



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 21 March 2024 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.

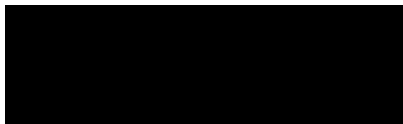
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13 March 2024

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 21 MARCH 2024 at 9.30 AM



**NIKKI BRIDLE
Chief Executive**

B U S I N E S S

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

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

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

Clackmannanshire Council – Councillors and Wards

Councillors

Wards

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



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 1 February 2024 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 Craig Holden
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive
Pete Leonard, Strategic Director (Place)
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)
Clair Fullarton, Communications Officer (Partnership & Performance)
Colin Bruce, Chief Social Work Officer (People)
Sharon Robertson, Chief Education Officer (People)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Gillian Scott, Senior Manager, Early Intervention (People)
Michael Boyle, Senior Manager
Murray Sharp, Senior Manager, Housing (Place)
Andrew Buchanan, Housing Operations Manager (Place)
Wendy Robertson, Senior Manager, Transformation
Wendy Forrest, Head of Strategic Planning and Health Improvement, HSCP
Audrey McCormick, Improving Outcomes ASN Team Leader (People)
Alison Bonner, Digital Team Leader (Partnership & Performance)
Gavin Wright, Planned Works & Compliance Team Leader (Place)
Helena Arthur, Solicitor (Partnership & Performance)
Andrew Ayres, Thomas & Adamson (Item 7)
Gillian White, Committee Services (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)

CC(24)001 APOLOGIES

Apologies were received from Councillor Mark McLuckie, Councillor William Keogh and Councillor Scott Harrison

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CC(24)002 DECLARATIONS OF INTEREST

None.

CC(24)003 MINUTES OF CLACKMANNANSHIRE COUNCIL – 30 NOVEMBER 2023

The minutes of the meeting of the Clackmannanshire Council held on 30 November 2023 were submitted for approval.

Amendment to **CC(23)122** – Councillor Bryan Quinn advised that his first name had been spelt incorrectly as Brian.

Decision

Subject to the amendment noted above, the minutes of the meeting of Clackmannanshire Council held on 30 November were agreed as a correct record and signed by the Convener.

CC(24)004 HOUSING REVENUE ACCOUNT BUDGET 2024/25 AND CAPITAL PROGRAMME 2024/25

The Housing Revenue Account (HRA) budget setting process is subject to statutory, regulatory and governance requirements including consultation with tenants.

The report, submitted by the SNP Administration and presented by the Senior Manager (Housing), presented the proposed Housing Revenue Account budget and Housing Capital Programme for the financial year 2024/25 for approval as defined within the Housing (Scotland) Act 1987

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Approved an increased level for Council house rents of 6.7% for the financial year 2024/25, as set out in Appendix 6;
2. Approved the same level of increase (6.7%) to be applied equally to lock-up garages, garage pitch-site rentals and associated tenancy charges, as set out in Appendix 6;
3. Approved the summary Housing Revenue Account budget 2024/25, as set out in Appendix 1;
4. Approved the Housing Capital Programme 2024/25 and illustrative programme to 2028/29, as set out in Appendix 2;
5. Approved HRA Borrowing Requirement 2024/25 to 2028/29 based on the assumption as laid out in this report, as set out in Appendix 3;
6. Noted the results of the tenant rent consultation process and the specific views expressed by the Clackmannanshire Tenants and Residents Federation as set out at paragraph 5.3;
7. Noted that the Westthugh Gypsy/Travellers site remains closed and under redevelopment. The site is programmed to reopen during 2024/25, and Council will be asked prior to re-opening to approve a rent figure for these homes;
8. Note the progress on the HRA Financial Business Plan, including the risks going forward and work required to fully update the 30 year financial planning model; and
9. Noted the remainder of the report.

Action

Strategic Director (Place)

CC(24)005 TRANSITIONS POLICY

The report, submitted by the Head of Strategic Planning and Health Improvement, Health and Social Care Partnership, presented a Transitions Policy (Appendix 1) which outlined the requirements of Education Services, Children's and Adult Services across the Health and Social Care Partnership, both Councils, and NHS processes to support transitions for young people and their families.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council agreed the draft Transitions Policy for young people moving from Education and Children's Services to Adult Services as a guide for young people, families and carers.

Action

Head of Strategic Planning and Health Improvement, Health and Social Care Partnership

CC(24)006 BE THE FUTURE UPDATE

The report, submitted by the Chief Executive, provided the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. The report provided updates in respect of the review of governance arrangements for the BtF TOM and Transformation Programme and a thematic update on the work being progressed in respect of Digital and Data Transformation.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Approved the updated governance framework for the Be the Future programme (Appendices 1 and 2)
2. Noted progress with the Be the Future priorities previously agreed by Council (Appendix 3)
3. Noted that all Be the Future Board agenda and supporting papers will be distributed to all Council members from February onwards to better facilitate scrutiny and awareness of progress (paragraph 3.5); and
4. Noted the thematic update on progress with the Digital and Data Transformation programme (section 4 and Appendices 4 and 5).

Action

Chief Executive

CC(24)007 WELLBEING HUB AND LOCHIES SCHOOL PROJECT UPDATE

The report, submitted by the Senior Manager, Sport and Leisure (People), 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 Graham Lindsay. Seconded by Councillor Donald Balsillie.

Decision

The Council noted:

1. The updated pre construction programme. (Paragraphs 3.1 to 3.6); and
2. The Council's successful application for funding from Scottish Government from the Learning Estate Investment Programme (LEIP). (Paragraphs 3.7 to 3.11).

CC(24)008 ADDITIONAL SUPPORT FOR LEARNING (ASL) STRATEGY

The report, submitted by the Improving Outcomes Team Leader, presented the Education Services: Additional Support for Learning Strategy, which sets out how the Service will ensure that it delivers inclusive and equitable opportunities for all children and young people, but in particular for learners with Additional Support Needs (ASN).

Motion

To agree the recommendations set out in the report.

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

Decision

Having challenged and commented on the report, the Council approved the ASL Strategy and associated ASL Action Plan 2024-2027 (Appendix1)

Action

Strategic Director (People)

The Convener paused the meeting at 11.20 am to provide an opportunity for external parties to leave the meeting. The meeting resumed at 11.30 am with 15 members present.

EXEMPT ITEMS

The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following items of business on the grounds that they involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 1 and Paragraph 9.

CC(24)009 EXEMPT MINUTES OF CLACKMANNANSHIRE COUNCIL – 30 NOVEMBER 2023

The exempt minutes of the meeting of the Clackmannanshire Council held on 30 November 2023 were submitted for approval.

Amendment to **CC(23)130** – Councillor Denis Coyne asked that the minute be corrected to note that Councillor Janine Rennie will be representing the Labour Group and Councillor Martha Benny will be representing the Conservative Group.

Decision

Subject to the amendment noted above, the exempt minutes of the meeting of Clackmannanshire Council held on 30 November were agreed as a correct record and signed by the Convener.

Ends: 11.35 am



MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 29 February 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 Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Janine Rennie
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive
Stuart Crickmar, Strategic Director (Partnership and Performance)
Lorraine Sanda, Strategic Director (People)
Pete Leonard, Strategic Director (Place)
Lindsay Sim, Chief Finance Officer (Partnership & Performance) (Via Teams)
Colin Bruce, Chief Education Officer (People)
Sharon Robertson, Chief Social Work Officer (People) (Via Teams)
David Williams, Chief Officer, Health and Social Care Partnership
Chris Alliston, Senior Manager, HR and Workforce Development (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Carla MacFarlane – Communications Officer (Partnership & Performance)
Iain McDonald, Senior Manager – Environment (Place)
Michael Boyle, Improving Outcomes Business Manager (People)
Robbie Stewart, Senior Manager, Sport and Leisure (People)
Veronica Cully, Senior Manager, Partnership and Inclusion (People)
Catriona Scott, Senior Manager – Secondary Education (People)
Johan Roddie, Senior Manager, Permanence (People) (Via Teams)
Gillian Scott, Senior Manager, Early Intervention (People)
Adrienne Aitken, Improving Outcomes Team Leader (People)
Wendy Robertson, Senior Manager Transformation (Via Teams)
Gillian White, Committee Services (Partnership & Performance)

CC(24)010 APOLOGIES

Apologies were received from Councillor William Keogh and Councillor Craig Holden.

CC(24)011 DECLARATIONS OF INTEREST

None.

CC(24)012 TREASURY MANAGEMENT STRATEGY 2024/25

The report, submitted by the Chief Finance Officer, presented the Council's Treasury Management Strategy Statement for 2024/25 and Prudential Indicators for 2024/25 to 2026/27. CIPFA defines treasury management as: "The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks."

Motion

To agree the recommendations set out in the report.

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

Decision

The Council unanimously:

1. Noted the information contained in this report including the revenue implications of adopting the revised accounting arrangements for Service Concessions;
2. Approved the Treasury Management Strategy Statement for 2024/25 and Prudential Indicators for the years 2024/25 to 2026/27, attached as Appendix A, in compliance with the Prudential Code requirements;
3. Noted the continuation of the Borrowing Strategy to support additional capital investment (paragraph 5.6); and
4. Noted the investment portfolio position as at 31st January 2024 (Appendix B).

Action

Chief Finance Officer

CC(24)013 GENERAL SERVICES REVENUE AND CAPITAL BUDGET 2023/24

The report, submitted by the Chief Finance Officer, presented the General Services Budget for 2024/25. This report builds on the regular update reports and briefings presented to Council and the Audit and Scrutiny Committee throughout the year, including those covering the Be the Future Transformation Programme and implementation of the Target Operating Model (TOM).

Motion

To agree the recommendations set out in the report.

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

Decision

The Council unanimously agreed:

1. The General Services Revenue and Capital Budget for 2024/25 as set out in Appendix A, including:
 - 1.1 The proposals for demand pressures including those previously approved by Council during the year (Appendix B) (paragraphs 6.2-6.3);
 - 1.2 The Policy and Redesign savings set out in Appendix D (paragraph 6.4);
 - 1.3 The 2024/25 Income and Charging Strategy (Appendix E);

- 1.4 The utilisation of £0.204m Capital receipts to offset loans fund principal repayments (paragraph 6.10);
 - 1.5 The earmarking of the past year benefit derived from Service Concessions and utilisation of £6.079m from this fund to support the 2024/25 revenue budget (paragraphs 6.10 and 6.14);
 - 1.6 A net resource transfer of £26.660m for the Clackmannanshire and Stirling Health and Social Care Partnership for 2024/25 (paragraph 7.3);
 - 1.7 The revised General Services Capital Programme incorporating project resource in Appendix A and section 8;
 - 1.8 A freeze in the level of Council Tax for 2024/25 maintaining a Band D Council tax of £1,410.96 (paragraph 5.3).
 - 1.9 A top up of £0.500m from General Reserves (service concessions) to the Transformation Fund (paragraph 6.15);
 - 1.10 That delegated authority is given to the Chief Executive to put in place resource to support the development of collaborative community and place-based models, funded from the Transformation Fund (paragraph 6.16);
 - 1.11 That the Council's allocation of the Place-based Investment Fund will be prioritised towards alternative models for the management and/or ownership of community assets (paragraph 6.18);
 - 1.12 To maintain the previously approved Non Domestic Rate (NDR) policy for Empty Property Reliefs that's in place for another year (paragraph 3.5), and
 - 1.13 The Be the Future Target Operating Model: Corporate Priorities 2024/25 as set out in Appendix A.
2. The Council unanimously noted:
- 2.1 The challenging context within which this Budget is presented (Appendix A);
 - 2.2 The forecasted overspend of £0.014m by 31 March 2024, prior to implementation of spending constraints (paragraph 3.1);
 - 2.3 The summary of recent budget engagement activity detailed in section 4;
 - 2.4 That the minimum reserve policy of 2% remains unchanged with the balance of £3.230m in uncommitted General Services Revenue reserves, after setting the budget, equating to 2% (paragraphs 6.8-6.9);
 - 2.5 The five year cumulative indicative gap of £29.662m up to 2028/29 and a funding gap of £13.012m in 2025/26 following setting this budget (Exhibit 4),

Action

Chief Finance Officer

Ends: 11.03 am

Report to: Clackmannanshire Council

Date of Meeting: 21st March 2024

Subject: Be the Future Update, March 2024

Report by: Chief Executive

1.0 Purpose

1.1 This paper provides the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. This paper provides updates in respect of the BtF priority – Collaborative Community Models, as agreed in the statement of priorities by Council on 5 October and more recently on the 29 February Budget for 2024/25. It also provides additional information on how aspects of this work will be developed.

2.0 Recommendations

2.1 It is recommended that Council approves:

2.1.1 The plans to progress a new investment model to support our commitment to Keep the Promise to our care experienced children and young people, and to start the development of a new children's provision for Clackmannanshire, noting this is part of our ongoing Family Wellbeing Partnership Approach (para 3.6).

2.1.2 The next steps (para 3.12) to further develop the governance model and processes to allow the funding to flow to the community, noting that Council will be provided with further updates in due course.

2.2 It is recommended that Council notes:

2.2.1. Progress in developing a Collaborative Community Funding Model which will establish a single integrated vehicle for targeting funds to communities to deliver on local priorities (paras 3.8-3.11).

2.2.2 Progress on advancing a framework and design for taking forward the development of Collaborative Community and place-based asset management models, and the commitment to work with local organisations to have more control and ownership of community assets (para 3.13).

3.0 Background

3.1 The Council's Be the Future Transformation Programme has provided the framework for shaping Council priorities, investment, and delivery since 2019. It focuses on three key themes:

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

3.2 Empowering Families and Communities has been at the heart of the approved TOM, with the key goal of improving service delivery and handing over more voice and agency to communities to design and deliver the services they need and want.

Family Wellbeing Partnership

3.3 Through the work of the Clackmannanshire Family Wellbeing Partnership (FWP), resources and staff are moving closer to communities, integrating services, and involving and empowering individuals in the design and delivery of services. With investment of more than £2.5m since 2020, including from the Scottish Government and the Hunter Foundation, new ways of working are being developed, and creating communities where everyone has the opportunity to flourish.

3.4 This shift in delivery and approach is already strengthening collaboration with community organisations and partners and is enabling Clackmannanshire to continue to support its communities and improve outcomes for local people. Columba 1400 continues to work alongside the Council and its communities to drive a leadership culture where people do things differently.

3.5 The FWP approach has attracted interest nationally and from other local authorities, as well as from funders, because of its clear focus on collaboration with community organisations and individual community groups. This approach is one of the earliest illustrations of the Be the Future Target Operating Model developments. The work is leading to a change in both the culture and approach adopted by the Council and in time will result in changed structures and skills requirements for our staff too.

3.6 Work is already underway, with the support of the Vardy Foundation, to develop a new funding model to allow the authority to obtain investment in new capital assets. This will result in sustainable models of residential care and support for care leavers, supporting more young people in their local community and reducing reliance on external providers. Work is currently focussed on scoping the feasibility of sites, to provide additional housing for

care experienced children and young people who are currently living out of the local authority area.

- 3.7 This approach will allow savings achieved to be reinvested in support and care for children and families. This is an innovative partnership model to secure alternative investment funding which reduces demands on Council capital funding and resources. Clackmannanshire is the first authority in Scotland to develop such a partnership approach and this is resulting in significant interest from national and other local governments.

Collaborative Community Funding model

- 3.8 Given the continuing pressure and challenges on public sector financial funding alongside, alongside the increasing complexity of addressing social need, it has been recognised that this funding approach is also potentially complementary to further strengthening how we build community wealth and deliver a wellbeing economy.
- 3.9 Over time, this new model would aim to deliver improved outcomes for individuals, families and communities, creating new jobs and addressing issues such as transport and childcare. This approach is being progressed internationally and in other UK authorities with successful models existing in Plymouth, North of Tyne and Wigan. Clackmannanshire is leading the way in pioneering the approach in Scotland.
- 3.10 The fund would build on existing local authority and community assets and align these assets with future funding opportunities. It is envisaged that existing but related local government funding streams would be identified (such as Employability, Mental Health, Childcare, Whole Family Wellbeing Fund), and that these would be consolidated into a single investment fund for the purposes of both simplification and to facilitate leverage of additional funding. It is envisaged that the funding vehicle would have charitable status which would enable access to additional sources of funding, particularly social investment funds and from values-based funders, currently unavailable or difficult to tap into under existing governance. These increased funds would be available to unlock community led services leading to better outcomes.
- 3.11 By taking an integrated and whole systems approach to the pooling of funding into a single funding vehicle, the restrictions and inflexibility of existing individual funding streams can be mitigated and silo working minimised as a consequence of the removal of ringfencing of funds. Central to the model is putting individuals and communities at the centre of the service provision which directly affects them.
- 3.12 Considerable research and engagement have already been undertaken through a discovery phase. Advice has been sought from a range of

organisations including Audit Scotland, CIPFA, Foundation Scotland, and the Scottish Government with support from the Hunter Foundation. There is considerable interest in this model as Public Sector Reform progresses in Scotland.

