and start on site.

- 7.7. It is unclear how long inflationary pressures will be in place but it is likely that the situation will not improve in the shorter term, putting additional budgetary demands on the affordable housing programme.
- 7.8. It is expected that, as household incomes are squeezed, the demand for affordable, energy efficient housing will increase and it is therefore more important than ever that new, affordable housing can be delivered effectively.
- 7.9. RPA Funding and expected spend for the next five years is as follows and is detailed in Appendix 2.

<u>Year</u>	<u>Allocation</u>	<u>Expected Spend</u>	<u>Overspend</u>
2024/25	- £5.753 million	£7.792 million	£2.039 million
2025/26	- £5.845 million	£9.695 million	£3.850 million
2026/25	- £5.845 million (estimate)	£7.015 million	£1.170 million
2027/28	- £5.845 million (estimate)	£6,847million	£1.002 million
2028/29	- £5.845 million (estimate)	£5.975million	£0.130 million

8.0 Sustainability Implications

- 8.1. The supply of affordable housing is a central contributor to the Council's commitment to reduce carbon emissions. The projects are all built to 'Greener Standards' and the inclusion of renewable energy on sites is now a requirement for grant approval.

9.0 Resource Implications

Financial Details

- 9.1. There are no funding implications from this report that will not be met from within existing resources. A report will be brought to a future meeting on detailed regeneration proposals.
- 9.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes
- 9.3. Finance has been consulted and has agreed the financial implications as set out in the report. Yes

Staffing

- 9.4. There are no staffing implications arising from this report.

10.0 Exempt Reports

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

11.0 Declarations

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

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

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

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

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

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

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

12.0 Equalities Impact

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

Yes

No

13.0 Legality

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

14.0 Appendices

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

Appendix 1 Strategic Housing Investment Plan (SHIP) 2024-2029

15.0 Background Papers

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

Yes (please list the documents below)

No


<https://www.clacks.gov.uk/document/meeting/1/615/4739.pdf>

<https://www.clacks.gov.uk/document/meeting/1/851/5979.pdf>

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kate Fleming	Senior Housing Strategy Officer	2361

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

CLACKMANNANSHIRE COUNCIL

STRATEGIC HOUSING INVESTMENT PLAN 2024- 2029

1.0 Introduction

1.1 The Strategic Housing Investment Plan (SHIP) 2024/29 defines the priorities for housing investment, as set out in the Local Housing Strategy (LHS) 2018-2023 vision, that;

"Everyone should have a safe area to live in, a well maintained house and help when they need it."

1.2 To achieve this vision through investment, our aim is to create a more effective local housing system, which delivers both economically balanced and sustainable communities. This in turn shapes our key objectives of providing the right houses, in the right location, delivering both choice and affordability.

1.3 It is worth noting that the strategic plans for new housing supply in Clackmannanshire remain. However, a new Housing Need and Demand Assessment (HNDA) is due for completion in July 2024. This emerging evidence will drive future policy around providing new homes in Clackmannanshire and ensure the SHIP remains relevant to delivering key priorities.

1.4 Links to corporate priorities, such as the LHS and Local Outcome Improvement Plan (LOIP), remain and are outlined as per previous guidance notes.

1.5 In July 2021, The Scottish Government provided a 5 year Resource Planning Assumption (RPA) for Clackmannanshire totalling £29.737million.

2021/22	£6.666 million
2022/23	£5.746 million
2023/24	£5.73 million
2024/25	£5.75 million
2025/26	£5.845 million












2.0 Clackmannanshire Housing Strategy

2.1 Our Local Housing Strategy 2018-2023 identifies six priority areas and outcomes to be achieved:

- **Investing in New Housing Supply** – Quality, affordable housing is maximised.
- **Best Use of Existing Housing** - The housing we already have is optimised and effective in providing choice and meeting need.
- **Homelessness** - Households have access to appropriate housing and advice to reduce homelessness.
- **Specialist Housing and Independent Living** - Those requiring assistance to live independently at home have access to effective housing.
- **Energy Efficiency and Fuel Poverty** - Energy efficiency is improved and fuel poverty and carbon emissions are reduced across all tenures.

- **Improving Neighbourhoods and Communities** – Improve long term outcomes for local communities and target town centres for improvement and regeneration to benefit the community.

2.2 In addition to the above, the Local Housing Strategy states further broad actions which are being delivered through this investment programme;

LHS Key Actions	Progress
Work with partners including planning and Scottish Government to maximise the amount of additional homes provided across all tenures.	
Where possible, use Council land and assets to support new affordable housing.	
Use income from reduction in Council Tax discounts to support delivery of affordable housing.	
Work with Registered Social Landlords (RSLs) to deliver new affordable housing and maximise funding from all sources.	
Continue to implement and review the Affordable Housing Policy, implemented through the Local Development Plan (LDP), including commuted sums and on-site provision of affordable housing where required.	
Promote housing development in a range of settlement centres to contribute to economic regeneration whilst addressing housing need.	
Maintain a programme to purchase existing housing for affordable rent.	
Investigate how the RSL sector can play a greater role in housing homeless applicants.	
Work with the Health & Social Care Partnership to plan and provide specialist housing for the elderly and adults with particular needs.	
Explore new models of supported accommodation for young people.	
Deliver specialist housing on all appropriate new housing developments	

3.0 Rapid Rehousing Transition Plan




3.1 The Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government in December 2018 and is being implemented by the Council. Minimising time spent in temporary accommodation and having access to

¹ Ongoing

suitable housing is a key priority in the RRTP and consistent with housing priorities. Specific outcomes from the RRTP to be delivered through housing investment are detailed below.

As at March 2022 Clackmannanshire had the 3rd highest level of homelessness households per head of population. However, those who find themselves homeless in Clackmannanshire spend an average of 176 days in temporary accommodation which is below the Scottish average of 211 days.

Clackmannanshire performs well in quickly providing permanent accommodation solutions for those found to be homeless. Most homeless households are ultimately housed in local authority or RSL accommodation after having spent a relatively short period waiting for permanent accommodation and, in part, attributed to additional affordable housing coming forward.

Rapid Rehousing Transition Plan	Progress
Accelerate affordable housing program over 5 year period to 2024	
Investigate how the RSL sector can play a greater role in housing homeless applicants.	
Ensure levels of temporary accommodation are maintained to meet statutory responsibilities.	

4.0 Local Outcomes Improvement Plan (LOIP)

4.1 Replacing the Single Outcome Agreement (SOA), the Council and its' partners have set out their strategic outcomes in the Local Outcomes Improvement Plan 2017- 2027. Focussing on tackling the inequalities that exist in Clackmannanshire around poverty and socio-economic disadvantage, the four strategic outcomes driving strategic partnership working are:

- 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.

4.2 We know that poor housing has a negative impact on health, wellbeing and quality of life. Our commitment to provide additional good quality, affordable housing goes a long way to contribute to improving the life outcomes of vulnerable families by reducing inequality and disadvantage in the housing market, and making Clackmannanshire an attractive place to live.

5.0 Links to Child Poverty

5.1 Set within The Corporate Plan 2018-22 child poverty is a key Council priority. Our priorities as a Council to 2022 are:

- Inclusive growth, jobs and employability
- Reducing child poverty
- Raising attainment
- Sustainable Health & Social Care
- Empowering families and communities
- Organisational transformation

5.2 It is recognised that the SHIP has a key role to play as an enabling plan specifically contributing to 2 of the Council Corporate priorities:

5.3 Reducing child poverty - provide good quality affordable housing.

Research shows that one of the key drivers of children living in poverty is living costs and specifically housing costs. More affordable housing not only reduces direct housing costs but ensures new homes are energy efficient reducing heating and lighting costs. Improved infrastructure in new housing developments offers increased access to the internet for all.

5.4 Inclusive growth jobs and employability - increased house building.

Increased house building through SHIP programs will aim to provide local employment opportunities by contracting local companies and offering apprentice and training chances for local young people.

6.0 Links to City Deal and Transformational Change

6.1 Continuing and new priorities for the Council and its partners will be accommodated within the SHIP and the Local Housing Strategy. This will include work as part of the City Deal with Stirling Council and plans for future regeneration in Clackmannanshire.

Plans are well under way focusing on place based development and to create Transformational Zones in Clackmannanshire, beginning in Alloa. Derelict land in Alloa town centre has been utilised for a flagship affordable housing development for older people, completed in January 2023. The focus on Alloa as a well-being economy transformation zone will bring in principles of collective impact of initiatives and investment within placed-based contexts. This model will roll out to other areas of Clackmannanshire and will bring in affordable housing opportunities.

6.2 The Council was awarded £512,000 from the Placed Based Investment Programme, 2021/22. This has gone towards additional design measures

required for the success of the Primrose Street, Alloa housing development to meet the strategic priorities of quality place making in the town centre.

7.0 New Housing Supply Targets

- 7.1 The current Housing Need and Demand Assessment (HNDA) is from 2018 and is therefore going through a refresh at the present time and is due for sign off in Summer 2024. While the figures quoted at 7.2 are from the present HNDA, early indications show the updated HNDA is likely to show a higher need for new housing.
- 7.2 Up to 2024, the annual estimated need for additional affordable housing in Clackmannanshire is around 26 homes, 15 of these for 'social renting' and 11 for mid market rent. It shows 5 properties required for rent by a private landlord and 18 required for sale on the open market.
- 7.3 Social housing demand in Clackmannanshire is fairly self-contained within settlements, so the location of new developments needs to be carefully considered. Availability of housing sites does not always match housing need and demand and continuing dialogue will be sought with developers to ensure that all opportunities for affordable housing are pursued in a wide range of locations.

8.0 Housing Needs

- 8.1 Findings from the 2018 HNDA research confirm some specific features of demand for Clackmannanshire;
- The latest 2012 household projections to 2037 for Clackmannanshire show a fall in population.
 - Despite a falling population, 100 new households will form every year. Every one of these (100%) will be either single person or couple households, meaning additional, smaller houses are required.
 - Net outward migration of 16 to 29 year olds sits at around 100 annually, which is the highest for any age group.
 - By 2037 there will be 126% more people aged 75+, which is far above the Scottish average of an projected 86% increase, resulting in greater pressure for social care services in Clackmannanshire.
 - By 2030 the number of people over 85 years will double, with a corresponding need for suitable / adapted housing and corresponding support in the community.

9.0 Specialist Housing

- 9.1 From the Council's own records (waiting list figures and information on social service cases) there are at least 10 families known to the Council who require larger size wheelchair housing.
- 9.2 From information gathered from the 2011 Census, around 3,700 people (7% of the population) in Clackmannanshire have some type of physical disability. It would therefore be reasonable to aim for 7% of all social housing to be

suitable for those with some sort of physical disability, including those who require wheelchair use.

- 9.3 The Council will continue to provide an element of specialist housing on suitable sites to meet the identified needs currently on our waiting list. Over the course of the SHIP the development plan shows at least 10 wheelchair bungalows to be realised. In addition to this we have completed 3 wheelchair units on Primrose Street and 3 on Elm Grove, Alloa.
- 9.4 One of the main drivers of the housing market is the ageing population and their requirement for specialist housing. This is the result of older people who need care (low cost but high volume) and higher infant survival and longevity for those with a learning disability (low volume and high cost). Housing suitable for both these client groups are considered in this SHIP.

10.0 Gypsy / Traveller Accommodation

- 10.1 There is one Gypsy / Traveller site in Clackmannanshire at Westhaugh. This has now reached the end of its useful life in terms of the quality of accommodation. A virtual engagement session was held with residents in October 2020 to discuss site improvements. As a result, the site is being completely redeveloped to provide brand new accommodation to suit how residents want to live in the future, this work is ongoing currently.
- 10.2 The overall objective of the project is to meet the council's equalities and human rights obligations to gypsy travellers by providing modern high quality accommodation, designed and specified to meet the community's needs. This project aims to:
- Demolish all existing amenity blocks and manager office
 - Provide modern, culturally appropriate accommodation to cater for 16 households
 - Build 1 new management base including communal meeting room
 - Reconfigure external landscaping to ensure each pitch satisfies Scottish Fire and Rescue Service (SFRS) layout requirements
 - Provide safe storage facilities for Butane gas used for by each caravan (caged & 1m from buildings)
 - Improve soft landscaping to create a more attractive and inclusive community environment
 - Provide visitor parking facilities with electric car charging points
 - Provide a new playground that is safe and secure
 - Replace the communal macerator with a suitable waste disposal system

11.0 Partnership Working

- 11.1 The Council will continue an inclusive and collaborative approach with all RSLs that are keen to work with us to deliver affordable homes in Clackmannanshire. This includes working collaboratively with Kingdom Housing Association to help deliver a strategic programme of affordable housing delivery.
- 11.2 Ochil View Housing Association entered into an agreement with Kingdom Housing Association to manage their development work and work was completed on Elm Grove, Alloa in January 2023.
- 11.3 Primrose Street in Alloa town centre is complete and provides housing for older people. Design and specification was worked up with input from Social Services. Engagement with Architecture and Design Scotland (a non departmental public body) advised on the design of the housing on Primrose Street and gave support with briefing on wider provision for housing for the elderly, linking to work on 'Caring Places' and 'Town Centre Living'.

12.0 The Planning Context

- 12.1 Any new housing development should address the needs of the people of Clackmannanshire, regardless of tenure. The key mechanism for this is the planning system. We are working alongside planning colleagues to create a mix of housing sizes and tenures with the aim of providing housing opportunities for all and helping to prevent market failure.
- 12.2 The Local Development Plan was adopted by Council in August 2015. This includes provision for the delivery of affordable housing, which is supported by the Housing Needs and Demand Assessment. The Affordable Housing Policy (SC2) includes that housing proposals for 20 or more homes, or over 1 hectare, will be expected to include a range and choice of house types, tenures and sizes, including affordable housing.
- 12.2 The LDP remains relevant but is going through an update incorporating new National Planning Framework 4 legislation.