3.13 Council is asked to agree to the following next phase of development, comprising:

- developing the structure and governance model
- defining the risk management plan
- developing a business plan and fundraising plan
- stakeholder and community engagement
- agreeing an Evaluation and Impact Assessment Plan
- agreeing a single reporting framework

Collaborative Community and Place-based Asset Management Models

3.14 As set out in the Council's Statement of Annual Priorities agreed as part of the Budget- setting for 2024/25, we will continue to work with communities to support the transfer of assets to community organisations and initiatives. As part of Budget decision-making Council has delegated authority to the Chief Executive to put in place resource to support the development of collaborative community and placed based models of asset management,

3.15 The Job profile is currently being developed but will focus on three Council-agreed priorities:

- the development of specific community and placed based asset management approaches, starting with Sauchie Hall and the Ben Cleuch Centre
- the development of sustainable models of transport, working with communities, partners, and stakeholders
- developing options for Place redesign

3.16 Ultimately this investment seeks to provide additional support to develop a collaborative approach with communities so that they have more ownership and control over the assets and services that they have identified for their communities, building on the work of What Matters to you (WM2U) and The Lens where organisations and communities are taking a lead in service delivery and design.

4.0 Sustainability Implications

4.1 No sustainability implications are identified.

5.0 Resource Implications

5.1 *Financial Details*

5.2 *Staffing*

6.0 Exempt Reports

6.1 Is this report exempt? No

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
Our families; children and young people will have the best possible start in life
Women and girls will be confident and aspirational and achieve their full potential.

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

(2) **Council Policies**

Be the Future

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

None

11.0 Background Papers

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

Yes (please list the documents below) No


<https://www.humanlearning.systems/uploads/Plymouth%20Alliance.pdf>

<https://www.wigan.gov.uk/Council/The-Deal/The-Deal.aspx>

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Report to Council

Date of Meeting: 21 March 2024

Subject: Polling Districts and Polling Places Review – Next Stage

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to present the proposals for the next stage in the Polling Districts and Polling Places Review.

2.0 Recommendations

2.1 It is recommended that Council approves:

- 2.1.1 Delegation of authority to the Chief Executive (following consultation with all Councillors in the affected Ward) to approve any changes to the scheme which become necessary before the next formal review. The next formal review will take place during the period October 2028 and January 2030.

2.2 It is recommended that Council notes:

- 2.2.1 Progress with the consultation process to date and that a further report will be presented for approval following completion of phase 2 of the consultation (paragraph 3.4)

3.0 Considerations

- 3.1 The Representation of the People Act 1983 places a statutory duty on Local Authorities to carry out periodic reviews of UK Parliamentary polling districts and polling places.
- 3.2 The Electoral Registration and Administration Act 2013 introduced a change to the timing of the reviews. The next compulsory review therefore must take place during the period 1 October 2023 and 31 January 2025.
- 3.3 Council agreed on the 14 September 2023 the timetable and stages for public consultation. The initial consultation invited comments on the current polling arrangements and was open for a period of 8 weeks. It is now complete and the results published. A summary of the results is provided in Appendix 1.

3.4 The next stage is to consult on the proposals contained in Appendix 2. This consultation period will run between 28 March 2024 and 26 April 2024 and the results will inform the final recommendations that will be presented to Council for approval.

4.0 Sustainability Implications

4.1 There are no direct sustainability implications from this proposal.

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

7.1 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) N/A

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 There are 2 appendices attached to the report:

Appendix 1 - Consultation Results

Appendix 2 - Proposals for Polling Districts and Polling Places.


11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Consultation Results

The Consultation

The public consultation period ran between 1 October and 1 December 2023. It was important to raise awareness of the consultation with all key stakeholders that may have an interest in responding. To achieve this, the details of the review were published on Clacksweb and an on-line survey was published. Details were circulated to relevant stakeholders and interested parties. A press release and the council's social media were also used to raise awareness of the consultation.

Those contacted included elected members, community councils, residents and Tenants groups, Disability Equality Scotland and third sector groups through CTSI. In addition, contacts for the premises that we currently use were also provided with the information.

Submissions

Sixty six submissions were received including the Returning Officer's. A summary of the responses received is attached to this appendix.

The majority of the buildings currently used were deemed suitable as a polling place. Those where concerns were raised are addressed below.

- **Alloa Baptist Church Hall**
The concerns raised by the Returning Officer's representative are mainly around the disabled entrance which is to the rear of the building and the narrow pathway that leads to it. This does not provide safe access especially when wet and/or dark. It is suggested that AC477 is moved permanently to Alloa Old Peoples Welfare Club.
- **St John Vianney's Church Hall**
One submission was received regarding the accessibility of voters using motorised wheelchairs and access for voters entering and exiting at the same time. Poor lighting was also mentioned. Alternatives could be Alva Bowling Club which is behind the church hall or all voters are moved to Cochrane Hall.
- **Loganlea Tea Room, Forrestmill**
This building has wholly reverted to a private dwelling and is no longer available – all voters have been transferred to Clackmannan Town Hall.
- **Clackmannan Town Hall**
One submission raised poor disabled access suggesting the church hall, scout hall or school gym would be better options. Whilst the disabled access, via a rear door or an external ramp into the library side of the building is not ideal, there are three polling stations in the hall and neither the church hall nor scout hall would support that number of stations. It is a Council decision not to use school properties unless it is the only alternative available.

- **St Mungo's RC Church Alloa**

This was not mentioned but it is recommended that this recommences as a polling station. This was not used during Covid as it was not possible to have a one way system in place as required by Covid restrictions. Also as it is proposed that Alloa Town Hall reverts back to the Count venue, all voters from AC470 will vote in St Mungo's.

It is recommended by the Returning Officer that Alloa Town Hall returns to being the Count venue for all elections as it was only used as a polling place due to Covid restrictions. The polling stations AC470 will go to St Mungo's and AC477 will go to Alloa Old Peoples Welfare Club.

Polling Districts

We did not receive any responses which directly addressed the proposed polling district boundaries which apply to UK Parliamentary General Elections only.

District changes are as a result of UKPGE boundary changes and possible moves due to polling place buildings no longer being available.

**PROPOSALS FOR POLLING DISTRICTS AND POLLING PLACES IN
CLACKMANNANSHIRE**

Current Polling Place	Proposal for polling place	Current Polling District	Proposal for polling district
Dumyat Centre, Main St, Menstrie	Continue to use this building	AC105 (formerly OC105) All of Menstrie and surrounding area	No change
St. Serf's Church Hall, Menstrie Road, Tullibody, FK10 2RG	Continue to use this building	AC110 (formerly OC110) Tullibody area north of Stirling and Alloa Roads including Glenochil	No change
Tullibody Civic Centre, Abercromby Place, Tullibody	Continue to use this building	AC120 (formerly OC120) Tullibody area south of Stirling and Alloa Roads and Cambus area	No change
Cochrane Hall, West Stirling Street, Alva	Continue to use this building	AC230 (formerly OC230) Area to north and South of Stirling Street, West Stirling Street, Stirling Road and to the west of Brook Street	No change
St John Vianney's Church Hall, East Stirling Street, Alva	Continue to use this building at this time but hold consultation on polling day over next two elections to determine voters wishes.	AC235 (formerly OC235) Area north and south of East Stirling Street and to the east of Brook Street	No change
Devonvale Hall, Moss Road, Tillicoultry	Continue to use this building	AC240 (formerly OC240) Tillicoultry and Devonside	No change

Current Polling Place	Proposal for polling place	Current Polling District	Proposal for polling district
Coalsnaughton Village Hall, Main Street, Coalsnaughton	Continue to use this building	AC245 (formerly OC245) Coalsnaughton area eastwards to Lawmuir	No change
Legends Pool Hall, Alloa Road, Fishcross	Continue to use this building.	AC350 (formerly OC350) Fishcross, Devon Village, Howetown, Blackfaulds and Devon Valley Drive area, Sauchie	No change
Sauchie & Coalsnaughton Church Hall, Main Street, Sauchie	Continue to use this building	AC355 (formerly OC355) Sauchie - Craigbank, Greycoran, Auchinbaird and Lochbrae areas, streets north of Schaw Court and Gartmorn Road, Deerpark area.	No change
Sauchie Hall, Mar Place, Sauchie	Continue to use this building whilst asset management review progresses. If required, following the review, future polling stations could be transferred to The Whins and/or Sauchie & Coalsnaughton Church Hall	AC360 (formerly OC360) Sauchie - Fairfield, Branshill, Braeside, Holton Crescent, Hallpark, Posthill, Keilarsbrae, south of Schaw Court and Gartmorn Road. Includes Nevis Crescent, Dovehill and Doo'cot Brae parts of Alloa	No change
Whins Resource Centre, The Whins, Alloa	Continue to use this building	AC363 (formerly OC363) The Whins, Hutton Park and Gaberston areas, Hilton Road, Carsebridge area, Greenfield Street and Hillside Terrace	No change

Current Polling Place	Proposal for polling place	Current Polling District	Proposal for polling district
Alloa Old Peoples Welfare Club, Erskine Street, Alloa	No change	AC465 (formerly OC465) Areas north of Tullibody Road and south of Dovehill - Sunnyside, Forebraes, Ashley Terrace and surrounding streets, Inglewood area	No change
Alloa Baptist Church Hall, Ludgate, Alloa	Discontinue using this building – transfer voters to St Mungo’s RC Church Hall.	AC470 (formerly OC470) Areas south of Tullibody Road and Stirling Road, Mar Place, all of Claremont, Fairyburn, Braehead	No change
Ludgate Church Hall, Ludgate, Alloa	Continue to use this building	AC475 (formerly OC475) West Alloa bounded by Ludgate, the Forth and Stirling Road	No change
St Mungo's RC Church Hall, Mar Street, Alloa	Voters will vote in Alloa Old Peoples Welfare Hall	AC477 (formerly OC477) Area east of Ludgate to ring road. Includes most of the town centre	No change
Bowmar Community Centre, Scott Crescent, Alloa	Continue to use this building	AC480 (formerly OC480) Bowhouse, Bowmar and surrounding area. Bounded by Hawkhill in the north	No change
Hawkhill Community Centre, Hillcrest Drive, Alloa	Continue to use this building	AC485 (formerly OC485) Hawkhill, Clackmannan Road and Hillcrest Drive	No change

Current Polling Place	Proposal for polling place	Current Polling District	Proposal for polling district
Bowmar Community Centre, Scott Crescent, Alloa	Continue to use this building	AC587 (formerly OC587) Comely Bank to the rear of Morrisons	No change
Coronation Hall, Muckhart	Continue to use this building	DC590 (formerly OC590) Muckhart and surrounding area	No change For UKPGE only these are transferred to Dunfermline and Dollar Constituency
The Hive, Park Place, Dollar	Continue to use this building	DC593 (formerly OC593) All of Dollar and surrounding area includes Sheardale and Dollarbeg	No change For UKPGE only these are transferred to Dunfermline and Dollar Constituency
Loganlea Tea Room	Discontinue use of this building – now a private residence. Voters transferred to Clackmannan Town Hall	DC595 (formerly OC595) Forestmill and landward area towards Clackmannan	No change For UKPGE only these are transferred to Dunfermline and Dollar Constituency
Clackmannan Town Hall, Main Street, Clackmannan	Continue to use this building – has sufficient disabled access and other properties in the area would be unable to hold all three stations	AC597 (formerly OC597) All of Clackmannan and surrounding area to the north of Alloa Road	Part of OC597 (20 properties) are transferred to DC595 for UKPGE.

Report to: Clackmannanshire Council

Date of Meeting: 21st March 2024

Subject: St Mungo's RC Primary – Learning Estates

Report by: Chief Education Officer

1.0 Purpose

- 1.1 The purpose of this paper is to seek approval of Council to progress with a consultation to permanently relocate St Mungo's Primary to Alloa Academy.

2.0 Recommendations

- 2.1 It is recommended that a consultation, under the Schools (Consultation) (Scotland) Act 2010, be undertaken to permanently relocate St Mungo's Primary to its current accommodation within Alloa Campus (previously Alloa Academy sole use) and that a report on the outcome of the consultation be brought back to Council in Jan/Feb 2025. (See Paragraph 3.6 and 3.7)

3.0 Background

- 3.1 St Mungo's RCPS was decanted to Alloa Academy in April 2018, as a result of concerns about the ongoing issue with damp. In November 2018 the Council agreed that the school should remain in Alloa Academy in the medium term.
- 3.2 Since moving into the Alloa campus, there has been a considerable amount of ongoing adaptations to ensure both schools can run smoothly and best support the learning communities. Adaptations to the campus have included investment in playground resources, separate secure access, toilets, office space and additional partitioning to give both schools their own internal space. Future facility adaptations are continually considered as part of the Learning Estate Strategy for Clackmannanshire Council. Senior Managers continue to listen to the views of the Head Teachers, Parents and Young People to ensure adaptations and operating arrangements are considered and best meet the needs of the schools.
- 3.3 Pupils attending St Mungo's are able to benefit from the additional facilities that a large modern secondary school offers, and that would not be available

in a small primary school. This includes access to a greater range of PE facilities and equipment as well as PE staff from Alloa Academy. They also can access other facilities in the secondary school, such as Home Economics and Science that are not available in primary schools. The external grounds and sports facilities in Alloa Academy are also superior to those that would be available in a primary school. In addition, they access the assembly hall, staging and sound system for school shows and/or performances. The school Management teams continue to review the use of all of the facilities in the Alloa Campus and there is an ongoing ambition to maximise this unique partnership.

- 3.4 In addition, having reviewed adaptations, St Mungo's and Alloa Academy Head Teachers review operating plans to ensure all learners get the maximum benefit from the campus and catering facilities.
- 3.5 In terms of the Schools (Consultation)(Scotland) Act 2010, any proposed changes to a school estate including a relocation requires Statutory Public Consultation. The Act specifies that the education authority must prepare an educational benefits statement, which sets out the educational benefits of the relocation.
- 3.6 The consultation involves the parents/carers/children and staff of both St Mungos and Alloa Academy, as well as all other key stakeholders associated with the schools. As St Mungo's is a Roman Catholic school. the Catholic church will be included as a consultee and statutory consultees as detailed in Schedule 2 of the Act. Education Scotland will meet with stakeholders and attend the public meeting that will be held as part of the consultation. Education Scotland will prepare a report on the educational benefits of the proposal.
- 3.7 A report on the outcome of the consultation, including how the Council intends to respond to any recommendations that Education Scotland may make and feedback from parents, pupils and staff will be brought back to Council in January /February 2025 for a final decision.

3.8 **Options Considered**

3.8.1 In considering the options to be explored, the importance of retaining and re-using existing buildings as a more sustainable approach has been recognised, and a balanced mix of existing, extension and new build options have been developed and tested. Accordingly, four options have been identified as being representative of what might be considered necessary to allow an informed decision to be made. Under all options, the existing school at Forth Crescent is demolished.

- Option 1 – Co-location of St Mungos within Alloa Academy,

- Option 2 – Build a New St Mungo’s Single Stream Primary School at Forth Crescent,
- Option 3 – Build a New St Mungo’s Single Stream Primary School on Another Site, or
- Option 4 – Build a New St Mungo’s on the Land Adjacent to Park Primary School.

3.8.2 The technical reviews undertaken of the old St Mungo’s building and Forth Crescent site indicate that refurbishment or redevelopment on the site are not recommended as economically viable. This informed the options (3.6.1).

3.8.3 Various sites were evaluated and footprint tested for a potential new build 6 Classroom school with maximum 150 Pupils. Based on SFT metrics for a primary school, initial costings came in at £4.77m excluding allowances for site abnormalities. However, Hubco have provided comparison costings based on current market build rates which indicate that a capital investment of between £6.8m and £7.6m would be required, excluding any site abnormalities.

3.8.4 Council has previously agreed that to demolish and rebuild at the existing Forth Crescent would not be economically viable. The most recent estimate indicates that £8.6m would be required should this be considered as an option. The higher costs are due to the requirement for demolition and to accommodate additional flood and drainage infrastructure.

3.9 Conclusions

3.9.1 Option 1 for St Mungo’s pupils and staff to co-locate within Alloa Academy represents an economic, low risk and workable solution. This option secures top grade condition and suitability solutions for education provision. Pupils attending St Mungo’s are able to benefit from the additional facilities that a large modern secondary school has that would not be available in a small primary school.

4.0 Sustainability Implications

4.1 There is a carbon emissions benefit of the school remaining collocated with Alloa Academy rather occupying additional building footprint.

4.2 The nature of Alloa Academy’s PPP contract ensures condition and suitability will be maintained long-term.

5.0 Resource Implications

5.1. Contained within the report.

6.0 Exempt Reports

6.1. Is this report exempt? No

7.0 Declarations

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

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

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

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

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

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

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

8.0 Equalities Impact

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

Yes

9.0 Legality

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

Yes

10.0 Appendices

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

None

11.0 Background Papers

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

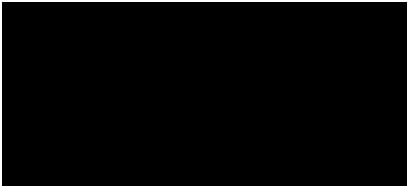
Yes (please list the documents below)

"Financial Appraisal cost Model" Hub East Central Scotland

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 21st March 2024

Subject: Sport & Active Living Framework Refresh

Report by: Senior Manager, Sport & Leisure

1.0 Purpose

- 1.1. The purpose of this report is to share a refreshed version of the Clackmannanshire Alliance Sport and Active Living Framework 2018/28 with Council and seek approval of the refreshed principles and priorities in order to develop and take forward implementation plans.

2.0 Recommendations

- 2.1. It is recommended that Council approves the Sport and Active Living Framework 2024/28 Refresh (Appendix 1).

3.0 Considerations

- 3.1. The Sport and Active Living Framework (SALF) was first developed in 2018 and agreed by Council in January 2019 (Appendix 2). The SALF set out an ambitious plan to create a culture where people of all ages enjoy sport and being physically active. The aim was to reduce barriers to participation and increase understanding of the benefits of being physically active. The SALF was developed to directly align and contribute to the Clackmannanshire Local Outcome Improvement Plan (LOIP) and to the six key outcomes of the national Active Scotland Outcomes Framework.
- 3.2. It was agreed at the halfway stage of the SALF to review the priorities to ensure it continues to be a fit for purpose framework to guide and shape the work of the sport and physical activity sector in Clackmannanshire. The review is now complete.
- 3.3. Our ambition and alignment to key local and national policy drivers remains unchanged, and good progress has been made to enhance current opportunities for people to be more physically active, as well as significant commitments made to invest in the future of sport and physical activity in the county. The development of a new state of the art Wellbeing Hub is an example of this commitment to ensure opportunities to live an active life in Clackmannanshire continue to grow.

- 3.4. During the past four years the context of significant economic and health inequalities across society has not changed, and in many cases worsened. The Covid 19 pandemic and the cost-of-living crises being the main contributing factors. Whilst these events have caused many challenges, for some, this period has also brought opportunity, with new ways to be more physically active locally, online and in new and more social ways.
- 3.5. Despite these new challenges and opportunities the overall focus of the original SALF continues to be as relevant now as it was in 2018 and the 2024/28 Refresh aims to build on the original SALF rather than replace it.
- 3.6. Early intervention and prevention is a key driver of the refreshed priorities and outcomes and forms an integral part of our overall Family Wellbeing Partnership approach. The Family Wellbeing Partnership (FWP) aims to improve wellbeing and develop the capabilities of families and young people in Clackmannanshire. Working with those who face inequality, the FWP places people at the heart of decision making and seeks to understand what matters most to them.
- 3.7. The FWP approach is not only focused on what needs to change, but on how change will be implemented and sustained. It is about creating the conditions to shift values, cultures and behaviours of the people who design and deliver services. Our refreshed SALF priorities and outcomes reflect this approach.
- 3.8. Through alignment with the FWP approach, wider partners have been engaged and new opportunities to use sport and physical activity as a tool to improve lives have evolved. Membership of the SALF steering group will be reviewed and refreshed to further align with this strategic approach to service redesign and ensure we deliver our shared outcomes.
- 3.9. To achieve further progress over the next four years the SALF steering group and the Alliance partners are committed to a way of working based on the following six principles:
 - Focused
 - Inclusive
 - Person-centred
 - Collaborative
 - Accountable
 - Champion
- 3.10. Following a period of stakeholder engagement and consultation, reflection and review of what has been achieved in the first five years of the SALF, and close consideration of the challenges and opportunities Clackmannanshire can expect during the next five years, the SALF Partners have identified five priorities for 2024 - 2028.
 - More people with the right skills working in paid and voluntary roles.

- More accessible and higher quality public and community facilities.
- More suitable and targeted programming for people with specific needs.
- More accessible and connected travel options.

3.11. These priorities will be developed by a committed and effective group of partners and delivered by a more visible and collaborative network of providers.

3.12. The next stage of the process is to develop detailed Implementation Plans which will require more detailed conversations with partners, targeted groups and directly with our communities.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. None

6.0 Exempt Reports

6.1. Is this report exempt?

Yes (please detail the reasons for exemption below) No

7.0 Declarations

7.1. 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 Sport and Active Living Framework 2024/28 Refresh
- 10.2 Sport and Active Living Framework 2018/28 (Original)


11.0 Background Papers

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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Clackmannanshire Sport and Active Living Framework 2018-2028

2024 - 2028 Refresh



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INTRODUCTION

Our Sport and Active Living Framework (SALF) was first developed in 2018 with an ambitious plan to create a culture where people of all ages enjoy sport and being physically active. Our aim was to reduce barriers to participation and increase understanding of the benefits of being physically active. We aimed to encourage families and communities to enjoy sport and being physically active together and for this to be a feature of their daily lives.

Our ambition has not changed, and good progress has been made to enhance the current opportunities for people to be more physically active, as well as significant commitments made to invest in the future of sport and physical activity in the county. The development of a new state of the art Wellbeing Hub is an example of this commitment to ensure opportunities to live an active life in Clackmannanshire continue to grow.

During the past four years the context of significant economic and health inequalities across society has not changed, in many cases has worsened. The Covid 19 pandemic and the cost-of-living crises being the main contributing factors. Whilst these events have caused many challenges, for some this period has also brought opportunity, with new ways to be active, live well locally and socialise. The increasing demand for public services as public spending is reduced has also had an impact on how we support our communities to be more active. The need to prioritise services and look at alternative approaches to meet demand through greater partnership working and a mixed model approach of public, private and community led activities has increased. Although challenging, this provides a great opportunity for sport and active living in Clackmannanshire to be shaped around the vision for the Scottish Approach to Service Design (SAtdSD) where people are supported and empowered to actively participate in the definition, design, and delivery of their public services.

Despite these new challenges the overall focus of the original SALF continues to be as relevant now as it was in 2018 and this refreshed version aims to build on the original SALF rather than replace it.

The refreshed SALF continues to contribute to the National Active Scotland outcomes, the long-term strategic outcomes for Clackmannanshire, and our Local Outcome Improvement Plan 2017/2027. Recognising that sport and active living can contribute to achieving our local strategic outcomes and help to address the long-term health inequalities in our communities. Early intervention and prevention are a key driver of the refreshed priorities and outcomes and forms an integral part of our overall Family Wellbeing Partnership approach. The Family Wellbeing Partnership (FWP) aims to improve wellbeing and develop the capabilities of families and young people in Clackmannanshire. Working with those who face inequality, the FWP places people at the heart of decision making and seeks to understand what matters to them. The FWP is not only focused on what needs to change, but on how change will be implemented and sustained. It is about creating the conditions to shift values, cultures and behaviours of the people who design and deliver services. Our refreshed SALF priorities and outcomes reflect this approach.



The SALF steering group, which reports into the Alliance, has been in place since 2018. Its members have been responsible for driving forward the SALF over the last 6 years, including during the pandemic, ensuring our communities were supported to be active during some of the most challenging times in a generation. The steering group is made up of the following partners:



Clackmannanshire Council

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Through alignment with the FWP approach, wider partners have been engaged and new opportunities to use sport and physical activity as a tool to improve lives have evolved. Membership of the SALF steering group will be reviewed and refreshed to further realign with this strategic approach to service redesign and ensure we deliver our shared outcomes.

OUR PRINCIPLES

To achieve further progress over the next four years the SALF steering group and the Alliance partners are committed to a way of working based on the following six principles:



Focused

Focus on fewer priorities where we can really make a difference in the next 5 years.



Inclusive

Overcome the barriers people face so everyone can take part in sport and lead active lives.



Person-centred

Listen to local people and involve them in designing solutions to meet their needs.



Collaborative

Develop and strengthen ways of working with our partners to achieve collective aims.



Accountable

Use data effectively to plan, measure and take responsibility for outcomes.



Champion

Promote and champion local sport and active living opportunities and successes.

Our ambition for the refreshed SALF is that it is not limited to the partners currently involved in the steering group but will also be adopted and used as a key reference point for all partners across Clackmannanshire such as transport, planning, and relevant private and third sector organisations. However, the steering group will continue to oversee, monitor, and evaluate progress against the agreed outcomes.

Our commitment to work collaboratively to achieve the agreed outcomes and ensure accountability amongst the key stakeholders remains a key driver for the SALF. Whilst some partners are taking the lead in developing and implementing strategies to achieve specific outcomes of the SALF, our overall success relies on all partners fulfilling their commitment to all the outcomes.

We are wee county with a big heart and big ambitions. The refreshed SALF reflects this.



SUCCESS SO FAR

Over the past 5 years the multi partner approach to service planning and delivery has enabled the vision and the ambition of the SALF to be implemented. Prior to the Covid-19 pandemic huge strides were made across the 4 priority areas with existing partnerships being strengthened and new ones formed - all of whom were striving to be innovative and creative as they supported the people of Clackmannanshire to be active. During Covid that collaborative working became even more important to ensure that we maximised resources and understood what the community needed as they re-emerged from the restrictions and lock-downs. Post Covid partners built on their learning, designing services and interventions based on informed need.

This section highlights a few of the key successes from 2018-2023, with more detailed case studies currently being developed.

INNOVATIVE

In partnership with the Scottish FA and funding from Cashback for Communities two new pilot projects for young people in the Alloa Academy Cluster are in progress. **Football Champions** is a primary school project, taking place in all Alloa Academy cluster schools, delivered in partnership with Wasps Community Football club. The purpose of the 12 week programme is to deliver leadership sessions to P5-7 pupils, which they can then use to deliver football activities to their peers. A further project, **Football Leaders**, is a leadership programme delivered to S3-5 pupils in Alloa Academy. This is also a 12 week programme giving pupils the opportunity to obtain leadership skills and the opportunity to take part in a formal football qualification. The projects were designed in conjunction with the SFA, Active Schools, Wasps Community FC and Headteachers.



CREATIVE

Funded by the Youth Sport Trust & the Wimbledon Foundation Alloa, Alva & Lornshill Academies are involved in the 'Set for Success' initiative. The programme aims to use the power of sport to make a fundamental difference to the lives of young people who are facing an identified range of challenges through the use of an athlete mentor. The programme provides opportunities for young people in S3 who are at risk of not reaching their full potential or at risk of becoming NEET (not in employment, education or training) to develop valuable life skills when pupils in S4 have been receiving. The funding is for a 4 year period and is supported by the employment of an Intern who is developing the initiative as part of the Sport & Leisure team



IN PARTNERSHIP



SET FOR SUCCESS



CONNECTIONS

The Active Travel network has continued to be enhanced with 3 major cycle paths being completed linking Sauchie to Lornhill Academy, Alva (south side) and Menstrie to Alva. This infrastructure investment has increased the accessible network of paths across Clackmannanshire which can be used for walking, cycling, horse riding and other forms of physical activity.

Annual grant funding from Cycling Scotland has continued the provision of cycling skills across all the primary schools in Clackmannanshire. Every academic year over 1000 pupils receive Bikeability training with Primary 5 pupils developing playground based Level 1 skills, whilst Primary 6 pupils move out onto the roads for Level 2. This has created a legacy of young people with the skills and confidence to cycle, greatly increasing the likelihood that they will choose active travel as a means of transport.

Since 2022, Clackmannanshire Council has been working in partnership with Forth Environment Link to deliver the Scottish Government's free bike scheme, through funding from Transport Scotland. The 'Bike Buddies' project has given away hundreds of bikes to pupils in Primary 7 across Clackmannanshire. The scheme has been designed to support those in SIMD 1 & 2, accessing Free School Meals or are Care Experienced. The project has ensured that there is no barrier to participating in cycling for children so that they can access the Bikeability training delivered by the Active Schools and can ride on the new cycle paths across the county. To date 364 bikes have been given out to pupils.

INCLUSION

The Active Communities programme has a wide range of activities spread out across all the towns of Clackmannanshire designed to tackle health inequalities of our most excluded, vulnerable and inactive members of society. By delivering classes locally the barrier of transport is reduced allowing individuals on low income the chance to participate in an activity. Specific classes for adults with Additional Support Needs have on average 13 attendees which has been built up through working in partnership with local organisations and adult services. The Lower Limbs project is designed to help individuals specifically with knee and hip problems and can be used for people who are waiting on hip or knee replacements, have had a hip or knee replacement or just have hip or knee problems. Initially started in partnership with the NHS there are now 3 classes per week with an average of 20 people attending each class. Activities are suitable for people who have been inactive for a long period of time but want to become more active are also delivered with the aim of attendees progressing to more intense forms of exercise as their fitness improves.



RECOGNITION

Funded by the National Lottery, the sportscotland School Sport Award is a national initiative designed to encourage schools to put young people at the heart of decision making, planning and implementation of extra-curricular school sport. It also encourages schools to self-reflect and continuously improve and recognise and celebrate successful school sport models. The award also encourages sporting links between schools and the communities around them, providing opportunities for young people to progress.

All primary and secondary schools across the Council embraced this award when it was introduced in 2014 and in 2018 Clackmannanshire became the first and only local authority to have every mainstream school achieve the GOLD status. This achievement brought national recognition with the then Minister for Sport, Aileen Campbell, attending a celebration event at Banchory PS. Paused in 2020, the initiative was re-launched in 2022 and to date 7 schools have already met the highest standard and once again been awarded GOLD status.



THE OPPORTUNITY

Clackmannanshire is in a strong position to build on its' sport and active living assets and encourage wider participation across its' communities.



The natural setting between the Ochil Hills and the Forth River provides easy access to a wide range of outdoor activities. Alongside these natural assets, is an excellent network of indoor and outdoor facilities run by public, private and voluntary organisations. There is also a well-established paths network suitable for sport, physical activity, recreation, and active travel.

Clackmannanshire is unique in terms of the sport and active living opportunities available to children and young people from nursery through to secondary education. From quality physical education, school sport, cycling training, skiing, and much more, our education setting gives young people a great foundation from which they can build as they move into local clubs, community groups and beyond.

Clackmannanshire is the only local authority in Scotland where all Primary School aged children receive two hours of quality Physical Education delivered by specialist Physical Education Teachers. This is an example of our uniqueness and commitment to the health and wellbeing of our young people. Early intervention and prevention again being a core driver for this approach.

The alignment of our Active Schools team to the Government led Child Wellbeing Partnership wraparound childcare programme is also strengthening the synergy between sport, physical activity, and overall Family Wellbeing Partnership approach. Ensuring sport and physical activity plays a key role in improving the lives of families across the county.

Looking to the future, the Council has committed to investing in a state-of-art new Wellbeing Hub and Lochies school which will provide pools, gyms, and multi-purpose spaces where people can connect, relax, be active, play sport and access services. The new Hub will have a major role to play in strengthening and promoting the network of providers who are already offering sport, physical activity, and wellbeing opportunities across the region. It will also help bring together the different agencies who are working to improve local people's lives.



This investment in energy, resources, and time to prioritise the health and wellbeing of our communities at a time of significant financial pressures shows how committed all the partners are to addressing the health inequalities we continue to see across Clackmannanshire. This shared ambition and commitment to improve outcomes continues to strengthen and the refreshed SALF will help guide this approach.

It was agreed at the halfway stage of the SALF to review the priorities to ensure it continues to be a fit for purpose framework to guide and shape the work of the sport and physical activity sector in Clackmannanshire. Our ambition and vision remain unchanged, but our priorities have been sharpened and our guiding principles expanded.

OUR AMBITION & VISION FOR CLACKMANNANSHIRE

Ambition

The ambition remains unchanged to ensure sport and active living makes a significant contribution to achieving the Clackmannanshire Alliance vision of:

“Working together for a better quality of life and equal opportunities for all.”

Vision

Our vision also remains unchanged but our commitment to achieve this vision is even greater. Through enhanced and more focused partnership working between professional bodies, third sector partners and our communities we will achieve our vision of:

“An active Clackmannanshire which inspires more people to get out, get going and get active”.

Our vision for sport and active living in Clackmannanshire is aligned with global and national ambitions to create more active nations while reducing levels of inactivity. To realise the vision, we will need to tackle the inequalities which prevent some people from living active lifestyles. To achieve our vision, we have reviewed and changed our priorities accordingly.

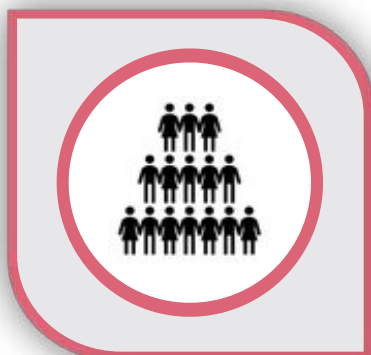
PRIORITIES, OUTCOMES & ACTIONS

Having reflected on what has been achieved in the first five years of the SALF and considered the challenges and opportunities Clackmannanshire can expect during the next five years, the SALF Partners have identified four refreshed priorities for 2024- 2028. These priorities aim to build on the original SALF priorities rather than replace them, allowing officers and partners to prioritise their collective efforts to the areas we believe will make the biggest impact and change over the coming years.

The refreshed priorities are as follows.

Workforce

More people with the right skills working in paid and voluntary roles.



Facilities

More accessible and higher quality, sustainable and inclusive public and community facilities.



More suitable and targeted programming for people with specific needs, across school and community settings.



More accessible and connected travel options.



Programmes

Travel

PRIORITIES, OUTCOMES & ACTIONS

These priorities will be developed by a committed and effective group of partners and delivered by a more visible and collaborative network of providers.

Sport and active living opportunities in Clackmannanshire are only made possible by a network of public, private and third sector organisations and groups. This network of providers is key to realising the ambitions of the SALF over the next five years. This will be achieved by mapping out the providers and their facilities and programmes, supporting them to collaborate more effectively, and securing their commitment to promoting the sport and active living offer to local people so they can get going, get out and get active more often.

Our ambitions, the current context, the agreed actions, and the expected outcomes for each priority are summarised below.



Workforce

More people with the right skills working in paid and voluntary roles.

The provision of good quality sport and active living opportunities in Clackmannanshire is reliant on having a paid and voluntary workforce with the right skills. Across the region, there are good foundations for workforce development particularly in the education, sports club and third sector settings.