13.0 Particular Policy Initiatives

13.1 Council & RSL purchase of existing housing for social renting

The Council and Ochil View Housing Association maintain the commitment to make 'off the shelf' purchase a means of delivering affordable housing.

Paragon Housing has recently approached the Council and the Scottish Government to purchase properties off the shelf. Paragon will be targeting properties in their own stock where they can become majority owners to enable capital works and upgrade energy efficiency of the stock. They have planned to purchase up to 5 properties in 2023/24.

The Council have accelerated our programme of buying properties 'off the shelf' for 2023/24 and aims to buy up to 40 properties this year, with a Scottish Government funding contribution of £1,800,000.

Currently (at time of writing this paper) 25 off the shelf properties have been purchased this financial year by the Council, Ochil View have purchased 5 properties.

Any purchases made after 16 December 2022 have been subject to an increased rate of 6%. For this reason, and higher house purchase prices, a grant of £45,000 per unit has been requested from the Scottish Government in line with other local authorities.

13.2 Reduction in Council Tax Discount on Empty Homes

There is currently around £157,200 ring fenced for use for affordable housing. This is to be utilised this financial year as follows:

- Engelen Drive, £30,000 towards demolition costs.

13.3 Adaptations and Health & Social Care

The Housing & Social Care Group report to the Integrated Joint Board of the Clackmannanshire and Stirling Health & Social Care Partnership, has developed an action plan which will create a framework to enable the Partnership to deliver priority objectives. The action plan focuses on four key areas which will be continue to be developed. These are: governance, homelessness, mental health and older people.

- Governance – the group have amended their structure and agreed terms of reference to better reflect the scope of the group. This was informed by the action plan.
- Homelessness – the recent Scottish Government policy, Rapid Rehousing, which encourages a change in the use of temporary accommodation by local authorities, sees the introduction of Rapid Rehousing Transition Plans. A five year plan was submitted to the Scottish Government detailing how Clackmannanshire have already reduced our use of B & B accommodation and our main concerns to be addressed to allow us to meet National policy goals. Any relevant changes to current working practices will be reflected in the Action Plan.
- Mental Health – Housing and Social Work have been working closely to develop a greater understanding of different client groups with mental health issues and learning disabilities. This work has informed planning for new affordable housing by ensuring that specific client needs can be flexibly incorporated into the design stage of new homes.

- Older People – The Health & Social Care Partnership is working closely with Housing in the planning and development of new core and cluster housing for older people in Alloa Town Centre.

14.0 Resources

14.1 Completions 2022/23

Site	Developer	No Units	Grant 2021/22	Grant 2022/23	Status
Off The Shelf	Council	30		£1,290,000	Complete
Off the Shelf	Ochil View	10		£320,000	Complete

40

14.2 RPA Spend 2022/23

The first table below shows all spend drawn down in 2022/23 from allocated RPA of £5.76m.

Spend in Clackmannanshire was up slightly from 2021/22 but remains well under RPA spend. This is in some part due to delays on site on Mill Street, Tillicoultry. Additionally, both the Council and Kingdom failed to secure land acquisitions with private land owners, despite lengthy negotiation, on land at Blackfaulds Street, Coalsnaughton and Carsebridge Road, Alloa.

The out-turn for new affordable housing spend in Scotland for 2022/23 is not available at the current time but Scottish Government statistics for Scotland show that new affordable housing starts are at their lowest level since 2015.²

Site	Developer	No Units	RPA Spend 2022/23
Off The Shelf	Ochil View HA	10	£320,000
Off The Shelf	Council	30	£1,290,000
		<u>40</u>	£1,610,000

² <https://www.gov.scot/publications/quarterly-housing-statistics-september-2023/documents/>

14.3 **Estimated Spend 2023/24 (RPA £5.73 million)**

Site	Developer	No Units	Grant 2023/24	Estimated Start	Estimated completion
Lochies Road, Clackmannan	Council	8	£200,000	January 2024	March 2024
Park Street, Tillicoultry	Kingdom HA	7	£ 20,000	2023/24 (acquisition)	2024/25
Lower Mill Street P1	Kingdom HA (phase 1)	28	£600,000	2023/24	2024/25
Engelen Drive, Alloa	Kingdom HA	10	£20,000	2023/24 (acquisition)	2024/25
Bedford Place, Alloa	Kingdom HA	33	£200,000	2023/24 (acquisition)	
Off the shelf,	Council	40	£1,800,000	2023	March 2024
Off the shelf	Ochil View HA	10	£400,000	2023	March 2024
Off the shelf	Paragon HA	5	£225,000	2023	March 2024
Glentanna Mill, Alva	Council	40	£120,000	2024/25 (site clearance)	2025/26
		181	£3,585,000		

14.4 Estimated Spend 2024/25 (RPA £5.753million)

Site	Developer	No Units	Grant 2024/25	Estimated Start	Estimated completion
Lochies Road, Clackmannan	Council	8	£448,000	January 2024	March 2024
Lower Mill Street, P1	Kingdom HA	28	£771,777	2023/24	2024/25
Lower Mill Street, Tillicoultry P2	Kingdom HA	28	£600,000	2023/24	2025/26
Park Street, Tillicoultry	Kingdom HA	7	£ 716,000	2023/24	2024/25
Carsebridge Road, Alloa P1	Kingdom HA	50	£500,000	2024/25 (acquisition)	2027/28
Carsebridge Road, Alloa, P2	Kingdom HA	50	£500,000	2024/25 (acquisition)	2028/29
Carsebridge Road, Alloa , P3	Kingdom HA	50	£500,000	2024/25 (acquisition)	2029/30
Engelen Drive, Alloa	Kingdom HA	10	£640,000	2023/24	2025/26
Bedford Place, Alloa	Kingdom HA	33	£250,000	2024/25	2026/27
Glentanna Mill, Alva	Council	40	£800,000	2024/25	2026/27
Pompee Road, Sauchie	Council	5	£40,000	2024/25 (site clearance)	2025/26
Off the shelf,	Council	40	£1,800,000	2024/25	March 2025
Off the shelf	Ochil View HA	10	£450,000	2024/25	March 2025
Off the shelf	Paragon HA	5	£225,000	2024/25	March 2025
		364	£8,240,777		

14.5 **Estimated Spend 2025/26 (RPA £5.845million)**

Site	Developer	No Units	Grant 2025/26	Estimated Start	Estimated completion
Lower Mill Street, Tillicoultry P2	Kingdom HA	28	£1,010,826	2023/24	2025/26
Lower Mill Street, Tillicoultry P3	Kingdom HA	24	£500,826	2025/26	2026/27
Bedford Place, Alloa	Kingdom HA	33	£2,489,000	2024/25	2026/27
Glentanna Mill, Alva	TBA	40	£2,520,000	2024/25	2026/27
Pompee Road, Sauchie	Council	5	£350,000	2024/25 (site clearance)	2025/26
Off the shelf,	Council	40	£1,800,000	2025/26	March 2026
Off the shelf	Ochil View HA	10	£450,000	2025/26	March 2026
Off the shelf	Paragon HA	5	£225,000		
		185	£9,345,652		

14.6 Estimated Spend 2026/27

Site	Developer	No Units	Grant 2026/27	Estimated Start	Estimated completion
Lower Mill Street, Tillicoultry P3	Kingdom HA	24	£1,010,826	2025/26	2026/27
Carsebridge Road, Alloa, P1	Kingdom HA	50	£2,000,000	2026/27	2027/28
Carsebridge Road, Alloa, P2	Kingdom HA	50	£400,000	2026/27	2028/29
Bedford Place, Alloa	Kingdom HA	33	£330,000	2024/25	2026/27
Glentanna Mill, Alva	TBA	40	£800,000	2024/25	2026/27
Off the shelf,	Council	40	£1,800,000	2026/27	March 2027
Off the shelf	Ochil View HA	10	£450,000	2026/27	March 2027
Off the shelf	Paragon HA	5	£225,000	2026/27	March 2027
		252	£7,015,826		

14.7 Estimated Spend 2027/28

Site	Developer	No Units	Grant 2027/28	Estimated Start	Estimated completion
Carsebridge Road, Alloa, P1	Kingdom HA	50	£800,000	2026/27	2027/28
Carsebridge Road, Alloa , P2	Kingdom HA	50	£1,000,000	2026/27	2028/29
Pool of Muckhart	Kingdom HA	12	£672,000	2027/28	2028/29
Blackfaulds Street, Coalsnaughton	TBA	25	£1,800,000	2027/28	2028/29
Regeneration, Tillicoultry	TBA	29	£1,000,000	2026/27	2028/29
Off the shelf,	Council	20	£900,000	2026/27	March 2028
Off the shelf	Ochil View HA	10	£450,000	2026/27	March 2028
Off the shelf	Paragon HA	5	£225,000	2026/27	March 2028
		201	£6,847,000		

14.8 Estimated Spend 2028/29

Site	Developer	No Units	Grant 2028/29	Estimated Start	Estimated completion
Carsebridge Road, Alloa , P2	Kingdom HA	50	£1,800,000	2026/27	2028/29
Carsebridge Road, Alloa , P3	Kingdom HA	50	£500,000	2028/29	2029/30
Blackfaulds Street, Coalsnaughton	TBA	25	£275,000	2027/28	2028/29
Blackfaulds Street, Coalsnaughton	TBA	25	£1,825,000	2028/29	2029/30
Off the shelf,	Council	20	£900,000	2028/29	March 2029
Off the shelf	Ochil View HA	10	£450,000	2028/29	March 2029
Off the shelf	Paragon HA	5	£225,000	2028/29	March 2029
		185	£5,975,000		

15.0 New Supply

15.1 Engelen Drive, Alloa

In June 2018, elected members agreed that two blocks of Council owned flats be redeveloped as a pilot for wider demolition and regeneration plans stated in the SHIP. Demolition has been delayed due to construction down time and negotiations on the electricity sub station on site.

Funding has been secured for the demolition through Council Tax second homes money and commuted sums. Site start is delayed with acquisition by Kingdom by March 2024 and is expected to require higher than benchmark funding.

15.2 Park Street, Tillicoultry

In December 2014, Council approved the sale of land at the old Tillicoultry community centre for housing, along with a phase 2, Park Street, Tillicoultry.

The opportunity to purchase a property at Stoneyacre, with additional land was taken forward in 2020 under the 'off the shelf' program. This allowed the Council to package up a larger area of land and enable Phase 2 build.

Land is in the process of being sold to Kingdom Housing Association to develop 7 units on the site, adjacent to the popular recent development of amenity bungalows.

Kingdom Housing has been through a competitive tender process for the site and carried out a value engineering exercise with the 3 lowest tenderers and we have now reached the point where no further savings can be made and there requires an over benchmark submission to the Scottish Government.

15.3 Lochies Road, Clackmannan

This small site in Clackmannan will compliment the wider regeneration of the town centre. The site will be for low level specialist bungalow style housing. The Council is looking to get on site early in 2024.

15.4 Lower Mill Street, Tillicoultry

This site has been in the LDP for a long period without coming forward due to flood concerns. Work has been done to enable viability for development and a total of 74 properties could be built on the site over 3 phases. The site has been delayed due to higher than expected costs. Kingdom now have a contractor in place and site start delayed from 2022/23 with the first phase now to scheduled for completion in 2024/25.

15.5 Glentana Mill, Alva

The site is in Council ownership and was approved for transfer to HRA for development for affordable housing by Council on 24 October 2019. Initial

investigations indicate the site would be capable of around 40 residential units with the option of some kind of community Hub space.

Consultation has been carried out with the community in Alva using Place Standard. An architect is currently working on a detailed plan of the site and has been asked to produce 2 viable options for the site which will be reported back shortly. Further engagement will take place in due course.

Discussions with Stirling University are to further develop the collaborative work and expert input already utilised at the Primrose Street site. Drawing on feedback from community consultation, there is a need for starter accommodation as well as for older people so options for multi-generational living are being explored.

15.6 Bedford Place, Alloa

Bedford Place, Alloa has previously been used by Clackmannanshire Council as an education facility. It was deemed unfit for purpose in 2020, with major structural issues.

The building is now in very poor condition and costs for re-development will have increased since the original costs produced in 2020.

The building has been approved for disposal, Kingdom Housing Association are exploring developing the site for affordable housing. Housing is one potential use for the site, there may be other alternative options to be explored by the Council outwith housing development.

15.7 Pool of Muckhart

Kingdom Housing Association is working with the developers on this site to provide 12 homes for mid market rent.

15.8 Pompee Road, Sauchie

Pompee Road, Sauchie is a Council owned site, currently there are 4 chalet style properties on the site. The chalets are non traditional build and are not fit for purpose, having poor energy efficiency and coming to the end of their useful life. The best use of the site would be to re-home the current tenants in higher quality homes and to clear the site for re-development.

16.0 Shadow Programme (Potential Sites)

16.1 It is inevitable that some priority sites will not be deliverable for various reasons, such as ground conditions or financial viability. To help avoid slippage in the main programme, or in the event of additional Scottish Government funding being made available, potential sites are included in the 'shadow' programme. These sites may be substituted or added to the main programme, should the opportunity arise.

16.2 This approach allows additional flexibility to help ensure that the number of units and spend in Clackmannanshire is maximised. Below is a list of sites

identified to date, however, it should be noted that the Council and its RSL partners are actively looking for further opportunities. Other proposals, including purchasing units from a developer, may be brought forward in addition to those listed.

16.3 Forest Mill

The section 75 agreement sets a requirement for 22% of the 1,250 homes to be affordable. There are no affordable homes programmed by the developer in phase 1 or 2, so it is likely that it will be several years before affordable housing can be expected on this site.

16.4 Brook Street, Alva

This site had previously been brought forward in the programme, but due to site constraints has been delayed. We will continue to work with the land owner.

17.0 **Units in Addition to Affordable Housing Supply Programme**

17.1 North Street / Main Street, Clackmannan

The Council received regeneration funding for the site with 2 old shop units on Main Street and the former print works on North Street, now demolished and construction has started on site. The redevelopment will provide 4 retail and 5 residential units to be complete by early 2024.

18.0 **Consultation**

18.1 This document has been developed by housing and planning colleagues in consultation with local RSLs and Scottish Government officials.

19.0 **Ensuring Equalities**

19.1 An equalities impact assessment is carried out on each SHIP. The SHIP has no negative impact on the six equality groups; in fact it is likely that these groups will benefit from a positive impact.

20.0 **Strategic Environmental Assessment**

20.1 The SHIP is part of the LHS, which had a pre-screening as required by the Environmental Assessment (Scotland) Act 2005. Clackmannanshire Council as a "responsible authority" for the purpose of the Act has determined that no SEA submission is required for this document. Specific environmental issues will be considered as part of the Local Development Plan process or when planning applications for sites are submitted.

SHIP 2024-29 PRIORITIES FOR INVESTMENT

Site	Ownership	Effective Land Supply	Regen. / Town Centre Area	High Demand Area	Homeless Needs	Particular Needs	Planning Permission	Creating Mixed Comms	No Land constraints	Resources Available	VFM	Deliverable Now	Deliverable within 5 years
MAIN PROGRAMME													
Park Street, Tillicoultry	Council / Private	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Engelen Drive, Alloa	Council	Yes	Yes	No	Yes	Yes	No	Yes	Unknown	Yes	Yes	Yes	Yes
Regeneration Sites	HRA	No	Yes	No	Yes	Yes	No	Yes	Unknown	Yes	Yes	No	Yes
Lochies Road, Clackmannan	Council	No	Yes	Yes	Yes	Yes	No	Yes	Unknown	Yes	Yes	Yes	Yes
Lower Mill Street, Tillicoultry	Private Developer	Yes	No	Yes	Yes	Yes	Yes	Yes	No	yes	Yes	Yes	Yes
Bedford Place, Alloa	Council	No	Yes	Yes	Yes	Yes	NO	Yes	No	Yes	Yes	Yes	Yes
Carsebridge Road, Alloa	Private	Yes	No	Yes	Yes	Yes	No	Yes	No	Yes	Yes	No	Yes
Glentana Mill, Alva	Council	Yes	Yes	Yes	Yes	Yes	No	Yes	No	Yes	Yes	Yes	Yes

Site Name	Ownership	Effective Land Supply	Regen. / Town Centre Area	High Demand Area	Homeless Needs	Particular Needs	Planning Permission	Creating Mixed Comms	No land constraints	Resources Available	VFM	Deliverable Now	Deliverable within 5 years
SHADOW PROGRAMME													
Forest Mill	Private Developer	Yes	No	No	Yes	Yes	Yes	Yes	No*	No	Yes	No	Yes
Brook Street, Alva	Private Developer	Yes	No	Yes	Yes	Yes	No	Yes	No	No	Yes	No	Yes

Definitions of Criteria for Priorities

Effective Land Supply	Listed in the Local Plan as a site that can be developed for housing. No known constraints.
Regeneration / Town Centre Area	The site is situated within an area identified through the SIMD as a regeneration area or an identified Town Centre site, as identified in the LHS.
High Demand Area	Little or no social housing in the area or high demand / low turnover of existing social housing. <i>LHS Action: 'Maximise the impact of new housing, including affordable housing in areas of demand.'</i>
Homeless Needs	The site will provide accommodation for at least one homeless household. <i>LHS Action: 'Reduce Homelessness and homeless households have access to appropriate housing.'</i>
Particular Needs	The site will provide at least 10% of particular needs accommodation. <i>LHS Action: 'Deliver specialist housing on all appropriate new housing developments.'</i>
Planning Permission	The site has planning permission for housing.
Creating Mixed Communities	The site will provide a desirable balance of tenure in the wider area or will provide a mix of types of houses for different households within the site. <i>LHS Action: 'Promote and increase low cost home ownership and shared equity schemes with public funding to promote tenure diversification.'</i>
No Land Constraints	Land has no infrastructure blockages.
Resources Available	Are there resources available now ie human resources or financial resources. <i>LHS Action: 'Work with local Housing Associations to deliver new affordable housing and maximise funding from their resources.'</i>
Value for Money	The site is capable of delivering the units with benchmark HAG funding or below.

LHS Action: 'Continue to develop and support innovative and flexible models for providing cost effective new housing.'

Deliverable Now

If the site meets 8 or more of the above criteria, it will be considered to be deliverable now.

Deliverable Within
5 years

If the site meets 6 or more of the above criteria, it will be considered to be deliverable in the coming years when resources become available.

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Place Based Investment Programme 2023/24

Report by: Pete Leonard, Strategic Director, Place

1.0 Purpose

- 1.1. The purpose of this report is to provide an update to Members on activity around the Council's Place Based Investment Programme. This paper describes the process that Council Officers have undertaken to create a plan for the appropriate use of the Scottish Government's Place Based Investment Funds for the year 2023/24.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. The work that has been undertaken to give a robust view on the place-based capital projects that are achievable within the timescales of the 2023/24 fund. (Appendix 1).

It is recommended that Council approves:

- 2.2. The allocation of the Place Based Investment Fund 2023/24 for a set of projects taken from the list set out in in Appendix 1.
- 2.3. The authorisation of a flexible approach to delivering the projects in this paper so that underspends in one project can be allocated to overspend or added value elements in other projects.

3.0 Place Based Investment Programme

- 3.1. The Scottish Government operates three funds as part of their Place Based Investment Programme.
- 3.2. Two of these funds; the Regeneration Capital Grants Fund and the Vacant and Derelict Land Fund, are allocated through a challenge fund mechanism that is open to Clackmannanshire Council to apply to. The third fund is the Place Based Investment Fund (PBIF), which is a set sum allocated to Local Authorities each year.

- 3.3. The two challenge funds both tend to open and close in summer and require significant planning in advance to successfully apply. The Council has recently been successful with a grant application for £500,000 to the Vacant and Derelict Land Fund for a Renewable Energy and Food Growing project. This project will build a vertical growing facility in vacant land close to Forthbank Recycling Centre along with a solar power array.
- 3.4. The Scottish Government has committed to providing Local Authorities with place based investment funds for the purposes of improving areas with a place based methodology from 2021/22 – 2025/26.
- 3.5. The main objectives of the Place Based Investment Fund are to:
- Ensure that investments in a place are relevant to that place and for the benefit of all the people in that place.
 - Support the delivery of 20 minute neighbourhoods.
 - Provide a consistent framework for looking at investments in a place and explore with those communities how greater collaboration can improve the circumstances of peoples' lives.
 - Support the ambitions of existing place based plans and strategies, such as the Infrastructure Investment Plan and the emerging National Planning Framework 4, making sure that money spent in places has the greatest collective benefit possible.
 - Accelerate ambitions for Community Wealth Building, community-led Regeneration, and the cities and town centres agendas.
 - Provide a coherent local framework across urban and rural areas for realising ambitions for inclusion, climate change, and wellbeing.
- 3.6. Clackmannanshire Council was allocated £512,000 in 2021/22, which was used to part fund the Primrose Street dementia friendly housing development.
- 3.7. Clackmannanshire Council was allocated £444,000 for the year 2022/23, which was put towards the following projects:
- 3.7.1. A Multi Use Games Area at Hawkhill Community Centre.
 - 3.7.2. A Multi Use Games Area at Tullibody Community Development Centre.
 - 3.7.3. New play equipment in Wimpy Park.
 - 3.7.4. A new biking facility (known as a pump track) in George V Park in Clackmannan.
- 3.8. Clackmannanshire Council has been allocated £310,000 for this financial year (2023/34).
- 3.9. All projects detailed in Appendix 1 are considered by Officers to strongly meet the aims of the fund.

- 3.10. The Scottish Government has advised that the Council will receive £310,000 per year for a further two years up 2025/26.

4.0 Clackmannanshire Council Investment Strategy

- 4.1. Council approved a new Investment Strategy in March 2023 that sought to narrow the focus of future council investment aims. This would allow Council to prepare investable propositions for these projects in anticipation of funds becoming available and are the Council investment priorities. The projects set out in the Investment Strategy that the Council agreed to prioritise are as follows:

4.1.1. Wellbeing Hub/Alloa West Masterplan

4.1.2. Gartmorn Dam Masterplan

4.1.3. Forthbank Transformation Zone Masterplan

4.1.4. Alloa Town Centre Transformation Zone

4.1.5. Connectivity Masterplan

4.1.6. The Alloa Innovation Hub/Campus

- 4.2. Underpinning the Investment Strategy is the utilisation of an 'anchor and catchment' approach to investment where the 6 investment opportunities above represent the anchors that are capable of attracting significant investment but are each buttressed by many potential catchment opportunities. These catchment opportunities will allow wider connected prospects to be funded with a wider investment mix.
- 4.3. Another principal point of the Investment Strategy was to ensure that investment activity, as much as possible, targets upstream activity. That investment intervenes in issues at the root stage rather than the downstream consequences of the problem.
- 4.4. It is with these points above that the table in Appendix 1 shows the chosen projects for the Place Based Investment Fund can be shown to be priorities of the Council.

5. Consultation

- 5.1. The primary parameters that have directed Council Officers when considering what projects should be consulted upon and presented in this paper are:
- Place Based Investment Funds can only be used on capital costs.
 - The various projects the funds are to be allocated towards cannot already be on the capital programme and funds cannot substitute for existing spend.
 - The funding must be committed within financial year 2023/24 and cannot be carried forward to 2024/25.

- 5.2. Council Officers have undertaken significant consultation internally in meetings with Senior Managers, Team Leaders and Project Managers to understand what project opportunities are appropriate, of value to communities and ready to complete within the timescales. No wider public consultation or 'call for projects' was undertaken due to resource constraints and the desire to fund a smaller number of strategic projects. Officers instead used their networks to identify strategic projects that relate to Council priorities.
- 5.3. The list of projects in Appendix 1 for approval for this year of Place Based Investment Funds represents those projects that best meet the funding criteria and that are achievable within the timescales, i.e. that they are committed by 31 March 2024 and delivered within the following year. All projects will be Council led except for the Resonate Together project, which will be delivered by Resonate Together.
- 5.4. Council Officers have worked with Resonate Together through the course of their successful application to the Scottish Land Fund to purchase Ochil House and Harvey House in Carsebridge. Officers have supported them in a successful funding bid to the Community Led Local Development Fund (previously called LEADER) and have organised the UK Shared Prosperity Fund Communities and Place Capital Challenge Fund that Resonate Together were also successful in securing a grant from. Resonate Together have secured detailed studies of the two buildings that they now own and have a good understanding of the significant works that require to be undertaken as a matter of urgency. The Cultural Campus has significant need that is not met by the existing grants they have secured, and support any investment to help them restore the buildings and support the growing community they have built.
- 5.5. Significant local consultation with both Menstrie Community Council and Menstrie Community Resilience Group has been undertaken by the Roads and Transportation team regarding the new active travel route linking Menstrie and Alva and the formalisation of the rough track linking Hazel Avenue in Menstrie Mains with NCN768. Lighting this extension will provide a fully lit through route to the new active travel route. Options for lighting full route through to Alva Academy are being investigated to encourage more active travel.
- 5.6. The project to improve directional signage and orientation around Menstrie flows directly from the signage work that was undertaken recently as part of the Rural Tourism Infrastructure Project, which heavily involved the Community Council and Menstrie Community Action Group in writing the text and agreeing the designs. It was felt at the time that there was more potential to improve signage and interpretation and this project would similarly involve the community.
- 5.7. The Roads and Transportation Team has also consulted Menstrie Community Council and Menstrie Community Resilience Group on the community priorities for the train station area. The area has become overgrown since abandonment with a large cleared space where the platform is and has become a rich biodiversity resource. The community are keen to retain that biodiversity element and not clear the space but to install interpretation and

seating in the cleared area to make clear the historic and recreational value of the area alongside the biodiversity value.

- 5.8. Both Tillicoultry Community Council and Tillicoultry Primary School have been consulted on the project to improve the parkland adjacent to the primary school and Firpark Ski Centre. Tillicoultry Primary School have stated that the project would enhance safe routes to school, pupils' wellbeing and ensure equity for all considering the path is very challenging for wheelchairs at present.
- 5.9. The proposed pump track in Clackmannan has been spearheaded by Clackmannan Development Trust and Clackmannanshire Third Sector Interface who have worked in partnership to organise a number of consultation events and site visits over the last few years. The Development Trust has highlighted the need for facilities to occupy young people in the area.
- 5.10. The need for more facilities for young people in Clackmannan is supported in recent work undertaken by Clackmannan Community Council who have compiled The Clackmannan Kennet Forestmill Community Action Plan 2023 – 2028. The content of the Action Plan has been agreed following a series of community consultation events over the last year and including a place standard assessment. The report is still in draft but the Community Council have highlighted that some of the actions that are allocated to the 'More Activities for All Ages' objective in the Action Plan support the pump track as below:
- Carry out community engagement to identify the needs of young people.
 - Work together to create a Clackmannan Directory to promote existing activities for all ages and abilities and identify gaps in provision.
 - Carry out community engagement to identify the needs of young people.
 - Work together to create a Clackmannan Directory to promote existing activities for all ages and abilities and identify gaps in provision.
- 5.11 Clackmannanshire Third Sector Interface (CTSI) has been consulted on the projects and is supportive of the list in Appendix 1.

6. Considerations

- 6.1. Where it is proposed that PBIF projects are on property owned by the Council, subject to any legal agreements (i.e. lease, management agreement and/or licenses to occupy where maintenance sits with a third party), future maintenance will continue to be the responsibility of the Council. The relevant budget holders are aware of this and have confirmed that these commitments are minimal and can be covered by existing budgets.
- 6.2. Where it is proposed that PBIF projects are on property owned by third parties (i.e. private owner, community group and/or third sector organisation) these owners will be responsible for maintaining, repairing and renewing of new or enhanced facilities provided by the PBIF.