However, like the sport and active living sector generally, Clackmannanshire is facing challenges in attracting and retaining paid and voluntary workers.

We Will:

Work collaboratively with key stakeholders to ensure there is a coordinated approach to workforce:

- Recruitment
- Training & Development
- Retention & Nurture

Outcome:

There is a highly skilled, energised, and resilient workforce deployed across the sector in Clackmannanshire.

There is a workforce created and developed to ready to be deployed in the new Wellbeing Hub.



Facilities

More accessible and higher quality, sustainable and inclusive public and community facilities.

Sport and active living opportunities in Clackmannanshire happen in a variety of indoor and outdoor facilities run by the council, community organisations and the private sector. While the education & community estate offers a good array of spaces, various challenges exist in relation to community access, increasing demand for synthetic pitches and the availability of swimming facilities.

We Will:

Develop a state-of-the-art Wellbeing Hub that provides high quality swimming facilities alongside multi-purpose indoor and outdoor spaces where people can connect, relax, be active, play sport and access services that is the benchmark for all future sport and active living developments.

Maximise the out of school hours use of the sport and leisure facilities within the three Academies.

Support community sports clubs to enhance their facilities.

Outcome:

The Wellbeing Hub is built to the highest standards of inclusion, accessibility and sustainability and this approach is embedded in all future sport and active living facility developments. The Wellbeing Hub is part of a network of high-quality public, private and community run sport, leisure and recreation facilities across the county.





Programmes

More suitable and targeted programming for people with specific needs, across school and community environments.

There is already an excellent offer to Clackmannanshire schools and communities in terms of sport and active living. However, there are people who do not have the opportunity to access these opportunities for a variety of reasons. There must be an understanding of where gaps exist and what the barriers are to be able to provide targeted programmes for identified groups to ensure there are accessible sport and active living opportunities available to all.

We Will:

Take a multi partner approach to better understanding the barriers people face to lead an active life. Review all available qualitative and quantitative stakeholder data and consult directly with local people to confirm the suitability of existing programmes and explore gaps that need to be addressed.

Establish a strategic partnership with cluster primary healthcare professionals to develop a suite of offerings for those facing long term health conditions (i.e. heart conditions, obesity, drug, alcohol conditions) to improve their health and wellbeing.

Ensure our Community Sport Hubs, clubs and community groups and Active Schools Programme are supported to expand their reach and offering to identified target groups / individuals facing inequalities or disadvantage.

Outcome:

People, including those who may not traditionally participate, are more able and confident to take part in sport or physical activity.

Children, teenagers, and families purposefully engage in positive and healthier behaviours and choices in school and community settings.

More people with long term health conditions have access to appropriate physical activity opportunities that improve their health and wellbeing.

More diverse and inclusive sport and physical activity opportunities are offered within clubs and community environments.





Travel

More accessible and connected travel options.

Clackmannanshire is a semi-rural area with good active travel routes, lots of car parking spaces but limited public and community transport infrastructure. The development & availability of suitable active travel options to reach sport and active living opportunities is key to growing participation and improving inclusion.

We Will:

Develop new and improve existing active travel routes and schemes to support accessible access to and from the Wellbeing Hub & Lochies School (Alloa West).

Outcome:

A network of safe and connected Active Travel routes that support the communities of Clackmannanshire to access the Wellbeing Hub and the wider network of sport, leisure and recreation facilities and spaces by walking, wheeling and scooting.



STAKEHOLDER ENGAGEMENT

During the refresh process the revised summary document and priorities were shared with professional, third sector and community groups and organisations for feedback. This process including in person meetings, online surveys and presentations.

The following groups were part of the engagement process:



Ambition

Working together for a better quality of life and equal opportunities for all.

Vision

An active Clackmannanshire which inspires more people to get out - get going - get active.

Priorities



Workforce

More people with the right skills working in paid and voluntary roles.

Facilities

More accessible and higher quality, sustainable and inclusive public and community facilities.

Programmes


More suitable and targeted programming for people with specific needs, across school and community environments.

Travel

More accessible and connected travel options.


Principles

Partners



We will expand the existing SALF steering group membership beyond the Council, Health & Social Care, Higher Education, Third Sector and Sport to support the delivery of the refreshed priorities.

Governance



As an Outcome Improvement Group of the Alliance, the SALF Partners will:

- Continue to operate within the overarching Alliance memorandum of understanding.
- Further develop SALF measurement, risk management and reporting to the Alliance.



Focused

Focus on fewer priorities where we can really make a difference in the next 5 years.



Inclusive

Overcome the barriers people face so everyone can take part in sport and lead active lives.



Person-centred

Listen to local people and involve them in designing solutions to meet their needs.



Collaborative

Develop and strengthen ways of working with our partners to achieve collective aims.



Accountable

Use data effectively to plan, measure and take responsibility for outcomes.



Champion

Promote and champion local sport and active living opportunities and successes.



Clackmannanshire Sport and Active Living Framework 2018-2028



Contents:

Introduction

National Policy Context

Clackmannanshire Policy Context

Our Vision, Ambition and Priorities

Clackmannanshire Sport and Active Living Delivery Framework

- Active Communities
- Infrastructure and Place
- Education and Schools
- Leadership and Governance

Partnerships and Collaboration

Introduction

Our sport and active living framework is ambitious. Over the next 10 years partners will work together to create a culture where people of all ages enjoy sport and being physically active. We want to reduce barriers to participation and we want all people to understand the benefits of being physically active. We want to encourage families and communities to enjoy sport and being physically active together and for this to be a normal part of their daily lives.

We have a lot to be proud of in Clackmannanshire with a well established sporting heritage, strong clubs, dedicated people and an excellent natural and built infrastructure but also the potential to increase participation and harness a wider range of activities.

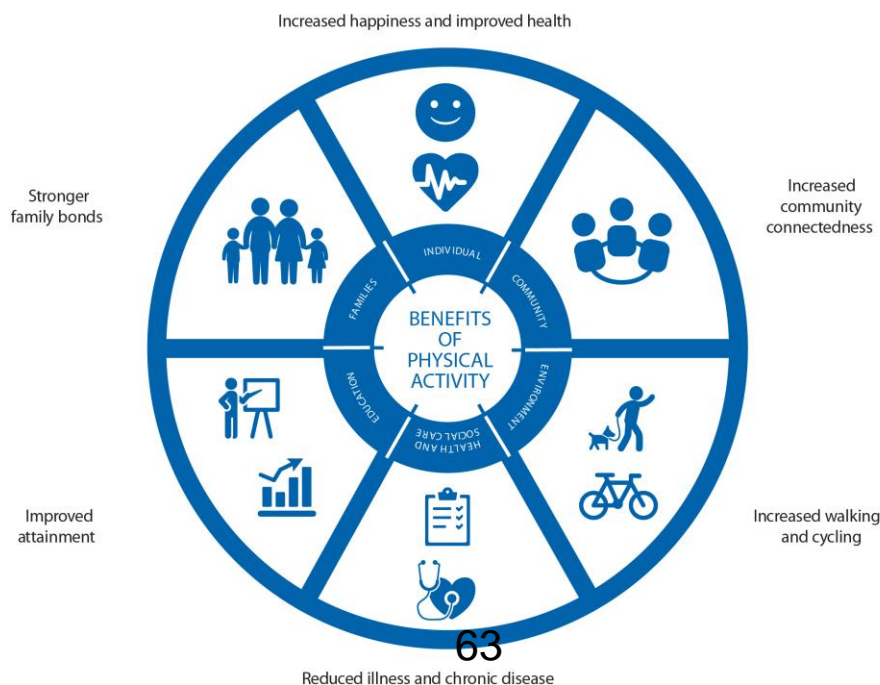
The benefits of sport and physical activity are well documented. We recognise that sport and physical activity has the ability to improve health and wellbeing increase energy levels and improve cognitive functioning. It can aid the development of resilience and community cohesion, and has been proven to have a positive effect on education and attainment. Sport and physical activity is critical for children and young people in increasing self esteem and confidence; reducing stress and anxiety; improving sleep and boosting brain power and teaching valuable life skills including team work, respect and fair play.

The framework takes a whole population approach to sport and active living, however, it aims to ensure it is accessible for all and particularly those who already face barriers through poverty, life circumstances or disability. We want Clackmannanshire to be a place where everyone can **get out, get going and get active** and enjoy the health and wellbeing benefits from being physically active.

This framework has been developed to align with our long term strategic outcomes for Clackmannanshire and our Local Outcome Improvement Plan 2017/2027, and recognises that sport and being physically active can contribute to achieving our local strategic outcomes and to address the long-term inequality in our communities in Clackmannanshire.

The Benefits of Being Active

The benefits of sport and being physically active has the potential to improve long-term outcomes for people living in Clackmannanshire, now and in years to come.



National Policy Context

The Sport and Active Living Framework will contribute to the 6 key outcomes as set out in the Scottish Governments Active Scotland Framework as detailed below:

Vision: A More Active Scotland

Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal - it really doesn't matter how people get active, it just matters that we do.

Being physically active contributes to our personal, community and national wellbeing.

Our vision is of a Scotland where more people are more active, more often.

National Outcomes

Business	Employment	Research and Innovation	Young People	Early Years	Healthier	Inequalities Tackled	Life Chances
Safe from Crime	Sustainable Places	Resilient Communities	Environment Valued	National Identity	Impact on Environment	Older People Supported	Public Services

Active Scotland Outcomes

We encourage and enable the inactive to be more active	We encourage and enable the active to stay active throughout life	We develop physical confidence and competence from the earliest age
We improve our active infrastructure – people and places	We support wellbeing and resilience in communities through physical activity and sport	We improve opportunities to participate, progress and achieve in sport

Equality: Our commitment to equality underpins everything we do

The World Class Sporting System

sportscotland is the national agency for Sport in Scotland and its aim is to 'to create a Scotland where sport is a way of life. The mission for sportscotland is to work with partners' to build a world class sporting system for everyone in Scotland"

The World Class Sporting System is underpinned by a strong focus on and commitment to Equality and Inclusion, People Development, Collaboration and Impact.



Clackmannanshire's Policy Context

Clackmannanshire has recently published its 10 year Local Outcome Improvement Plan 2017/27 which establishes 4 strategic priorities for community planning partners and aims to tackle poverty and inequality in Clackmannanshire. The four strategic priorities for Clackmannanshire, which are aligned with Scotland's National Outcomes 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.

Local Outcome Improvement Plan link:

<http://www.clacks.gov.uk/site/documents/communityplanning/localoutcomesimprovementplanloip20172027/>

Local Outcome Improvement Plan Themes and Priority Groups

To achieve inclusion and equality there is a need to focus on those groups at greatest risk of physical inactivity. Groups vulnerable to inequality in Clackmannanshire have been identified through the LOIP and this framework will ensure a co-ordinated effort to focus on these groups who would benefit most from increased physical activity:

- Children and families
- Women and girls
- Families living in poverty
- Young people in and leaving the care system.
- People with a disability
- People with long term health conditions.
- People with caring responsibilities
- Refugee and asylum families.

The priorities identified in the Sport and Active Living Framework will significantly impact the development of the priorities groups identified in the Local Outcome Improvement Plan

The specific priorities identified in this framework are:

- Active Communities
- Infrastructure and Places
- Schools and Education
- Leadership and Governance

Our Vision and Ambition for Clackmannanshire

Our Ambition

Working together for a better quality of life and equal opportunities for all.¹



Our Vision

Clackmannanshire.... Inspiring people to **get out - get going - get active**

Our Priorities

Our **priorities** have been identified through extensive engagement with partners and stakeholders and through research and analysis, we have established our baseline, against which we will monitor this framework.

Our priorities are:

- Active Communities
- Infrastructure and Places
- Schools and Education
- Leadership and Governance

Our Principles and Values

We have identified a number of principles and values which describe the way that we will deliver this sport and active living framework and which are also aligned with those identified to those in the Local Outcomes Improvement Plan.

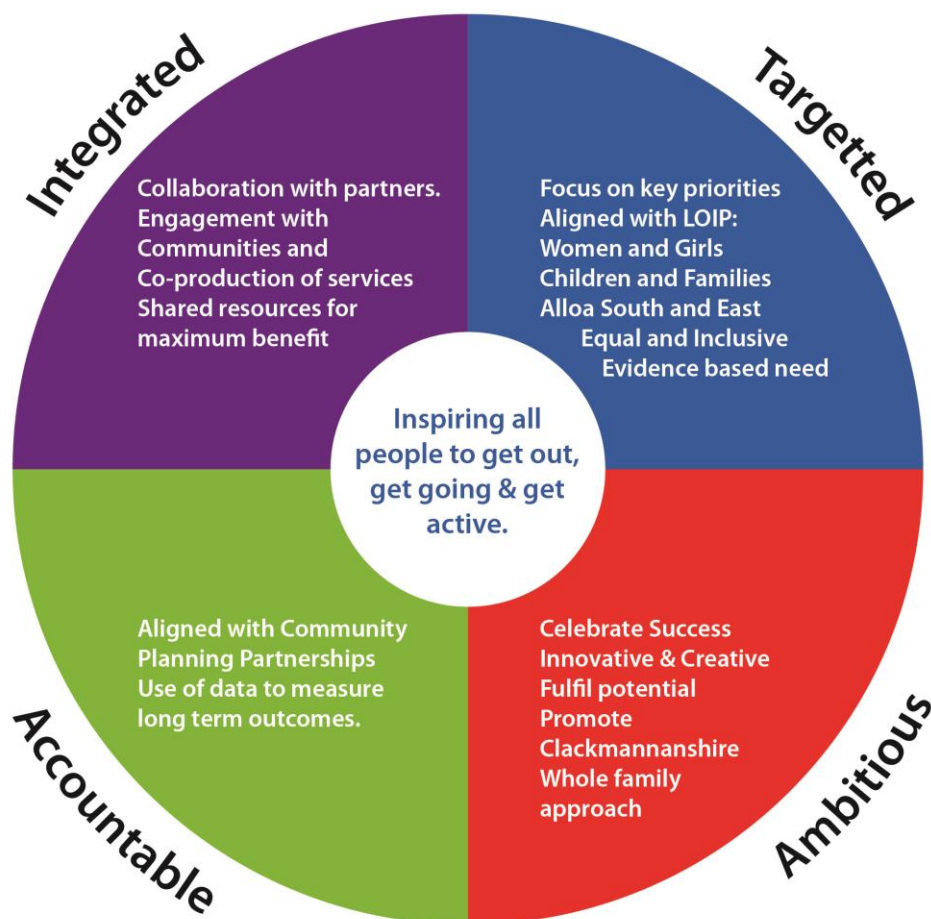
We will:

- Work collaboratively with our partners to ensure integrated and co-ordinated approaches to physical activity and sport.

¹ <http://www.clacks.gov.uk/community/loip/>

- Focus on fewer key priorities where we can really make a difference and ensure that our collective resources are shared and maximised for the benefit of Clackmannanshire;
- Promote and champion what we do well and build on areas of good practice and celebrate success;
- Design services and interventions based on informed need and will use data effectively to measure our long term outcomes.
- Commit to meeting community needs through engagement and co-production to find local solutions.
- Strive to be innovative and creative in supporting and enabling all people in Clackmannanshire to be physically active.
- Strive for equality and to be inclusive whilst respecting diversity.

Further and more specifically we will focus on being:



Clackmannanshire's Sport and Active Living Priorities

Active Communities

Mission Statement: We are committed to a culture of change around participation in physical activity where everyone will understand the lasting benefits to health and wellbeing through lifelong participation.

Priority 1: We will take a multi partner approach to create inclusive and accessible opportunities for all local people to participate in sport and physical activity across Clackmannanshire

We will

- Work with local and national partners to build the capacity of local sports clubs and ensure they are safe, welcoming and accessible to all sections of society.
- Take a multi partner approach to developing clear and simple pathways into informal sport and where appropriate on to formal sport through local sports clubs.
- Ensure local people will have a mechanism to feed into and influence local sport and physical activity.
- Join our resources to make sure opportunities are accessible to all.
- tackle health inequalities of our most excluded, vulnerable and inactive members of society, aligned with our Local Outcome Improvement Plan outcomes and support them into a healthier lifestyle with a particular focus on women and girls, children and families living in poverty and Alloa South and East community.

Priority 2: We will take a multi partner approach to enable people who are inactive to become active and those who are active to remain active.

We will

- Engage with people to better understand the barriers to participation and target specific support to help them into sport and physical activity.
- Develop approaches aimed at improving participation in sport and physical activity among the groups we have identified in this framework as being at risk of exclusion.

- Look at joint campaigns and programmes to ensure a clear and consistent message as to why physical activity is important.
- Develop and promote a multi-agency resource for Clackmannanshire promoting active living and more healthy lifestyles for all.
- pilot opportunities for partnership social prescribing approaches in Clackmannanshire

Priority 3: We will invest in our communities to ensure that we have the best environment and skills for everyone to lead healthy lifestyles.

We will:

- Ensure better planning and sharing of skills and knowledge and deployment of expertise across community partners.
- Commission community engagement activity using the place standard approach to better understand the needs of local communities around sport and physical activity.
- Develop more local community champions for sport and physical activity, particularly in our most deprived communities.
- Deliver a comprehensive programme of training, mentoring and capacity building with local volunteers at our clubs and community organisations.
- Celebrate the success stories to inspire and retain leaders for the future.