- 6.3. In the event that there are variances in the final costs of any Council managed projects, it is proposed that there is flexibility within the project allocations to move funds to ensure all projects complete successfully. Any funds awarded to third parties for projects will be fixed and those third parties will have to ensure their projects stay within budget.
- 6.4. If there is an underspend in the overall allocation then the funds will be put towards the playpark replacement programme according to the Environment Team's prioritisation plan.
- 6.5. Each project has a 10% contingency applied to mitigate against high rates of inflation that are currently being experienced, to allow project managers to take advantage of opportunities for adding value to projects that appear mid-project or for unforeseen cost increases uncovered mid-project.
- 6.6. It is confirmed that the projects set out in Appendix 1 deliver on the Be the Future themes of sustainable, inclusive growth and improving health and wellbeing. The table in Appendix 1 shows which themes each project helps to deliver.

7.0 Sustainability Implications

- 7.1. None

8.0 Resource Implications

- 8.1. The funds to be used for these projects are 100% externally funded from the Scottish Government.
- 8.2. The full financial implications of the recommendations are set out in the report.
This includes a reference to full life cycle costs where appropriate. Yes x
- 8.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes x

9.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all Our families; children and young people will have the best possible X

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 X

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1: List of projects to be funded by the Place Based Investment Fund in year 22/23 and analysis table

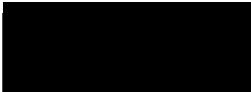
11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Emma Fyvie	Senior Manager Development	

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Appendix 1: List of projects to be funded by the Place Based Investment Fund in year 23/24 and analysis table

PROJECT NAME	PROJECT SUMMARY	PROJECT FIT WITH INVESTMENT STRATEGY PRIORITIES	BENEFITS OF PROJECT	RELEVANT BE THE FUTURE THEMES	FUTURE MAINTENANCE
<p>Carsebridge Cultural Campus</p> <p>Cost £88,000 Contingency £8,500</p>	<p>Resonate Together have recently been awarded a grant of £295,822 from the Scottish Land Fund to acquire Harvey House and Ochil House and the associated garden in the Carsebridge area of Alloa. They received the grant in order to develop the buildings into a 'Cultural Campus' where they can accommodate their community members as well as promote Clackmannanshire's arts and heritage. These buildings are the old administrative buildings of Diageo's Carsebridge distillery site and some of the last remaining historic buildings from Clackmannanshire's distilling industry.</p> <p>There are significant initial costs including works to the roofs of both buildings and rot treatment as well as internal works to door replacements.</p>	<p>This project is at the edge of Gartmorn Dam and on the main route into the country park from Alloa. The cultural campus will be a significant feature of any future masterplanning process regarding Gartmorn Dam. This project will not deliver the principal anchor project contained in the Investment Strategy but a supporting catchment project. Investing in this project will be a key part of the wider programme of work that will be envisioned in a future Gartmorn Dam Masterplan.</p> <p>This investment is also very clearly an upstream investment where early intervention and support will offset further degradation of the buildings and the need for increased investment at a future date.</p>	<p>The significant community of visitors and attendees to the classes and clubs that meet at the cultural campus will benefit from having improved and stabilised buildings to use for meetings and activities.</p> <p>Residents of Clackmannanshire will benefit from having a formal arts and heritage space that is open to the public. Wellbeing benefits will likely be amplified due to the situation of the campus between Alloa and Gartmorn Dam Country Park.</p> <p>Clackmannanshire will benefit from being closer to striking two buildings from the Buildings at Risk Register.</p>	<p>Sustainable Inclusive Growth</p> <p>Empowering Families and Communities</p> <p>Health and Wellbeing</p>	<p>The two buildings are owned by Resonate Together who will take on all ongoing maintenance responsibility for works to the buildings.</p>

PROJECT NAME	PROJECT SUMMARY	PROJECT FIT WITH INVESTMENT STRATEGY PRIORITIES	BENEFITS OF PROJECT	RELEVANT BE THE FUTURE THEMES	FUTURE MAINTENANCE
<p>Menstrie Cycle Path Lighting</p> <p>Cost £75,000 Contingency £7,500</p>	<p>This project is to install lighting columns on the active travel route along the path from Hazel Avenue in Menstrie Mains estate to the junction with NCN768 that links Tullibody with Menstrie (see Appendix 2). This will add value to the existing work of the Roads and Transportation Team who are currently building the new active travel link between Menstrie and Alva.</p>	<p>This project will help to deliver on the aims of the strategic transportation strategy, “Connected Clackmannanshire”, which was approved by Council on 20th May 2021 and is the basis for the Connectivity Masterplan priority in the Investment Strategy. Connected Clackmannanshire is an ambitious vision for the area where all settlements are connected with high quality, off-road links.</p> <p>The existing investment of £1.9m to build the active travel route between Alva and Menstrie can be seen as the anchor investment with this grant being a catchment investment on an added value project to increase the utility and value of the network by increasing lighting along a section of the active travel route.</p> <p>This section of the NCN768 is one of the spinal routes leading to the new Wellbeing Hub site, which is another of the Investment Strategy anchor projects. This will provide lighting along a significant stretch of the route from Menstrie to the future Wellbeing Hub, which will be important to</p>	<p>Lighting this section of the NCN768 will make it safer and more attractive for young people in Menstrie Mains to access the active travel network to get to Alva Academy, which will help to deliver the Council’s ambitions for Safer Routes to School.</p> <p>It will benefit all people in Menstrie who will be able to utilise much more of the active travel network after dark and use it to link with other lit paths in the area.</p> <p>It will also light one of the key off-road arteries bringing people to the Wellbeing Hub from Menstrie and Alva.</p>	<p>Sustainable Inclusive Growth</p> <p>Health and Wellbeing</p>	<p>Council owned property</p>

PROJECT NAME	PROJECT SUMMARY	PROJECT FIT WITH INVESTMENT STRATEGY PRIORITIES	BENEFITS OF PROJECT	RELEVANT BE THE FUTURE THEMES	FUTURE MAINTENANCE
		maximise off-road transport to the Wellbeing Hub.			
Menstrie Active Travel Orientation Improvements Cost £10,000 Contingency £1,000	Building on the work in the recent Rural Tourism Infrastructure Fund grant, this project will look to improve visitor infrastructure in terms of increasing directional signage around Menstrie, installing interpretation at Menstrie Train Station and installing more seating.	This project will also help to deliver on the aims contained in Connected Clackmannanshire by improving the areas and infrastructure on the active travel routes. Installing interpretation and seating areas in key sites, such as the old train station, maximises the recreational value of historic sites that are currently underused. Increasing directional signage around Menstrie to ensure residents and visitors are able to find the route when in the town.	<p>The new interpretation and path infrastructure will benefit the residents of Menstrie who will be able to find out more about the heritage of their area and help to create a sense of place and pride. This is particularly so as the community will help to create the interpretation as they did with the interpretation recently installed in the Dumyat Centre car park.</p> <p>It is hoped that the more interpretation and directional signs that are installed will help to bring more people through, and into, Menstrie. An increase in visitor numbers, even a small increase, should have a noticeable effect on business retention in the town, which has struggled to maintain a single café in recent years.</p>	Sustainable Inclusive Growth Empowering Families and Communities	Council owned property
Improvements to Paths and Park Around Tillicoultry Primary School	This project is to develop and improve the parklands adjacent to both Tillicoultry Primary School and Firpark Ski Centre. The park has a poor quality circular path that is difficult for people	This investment will not deliver on any of the anchor projects in the Investment Strategy but is another catchment project that buttresses the anchor investment. The Wellbeing Hub anchor investment will deliver the building	Pupils from Tillicoultry Primary School will benefit from improved paths leading to the school in better quality greenspace. They will also benefit from the paths, which can be used as an improved	Sustainable Inclusive Growth Health and Wellbeing	Council owned property.

PROJECT NAME	PROJECT SUMMARY	PROJECT FIT WITH INVESTMENT STRATEGY PRIORITIES	BENEFITS OF PROJECT	RELEVANT BE THE FUTURE THEMES	FUTURE MAINTENANCE
Cost £100,000 Contingency £10,000	with disabilities to access and has little of interest in the park. This project will improve the greenspace with planting and biodiversity improvements, improve the quality of path by widening it and making it accessible to wheelchairs and improve the connections into the parkland.	and surrounds of the Hub but this project, along with many more, will build on the network of wellbeing opportunities across Clackmannanshire. It will also form a starting point for looking at developments of the Firpark Ski Centre.	daily mile circuit. Local residents will also benefit from an improved park with better paths and more planting and biodiversity.		
New Cycle Facilities in Clackmannan Cost £10,000	This project was funded by Council in last year's PBIF allocation with a grant of £79,900 including contingency. This, with a grant of £50,000 from Sports Scotland, gave the project a budget of £129,900. Since then tenders have come back that are significantly over the budget. Sports Scotland have indicated that they are minded to increase their grant by an additional £25,000, which still leaves a funding gap. An additional £10,000 from this year's PBIF would help to make the project viable. No contingency is being added to this project as it is a top up.	Connected Clackmannanshire is the key driver behind the Connectivity Masterplan priority in the Investment Strategy. Connected Clackmannanshire envisions a high quality active travel network with bike facilities such as pump tracks and mountain bike skills area adjacent to the routes to add value to users of the network. This pump track will be in King George V Park, which is on the route of NCN76 Round the Forth active travel route. This can also be viewed as an upstream intervention in building something of regional importance that will be of interest to the young people in Clackmannan, which suffers from increased instances of vandalism.	Young people of Clackmannan, and the rest of Clackmannanshire, will benefit from one of the best pump track facilities in Forth Valley. The pump track is to be sited in George V Park, which is opposite Clackmannan Primary School. It is anticipated that the community, and young people in particular, will be involved in helping to design the track and so they will benefit from having agency in the design. High quality pump tracks are known to be tourism draws and there are people who travel long distances to use them. It is hoped that businesses in Clackmannan will benefit from an increase in visitor numbers.	Sustainable Inclusive Growth Empowering Families and Communities Health and Wellbeing	Owned by the Council and, as such, all obligations on maintaining, repairing and renewing works will be with the Council. This will be met within existing budgets.

Project	Grant Amount	Contingency	Total PBIF Allocation
Carsebridge Cultural Campus	£88,000	£8,500	£96,500
Menstrie Cycle Path Lighting	£75,000	£7,500	£82,500
Menstrie Active Travel Orientation Improvements	£10,000	£1,000	£11,000
Improvements to Paths and Park around Tillicoultry Primary School	£100,000	£10,000	£110,000
New Cycle Facilities for Clackmannan	£10,000	0	£10,000
Total	£283,000	£27,000	£310,000

Appendix 2: Map highlighting the intended street lighting in red on SUSTRANS route NCN768



Report to: Clackmannanshire Council

Date of Meeting: 30th November 2023

Subject: Reinforced Autoclaved Aerated Concrete

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report outlines the Council's response to Reinforced Autoclaved Aerated Concrete (RAAC) being found within three buildings of mixed ownership properties in Tillicoultry.
- 1.2. This report also provides Council with an update on the programme of surveys being carried out by the Council's appointed building engineers in response to the UK wide issues on RAAC within Council's assets.

2.0 Recommendations

It is recommended that Council notes:

- 2.1. the position on the evacuated buildings within Tillicoultry;
- 2.2. the programme of surveys being carried out on Council assets;
- 2.3. the care for people response;
- 2.4. reporting requirements; and
- 2.5. current financial expenditure to date as a result of the management of RAAC,

3.0 Considerations

- 3.1. RAAC is a lightweight form of precast concrete, frequently used in buildings in the UK from the 1950s to the 1990s. It is mainly found in roofs. Visually, RAAC planks may look the same as pre-cast concrete, and may be hidden above false ceilings. It is less durable than traditional concrete and there have been problems as a result, which could have significant safety consequences.
- 3.2. Council will be aware of the issues surrounding RAAC initially discovered within schools in England. As a result, public authorities throughout the UK established a programme of surveys, including this Council, to be carried out on its portfolio of properties to ascertain whether any of these contain RAAC and its condition.

- 3.3. The Property Service completed the first stage of that programme of surveys on the Learning Estate in August 2022. The details of works within this area are contained in section 6.0.
- 3.4. Next on the programme of surveys was the Council's housing estate. Council will be aware that a number of these assets are owned jointly with private owners. As such the initial surveys were carried out within the common areas of buildings and/or within areas of buildings/properties wholly owned by the Council.
- 3.5. As a result of these initial surveys the Council's appointed building engineer confirmed that RACC had been found, of a very poor condition, within the building at 75-97 Chappelle Crescent, Tillicoultry. The building engineer confirmed that RAAC was in such a poor condition that he considered the building to be unsafe and should be evacuated immediately until further intrusive investigations could be carried out. The Council's building standard's officer also attended the building and agreed with the building engineer's assessment of the building.
- 3.6. An Incident Management Team (IMT) meeting was called and chaired by the Strategic Director for Place which took place on 26th September. At the meeting a plan of action and list of priorities to preserve life within the confines of law was agreed. IMT agreed, that based on the building engineer's assessment and other information available to IMT to proceed to evacuate the building.
- 3.7. The legal basis for the Council evacuating residents, in circumstances presented by the building engineer at Chappelle Crescent, was in terms of Section 42 of the Building (Scotland) Act 2003 (the 2003 Act) as such a notice on residents was required to be served. A Dangerous Building Notice in terms of Section 29/30 of the said Act should also be served on owners. The Dangerous Building Notice contained a requirement on owners to obtain a building engineer's report on the roof structure of the building within a specified period of time and confirmation of remedial works required.
- 3.8. As result of the building engineer's report on Chappelle Crescent it was further agreed at IMT to expedite the surveys on the other housing assets by instructing additional building engineers. This would allow the surveys to be carried out quicker with more surveyors being involved in that work. This work was commenced at the beginning of October 2023.
- 3.9. As a result of this expedited survey programme an additional two buildings (Park Street and High Street, Tillicoultry) were found to have RAAC which again was in a very poor condition and required to be immediately evacuated.
- 3.10. It was confirmed that the balance of the Council's housing assets were found not to contain RAAC or that the RAAC within those buildings was found to be in a condition which posed no immediate concern.
- 3.11. The additional buildings which, confirmed by the building engineer to be in a poor condition and required immediate evacuation were 35-51 High Street and 6-22 Park Street, Tillicoultry. Building Standard's officers agreed with this decision after an inspection of both buildings.