Infrastructure and Places

Mission Statement: We will have high performing sport and leisure facilities in Clackmannanshire; develop the active use of open spaces and the local environment and develop active transport and transport networks.

Priority 1: Provide a network of high quality, accessible and affordable sport & leisure facilities.

We will

- Conduct a strategic review of leisure and community facilities in Clackmannanshire.
- Develop a long term facilities strategy for public funded facilities in Clackmannanshire.
- Undertake an audit and mapping exercise of sport and physical activity facilities and infrastructure in Clackmannanshire.
- Implement pricing and programming policies to ensure that they are fit for purpose and reflect the strategic outcomes for Clackmannanshire.
- Develop a new Clackmannanshire Council leisure booking and payment system for booking and making payment of sports and activities across Clackmannanshire making best use of available technology and online services.
- Implement a pitches and pavilions strategy to provide the right number in the right places to meet community needs.

Priority 2: Develop active use of paths, open spaces and the outdoors

We will:

- Develop an accessible network of paths, where feasible, which can be used for walking, cycling, horse riding and which can be used for tourism and other legitimate uses.
- Produce a core paths plan and maintain a record of all public rights of way.
- Engage and support communities to take greater ownership of their local environments to encourage and promote outdoor physical activity.
- Actively promote responsible outdoor access through publicising the Scottish Outdoor Access Code.

Priority 3: Develop active transport and transport networks

We will:

- Develop new, and promote existing active travel networks and schemes to link communities with local amenities.
- Promote and facilitate walking and cycling as efficient and convenient modes of travel for short journeys.
- Improve the quality of existing transport facilities and infrastructure to increase the uptake of active travel and connections with public transport opportunities.
- Work with developers to provide good quality accessible active travel routes, which are direct, safe and accessible by all. This will include speed reduction measures, secure cycle parking and pedestrian priority schemes through innovative layout design.
- Continue to improve safety for cyclists by promoting segregated cycle facilities and priority measures for cyclists on our active travel network.
- Explore opportunities to develop technology enabled cycle path networks in Clackmannanshire.
- Work with communities to explore options for maintaining active travel routes in Clackmannanshire.

Schools and Education

Mission Statement: All pupils will have the opportunity to get involved and participate in Physical Education and Sport and stay involved throughout their lives whilst developing and achieving success.

Priority 1: We will develop the multi-agency PEPASS group to ensure integrated, coordinated and planned approaches to implementation of inclusive sport and active living in schools and further education establishments.

We will:

- Through PEPASS promote opportunities and pathways to participation, leadership, volunteering and officiating in sport in Clackmannanshire.
- Ensure that partner's resources are shared and maximised to deliver sport and active living in schools and further education establishments.
- Develop robust governance processes and implement the national framework for wellbeing and protection in sport.

Priority 2: PE and School Sport will be embedded in all education establishments across Clackmannanshire through partnership working.

We will:

- Work with our partners Clackmannanshire Council will effectively deliver its Active Schools and PE programmes.
- Continue to deliver a minimum of 2 hours of quality inclusive PE to all P1-P7 pupils and 2 periods to S1-S4 pupils in all schools in Clackmannanshire.
- Proactively work to ensure continuous improvement through the sportscotland School Sport Award programme.
- Offer a comprehensive programme of extra-curricular sport and physical activities including a targeted approach to support those who may have barriers to participation with a particular focus on girls.

- Ensure planning links and pathways from education into the wider sporting community are created for children and young people.
- Enhance our school sport competition programme and ensure that competitive sport is inclusive for all children and young people.
- Develop further opportunities for children and young people to take part in a variety of outdoor learning activities.
- Ensure that families in Clackmannanshire are aware of the benefits that PE and School Sport provide their children.
- Work with all partners to promote career aspiration and local academic and vocational progression opportunities within Sport, Fitness & Physical Activity.

Priority 3: Clackmannanshire will develop a strong network of leaders, volunteers, teachers, coaches and officers to deliver inclusive PE and School Sport

We will:

- Implement a programme of training and mentoring opportunities designed and delivered in partnership with other agencies.
- Ensure young people have access to, and are supported, in a range of leadership roles and opportunities, where their views are valued and heard.
- Provide opportunities within Clackmannanshire and across Forth Valley for sport and fitness through higher and further education.
- Develop and enhance partnerships with further and higher education establishments to develop further opportunities for students into volunteering, work experience, modern apprenticeships and employment.
- Raise awareness of safeguarding approaches among the workforce.

Leadership and Governance

Mission Statement: We will establish clear, shared and robust planning and delivery mechanisms for sport and physical activity in Clackmannanshire under our existing community planning approaches. We will ensure partners commitment to consistently promote Clackmannanshire as a place to enjoy outdoor activities.

We will be clear about roles and responsibilities, performance, accountability and scrutiny and engaging with communities. We will also ensure that our collective workforce has the knowledge and skills to deliver our vision for inspiring people to get out – get going – get active.

Priority 1: We will ensure that community planning partners in Clackmannanshire own the shared priorities and outcomes and are accountable for delivery of the framework and associated plans

We will:

- Establish clear partnership arrangements to deliver inclusive sport and physical activity in Clackmannanshire related to appropriate other partnerships and partnership strategies within the broad community planning context.
- Ensure that delivery of the sport and active living framework is aligned with other major partnership strategies and developments in Clackmannanshire to maximise impact and use of resources and reduce potential duplication.
- Take a multi-agency, co-ordinated and planned approach to promote sport and outdoor activities in Clackmannanshire with a focus on increasing tourism and visitors.
- Put in place co-ordinated and planned approaches to participation, engagement and communication for sport and physical activity in Clackmannanshire making best use of existing partnership approaches.
- Develop a performance management framework to ensure that sport and physical activity outcomes are measured can demonstrate impact and can be used to inform future planning and decision making. We will report our progress regularly to the Clackmannanshire Alliance and appropriate council committees.
- Establish mechanisms to engage with key stakeholders to ensure that they have opportunity to be involved with and influence decisions on sport and opportunities for physical activity in Clackmannanshire. This should include exploring the use of the Place Standard tool for engagement.

Priority 2: We will ensure that co-ordinated and planned approaches are in place to establish a culture of equality, dignity and respect and safety among our collective workforce.

We will:

- Undertake an overarching training needs analysis and learning and development plans to support the delivery of sport and physical activity in Clackmannanshire.
- Promote the values and principles underpinning this framework to our collective workforce delivering sport and physical activity in Clackmannanshire.
- Promote sport and physical activity in the workplace in Clackmannanshire through initiatives such as healthy working lives.

Partnerships and Collaboration

This framework has been developed with a range of partners committed to ensuring a sustainable long term sport and active living approach in Clackmannanshire. For our ambitions for Clackmannanshire to be met a wide range of local and national partners and stakeholders will work collaboratively to plan, resource and deliver the priorities and outcomes set out in this framework

The Clackmannanshire Community Planning Partnership will oversee the delivery of this framework in partnership with a range of key partners, including the following:

Clackmannanshire Council	NHS Forth Valley	Police Scotland	Scottish Fire and Rescue
Scottish Enterprise	Clackmannanshire Third Sector Interface	Third Sector and Communities	sportscotland
Sports Clubs and Groups	Scottish Disability Sport	Scottish Governing Bodies	Sustrans

Report to: Clackmannanshire Council

Date of Meeting: 21st March 2024

Subject: Education Accessibility Strategy 2024-2027

**Report by: Quality Improvement Officer: Additional Support for Learning
(ASL)**

1.0 Purpose

To present the Clackmannanshire Education Service Accessibility Strategy, which sets out how the service plans to improve access for all children and young people with disabilities.

2.0 Recommendations

The Council is recommended to approve the Education Accessibility Strategy and associated action plan (Appendix 1) and provide comment, and challenge as appropriate.

3.0 Considerations

3.1 The proposed Education Accessibility Strategy follows on from the previous strategy. It is in relation to duties under the Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002.

3.2 There is a legal requirement under the Act for education authorities to prepare and implement an accessibility strategy for all the schools and ELCs for which they are responsible.

3.3 Accessibility strategies must set out how improvements will be made to:

- access to the curriculum
- access to the physical environment
- information for and communication with disabled pupils.

3.4 Local authorities do not have a duty to adapt the physical accessibility of their schools or ELCs for individual pupils. Instead, they must plan to improve disabled access in general by having an Accessibility Strategy. Schools and nurseries run by a local authority should take account of their local authority's Accessibility Strategy and incorporate relevant parts into their own development plans.

- 3.5 Accessibility Strategies must be reviewed at least every three years, and copies must be available on request. A local authority does not have to adapt all their schools and nurseries at the same time, but they should have a plan to look at all their schools and nurseries and decide an order of priority for adapting them.
- 3.6 A three year action plan from 2024 to 2027 is included as part of the strategy, which outlines: how we plan to address the key areas, the outcomes we are aiming to achieve and the evidence we will gather. The plan will be reviewed annually and reported on to the Chief Education Officer.
- 3.7 This Strategy was developed based on the knowledge of the range of needs of children and young people within Clackmannanshire. There is ongoing consultation to co-design the new Lochies with children, parent/carers and partners.
- 3.8 Due to the number of consultations currently underway, it has been agreed that the consultation on this document will take place early March 2024. The consultation process will make use of Citizen Space and google forms, which will inform the Strategy further. If appropriate, amendments will be made in response to pertinent responses from the consultation. The responses will be available once completed.
- 3.9 Implementation of this strategy should assist in reducing expenditure on specialist placements due to access issues, as settings will be more accessible for all disabled pupils with Additional Support Needs

4.0 Sustainability Implications

The strategy will be carried out within current resources. The Education Service has a statutory duty to have an Accessibility Strategy.

5.0 Resource Implications

There are no additional financial resources associated with this strategy; the work will be carried out within existing resources and funding streams currently in place.

6.0 Exempt Reports

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Draft Education Accessibility Strategy

11.0 Background Papers

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

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

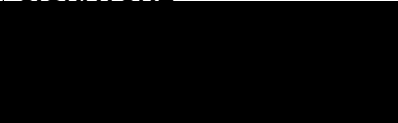
Education (Disability Strategies and Pupils' Educational Records) (Scotland) Act 2002

https://www.legislation.gov.uk/asp/2002/12/pdfs/asp_20020012_en.pdf

Author(s)

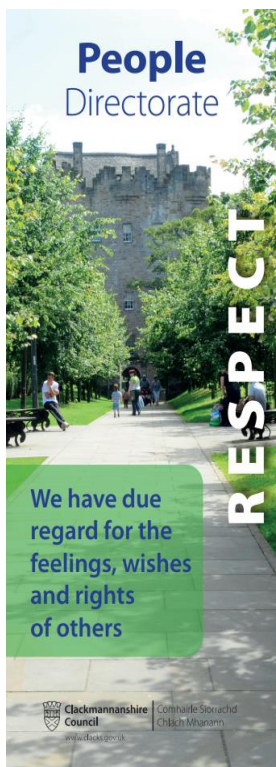
NAME	DESIGNATION	TEL NO / EXTENSION
Audrey McCormick	Quality Improvement Officer: Additional support for Learning (ASL)	2403

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	



Clackmannanshire Education Accessibility Strategy 2024 - 2027





Contents

1. Introduction
2. Legislative Context
3. Summary of Progress on Previous Strategy Actions
4. Consultation
5. New and Continuing Actions Overview
6. Monitoring and reviewing of the Strategy
7. Action Plan

Introduction

Clackmannanshire Council is committed to the successful inclusion of all children and young people with additional support needs. We aim to deliver services that are accessible to all, with physical and communication barriers reduced. We recognise the impact that access to education can have on a child or young person's physical and mental health and wellbeing and their life chances. .

Clackmannanshire's education establishments aim to be inclusive and nurturing places where our communities are fully represented. Clackmannanshire Council's Education Accessibility Strategy is part of our approach to meeting the needs of all children and young people who might require additional support to access education. Some of our children and young people with disabilities may experience barriers from environmental factors that we can address, for example attitudes to disability and inclusion, physical barriers and communication barriers.

Under the Equality Act 2010, a person is considered disabled if they have a physical or mental impairment that has a substantial and long term negative effect on their ability to do normal daily activities. Substantial is defined as more than minor or trivial. Long term is defined as lasting for 12 months or more.

Legislative Context

Clackmannanshire Council values diversity and has policy and guidance documents in place to ensure the inclusion of children and young people with a disability and for those who have wider additional support needs (ASN).

The Standards in Scotland Schools etc Act (2000)

This Act places the expectation of the presumption of mainstream education, unless specified exemptions apply.

The Education (Disability Strategies and Pupils' Educational Records) Act 2002

This Act places a legal requirement for education authorities to have an accessibility strategy for the educational establishments they are responsible for.

The Education (Additional Support for Learning) (Scotland) Act 2004

This Act provides a legal framework which underpins the system for identifying and addressing the additional support needs of children and young people who face a barrier, or barriers, to learning.

Education (Additional Support for Learning) (Scotland) Act 2009

This Act introduces amendments to the 2004 Act, the most important of which is the presumption that all Looked After and/or Accommodated Children/young People (LAAC) have additional support needs unless it is determined that they do not require additional support to benefit from school education. They should also be considered for Coordinated Support Plans.

The Children and Young People (Scotland) Act 2014

This provides the legal framework for the implementation of the National Getting It Right For Every Child (GIRFEC) approach to promoting, supporting and safeguarding the wellbeing of children and young people and improving outcomes.

The Education (Scotland) Act 2016

This supports a range of improvements to Scottish education including: improving the attainment of pupils from poorer backgrounds: widening access to Gaelic medium education; giving children a voice in matters that affect them; and extending the rights of children with additional support needs.

The UN Convention on the Rights of the Child (UNCRC)

The rights of children and young people are embedded in the United Nations Convention on the Rights of the Child (UNCRC) and are at the heart of the Curriculum for Excellence. These rights include, amongst others, the right to an education. The Accessibility Strategy upholds the UNCRC, which is a universal treaty that covers all aspects of a child's life and sets out the civil, political, economic, social and cultural rights that all children and young people are entitled to. Clackmannanshire Council is committed to embedding a rights based approach and this strategy is particularly relevant to:



- **Article 23:** a child with a disability has the right to live a full and decent life with dignity and, as far as possible, independence and to play an active part in the community.
- **Article 28:** children and young people have the right to education no matter who they are: regardless of race, gender or disability; if they're in detention, or if they're a refugee.
- **Article 29:** a child or young person's education should help their mind, body and talents be the best they can.

The key piece of legislation that informs the Accessibility Strategy is The Education (Disability Strategies and Pupils' Educational Records) Act 2002. This places a duty on Clackmannanshire Council to have a plan to:

1. improve the physical environment of schools, to enable better access to education and associated services.
2. improve access to participating in the curriculum for all children and young people who have a disability or additional support needs.
3. improve communication with children and young people who have a disability or additional support need in relation to the provision of information in appropriate alternative formats, taking account of any support need preferences expressed by them or their parents.

Summary of Progress on Previous Strategy Actions

There has been considerable progress on all three areas since the publication of the previous Strategy. The sections below provide a summary of progress for each priority.

1. Improve the physical environment of schools, to enable better access to education and associated services

We have:

- carried out suitability surveys of all schools, which include disabled access with plans established to address identified issues.
- carried out adaptations to identified establishments to ensure accessibility for children and young people with sensory impairments.
- improved access to identified establishments in response to individual needs.
- improved taxi access and disabled parking at identified establishments.
- continued the purchase of specialist equipment identified for specific children/young people to support access to establishments.
- increased the capacity of specialist provisions to meet increasingly complex needs of children/young people across Clackmannanshire.
- completed renovations, extensions and new builds of a number of schools and early learning and child care centres.
- provided moving and handling training to staff on request.
- continued the Service Level Agreement with Forth Valley NHS Occupational Therapy, Physiotherapy and Speech and Language to develop support for children and young people with ASN.

- successfully acquired LEIP Phase 3 funding for a new build Lochies Primary School.

2. Improve access to participating in the curriculum for all children and young people who have a disability or additional support need

We have:

- implemented the roll out of one-to-one devices, Chromebooks, for all pupils P4 to S6, with plans for further roll out. There are over 7000 chrome books currently in use.
- increased the use of accessibility features of tablets and Chromebooks to support access to the curriculum.
- introduced a flexible learning framework as an alternative pathway for children/young people unable to access full-time education within a school environment e.g. Flexible Learning Pathway (FLIP), FLIP Plus.
- created the post of Virtual Head Teacher who acts as a local authority champion, whose core purpose is to improve the education of care experienced children and young people and those who are furthest from engagement.
- continued the Service Level Agreement (SLA) with CALL Scotland to support access to the curriculum through ICT, either directly with pupils or professional learning for education staff.
- developed an ASD support worker team to support children and young people with ASD in education, home and community settings.
- received awards e.g. Alva Academy, is the first secondary mainstream school in Scotland to achieve a National Autistic Society Autism Inclusion Award and Alva Academy also achieved a Success Looks Different Award from Children in Scotland.
- twenty four establishments who have achieved Excellent Communication Environment Awards.
- developed Google classrooms and the Flipclacks site to support learning.
- developed and implemented a Readiness for Learning Approach across Clackmannanshire schools with professional learning materials for staff on Clacks Academy.
- provided professional learning for staff on meeting children and young people's needs either through in-person training or online through Clacks Academy.
- developed specialist spaces such as flexible learning spaces and nurture spaces within mainstream schools to meet the diverse ASN of children and young people.
- established the GIRFEC Forum as a route to accessing multi-agency support for children and young people with ASN.
- carried out quality assurance visits for all ASL establishments and secondary ASL departments in conjunction with external specialists to ensure good quality learning and teaching provision.
- continued to have an ASL focus on quality assurance visits for all schools and ELCs
- developed 'A Tiered Approach to ASL Professional Learning', which is accessible to all Clackmannanshire staff.