- 3.12. To provide some context, the council has around 5,000 domestic properties with 102 of these being found to contain RAAC (this equates to approximately 2% of the overall housing stock)
- 3.13. A further IMT was convened and it was agreed to follow the same process as Chappelle Crescent and serve the relevant notices under the 2003 Act and evacuate the buildings.
- 3.14. Officers across various services were involved with the evacuation of these buildings including Health & Safety, Housing, Legal and Building Standards amongst others.

4.0 Care for People

- 4.1. Officers did not take the decision to evacuate residents from their homes lightly and understand how difficult and upsetting this was. However, based on the information that had been provided the concern to preserve lives was officers' priority.
- 4.2. Letters were issued to residents providing contact details of dedicated officers who were there to assist them with the Council's response to the RAAC. Further, letters were also issued to other residents of other blocks providing an update on the survey programme to ensure the community was kept updated. The Council continues to communicate with residents in a variety of methods including in-person meetings, email and text messaging and telephone and facetime calls. Where appropriate officers has been able to signpost residents to additional sources of help, advice and information (Shelter Scotland, Citizens Advice Bureau, Govan Law Centre).
- 4.3. The Council has limited available residential accommodation within the Housing portfolio. The Council tenant's were offered temporary accommodation within available housing properties or hotels.
- 4.4. Owners of flats or tenant's of those buildings that were evacuated were provided accommodation within hotels nearby. Other owners or tenants were able to stay with family or friends. Thereafter some owners or tenants presented as homeless and in terms of the Council's statutory obligations were relocated to the Council's temporary accommodation to allow homeless applications to be assessed.
- 4.5. The current position remains the same where owners of flats or tenants remain in hotel accommodation, staying with family or friends and/or in temporary accommodation of the Council.
- 4.6. Various officers throughout the Council have been working hard to provide as much support as is possible to those individuals and families who require it. All residents continue to have a direct point of contact within the housing service providing on-going communication, advice and update where it is available.
- 4.7. Officers also, subject to the relevant risk assessments and confirmation from the Building Engineer, entered into those buildings that had been evacuated and removed essential and valuable items from individual flats on behalf of the residents.

- 4.8. Support and guidance continues to be provided as appropriate to private owners and private tenants of landlords who have been evacuated but who have not presented to the Housing Service as homeless. In person meetings with all private owners have taken place with further sessions to be scheduled, the Housing Spokesperson and a representative of Keith Brown MSP's office were in attendance at these meetings.

5.0 Survey Programme

- 5.1. An extensive desktop study of the Housing portfolio was undertaken in order to identify any property suspected of having the potential to contain RAAC.
- 5.2. Properties were identified and a survey programme drawn up and prioritised with areas thought to be most at risk placed first on the programme. The Housing portfolio of properties was completed on Friday 20th October 2023. RAAC was found in the roof structure of properties but there is no indication of other RAAC elements such as walls, lintels or floor planks identified within the Housing portfolio.

The overview summary findings as below –

RAAC Domestic Survey Status (initial survey pending written report)	No of Blocks (as a percentage of overall blocks surveyed)	No of Properties (as a percentage of overall properties surveyed)
RAAC present and decant required	3 (6.12%)	30 (6.74%)
RAAC present but manage and monitor in situ	7 (14.29%)	72 (16.18%)
No RAAC present	39 (79.59%)	343 (77.08%)
Total	49	445

- 5.3. Further, assessment of the condition of RAAC in those buildings that have been evacuated is on-going and once the written reports have provided, review carried out and discussion with the other owners of the building taken place a further Report will be brought back to Council with options on next steps.
- 5.4. We have also written to all residents of 39 buildings where no RAAC was discovered to ensure they have been updated.
- 5.5. There are buildings within the Housing portfolio where RAAC has been found in a condition which does not pose immediate concern and is termed to be in a condition that is able to be “managed and monitored”. The owners of these buildings have been informed and a copy of the written report (or when received) has or will be provided to these owners.

Further Survey Considerations

- 5.6. In respect of detached, terraced, and semi-detached houses we understand that RAAC may be present within external bin stores/outbuildings and externally located external access stairwells.
- 5.7. A desktop survey will be undertaken to assess any requirement for progression of survey works within these areas. Where such survey discloses no information then further surveys may be required.
- 5.8. As confirmed above we have not received all written survey reports from the building engineers, in particular the evacuated properties under the exception of Chappelle Crescent. Once reports have been received, reviewed and discussed with the other owners of the buildings that been evacuated (and those buildings where the RAAC is considered to be “managed and monitored” in terms of any works required) a further report will be brought back to Council with options to be considered.
- 5.9. It is anticipated that if there are any recommended remedial actions, they will be complex, lengthy and generally not easy to undertake. We expect there to be considerable cost involved in a number of areas in progressing any recommended works.
- 5.10. Any solutions proposed will need to be considered both on their technical feasibility and financial/economic/legal viability.

6.0 Non Domestic Portfolio

- 6.1. The approach to surveying for RAAC in non domestic properties within the ownership of the Council identified that the buildings be split into three priority areas to minimise and control risk:
 - Priority One: Primary schools and secondary schools
 - Priority Two: Social work settings including care homes
 - Priority Three: Depots, offices and all other civic/commercial estate

Priority One: Primary schools and secondary schools

- 6.2. Desktop survey for presence of RAAC within schools across Clackmannanshire was carried out during the summer of 2022 by council staff.
- 6.3. Officers identified 7 schools for further investigations and the Council's Building Engineer was instructed to survey these schools. The Council has received these written reports which have confirmed no RAAC was present within these schools.

Priority Two: Social work settings including care homes

- 6.4. We are currently undertaking desktop study and review of the information available on our social work and care home estate to determine the need for any on-site survey works to be undertaken for presence of RAAC. To date there has been no property identified as requiring on-site survey.

Priority Three: Depots, offices and all other civic/commercial estate

- 6.5. Property services are currently undertaking desktop study and review of the information available on our Civic buildings and Commercial estate to determine the need for any on-site survey works to be undertaken for presence of RAAC.
- 6.6. At present there have been no further findings that would merit third-party reports to be commissioned however this may change as desktop survey progresses.

7.0 Reporting

- 7.1. The Housing Service submitted its Annual Assurance Statement (AAS) to the Scottish Housing Regulator (SHR) on 31st October 2023. RAAC was not highlighted within the statement. As confirmed at Council's October meeting an updated AAS may be required to be submitted to the Regulator to reflect developments on the management of RAAC.
- 7.2. We continue to provide regular updates on our management of RAAC to Scottish Government, the Scottish Housing Regulator, the Convention of Scottish Local Authorities (COSLA) and the Association of Local Authority Chief Housing Officers (ALACHO). A RAAC cross sector working group has been set up by ALACHO with Clackmannanshire Council to be represented on this.
- 7.3. As far as we are aware no other local authority within Scotland has required to carryout an emergency evacuation as a result unsafe RAAC found within their housing stock. We understand that local authorities have an ongoing surveying programme for RAAC.
- 7.4. Scottish Government has indicated that they are looking for local authorities to carry out similar diligence on privately owned properties within their areas report back to them. This matter will require further consideration with legal colleagues.

8.0 Financial Expenditure

- 8.1. Costs to date have been incurred from a variety of actions taken in managing the response to RAAC. Expenditure has been required to: survey, evacuate, provide temporary accommodation, retrieve resident belongings and secure property.
- 8.2. Further costs will be incurred as result of the ongoing management of RAAC, these do not take account of any action required to be taken to permanently make safe the buildings evacuated.

- 8.3. The below tables A) and B) give an outline overview of costs incurred to date and the breakdown of these:

A) Direct Costs

External Contractors	£13,074 (a number of Invoices yet to be received)
Purchase of temporary accommodation	£15,230.22
Professional Fees	£5,775.00
Use of petty cash (miscellaneous)	£2,097.21
Supervision and Management Costs	TBC
Property Trades – staff time and materials	£9,113.47

B) Loss of income

HRA Void Property Rent Loss	£31,687.53
General Fund Council Tax Loss (to 31 st March 2024)	£28,219.20
General Fund Housing Benefit maximum subsidy Loss (by removal of x2 temporary accommodation units) (to 31 st March 2024)	£44,218.90

The financial impact is evident across both HRA and GF areas with costs to the HRA of £45,290 and loss of income to the GF of £72,438, as noted in the above tables. Further costs/loss of income are expected in the coming months.

- 8.4. All costs incurred to date for all RAAC related works have been coded to a cost centre location specifically set up for this work. There is no allocated budget assigned for this at present and no indication from the Scottish Government on financial support being made available to local authorities managing RAAC within buildings. The UK Government has suggested the costs of RAAC should fall to rent payers, which indicates that there might be no Barnett consequential funding provided to the Scottish Government.
- 8.5. Costs will continue to be monitored and further discussions undertaken and ongoing to identify funding sources that may become available.

9.0 Resource Implications

9.1. Financial Details

Finance have been consulted and have agreed the financial implications as set out in the report. **Financial figures and consultation TBC** Yes

10.0 Exempt Reports

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

11.0 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)

12.0 Equalities Impact

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

13.0 Legality

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

14.0 Appendices

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).

Yes No
(please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Murray Sharp	Senior Manager (Housing)	5113
Andrew Buchanan	Operations Manager (Housing)	5169
Katie Roddie	Team Leader (Housing Business Management)	2688

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director - Place	

Report to: Clackmannanshire Council

Date of Meeting: 30 November 2023

Subject: Community Justice Outcome Improvement Plan 2023-2028

Report by: Michelle Rogers, Community Justice Coordinator

1.0 Purpose

- 1.1. To approve the Clackmannanshire Community Justice Outcome Improvement Plan 2023-2028.

2.0 Recommendations

- 2.1. It is recommended that the Council:
- 2.1.1 Approves the Clackmannanshire Community Justice Outcome Improvement Plan (CJOIP) 2023-2028 (**Appendix 1**).
- 2.1.2 Approves the plans for further development of the Delivery Plan to support the CJOIP by Autumn 2024 (para 3.10).

3.0 Background / Considerations

- 3.1. Clackmannanshire Community Justice Partnership (CJP) was established in response to the Community Justice (Scotland) Act 2016 (the Act). Membership includes statutory partners named in the Act, local third sector and lived experience representatives and other local statutory partnerships. The purpose of the CJP is to improve community justice outcomes for people involved with the justice system and for communities. The CJP has a co-chairing arrangement that is shared by Justice Services, Clackmannanshire HSCP, Police Scotland and The Resilience Learning Partnership. Full membership of the CJP is listed in Appendix 2.
- 3.2. The CJP have a statutory obligation to produce a Community Justice Outcome Improvement Plan setting out how national and local community justice outcomes will be achieved. The current Clackmannanshire CJOIP 2018-2023 is due to expire on 31 December 2023.
- 3.3. Community Justice Scotland defines community justice as follows:-
'Community Justice is where people who have broken the law are held to account and supported to reconnect and contribute to their communities.....The evidence shows community justice can help people stop

breaking the law again leading to fewer victims and safer communities,' (*Community Justice Scotland*).

- 3.4. The Scottish Government published a new National Strategy for Community Justice (2022) which sets out 4 national aims and 11 priority actions to support these (Appendix 3). In addition the new Community Justice Performance Framework (Scottish Government 2023) establishes the outcomes and indicators for measuring progress against these. Under the Act, the CJP are required to review the CJOIP 'as soon as reasonably practicable' after the publication of a revised strategy and/or revised framework.
- 3.5. In light of the new national policy framework and the imminent expiry of the current CJOIP, the CJP have produced a new 5 year Plan. During 2022-23 the CJP worked in partnership to develop the new CJOIP which sets out how the national outcomes will be taken forward in Clackmannanshire, alongside addressing local priorities in community justice. The CJOIP has been produced using a human rights based approach that is informed by the lived experience of people who have been involved in the justice system in Clackmannanshire, both as people accused of / who have committed an offence and victims of crime. It takes account of the wider outcomes and priorities that impact on the justice system, including the Scottish Government [National Performance Framework](#) and National Health and [Wellbeing Outcomes Framework](#), in addition to local contribution through all CJP partners and other local organisations and partnerships.
- 3.6. The CJOIP priorities and areas for improvement were developed following a robust Strategic Needs and Strengths Assessment which involved community profiling of the general and the justice population; service mapping; and consultation through justice journeys workshops with CJP partners, organisations involved in supporting people in the justice system and people with lived experience. Justice journeys workshops were based on case studies developed through interviews with Clackmannanshire community members who have lived experience of the justice system (with people accused of / who have committed an offence and victims of crime). Case studies were developed by the Resilience Learning Partnership and Apex Scotland, were fully anonymised and told the stories of people's justice journeys in their own words. Eleven workshops took place between August– September 2022, facilitated by Apex and The Resilience Learning Partnership and included 3 workshops with people who have lived experience of the justice system. A total of 50 people took part.
- 3.7. A development session to inform the SNSA and the new CJOIP was held with CJP partners on 14th November 2022, facilitated by The Improvement Service, to identify priority actions for the new CJOIP. The session also provided an opportunity for the Partnership to discuss progress made in delivering the current CJOIP 2021-23, reflect on learning from case studies and Justice Journeys workshops and raise awareness of the aims and priorities set out in the revised National Strategy for Community Justice.
- 3.8. The SNSA identified the following as key priorities for the CJP to develop in order to improve outcomes for people in the justice system:-

- Strengthening the whole systems approach to service delivery;
- Early intervention to address issues arising as a result of health inequalities;
- Continuing to embed trauma informed approaches and practice;
- Identify and address workforce development needs and opportunities.

3.9. The CJOIP identifies the following areas for improvement for community justice in Clackmannanshire to address these priorities and inform outcomes for the CJP to focus on over the next 5 years:-

- To provide support for issues such as drug and alcohol use and mental health as early as possible;
- To continue to strengthen a partnership approach based on Community Justice being “everyone’s business”;
- To ensure that we adopt a trauma-informed approach to community justice;
- To review workforce development needs across the justice workforce to ensure that the appropriate level of trauma informed training is embedded for everyone working with people involved in the justice system;
- To increase opportunities for diversion from the justice system through community based support;
- To make pathways through the justice system easy to understand and supportive for both victims and people accused of / who have committed a crime;
- To increase public understanding of what community justice is.

3.10. The CJOIP Delivery Plan identifies relevant national and local outcomes to measure progress against the improvement areas. Further development of the Delivery Plan will take place over the next 12 months in order to ensure that it aligns to the national outcomes set out in the recently published Community Justice Performance Framework (March 2023) and supporting Improvement Tool (CJS, March 2023). This approach has been agreed with Community Justice Scotland in light of the late publication of the National Performance Framework by Scottish Government. Development of the Delivery Plan will be through a network of short-life working groups of the CJP. In order to do this the CJP will work with a wide range of organisations who support victims of crime and people accused of / who have committed a crime.

4.0 Sustainability Implications

4.1. No sustainability implications are identified.

5.0 Resource Implications

5.1. Financial Details

No resource implications identified.

5.2. Staffing

Scottish Government provides the Community Justice Partnership with annual funding of £62,500, which is principally used to employ the Community Justice Coordinator.

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 CJOIP has been produced through collaboration with the CJP, alongside other agencies involved in supporting people involved in the justice system locally. Development of the CJOIP was underpinned at every stage by consultation with people with lived experience of the justice system. Community consultation was also carried out through Citizens Space and Clackmannanshire TSI.

9. Legality

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

Yes No

10.0 Appendices

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

Appendix 1 - Clackmannanshire Community Justice Outcome Improvement Plan 2023-2028

Appendix 2 - Membership of Clackmannanshire Community Justice Partnership

Appendix 3 - National Community Justice Strategy for Scotland - Aims and Priority Actions

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

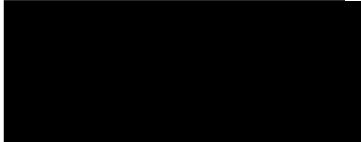
National Strategy for Community Justice (2022), Scottish Government

Community Justice Performance Framework (Scottish Government 2023)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Michelle Rogers	Community Justice Coordinator	2261

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Clackmannanshire Community Justice Partnership Community Justice Outcome Improvement Plan – 2023-2028

Contents

Foreword.....	2
Clackmannanshire Community Justice Partnership - Who Are We?	3
CJOIP	3
What is Clackmannanshire Community Justice Partnership?	4
What is Community Justice?.....	4
The National Policy Context.....	4
Clackmannanshire Community Profile	5
Strategic Strengths and Needs Assessment.....	6
Participation Statement.....	7
Our Vision	8
Our Focus and Priorities	9
Areas for Improvement.....	10
Delivery Plan 2023-2028.....	12
Appendix 1 Table of National Outcomes and Associated Indicators (Community Justice Performance Framework, Scottish Government 2023)	15

FOREWORD

Councillor Ellen Forson, Chair of Clackmannanshire Alliance

As Chair of the Clackmannanshire Alliance, I am delighted to present the Clackmannanshire Community Justice Outcome Improvement Plan (CJOIP) for 2023-2028 on behalf of the Community Justice Partnership. This Plan sets out the vision of the partnership for the next 5 years. It links direction from the Scottish Government's 'National Strategy for Community Justice' 2022 with our local priorities and areas for improvement.

The CJOIP has been developed in collaboration with a wide range of statutory and third sector partners using a human rights based approach, that is informed by the lived experience of people who have been involved in the justice system locally. Our 'Strategic Strengths and Needs Assessment' considered national and local data and underpins the new CJOIP through evidence that informs our Delivery Plan. It sets out a vision to:

'Embed a human rights based approach to justice that puts the voices of lived experience at the heart of policy and service development.'

We will aim to achieve this by focussing on early intervention, reducing stigma, strengthening the ways that services work together to support people in the justice system and ensuring that the way we work is trauma informed.

The Plan sets out the collective commitment of partners to achieving national and local outcomes over the next 5 years to deliver sustainable and positive change that supports people and communities to fulfil their full potential.

Clackmannanshire Community Justice Partnership - Who Are We?

Clackmannanshire Community Justice Partnership was established in response to the Community Justice (Scotland) Act 2016 (the Act). Our membership includes statutory partners named in the Act, local third sector and lived experience representatives and other local statutory partnerships as follows:-

- Clackmannanshire Council - Criminal Justice Social Work, Housing, Children & Families, Chief Social Work Officer, Economic Development
- NHS Forth Valley
- Police Scotland
- Scottish Fire & Rescue Service
- Skills Development Scotland
- Clackmannanshire and Stirling Health and Social Care Partnership
- Clackmannanshire Violence Against Women Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership (CSADP)
- Scottish Courts and Tribunal Service
- The Crown Office & Procurator Fiscal Service
- Clackmannanshire Third Sector Interface
- Scottish Prison Service
- Resilience Learning Partnership
- Local Employability Partnership (LEP)

Community Justice Outcome Improvement Plan (CJOIP)

In preparing this CJOIP, we have taken account of the relevant legislation and policy context at both a local and national level. A summary of these can be found in the Policy Context Section and in Appendix 1.

This CJOIP has been produced in partnership using a human rights based approach that is informed by the lived experience of people who have been involved in the justice system in Clackmannanshire. It takes account of the wider outcomes and priorities that impact on the justice system, including the Scottish Government [National Performance Framework](#) and National Health and Wellbeing Outcomes in addition to local contribution through all CJP partners and other local organisations and partnerships.

The Community Justice Partnership is a statutory partnership of the Community Planning Partnership (CPP), known as the Clackmannanshire Alliance. This partnership endorses Community Justice Outcome Improvement Plans and Annual Reports prepared by the Community Justice Partnership in line with the CPP's Local Outcome Improvement Plan. The Clackmannanshire Alliance is the Community Planning Partnership for Clackmannanshire, with a range of strategic partnerships feeding into it. The Community Justice Partnership reports directly into The Alliance.

The [Clackmannanshire Local Outcomes Improvement Plan](#) is a 10 year plan published in 2017 and informs priorities for the Clackmannanshire Community Justice Improvement Plan.

The Alliance has been working with the Scottish Government on plans to develop a Wellbeing Economy for Clackmannanshire, embedding alongside, the five pillars of Community Wealth Building.. The initial priorities and key areas for action identified through this have been used to inform the development of a new LOIP which will commence in 2024.

What is Clackmannanshire Community Justice Partnership?

Partnership working is essential to improving community justice outcomes. The Community Justice Partnership involves input from a diverse range of individuals and organisations covering a wide-range of interests, including social work, police, third sector (charities, social enterprises and voluntary groups), housing, employability and health and wellbeing. The most effective way to improve outcomes for people and communities is by joined up working with all partners at the planning stage. Community is at the heart of the model.

What is Community Justice?

Community justice is where people who have broken the law are held to account and supported to reconnect and contribute to their communities.....The evidence shows community justice can help people stop breaking the law again leading to fewer victims and safer communities.'

(Community Justice Scotland)

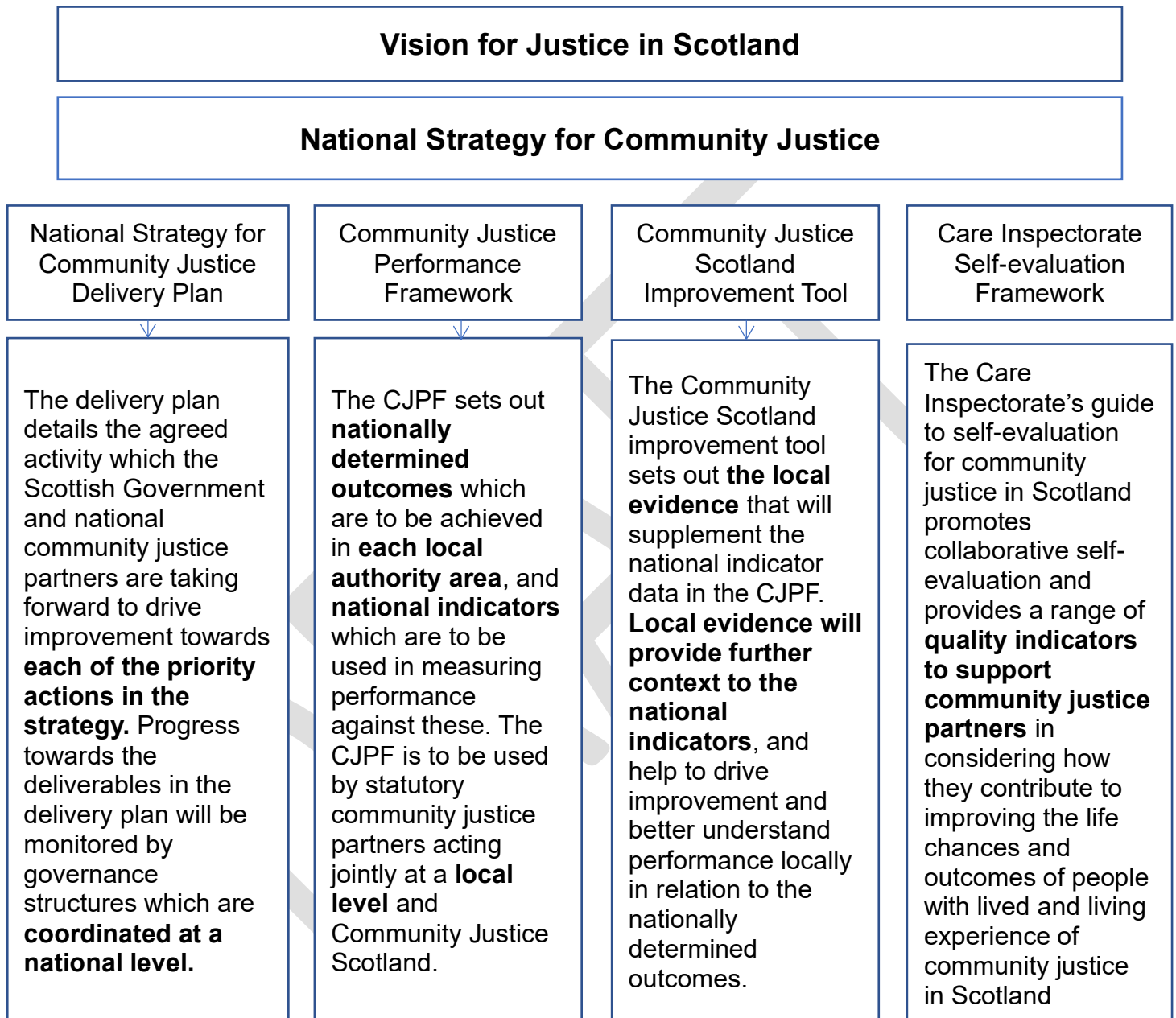
Where it is safe to do so, people who commit certain crimes receive community-based disposals. This can include disposals such as Community Payback Orders (CPOs) where individuals can be directed to undertake periods of supervision, and/or Unpaid Work. During periods of supervision individuals can be supported to address factors that might contribute to them being in contact with the justice system such as treatment for problematic substance use, support with mental ill-health or access to employment/education and housing. Other community based disposals available to the Courts include Structured Deferred Sentences (a short term intervention providing social work support to address needs); Monetary Penalties (fines/compensation) and restrictions of liberty such as electronic tagging and curfews.

The National Policy Context

The National Strategy for Community Justice (Scottish Government, 2022) sets out 4 national aims (listed below) and 11 priority actions (see Appendix 1) to take these forward.

1. Optimise the use of diversion and intervention at the earliest opportunity.
2. Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland.
3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence.
4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners.

In addition, the National Justice Performance Framework (Scottish Government, 2023) supports reporting on the national strategy, alongside additional tools provided by Community Justice Scotland and The Care Inspectorate. More details of these are set out in the diagram below.



Clackmannanshire Community Profile

The smallest mainland local authority in Scotland, in 2022 the population of Clackmannanshire was 51,540; less than 1% of the Scottish population. Clackmannanshire Council serves five different electoral wards – Clackmannanshire Central, East, North, South and West. Within these electoral wards,

Clackmannanshire houses 1,334 active postcodes. Clackmannanshire has 9 main localities or neighbourhood settlements:-

- Alloa
- Alva
- Clackmannan
- Dollar
- Menstrie
- Muckhart
- Sauchie
- Tullibody
- Tillicoultry

In 2020, 20.6% of the population of Clacks were 65 and over (10, 576), which is higher than the Scottish average of 19.3%. Population projections from National Records of Scotland (NRS) suggest that the population aged 75+ in Clacks will increase by 41.5% from 2018-2028 (compared to a projection of 25.4% nationally). This suggests there will be an increased demand for health and social care services within Clacks in the future.

10% of Clackmannanshire's total population is ranked within the decile of highest deprivation (Decile 1) and only 5% of the population is ranked within the lowest deprivation decile (Decile 10). Compared to surrounding local authority areas, Clackmannanshire has 4% more of the total population within the most deprived decile than Stirling, and 5% more than Falkirk. Stirling also has 12% more of the total population within the least deprived decile and Falkirk has 1% more.