- contributed to ASL West Lothian and Forth Valley Regional Improvement Collaborative (RIC) and supported networking for ASL staff across the four authorities.
- provided opportunities for ASL staff within specialist provisions, outreach teams and Educational Psychology staff to participate in Social Communication Emotional Regulation and Transactional Support (SCERTs) training.
- facilitated the involvement of staff from ASL establishments in curricular focus groups led by Education Scotland.
- continued to provide annual professional learning for all staff on Staged Intervention to support the process of assessment, identification and planning of interventions to meet children and young people's needs.
- developed an initial version of an ASN tracker of achievement and attainment.
- provided support for care experienced young people through MCR Pathways and work with Columba 1400.
- continued to link with partners such as Disability Sports, to support access to physical activities for children/young people with disabilities.

3. Improve communication with children and young people who have a disability or additional support need in relation to the provision of information in appropriate alternative formats, taking account of any support need preferences expressed by them or their parents

We have:

- established the Clax Parent and Carer Group: a support group for parents and carers of children with ASN.
- established an Educational Psychology Service helpline to provide advice and guidance to both staff and parent/carers of children with ASN.
- created an A-Z of ASN supports section on Clacksweb.
- improved information regarding ASN on Clacksweb and ASD Outreach website.
- engaged with CALL Scotland to support communication of children and young people with complex needs who require Alternative and Augmentative Communication (AAC).
- adopted Makaton or British Sign Language (BSL) as a second language as part of 1 plus 2 languages in selected schools.
- developed a local authority BSL Plan.
- established parent/carers ASL engagement events e.g. ASL Fayres. ASL Post school transition event.
- provided Makaton training to staff on request.
- provided support to establishments, on request, to undertake a pupil centred planning approach.
- Continued to provide English as an Additional Language support.

Consultation

Consultation is currently underway.

New and Continuing Actions Overview

We will continue to:

- carry out adaptations across the specialist learning estate, where required.
- roll out of one-one devices across secondary schools.
- provide and enhance specialist ASL professional learning for staff.
- work collaboratively with CALL Scotland and Forth Valley Allied Health professionals to deliver quality support for children with ASN.
- promote and support alternative modes of communication.
- continue to work with partners such as Disability Sports to ensure access to appropriate physical activities for children and young people with disabilities.

We will focus on:

- improving transitions for children and young people with ASN particularly post school to adulthood.
- developing plans to construct a high quality, purpose built new Lochies Primary School alongside Clackmannanshire's Wellbeing Hub.
- improving consultation processes with children, young people and their families, ensuring information is in accessible formats.
- improving communication with parents/carers of children and young people with ASN, ensuring information is in accessible formats.
- improving mechanisms to ensure children and young people with ASN can contribute their views and have a strong pupil voice.
- improving the curricular offer for children/young people with ASN disengaging from education through establishment of Clacks Active Learning Academy.
- improving access to wellbeing and leisure through the development of the Wellbeing Hub.

Monitoring and Reviewing of the Strategy

The following action plan outlines the actions required to implement the Strategy. This Strategy will be reviewed on an annual basis and reported to the Education Service Senior Management Team



Accessibility Strategy Action Plan 2024-27

Improve the physical environment of schools, to enable better access to education and associated services			
Outcome (what we want to achieve)	Action (what will we do)	Impact (how will we know we have achieved)	Progress update
Improved specialist primary provision for children with ASN through the construction of a high quality, purpose built new Lochies School alongside Clackmannanshire’s Wellbeing Hub.	Design and build a new flexible facility that meets the current and future needs of ASN children.	<p>ASN pupils’ health and wellbeing will improve due to improved access to services and healthier learning environment.</p> <p>ASN pupils’ education will improve due to increased learning time created by a more efficient bespoke building.</p> <p>Children will be achieving outcomes within Child’s Plans.</p>	
Maximised accessibility across the wider learning estate.	<p>Utilise Scottish Government guidance to assess the suitability of the learning estate, taking accessibility into consideration as a major factor.</p> <p>Ensure that this feeds into the Learning Estate Strategy being employed by Education and Place.</p>	Children will be accessing suitable learning experiences in appropriate learning environments.	



Improve access to participating in the curriculum for all children and young people who have a disability or additional support needs			
Outcome (what we want to achieve)	Action (what will we do)	Impact (how will we know we have achieved)	Progress update
Improved transitions for children and young people with ASN particularly post school to adulthood.	Develop operational guidance for schools. Regularly gather feedback on families' experiences, which will inform supports. Organise information events for young people with ASN and their families.	Children/young people with ASN and their families will report more positively on their experiences of transitions.	



<p>Enhanced professional learning opportunities for staff to ensure they have the knowledge and skills required to support all learners.</p>	<p>Maintain and enhance the professional learning offer through the 'Tiered Approach to Professional Learning' for all education staff.</p> <p>Sign post staff to national professional learning opportunities.</p> <p>Provide opportunities for ASL staff to visit specialist provisions and to shadow peers within Clackmannanshire and the West Lothian and Forth Valley RIC.</p> <p>Facilitate networking events between ASL staff across West Lothian and Forth Valley RIC.</p>	<p>Staff will report increased confidence and skill in supporting children/young people with ASN.</p> <p>Children/young people will be accessing support required to access learning.</p>	
<p>Improved access to individual ICT devices and use of accessibility features to access the curriculum.</p>	<p>Roll out the programme of devices to schools</p> <p>Develop and deliver or sign post training for staff on use of accessibility tools</p>	<p>Children/young people will have improved access to the curriculum through using appropriate accessibility tools.</p>	



<p>Enhanced collaboration with other services to support ongoing access to the curriculum for our most complex children and young people with ASN.</p>	<p>Continue the Service Level Agreement with CALL to provide specialist support for children/young people with complex needs.</p> <p>Continue the Service Level Agreement with Allied Health Professionals.</p> <p>Provision of specialist professional learning.</p>	<p>Children and young people with complex ASN will be using appropriate communication devices.</p> <p>Staff will report increased confidence and skills in supporting the use of specialist equipment.</p> <p>Increased number of staff engaging with professional learning opportunities.</p>	
<p>Increased number of establishments achieving recognition for being inclusive establishments through Validated Self Evaluation and national awards.</p>	<p>Establishments to engage in accreditation opportunities.</p> <p>Re-launch Readiness for Learning across Clackmannanshire establishments.</p>	<p>Increased number of establishments achieving awards or improved level of award e.g. bronze, silver, gold etc.</p>	
<p>Improved curricular offer for children/young people with ASN who have disengaged from education through the establishment of Clacks Active Learning Academy.</p>	<p>Develop Clackmannanshire Active Learning Academy with partners.</p>	<p>Children and young people with ASN will be accessing a curriculum that is meaningful, motivating and related to their interests.</p>	



Improve communication with children and young people who have a disability or additional support need in relation to the provision of information in appropriate alternative formats, taking account of any support need preferences expressed by them or their parents			
Outcome (what we want to achieve)	Action (what will we do)	Impact (how will we know we have achieved)	Progress update
Improved consultation and communication with children, young people and their families ensuring information is in accessible formats	<p>Develop procedures to engage with children/young people and their families to gather their views.</p> <p>Engage Clax P and C to support the engagement of more families with children with ASN.</p>	<p>Children and young people with ASN views and opinions will be reflected in decision making at establishment and Local Authority level.</p> <p>Increased number of families engaging with Clax P and C.</p>	
Improved tools and processes for ensuring children and young people with ASN can contribute their views and have a strong pupil voice.	Develop guidance and a range of tools to support establishments to engage pupil voice.	Children and young people with ASN will be using appropriate tools to contribute their views and opinions.	
Improved understanding of alternative modes of communication amongst staff and parents / carers	Provide professional learning to staff and parents/carers on AAC.	Children/young people with ASN, their families and staff will be confident in the use of communication supports.	
Increased number of establishments who have achieved Excellent Communication Environment status.	Continue to work collaboratively with Speech and Language Therapy to develop communication environments in establishments.	Increased number of establishments achieving awards or improved level of award e.g. bronze, silver, gold etc.	



	Encourage establishments to engage in the process for Excellent Communication Environment accreditation.		
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CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 21st March 2024

Subject: Wellbeing Hub & Lochies School Project Update

Report by: Senior Manager, Sport & Leisure

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub & Lochies School project.

2.0 Recommendations

It is recommended that the Council notes the following:

- 2.1. Key programme updates **(see paragraphs 3.1-3.3)**
- 2.2. Planning pre-application consultation programme. **(see paragraphs 3.4-3.9)**
- 2.3. Co-design update **(see paragraphs 3.10-3.13)**
- 2.4. Outdoor space design competition run in conjunction with the Futures Institute of Dollar Academy (FIDA) **(see paragraphs 3.14-3.22)**

3.0 Considerations

Programme Updates

- 3.1. Ground investigations commenced on-site in January 2024 and will run through February with test results and associated reports to follow over the subsequent weeks and months.
- 3.2. Risk Workshops have been held with the external and Client Project Teams. These will continue throughout the project lifecycle to effectively identify, mitigate, monitor and control the project risks.
- 3.3. Discussions and preparation have also commenced on the construction phasing and delivery strategy for the project. An outline construction programme and phasing strategy are expected from the Contractor and Hubco at the end of April 2024.

Planning Pre-Application Consultation Programme

- 3.4. The formal pre-application has been submitted to and acknowledged by the Planning Authority. The Planning Authority is now commencing their initial statutory consultations and will provide a response in due course.
- 3.5. The Proposal of Application Notice (PAN) was submitted to the Planning Authority on the 8th March 2024 starting the formal statutory public consultation process.
- 3.6. The formal Pre-Application Consultation (PAC) events are planned to run through March and April 2024 with the proposed venues, dates and times as follows:
 - Public Consultation Event 1
 - Location & Venue: Alloa Town Hall, Alloa
 - Date: Wednesday 27th March
 - Time: 3pm to 7pm
 - Public Consultation Event 2
 - Location & Venue: Tillicoultry Primary School, Tillicoultry
 - Date: Thursday 28th March
 - Time: 3.30pm to 7pm
 - Public Consultation Event 3
 - Location & Venue: Alloa Town Hall, Alloa
 - Date: Tuesday 16th April
 - Time: 3pm to 7pm
 - Public Consultation Event 4
 - Location & Venue: Tillicoultry Primary School, Tillicoultry
 - Date: Thursday 18th April
 - Time: 3.30pm to 7pm
- 3.7. In addition, a virtual (online) 'Town Hall' will be created for the public to access to review documents and leave comments and feedback in parallel with the in-person PAC events. This will be available to access from the 20th March 2024 ahead of the in-person public consultation events.
- 3.8. Other planned consultations will be undertaken with specific groups and stakeholders identified within the Stakeholder Engagement Plan and run in parallel with the statutory consultation process.

- 3.9. Following these events the Pre-Application Consultation (PAC) report will be prepared for inclusion with the detailed (Full) Planning Application including the comments from the virtual town hall.

Co-Design Update

- 3.10. The Co-Design group have met four times since November 2023 to learn about the progress of the project and to give feedback on the design process. The group is facilitated by consultants Animate and is made up of a range of people with lived experience, the Council's internal Project Team and the Design Team.
- 3.11. Each session is themed around a discussion topic such as; mobility & accessibility features, landscaping / open space design, entrance design, etc. These discussions are supported by the presentation of examples of the design of either the overall site or specific sections and a range of questions, concerns and ideas are explored in open discussion. Every view is listened to and valued.
- 3.12. Notes of each meeting are produced and fed back to the Project Team to include as part of the design analysis process ensuring that the Concept Design fully reflects the needs and aspirations of different user groups
- 3.13. The Co-Design group will continue to be part of this process until the end of March 2024.

FIDA Design Competition

- 3.14. In October 2023 a competition was launched as part of a partnership with the Futures Institute at Dollar Academy (FIDA) to encourage secondary age pupils to design an outdoor space as part of the new Wellbeing Hub and Lochies School.
- 3.15. The competition was promoted publicly through the Alloa Advertiser <https://www.alloaadvertiser.com/news/23873231.school-pupils-urged-create-design-wellbeing-hub/> and shared with Head Teachers and the Design & Technology faculties in the secondary schools. Wider promotion across social media platforms was also undertaken.
- 3.16. The competition was open to pupils aged S3-6 who lived within Clackmannanshire and entries could be submitted from individuals or groups. The key element of each entry was an original concept design for an outdoor space at the new Wellbeing Hub/ Lochies School complex. FIDA produced an extensive online resource that supported participants to research potential user groups, sustainable materials, local heritage and biodiversity, and then develop their concept design.
- 3.17. Entrants had to register on the FIDA platform <https://fida.world/courses/wellbeing-hub-design-competition/> which then allowed access to a suite of online project resources designed to provide an interdisciplinary learning experience. Learners worked through the project in six steps:

- Wellbeing – exploring the fundamentals of what we mean by wellbeing
 - Target Users – research Clackmannanshire’s population & its needs
 - Materials – consider the brief’s requirements for the materials used to be sustainable & linked to Clackmannanshire’s heritage
 - Wildlife – how their design will encourage wildlife
 - Generate ideas – creation of an image board
 - Develop your design – the creation & submission of an annotated sketch, digital or physical model. A piece of writing to support their submission was also included
- 3.18. The competition closed in mid January 2024 with 18 young people registered. The judging panel met at the start of February to review the submissions. The panel was made up from representatives from Clackmannanshire Council’s Project Team, JM Architects, Rankin Fraser, Robertson’s, FIDA and Councillor Harrison.
- 3.19. All entrants will receive a Certificate of Achievement, with the top three designs being awarded Highly Commended certificates presented in person at their schools.
- 3.20. The top entrants will receive a half-day workshop led by members of the design team (Rankin Fraser / JM Architects) to look at their roles in the industry and engaging with the pupils on how to progress a design from imagination to Concept Design.
- 3.21. There was a particularly strong response from Alloa Academy, which offers an National Progression Award in the Built Environment and therefore has a cohort of learners with an interest in this area. They had responded to all elements of the project and had produced some impressive CAD and cardboard models of their concept designs. Alloa Academy is therefore being offered the opportunity to host the planned half-day workshop, where eight shortlisted candidates will meet and work with members of the design team to explore how their ideas could be further developed.
- 3.22. From this, one overall winning candidate or group will be selected for a further work-shadowing or mentoring opportunity with the design team. The nature and duration of this will be determined after the workshop session to ensure that it is appropriate to their age and stage of learning.

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 Wellbeing Hub & Lochies School Project Timeline Summary

11.0 Background Papers

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

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Project Timeline Summary

Task Name	Start	Finish
RIBA Stage 1 – Preparation & Briefing	Q1 2023	Q3 2023
Procurement and Supply Chain Selection	Q2 2023	Q3 2023
Gateway 1 - Approval to proceed to RIBA Stage 2 (hub stage 1)	Q3 2023	
RIBA Stage 2 (hub Stage 1) – Concept Design	Q4 2023	Q1 2024
<i>Initial Design Engagement Programme Concluded</i>	Q4 2023	
<i>Submit Planning Pre-Application</i>	Q1 2024	
<i>Submit Planning Proposal of Application Notice (PoAN)</i>	Q1 2024	
RIBA Stage 2 (hub stage 1) – Review & Approvals Period	Q2 2024	Q2 2024
<i>Submit Outline Business Case (OBC) to Council for Approval</i>	Q2 2024	
Gateway 2 - Approval to proceed to RIBA Stages 3/4 (hub Stage 2)	Q2 2024	
RIBA Stage 3 - Spatial Coordination (hub Stage 2)	Q2 2024	Q2 2024
<i>RIBA Stage 3 - Complete - Design Freeze</i>	Q2 2024	
<i>Submit Full Planning Application</i>	Q2 2024	
RIBA Stage 4 - Technical Design (hub Stage 2)	Q2 2024	Q4 2024
<i>Full Planning Consent Granted</i>	Q4 2024	
RIBA Stage 4 (hub Stage 2) – Review & Approvals Period	Q4 2024	Q4 2024
<i>Submit Full Business Case (FBC) to Council for Approval</i>	Q4 2024	
Gateway 3 - Approval to proceed to Contract Finalisation	Q4 2024	
Contract Finalisation	Q4 2024	Q1 2025
Gateway 4 - Financial / Contract Close	Q1 2025	
RIBA Stage 5 – Construction Works (Excl. Enabling Works)	Q1 2025	Q1 2027
<i>Section 1 - Wellbeing Hub - Completion Date</i>	Q4 2026	
<i>Section 2 - Lochies School - Completion Date</i>	Q1 2027	
<i>Section 3 - External Landscaping - Completion Date</i>	Q1 2027	
RIBA Stage 5 – Construction Works - Complete	Q1 2027	

Report to Clackmannanshire Council

Date of Meeting: 21 March 2024

Subject: Alloa Innovation Campus

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. On 23 March 2023, Council considered a progress report on the joint work that has been taking place with the University of Stirling and others on two projects within the Innovation workstream of the Stirling and Clackmannanshire City Region Deal (herein after referred to as the Deal): Scotland's International Environment Centre (SIEC), and the Intergenerational Living Innovation Hub (ILIH).
- 1.2. Council endorsed a proposal for the creation of an Alloa Innovation Hub, encompassing SIEC Phase 2 and ILIH
- 1.3. This paper discusses a number of issues that are impacting on the overall Deal, and sets out details of a revised proposal that mitigates these risks and optimises the investment earmarked for Clackmannanshire based projects to leverage economic and social benefit.