The total reported crime rates for Clackmannanshire have fallen between 2020-21 and 2021-22, consistent with national crime rates. Between 2020/21 and 2021/22, there was a 4% reduction in total crime nationally and a 5% reduction in Clackmannanshire. These fluctuations may be attributed to the impacts of COVID from 2019-2021, as the Scottish Government states in the 2021-22 crime report (Recorded Crime in Scotland 2021-22, Scottish Government 2022). With a population of 14,130, Alloa is the area of Clackmannanshire that houses much of the total population. Alloa North and West have similar rates to other areas in Clacks, whereas Alloa South and East display a significantly higher level of crime. Alloa South and East has a crime rate of 1,138 per 10,000 people, which is a difference of 787 from the next highest – Sauchie. Through analysis of the Scottish Index of Multiple Deprivation, Alloa South and East present higher levels of deprivation than other areas in Clackmannanshire.

Overall, the rate of health loss in Clackmannanshire is 10% higher than the Scottish rate. The estimated total burden has increased by 7% from 2019 compared to the burden in 2016 (ScotPHO Scottish Burden of Disease Clacks 2019, published 2021).

Strategic Strengths and Needs Assessment (SNSA)

Our priorities and areas for improvement identified in this Plan were informed by extensive consultation carried out through our SNSA. The SNSA is based on the following objectives:-

1. To understand the demographic of the local justice population and those at risk of entering the justice system in Clackmannanshire.
2. To understand the needs of the local justice population and those at risk of entering the justice system in Clackmannanshire.
3. To develop local justice journeys and service mapping based on lived experience and identify to what extent the needs of individuals are met within local service provision.
4. To identify improvement actions to support (a) the identification of the needs within the local justice population and (b) to increase how collectively, as community justice services, we meet the needs identified at the earliest opportunity.
5. To support horizon scanning activities and identify improvement actions that relate to national policy and local need.
6. To ensure that lived experience is central to future community justice planning and policy development.

The SNSA identified the following as the main issues which will affect people in contact with the justice system (both perpetrators and victims of crime) in Clackmannanshire:-

- Ageing population
- Substance use (drugs and alcohol)
- Poverty
- Unresolved trauma / mental health issues
- High numbers of people on remand and receiving custodial sentences
- Barriers to employment
- Care-experienced adults.

A summary of the SNSA will be published in 2024 and will be used as a tool for continuous assessment and self evaluation of progress by the CJP.

Participation Statement

Clackmannanshire Community Justice Partnership is committed to ensuring that the voice of people with lived experience of the justice system is at the heart of our strategic planning, service development, delivery and review. We will continue to work with communities and local services who are involved in the community justice arena. This participation statement reflects our engagement activity over the last 18 months (2022-23) and identifies the gaps in our engagement. The Delivery Plan will detail the actions we will take to address these gaps and improve outcomes for people throughout their justice journeys.

During 2022-23 we have:-

- Carried out extensive consultation with CJP partners, organisations involved in supporting people in the justice system and people with lived experience, in order to inform our Strategic Needs and Strengths Assessment. The workshops were based on case studies developed through interviews with

Clackmannanshire community members who have lived experience of the justice system (with perpetrators and victims of crime).

- Worked with the Resilience Learning Partnership, a local lived experience led organisation to develop case studies through interviews with Clackmannanshire community members who have lived experience of the justice system (with both perpetrators and victims of crime). All case studies were fully anonymised. A further 3 case studies were developed using the same methodology by Apex Scotland, a local employability organisation who work with Justice Services at Clacks Council to support the completion of CPOs.
- 11 workshops took place between August - September 2022, facilitated by Apex and The Resilience Learning Partnership. 10 in person; 1 online; Included 3 workshops with people who have lived experience of the justice system; A total of 50 people took part.
- A development session with CJP partners on 14th November 2022, facilitated by The Improvement Service, to identify priority actions for the new CJOIP. The session also provided an opportunity for the Partnership to discuss progress made in delivering the current CJOIP 2021-23, reflect on learning from case studies and Justice Journeys workshops and raise awareness of the aims and priorities set out in the revised National Strategy for Community Justice.
- CJP partners include CTSI and RLP. At end 2022 CJP adopted a co-chairing approach to meetings with the following 4 organisations sharing the chairing responsibilities for the partnership:- CSHSCP, RLP, Clackmannanshire Council Justice Services and Police Scotland.
- CJP partners have taken it in turns to present on their organisation to the CJP and to provide an opportunity for CJP to discuss how each partner's work relates to community justice and can support taking forward the CJP priorities and national CJ priorities.
- Public consultation on the draft CJOIP through Clackmannanshire Council Citizens Space, CTSI Community Breakfast and all CJP partners.
- Joint community justice third sector forum shared with Stirling CJP with membership from 18 local third sector organisations.
- CJP engagement / representation on the CSADP Commissioning Consortium. In addition the CJP Coordinator led the engagement of lived experience in the development of the new Positive Moves approach to Employability in Clacks.

'Effective services must be designed with and for people and communities – not delivered, top down for administrative convenience. In order to be effective, community engagement must be relevant, meaningful and have a clearly defined focus.' (Planning With People; COSLA, Scottish Government 2023)

Our Vision:

To embed a human rights based approach to justice that puts the voices of lived experience at the heart of policy and service development.

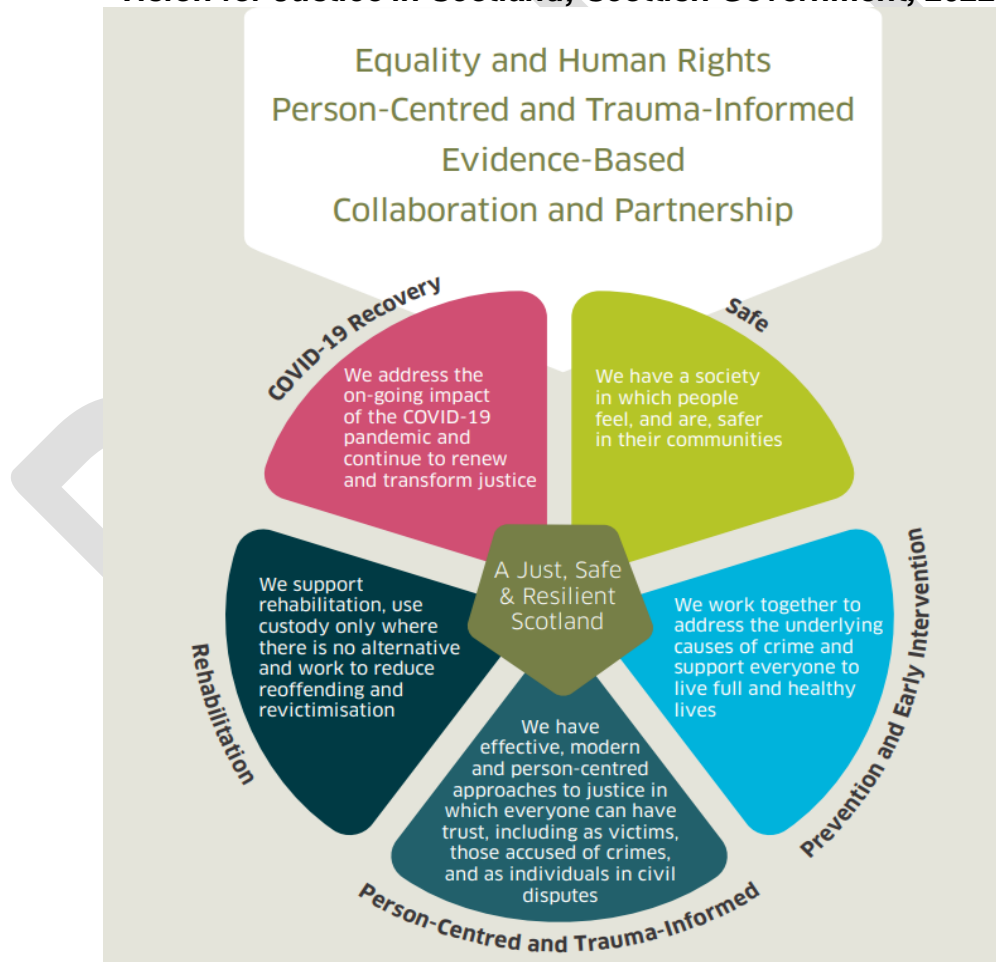
The Vision for Justice in Scotland (see below) is based on evidence of what we know

works to achieve the long term outcomes set out. The two key transformation priorities set out in the Vision for Justice in Scotland are:

- ensuring justice services embed person centred and trauma informed practices, and
- working across public services to improve outcomes for individuals, focussing on prevention and early intervention.

Our Strategic Needs and Strengths Assessment identified the above as key areas that we need to continue to develop as a partnership in order to improve outcomes for all people involved with the justice system i.e. those who have been accused of or committed a crime and victims / witnesses of crime. We will do this through focussing on the priorities and areas for improvement set out in this Plan. The National Strategy for Community Justice sets out the aim for CJPs to ‘support rehabilitation, use custody only where there is no alternative and work to reduce reoffending and revictimisation’. This is reflected in the Outcomes in the Delivery Plan below.

Vision for Justice in Scotland; Scottish Government, 2022



Our Focus and Priorities:

Through working with our partners to assess justice journeys within Clackmannanshire we have identified key strengths, challenges and areas for

improvement. These have been considered under the 4 national aims of the Community Justice Strategy and the relative outcomes and actions to achieve these are set out in the Delivery Plan below. Key priorities identified by partners for the CJP to focus on over the next 5 years are:

- Early intervention is key;
- Continue to strengthen a Whole Systems Approach based on Community Justice being “everyone’s business”;
- Adopt a trauma-informed approach to community justice;
- Identify and address workforce development needs and opportunities.

Areas for Improvement

Key areas for improvement identified through the SNSA are:-

- Embed **lived experience** feedback in the process of quality assurance of services that provide support to people involved in the justice system. Consider extension of the justice journeys work carried out for this report to provide a system for ongoing monitoring of service provision.
- Further development of a **whole systems approach** to service delivery, with a particular focus on earlier intervention for issues such as substance use, mental health and trauma should be taken forward in partnership and built into strategic planning in tandem with CSADP, VAWP, STRIVE, CSHSCP and other strategic and local partnerships. Reflection of shared priorities and outcomes that are based on a human rights based approach will allow better alignment of planning across the community planning partnership and support joint commissioning processes.
- Pathways through the justice process need to be transparent and easily negotiable. Consistent **peer / lived experience support / mentoring** for people in contact with the justice system would help to reduce disengagement with services and build confidence in support services.
- Victims' pathways need to be clear with regular communication about progress with proceedings and support available. In addition, **all services involved in supporting victims and witnesses should do this in ‘a trauma informed and responsive way’** using the new framework for working with victims and witnesses ‘Trauma Informed Justice’ (NES, Scottish Government 2023).
- Review **workforce development needs** across the justice workforce to ensure that the appropriate level of trauma informed training is embedded within both statutory and third sector services. Review should be supported by the national ‘Creating Trauma-Informed Change’ Quality Improvement Framework 2023 (NES, SG, CoSLA, RLP, The Improvement Service).
- The CJP should continue to explore opportunities to **increase the use of diversion and non-custodial sentences** through continued improvement to

available options for diversion and community orders. Also increase awareness of all options available through the CJS Community Support Services Tool across all community justice partners, particularly working with COPFS and SCTS to support this.

- The CJP should continue to **raise public awareness and understanding of what community justice** means, supported by use of the CJS 'What is Community Justice?' tools.
- The CJP should work with other strategic partnerships to scope out options for provision of an **arrest referral service** that provides support with a range of health and wellbeing factors including substance use, financial support, mental health, employability, childcare etc.

DRAFT

DELIVERY PLAN 2023-2028

The Delivery Plan for taking forward the 8 areas for improvement identified for the CJP will be developed over the next 12 months. Outcomes to be achieved for each of the improvement areas are set out in the table below. In some cases these are national outcomes from the Community Justice Performance Framework (Scottish Government 2023 – Appendix 1). For others, where no national outcome exists, a local outcome has been developed for Clackmannanshire CJP.

The Delivery Plan will be in place by Autumn 2024. A network of short-life working groups that feed into the Community Justice Partnership will be established to take forward each outcome and to develop the related part of the Delivery Plan. In order to do this the CJP will work with a wide of range of organisations who support victims of crime and people accused of / who have committed a crime.