2.0 Recommendations

- 2.1. It is recommended that Council:
 - 2.1.2 notes the impact that the current economic environment is having on the delivery of the Deal programme (paragraphs 3.1 to 3.4);
 - 2.1.3 notes the proposal to mitigate these risks by consolidating the Clackmannanshire based projects into a single programme - the Alloa Innovation Campus (paragraphs 3.18 to 3.26);
 - 2.1.4 endorses the direction of travel and notes that officers will undertake further work to advance the proposal through Deal governance, including the formal Change Control process (paragraphs 3.34);
 - 2.1.5 notes that further Council governance will be sought at various stages of the proposals further development (paragraph 3.35);

2.1.6 notes the risk presented by the indicative funding gap, together with the requirement to mitigate this risk via the preparation of a Funding Strategy (paragraphs 3.27 to 3.33), and;

2.1.7 notes the timetable of activity set out in paragraph 3.36, together with the intention to bring a further report to the Council meeting of 16 May 2024.

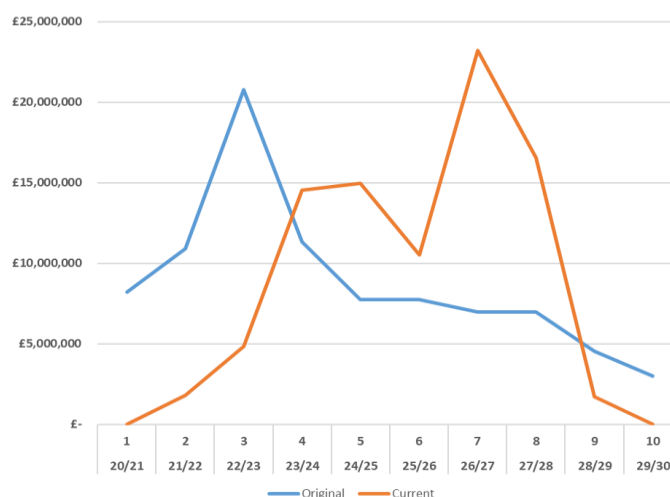
3.0 Considerations

Background

3.1. Since Deal signing on 26 February 2020, there has been unprecedented geopolitical and economic volatility, with consequential impacts on inflation and supply chains.

3.2. The original investment profile of the Deal was end-loaded with rising investment towards the latter years of the 10 year period. Two years of delay due to Covid have pushed this profile further out (see Figure 1)

Figure 1 – Original v current spend profile



3.3. High inflation and a fund that is not index linked means the real value of the funding is decreasing each year. The construction sector has been especially exposed and infrastructure-based projects are experiencing significant cost increases.

3.4. Other Deals, especially those with a large infrastructure investment component, are rebasing to take account of the changing external environment, either by reducing the scope of projects or changing or consolidating projects.

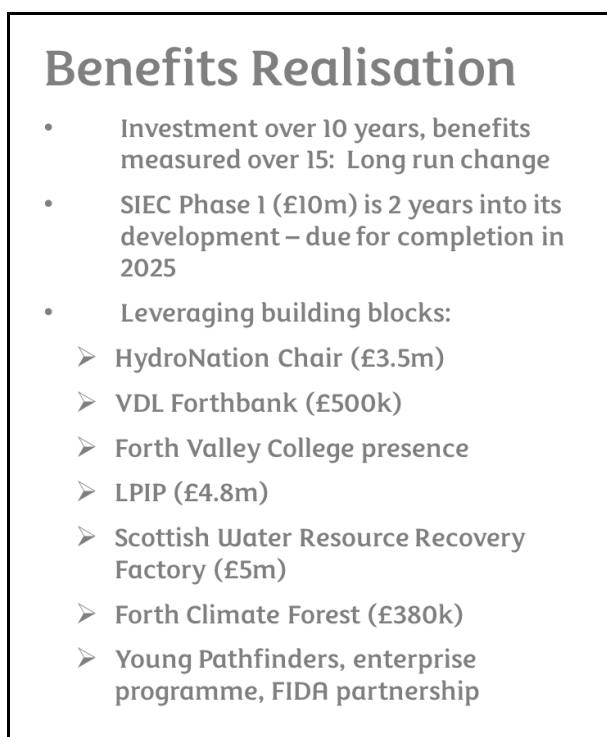
3.5. Clackmannanshire based projects which are still to be brought forward into delivery include Phase 2 of Scotland’s International Environment Centre (SIEC), an Intergenerational Living Hub (ILIH), a Clackmannanshire Digital Hub, and projects under the Culture, Heritage and Tourism investment area.

- 3.6. This paper sets out an outline proposal for re-basing these investments and integrating them into a single programme to deliver the Alloa Innovation Campus. If agreed, the proposal would then be developed fully through the Deal business case and formal Change Control processes.

Current Project Status

The investments within the Deal have always been intended to stimulate place-based economic, social and environmental development within Clackmannanshire and, in particular, through a focus on the two Alloa Transformation Zones delineated by the Council (Town Centre and Forthbank). SIEC Phase 1 is already in delivery and developing a portfolio of activity aligned with this overall purpose through the Forth Environmental Resilience Array (Forth-ERA) and Business Accelerator programme.

3.7. Figure 2: SIEC Phase 1 and Benefits Realisation



The potential remaining investment from the Deal for the Clackmannanshire transformation projects is as follows:

SIEC Phase 2	£7m
ILIH	£7.25m
Alloa Digital Hub	£650k
Culture, Tourism and Heritage (CHT)	Up to £7.5m (tbc)
Total Potential Deal Investment	£22.4m

- 3.8. The proposal that was endorsed by the Council in March 2023 set out the intention to deliver SIEC Phase 2 and ILIH through a single integrated capital build, in order to maximise the use of the available monies (£14.25m). An

option appraisal and costing exercise for this was undertaken in early 2023, with three options for Greenfield House in Alloa emerging as the leading contenders at that time. None of the long- or shortlisted options examined through this process were affordable at that time from the available Deal investment.

- 3.9. Since the 2023 options appraisal was undertaken, unprecedented levels of construction cost inflation have been experienced. To gauge the potential impact on the Clackmannanshire programme, the actual inflation experienced over the period on another large capital innovation project in the Deal (the National Aquaculture Technology Innovation Hub (NATIH)) has been applied to the April 2023 costings, and then extrapolated forward to the potential start of construction date, as below:

Greenfield House Heritage building and modern annex	April 2023 (Costing)	Feb 2024 (Construction inflation applied)	Feb 2026 (Estimate)
Option 1: Full refurb heritage and annex	£27m	£32m	£38m
Option 2: Full refurb heritage and new annex	£29m	£35m	£42m
Option 3: New annex only	£23m	£27m	£32m

- 3.10. Even if the maximum investment available through the Deal was applied, there would be a shortfall at construction commencement of between £10m and £20m depending on the option. If the project commencement were to be delayed until funding is secured to close this gap, there is a significant risk that the maximum timescale (FY 2030-31) for drawing down Deal investment would be exceeded, and that money would be lost.
- 3.11. It must also be recognised that the overwhelming majority of the economic and consequential social benefits arising from Deal projects come through the research & development, innovation, skills and enterprise activity that is leveraged from the capital assets created, rather than the assets themselves. Construction projects typically generate only modest, short-term employment and training benefits. The long-term programme that utilises the assets to create new technologies, products, services, businesses and skills development is what generates the positive economic change. For example, the £9.7m Deal capital investment in SIEC Phase 1 will leverage project funding of £69.7m and a regional Gross Value Added (GVA) uplift of £120.7m
- 3.12. That said, the funding shortfall remains a risk and a strategy will be required to mitigate this. The Funding Strategy section later in this report sets out further considerations in this regard.

Place Based Transformation

- 3.13. The economic and social transformation that is sought for Clackmannanshire cannot be realised through the Deal investments alone. Rather, the Deal investments should be seen as catalysts and enablers for attracting other investment into a much wider range of assets across Alloa and the other communities in Clackmannanshire. Stimulating increased economic activity through Research and Development and company formation, for example, will over time create a market for third party investment into business premises, housing supply and public amenities. Deal projects, therefore, should be viewed through this broader place-based transformation lens.
- 3.14. The range of assets in the Alloa Town Centre Transformation Zone include:
- Greenfield House & Park
 - Former Leisure Bowl site
 - Forth Valley College campus
 - Masterplan (in development)
 - Alloa Business Park (Ceteris)
 - Ludgate House
 - Former police station
 - Primrose Place (exemplar for ILIH)
- 3.15. The range of assets in the Forthbank Transformation Zone include:
- Wastewater treatment resource recovery factory
 - Vertical farm and photovoltaic array project
 - Geothermal mine water energy potential
 - Regional energy masterplan findings
 - Black Devon wetlands
 - Local authority recycling centre
 - Local Authority road depot site
 - Alloa Academy
- 3.16. The key question, therefore, is how to utilise the available Deal investment to capitalise on this asset base, unlocking increased economic activity as quickly as possible, while creating a portfolio of investable assets to attract private and other third-party funding. It should also be recognised that a range of facilities are already offered by the asset base (for example, office, meeting and training space in the College) and it would not be a good use of the Deal monies to replicate these facilities.
- 3.17. There is a need to move at pace to mitigate further erosion of the value of the Deal money and mitigate the risk of exceeding the time limit, while beginning to leverage benefits as quickly as possible. As an example, substantial leveraged project funding had been realised for SIEC Phase 1 while the business case was being developed, against the promise of the forthcoming Forth-ERA asset, and in advance of Full Business Case approval.

The Alloa Innovation Campus

- 3.18. It is proposed that the available Deal investment monies, together with existing assets, be utilised to create an Alloa Innovation Campus and associated innovation and enterprise business acceleration programme across three sites, as follows:

Greenfield Park Innovation & Enterprise Centre	£18m
Forthbank Circular Economy Future Resources Demonstrator	£2m
Innovation & Enterprise Programme	£2.15m

SIEC offices, conference and skills space (located at Forth Valley College and funded via phase 1 SIEC)

Greenfield Park Innovation & Enterprise Centre

- 3.19. The proposal to be developed is based on the premise that £6.25m from ILIH, £4m from SIEC 2 and £0.5m from the Clacks Digital Hub would be combined and utilised to create an innovation centre in Greenfield House Annexe (£10.75m capital project). The centre would support innovation and enterprise serving the sustainable ageing, environmental, digital and potentially other sectors (e.g. Culture, Heritage and Tourism). In order to leverage the wider investment required for Greenfield House (see below), it will be important to proceed at pace and so build within the available funding. This is unlikely to be sufficient for the whole Greenfield House Annex, so careful design assessment and option appraisal will be required.
- 3.20. Clackmannanshire Council already has work underway to establish the costs of making the Greenfield House heritage asset (main building) wind and watertight. If that can be achieved, the intention is to use the share of the CHT Deal investment fund plus potential funding from other sources to create a heritage and enterprise focus in the ground floor, and development-ready business incubation space in the remainder of the building. Clearly, the economic activity stimulus provided by the adjacent Innovation Centre would be key to underpinning the business case and fundraising proposals for development of the main building. The centre would also serve as a hub for welfare facilities and information for public access to the active travel and heritage route network.

Forthbank Circular Economy Future Resources Demonstrator

- 3.21. This part of the proposal indicates that £2m of the Deal capital investment for SIEC Phase 2 would be used to link together currently planned investments and opportunities at Forthbank, creating a testbed for product and technology development from recovered resources and a waste/mine water geothermal energy demonstrator site. This will create the innovation and enterprise stimulus for private investment in business space – for example on the current roads depot site - and large scale infrastructure development such as district heating for domestic and industrial use. The investment would also create a hub for welfare facilities and information for public access to the Black Devon wetlands and other green space.
- 3.22. The development of the Future Resources Demonstrator would be led by the University of Stirling. Ownership of the asset is to be determined.

Forth Valley College Alloa Campus

- 3.23. The SIEC Phase 1 offices and meeting spaces are already located on the Forth Valley College Alloa Campus. This arrangement would be secured for

the long term and expanded to support skills training across the Innovation Campus portfolio.

Business Accelerator Programme

- 3.24. It is proposed that £1m from ILIH, £1m from SIEC Phase 2, and £150k from the Alloa Digital Hub will be linked to provide funding for an initial Business Accelerator Programme. Under Scottish Government financial rules, which apply to the City Region Deal, the University can capitalise eligible R&D expenditure. This provision is already being utilized for SIEC Phase 1, providing a team of business acceleration staff and an innovation grant fund, which is proving highly effective in generating leveraged project activity.
- 3.25. Including a Business Accelerator Programme in the period when the capital assets are being developed will fast-start the economic activity from which jobs, company creation and growth, and skills benefits are realised. This will also lay the foundation for the long-term programme of economic development.
- 3.26. The Business Accelerator Programme would be delivered by the University.

Funding strategy

- 3.27. The Investment Strategy for Clackmannanshire approved by Council in March 2023 identifies the Alloa Innovation Hub/Campus and the Forthbank Transformation Zone as priority development opportunities. The City Region Deal anchor investments seek to stimulate further investment opportunities from public and private sources.
- 3.28. Indications are that the Greenfield Park Innovation & Enterprise Centre proposal may be attractive to institutional investors. To ascertain the potential for private sector investment, a development brief is being prepared which will outline the development opportunity presented by the City Region Deal funded activity at Greenfield Park, together with wider assets in the Alloa Transformation Zone, including the former Leisure Bowl site and adjacent land which is in the ownership of the Council. For illustrative purposes, this could include the development of business space within Greenfield House premises together with private and/or social housing on other sites. The potential for student and post-grad accommodation will also be explored.
- 3.29. Early conversations have taken place with Historic Environment Scotland and the National Lottery Heritage Fund with a view to establishing the potential eligibility of the Greenfield House options for heritage funding.
- 3.30. Historic Environment Scotland has confirmed that they do fund local authorities, albeit with generally a slightly lower intervention rate. The typical Historic Environment Grant intervention rates for repair projects for local authorities would be up to 25% of grant-eligible cost, with, in most cases, the grant threshold being £500,000. For projects of more than one phase it is also acceptable to apply more than one grant in each phase.
- 3.31. The National Lottery has recently launched a new ten year strategy "Heritage 2033 National Lottery Programme". It is based on four principles which align very closely to the proposal to create a Heritage and Enterprise Centre in the

older part of Greenfield House as part of the proposed Greenfield Park Innovation & Enterprise Centre, described above. Grants up to £10m may be available via this programme.

- 3.32. The University of Stirling will also bring its substantial experience of leveraging funding to bear.
- 3.33. Work is underway to bring together these strands of activity (and potentially others) into a single Funding Strategy.

Next Steps

- 3.34. If this proposal is to be taken forward, agreement will be required from both the Scottish and UK Governments through a formal change control process, and from the Stirling and Clackmannanshire City Region Deal Joint Committee. Discussions with Joint Committee on rebasing the remaining five years of the Deal have already commenced, and governments have been advised of forthcoming change control discussions through Regional Programme Management Office Liaison Meetings.
- 3.35. Governance agreement will be required from both Clackmannanshire Council and the University of Stirling at various stages throughout the proposal's development, including the approval of a formal Strategic Partnership Agreement between the University and Council.
- 3.36. A revised timeline for the programme is proposed, designed to accelerate the current Deal Implementation Plan and secure early benefits. The revised timeline, which remains subject to agreement, is set out below. This timeline is challenging and may require reprioritisation of existing priorities to achieve.
 - Feb - Apr 2024: discussion with partners and governments
 - May 2024: University and Council Governance decisions on way forward
 - Feb-May 2024: Change control process
 - By May 2024: Strategic Partnership Agreement in place
 - From May 2024: Business Case Development
 - May-Sep 2024: development brief and funding strategy for town centre zone assets
 - Sep 2024: OBC(s) submitted to Scottish and UK Governments
 - Jun 2025: OBC(s) endorsed and approved
 - Sep 2025: FBC(s) submitted to Governments
 - Dec 2025: FBC(s) endorsed and approved
 - Jan 2026: Construction commences

4.0 Sustainability Implications

- 4.1. Environmental and financial sustainability considerations form a key part of the Deal Benefit Realisation Plan and all business cases must demonstrate clear links to the agreed outcomes, as set out in the terms of governance under the City Region Deal.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

5.5. A project manager is in place to lead on this project.

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**

This proposal aligns with the Be the Future priority of Sustainable Inclusive Growth.

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

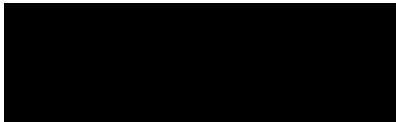
None

11.0 Background Papers

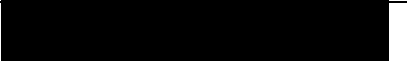
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 21 March 2024

Subject: HR Policies

Report by: Strategic Director – Partnership and Performance

1.0 Purpose

- 1.1. This paper seeks Council approval of the amendment to the Flexible Working and Work/ Life Balance policy

2.0 Recommendations

Council are asked to:

- 2.1. **Challenge** and **comment** on the paper as appropriate.
- 2.2. **Note** that the Policy group met on the 27 February 2024 and discussions took place with both Trade Unions and Management colleagues at this meeting in relation to the legislative amendments to the Policy and Procedure.
- 2.3. **Note** that Tripartite were advised at its meeting of 13 March 2024 that the amended policy would be progressed to Council for formal approval.
- 2.4. **Approve** the Flexible Working and Work/ Life Balance Policy and Procedure which is attached, with track changes, at Appendix 1.