The outcomes have been aligned to the 4 aims of the national Community Justice Strategy as follows:-

	NATIONAL STRATEGY AIM	AREA FOR IMPROVEMENT	NATIONAL OR LOCAL OUTCOME
1.	Optimise the use of diversion and intervention at the earliest opportunity	The CJP should continue to explore opportunities to increase the use of diversion and non-custodial sentences through continued improvement to available options for diversion and community orders. Also increase awareness of all options available through the CJS Community Support Services Tool across all community justice partners, particularly working with COPFS and SCTS to support this.	More people successfully complete diversion from prosecution (National) More people access services to support desistance from offending. (National).
2.		The CJP should work with other strategic partnerships to scope out options for provision of an arrest referral service that provides support with a range of health and wellbeing factors including substance use, financial support, mental health, employability, childcare etc.	More people in policy custody receive support to address their needs (National)
3.	Ensure that robust and high quality community interventions and public	Review workforce development needs across the justice workforce to ensure that the appropriate level of	Increased skills and knowledge across the workforce to support people throughout their

	protection arrangements are consistently available across Scotland	trauma informed training is embedded within both statutory and third sector services. Review should be supported by the national 'Creating Trauma-Informed Change' Quality Improvement Framework 2023 (NES, SG, CoSLA, RLP, The Improvement Service).	justice journeys using a trauma informed approach (Local)
4.		Victims' pathways need to be clear with regular communication about progress with proceedings and support available. In addition, all services involved in supporting victims and witnesses should do this in 'a trauma informed and responsive way' using the new framework for working with victims and witnesses 'Trauma Informed Justice' (NES, Scottish Government 2023).	More victims access services and receive consistent support with their needs throughout the justice process. (Local)
5.	Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence	Further development of a whole systems approach to service delivery, with a particular focus on earlier intervention for issues such as substance use, mental health and trauma should be taken forward in partnership and built into strategic planning in tandem with CSADP, VAWP, STRIVE, CSHSCP and other strategic and local partnerships. Reflection of shared priorities and outcomes that are based on a human rights based approach will allow better alignment of planning across the community planning partnership and support joint commissioning processes.	More joined up pathways and commissioning of services across local strategic partnerships. (Local)
6.		Pathways through the justice process need to be transparent and easily negotiable. Consistent peer / lived experience support / mentoring for people in contact with the justice system would help to reduce	More integrated pathways of health and social care between statutory and third sector services support victims, and

		disengagement with services and build confidence in support services.	people accused of or who have committed an offence (Local) More people access peer support and mentoring. (Local)
7.	Strengthen the leadership, engagement and partnership working of local and national community justice partners	The CJP should continue to raise public awareness and understanding of what community justice means, supported by use of the CJS 'What is Community Justice?' tools.	More people across the workforce and in the community understand, and have confidence in, community justice. (National) Fewer people experience stigma due to involvement in the justice system. (Local)
8.		Embed lived experience feedback in the process of quality assurance of services that provide support to people involved in the justice system. Consider extension of the justice journeys work carried out for this report to provide a system for ongoing monitoring of service provision.	Community justice services and policies are co-produced. (Local) Assurance of services is based on meaningful engagement with people with lived experience. (Local)

Appendix 1 Table of National Outcomes and Associated Indicators (Community Justice Performance Framework, Scottish Government 2023)

Priority Actions from National Strategy for Community Justice	Nationally determined outcomes	National indicators
Aim 1 - Optimise the use of diversion and intervention at the earliest opportunity		
1. Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution	More people successfully complete diversion from prosecution	Number of diversion from prosecution: <ul style="list-style-type: none"> • assessments undertaken • cases commenced • cases successfully completed
2. Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services	More people in police custody receive support to address their needs	Number of: <ul style="list-style-type: none"> • referrals from custody centres
Aim 2 - Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland		
3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively	More people are assessed for and successfully complete bail supervision	Number of: <ul style="list-style-type: none"> • assessment reports for bail suitability • bail supervision cases commenced • bail supervision cases completed
4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies	<i>No nationally determined outcome. This priority action currently has no robust and measurable nationally determined outcome. This will be considered as part</i>	N/A

	<p><i>of future development.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	
5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes	More people access services to support desistance and successfully complete community sentences	<p>Percentage of:</p> <ul style="list-style-type: none"> • community payback orders successfully completed • drug treatment and testing orders successfully completed
6. Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services	<p><i>No nationally determined outcome.</i></p> <p><i>Achievement of this priority action will be tracked through the implementation of the restorative justice action plan and other national governance structures.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	N/A
Aim 3 - Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence		
7. Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners	More people have access to, and continuity of, health and social care following release from a prison sentence	<p>Number of transfers in drug/alcohol treatments from:</p> <ul style="list-style-type: none"> • custody to community

8. Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas	More people have access to suitable accommodation following release from a prison sentence	Number of: <ul style="list-style-type: none"> homeless applications where prison was the property the main application became homeless from
9. Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services	More people with convictions access support to enhance their readiness for employment	Percentage of: <ul style="list-style-type: none"> those in employability services with convictions
10. Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services	More people access voluntary throughcare following a short term prison sentence	Number of: <ul style="list-style-type: none"> voluntary throughcare cases commenced
Aim 4 - Strengthen the leadership, engagement, and partnership working of local and national community justice partners		
11. Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically	<p><i>No nationally determined outcome.</i></p> <p><i>Improvement in relation to this priority action can be demonstrated through progress in the 9 outcomes in the CJPF. The themes within this priority action are also captured within the Care Inspectorate's guide to self-evaluation for community justice partners in Scotland.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	N/A
12. Enhance partnership planning and implementation by ensuring the voices of	<i>No nationally determined outcome.</i>	N/A

<p>victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded</p>	<p><i>Improvement in relation to this priority action should be built into the work to progress the 9 outcomes in the CJPF. The themes within this priority action are also captured within the Care Inspectorate's guide to self-evaluation for community justice partners in Scotland.</i></p> <p><i>Local evidence can still be collected to support activity relating to this priority action.</i></p>	
<p>13. Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice</p>	<p>More people across the workforce and in the community understand, and have confidence in, community justice</p>	<p>Percentage of people who agree that:</p> <ul style="list-style-type: none"> • people should help their community as part of a community sentence rather than spend a few months in prison for a minor offence

DRAFT

APPENDIX 2

Membership of Clackmannanshire Community Justice Partnership

- Clackmannanshire Council - Criminal Justice Social Work, Housing, Children & Families, Chief Social Work Officer, Economic Development
- NHS Forth Valley
- Police Scotland
- Scottish Fire & Rescue Service
- Skills Development Scotland
- Clackmannanshire and Stirling Health and Social Care Partnership
- Clackmannanshire Violence Against Women Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership (CSADP)
- Scottish Courts and Tribunal Service
- The Crown Office & Procurator Fiscal Service
- Clackmannanshire Third Sector Interface
- Scottish Prison Service
- Resilience Learning Partnership
- Local Employability Partnership (LEP)

Table of National Aims and Priority Actions

National aim	Priority action
1. Optimise the use of diversion and intervention at the earliest opportunity	1. Enhance intervention at the earliest opportunity by ensuring greater consistency, confidence in and awareness of services which support the use of direct measures and diversion from prosecution
	2. Improve the identification of underlying needs and the delivery of support following arrest by ensuring the provision of person-centred care within police custody and building upon referral opportunities to services including substance use and mental health services
2. Ensure that robust and high quality community interventions and public protection arrangements are consistently available across Scotland	3. Support the use of robust alternatives to remand by ensuring high quality bail services are consistently available and delivered effectively
	4. Strengthen options for safe and supported management in the community by increasing and widening the use of electronic monitoring technologies
	5. Ensure that those given community sentences are supervised and supported appropriately to protect the public, promote desistance from offending and enable rehabilitation by delivering high quality, consistently available, trauma-informed services and programmes
	6. Ensure restorative justice is available across Scotland to all those who wish to access it by promoting and supporting the appropriate and safe provision of available services
3. Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence	7. Enhance individuals' access to health and social care and continuity of care following release from prison by improving the sharing of information and partnership-working between relevant partners
	8. Ensure that the housing needs of individuals in prison are addressed consistently and at an early stage by fully implementing and embedding the Sustainable Housing on Release for Everyone (SHORE) standards across all local authority areas
	9. Enhance individual's life skills and readiness for employment by ensuring increased access to employability support through effective education, learning, training, career services and relevant benefit services
	10. Enhance community integration and support by increasing and promoting greater use of voluntary throughcare and third sector services
4. Strengthen the leadership, engagement, and partnership working of local and national community justice partners	11. Deliver improved community justice outcomes by ensuring that effective leadership and governance arrangements are in place and working well, collaborating with partners and planning strategically
	12. Enhance partnership planning and implementation by ensuring the voices of victims of crime, survivors, those with lived experience and their families are effectively incorporated and embedded
	13. Support integration and reduce stigma by ensuring the community and workforce have an improved understanding of and confidence in community justice

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 30th November 2023

Subject: Wellbeing Hub & Lochies School Project Update

Report by: Robbie Stewart, Senior Manager, Sport & Leisure

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub & Lochies School project.

2.0 Recommendations

It is recommended that the Council notes the following:

- 2.1. Commencement of engagement programme with key stakeholders to inform the concept designs. **(Paragraphs 3.1 to 3.5)**
- 2.2. The selection of Animate as the advisors for the Co-Design process and the progress of the recruitment of people with lived experience. **(Paragraphs 3.6 to 3.7)**
- 2.3. The launch of a design competition for S3-6 pupils run in partnership with the Futures Institute of Dollar Academy (FIDA) **(Paragraphs 3.8 to 3.11)**

3.0 Considerations

Engagement Programme

- 3.1. The project architect (JM Architects) produced an initial 8-week engagement programme (October to December) involving multiple workshops with key internal stakeholders to interrogate the brief and proposed spaces (facilities mix) and enable them to build a detailed picture of the project requirements and its context. These workshops are broadly categorised as follows:
- Space Brief Analysis
 - Place and Master Plan
 - Building Adjacency and Placement
 - A Day in the Life

- 3.2. The partners involved in this series of workshops included members of the external Design Team (JM Architects, Robertson Construction), Hubco, Project Managers, client Project Team (Wellbeing Hub and Lochies School) and other key internal stakeholders.
- 3.3. The outcome of this engagement programme is to validate the space requirements against the project objectives, continue to develop and enhance the Project Brief and enable JM Architects to produce a Concept Design for the Wellbeing Hub and Lochies School.
- 3.4. Wider stakeholder engagement will subsequently take place from January 2024 onwards through the statutory pre-application planning process. Wider community engagement which will continue in parallel. The Client Project Team are preparing a detailed stakeholder engagement plan which identifies all stakeholder groups, for example; elected members, health, sportscotland, school groups, community and third sector organisations. The plan will be shared at the next Council meeting.
- 3.5. The first concept design will be shared with Councillors early in the New Year.

Co-Design

- 3.6. Animate were selected as the advisors for the Co-Design process after completion of a robust procurement process through Hub East Central.
- 3.7. Recruitment of people from the community with lived experience of inequalities has taken place and **14** people have been invited to form part of the extended design team, thus ensuring that the Concept Design fully reflects the needs and aspirations of different user groups.

FIDA Competition

- 3.8. The Project Team worked with FIDA to create a competition for secondary age pupils create designs for potential outdoor spaces for the Wellbeing Hub and Lochies School development.
- 3.9. FIDA have produced resources to support the pupils and staff which can be used to guide their creative designs and signpost them to inclusive and accessible ideas whilst thinking about sustainable materials and the biodiversity of the site.
- 3.10. The young people can submit a design as an individual or as part of a team. The deadline for submissions is early December 2023.
- 3.11. A panel will select their top five designs from the submissions and the five designers (team or individual) will then be given the opportunity to spend half a day with the Project Design team, learning about how to turn their initial ideas into a working design. The overall 'winning' designer/s will then have a further opportunity to shadow the project team in the coming months and gain work experience of the industry.

4.0 Sustainability Implications

4.1 Alignment with the Clackmannanshire Council Interim Climate Change Strategy

5.0 Resource Implications

5.1 Financial Details

The projected costs for the Wellbeing Hub and Lochies School developments are outlined in the General Services Capital Programme 2023/24 to 2042/43.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

10.1 N/A

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	

Provost Donald Balsillie

Ward 2 Clackmannanshire North (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
Telephone: 01259 452255 Mobile: 07972 800 632
Email: dbalsillie@clacks.gov.uk



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 16
ON THE AGENDA**

**Motion to Clackmannanshire Council Meeting
30th November 2023**

Subject to the Council entering into a validly executed Agreement with the designer of the winning entry of the Clackmannanshire Tartan Schools Competition, and finalising any additional legal requirements the Council agrees that-

- 1) The tartan design and story, the winning entry to the design a "Clackmannanshire Tartan" Schools Competition, is agreed and approved as "The Clackmannanshire Tartan".
- 2) That the "Clackmannanshire Tartan" will be registered by Clackmannanshire Council with the Scottish Register of Tartans for the businesses and people of Clackmannanshire.



Provost Donald Balsillie
20th November 2023

Received: 14.36 20/11/23

Background Paper

Motion to Council on 30th November 2023 for agreement to register a winning Schools Tartan Design as “The Clackmannanshire Tartan”.

On the 21st September 2022 The Provost launched the competition and invited learners in S1-S6 across Clackmannanshire to design a tartan that would be the first to represent their home county.

The competition was facilitated by the Futures Institute at Dollar Academy (FIDA) and Clackmannanshire Secondary School design departments– who produced resources that were freely available to learners and teachers looking to take part in the competition. Young people learned about tartan and its design principles from expert designers and weavers, as well as explored the rich industrial heritage and natural environment of Clackmannanshire to inspire their designs.

As with all FIDA challenges, sustainability was a key factor, with young people having to consider the sustainability of the fabric itself and how to minimise waste. They were also asked to submit ideas for potential products made from the tartan that would bring social and economic benefits to the local community.

The competition was open to all learners in S1-S6 who lived or studied in Clackmannanshire. It launched during Sustainable Fashion Week on 21 September 2022, and closed on 30th November 2022.

The judging panel included the Provost, Claire Hunter of Taffled Threads and Lesley Thornton of Crimson Kilts, all based in Clackmannanshire. McCall’s Highland wear, Tillicoultry kindly offered prize vouchers worth £300 with both Taffled Threads and Crimson Kilts providing other gifts.

23 Tartan designs were submitted and after a period of judging the Tartan Design and Story from Ronan Anderson, Dollar Academy was chosen to be taken forward as the “Clackmannanshire Tartan”. In March 2023 a covid restricted awards ceremony was held at Dollar Academy (due to covid restrictions on the use of Kilncraigs and the Council Chambers) with prizes of commendation awarded to Chloe Murray (Alva Academy), Lois Thompson (Dollar Academy), Abi Morrison and Evie Muir (Lornshill Academy).

Clackmannanshire Third sector interface (Ctsi) have kindly offered to sponsor the registration of the Clackmannanshire Tartan at an estimated cost of £150 including certificates of registration.

The process will involve the securing of appropriate copyright and intellectual property rights on behalf of the Council, as well as the necessary checking by the Tartan Registration authority that the proposed “Clackmannanshire Tartan” is unique and meets the necessary qualifications for Registration as a regional Tartan representing Clackmannanshire i.e. approval of Clackmannanshire Council.

Provost Donald Balsillie
20th November 2023