3.0 Considerations

- 3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.
- 3.2. In order to ensure collaborative and partnership working the Council's policy group, which comprises TU colleagues, Management and HR, meet regularly to review and agree new/revised policies and procedures.
- 3.3. The policy group last met on the 27 February 2024 and agreement on the proposed legislative changes were reached with Trade Union colleagues, with assurance given that the full policy would be further reviewed within the next 12 months.

- 3.4. Council will recall that ahead of legislative changes, Clackmannanshire Council agreed at its September 2023 meeting to make the right to request flexible working a day one right,
- 3.5. A number of legislative changes are being introduced from April 2024 including:
- 3.5.1. Employees will be allowed to make **two** flexible working requests within a 12-month period rather than one.
- 3.5.2. The time for employers to respond to a request will reduce from three months to **two months**.
- 3.5.3. There will be a duty to **discuss alternatives to the request**, meaning an employer must consider whether there are alternative forms of flexible working available if they are going to refuse the employee's request.
- 3.5.4. There is also no longer any requirement for the employee to explain what effect their request will have on the employer or how the impact might be dealt with.
- 3.5.5. There will be **no** change to the eight reasons an employer has to reject a request for flexible working.

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

10.0 Appendices

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

Flexible Working and Work Life Balance Policy and Procedure

11.0 Background Papers

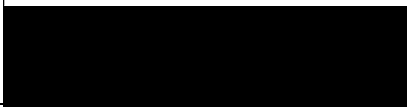
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director – Partnership and Performance	



**Clackmannanshire
Council**

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WORK LIFE BALANCE AND FLEXIBLE WORKING POLICY

Date: January 2019

Version: Draft 1

Review Date: TBC

DOCUMENT CONTROL SHEET:

Key Information:

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Document Status:	Final Version
Author:	Human Resources
Owner:	Human Resources
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Approved by and Date:	xxx
Contact:	Human Resources

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	January 2019	Draft	SF	N/A
0.2	February 2024	Changes to policy in line with the Flexible Working (Amendment) Regulations 2023 ,	DK	N/A

1. POLICY STATEMENT

- 1.1 Clackmannanshire Council has always encouraged flexible working and fully supports the provisions set out in legislation, which allow all employees the statutory right to request a change to their contractual terms and conditions.
- 1.2 This policy sets out the Council's approach to flexible working arrangements, which is in accordance with the ACAS code of practice "The right to request flexible working: an ACAS Guide".
- 1.3 As a Council we continue to transform the way in which we provide services and, as part of this transformation, recognise the need to move to more modern ways of working, which includes both the hours that are worked and the locations in which work takes place.
- 1.4 Increased flexibility has the potential to provide greater opportunities to support those members of staff seeking to have a greater degree of work/life balance, by integrating home and work life more successfully.
- 1.5 The over arching principle of the flexible working policy is that the working pattern must maintain or improve service delivery and be cost effective. No changes to existing working patterns will be authorised if it can be evidenced that it will be detrimental to service delivery.
- 1.6 It is envisaged that increased flexibility and the introduction of flexible ways of working will contribute to the following:
- For the Council
 - a) Productivity improvements.
 - b) Reduction in absenteeism.
 - c) Reduction in recruitment and retention costs.
 - d) Reduction in required office space.
 - For staff
 - e) Increased motivation.
 - f) Improved work satisfaction.
 - g) Improved work life balance.
 - h) Reduced levels of stress.
- 1.7 This policy and procedure aims to support all staff working in this environment and foster meaningful and sustainable ways of working smarter and more effectively.

2. SCOPE

- 2.1 This policy applies to all staff of Clackmannanshire Council from day one of employment. All employee -have the right to request flexible working, regardless of personal circumstance from day one of employment.s

~~who have worked for more than 26 weeks continuously, at the date an application is made, and who have not made another request under the policy in the preceding 12~~

month period. Separate arrangements also exist for those employed under SNCT conditions of service.

- 2.2 Under the Children and Families Act 2014, all employees now have a statutory right to request a change to their contractual terms and conditions of employment to work flexibly, subject to the eligibility criteria set out above.
- 2.3 Requests for flexible working may be for any reason and are not restricted to employees with family care commitments.
- 2.5 Separate retirement options to allow staff to reduce their working hours and receive pension benefits are also available. Information on these options is available from LGPS (Falkirk) or STSS (Teachers).
- 2.6 Requests for flexible working are separate and distinct from the Council's special leave arrangements.

3. MONITORING AND REVIEW

- 3.1 Both Senior Management and Trade Union Representatives shall monitor the effectiveness of these procedures on a ongoing basis. Amendments will be made as and when deemed necessary and after consultation with recognised trade unions.

4. Equality Impact Assessment

<u>Policy Name</u>	<u>Work Life Balance and Flexible Working Procedure</u>
<u>Department</u>	<u>Human Resources</u>
<u>Policy Lead</u>	<u>Human Resources</u>
<u>Equality and Fairer Scotland Impact Assessment</u>	

Clackmannanshire Council
Work Life Balance and Flexible Working Policy

<u>Full Assessment Completed</u>	<u>Yes</u>
<u>Date Approved</u>	<u>Xxxxxxx</u>
<u>Review Date</u>	<u>Two Years Following</u>



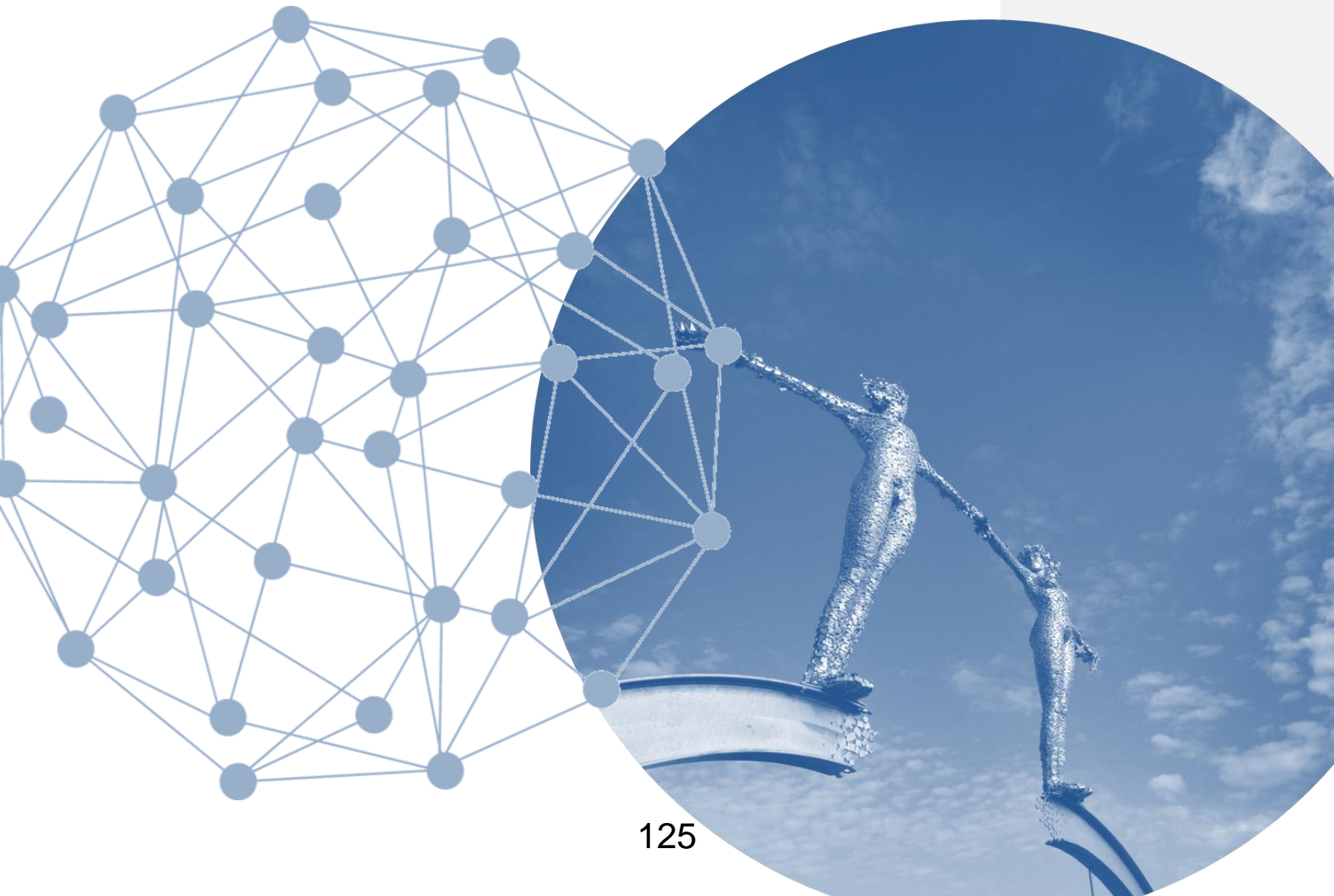
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Work Life Balance and Flexible Working Procedure

20240



DOCUMENT CONTROL SHEET:

Key Information:

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Author:	<u>Human Resources Sarah Farmer</u>
Owner:	Human Resources
Approver:	Council
Approved by and Date:	Partnership and Performance Committee – January 2020
Contact:	Human Resources

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	January 2019	Draft	SF	N/A
<u>0.2</u>	<u>February 2024</u>	<u>Changes to procedure in line with the Flexible Working (Amendment) Regulations 2023.</u>	<u>DK</u>	<u>N/A</u>

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1. INTRODUCTION

- 1.1 The Council recognises that a better work-life balance can improve employee motivation, performance and productivity and reduce stress. Therefore the aim is for the Council to support its employees to achieve a better balance between work and their other priorities, such as caring responsibilities, leisure activities, further learning and other interests. The Council is committed to supporting flexible working arrangements, provided that the needs and objectives of both the organisation and the employee can be met.

2. PURPOSE

- 2.1 To provide guidance on the required actions and responsibilities of the Council, line managers and employees in regard to Flexible Working.
- 2.2 To set out the procedural steps necessary for an employee's application to be considered.
- 2.3 This procedure applies to all staff employed with Clackmannanshire Council.

3. THE RIGHT TO REQUEST FLEXIBLE WORKING

- 3.1 All employees ~~from day one of employment with 26 weeks continuous service~~ have the right to request flexible working, regardless of personal circumstances.

4. KEY POINTS

- 4.1 Requests must be in writing stating the date of the request, whether any previous application has been made and, if so, the date of that application.
- 4.2 ~~Requests and appeals legally must be considered and decided upon within three months of the receipt of the request.~~

Requests must be considered and decided up within two months

Employees will be able to make two requests within a 12-month period, compared to the single request they are currently allowed.

There will also no longer be any requirement for the employee to explain what effect their request will have on the employer or how the impact might be dealt with.

4.3 Employers must have a sound business reason for rejecting any request.

4.4 Employees can ~~only~~ make ~~two~~ ~~one~~ requests ~~st~~ in any 12 month period.

5. MAKING A REQUEST

5.1 To make a request for flexible working employees must complete a pro forma (appendix 1) stating:

- The date of the application, the change to the working conditions they are seeking and when they would like the change to come into effect. This should generally be for no more than 6 months in advance of the proposed change start date.
- ~~What effect they think the requested change will have on the Service and how, in their opinion, any negative effect might be dealt with.~~
- If they have made a previous application for flexible working, the date of that application.
- If they are making their request in relation to the Equality Act 2010, for example, as a reasonable adjustment for disabled employee.
- An employee may have only one live request for flexible working with their employer at any one time. Once a request has been made, it remains live until any of the following occur;
 - a decision about the request is made by the employer
 - the request is withdrawn
 - an outcome is mutually agreed
 - the statutory two-month period for deciding requests ends

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- A request continues to be live during any appeal or any extension to the statutory two-month decision period that an employer and employee may have agreed.

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6. HANDLING REQUESTS FOR FLEXIBLE WORKING

- 6.1 Once a request has been received, the line manager should arrange a meeting to discuss the request, wherever possible within two weeks from the date of the request. Whilst a meeting is considered good practice, it may not always be needed where the Service is happy to accept the request. It is helpful to have this discussion to ensure that the proposal being put forward meets both the needs of the Council and the needs of the member of staff.
- 6.2 Where a delay arises (for example due to annual leave), the member of staff should be informed as to the reasons for the delay and provided with an expected timescale by which their request will be discussed with them.
- 6.3 Staff will have the right to be accompanied by their trade union representative or a work colleague of their choice at the discussion meeting.

7. CONSIDERING A REQUEST FOR FLEXIBLE WORKING

- 7.1 It is important that any requests are considered carefully with the benefits and consequences of the requested changes in working conditions for the employee and the Council being considered.
- 7.2 When considering an application for flexible working managers should consider:
- **Customer Factors** (including other teams/sections and partners) - Can service provision be maintained/improved. Is demand tied to certain times of the day?
 - **Job/Location Factors** - Can all of the duties be performed effectively from the location/in the working pattern envisaged? Are there information security issues? Is access to specialist information/equipment/reference materials or significant face to face contact with colleagues or customers required? Is access to premises available at the proposed times, if needed?

- **Cost/Saving Factors** - Including those associated with ICT equipment, travel, time/expenses, workplace priorities.
- **Team Factors** - Including morale; productivity; whether sufficient team members are available for cover if required
- **Employee Factors** - Including satisfaction, motivation, commitment, morale and productivity; initiative; time/workload management; communication and supervision arrangements; social isolation; reduction in travel time/cost; requirement for on-the-job training; health and safety issues that may apply to the employee such as lone working, working pattern, length of work periods/rest breaks and suitability of IT equipment.
- **Environmental Factors** - Reductions in energy consumption, carbon footprint. (e.g. reduced travel).

7.3 Managers should also take into account the following:

- The Council is under no statutory obligation to grant a request to work flexibly and the Council's ability to provide an effective service will be paramount.
- Where agreement is reached with one member of staff this will not set a precedent or create a right for another member of staff to be granted a similar change to his/her working pattern.
- There is no contractual entitlement to have a flexible working request approved.

7.4 There may be occasion when a service needs to consider more than one request. In doing so the following should be considered:

- Requests should be considered in the order they are submitted.
- Having considered and approved requests, managers should remember that the business context has changed and can be taken into account when considering the subsequent request.
- Where more than one request is received there is no requirement to make value judgements about the most deserving request. Managers should consider each

application on its merits looking at the business case and the possible impact of refusing a request.

- Any changes to a staff member's working hours as a result of a request for flexible working is regarded as a permanent variation to contract, unless agreed otherwise. With the exception of trial periods, once a change to a staff member's hours or place or work has been implemented, the employee has no automatic right to revert to their previously pattern of working at a future date.
- Variations may be considered in light of changing operational service needs or where the member of staff wishes to apply for a review. Appropriate arrangements will be made to discuss the impact of further changes and reasonable notice to end or amend the existing arrangement will be given.
- Flexible working offers staff benefits but it is not intended to give the opportunity to increase salary. For example, where an employee has a request granted under this policy to change to working in a period or pattern for which an enhancement that they do not currently receive (e.g. unsocial hours, night work, weekend work, shift allowance).
- Only where a requirement to work shifts etc is set by management will any time based enhancements be paid.
- Where a request is refused the member of staff should also be informed of their right of appeal.

8. WHY REQUESTS MAY BE REFUSED

8.1 Line managers must consider all requests in a reasonable manner and can only legally refuse them if there is a business reasons for doing so, this reason must be from the following list:

- The burden of any additional cost is unacceptable to the Council.
- There is an inability to reorganise work among existing staff.
- Inability to recruit additional staff.
- The Council considers the change will have a detrimental impact on quality.
- The Council considers the change would have a detrimental effect on the Council's ability to meet customer demand.

- There will be a detrimental impact on performance.
- There is insufficient work during the periods the member of staff proposes to work.
- Planned structural changes e.g. where the Council intends to reorganise and considers the flexible working changes may not fit with these plans.

8.2 If an employee has indicated that the request is being made as a reasonable adjustment for a disability under the Equality Act 2010, you must discuss this with your Service HR Business Partner if you are unable to accommodate this request.

8.3 Line managers must ensure that they are careful not to directly or indirectly discriminate against employees, for example when dealing with requests from employees with childcare responsibilities. It may be helpful to discuss any request they are not intending to approve with their ~~Senior~~ ~~er vice~~ Manager or Service HR Business Partner.

8.4 Within a team or Service area, a previous flexible working arrangement which has been agreed will not automatically be approved for a subsequent employee. For example, if a team has already accommodated a number of part time workers, it may not be possible to support future requests or a compromise may have to be reached around days/ hours worked to ensure adequate operational cover.

9. FOLLOWING THE MEETING

9.1 Once a decision is reached and has been approved, the employee should be advised in writing within two weeks of the meeting. The decision may be:

- That the Council agrees to the new work pattern and confirm the start date.
- That the Council agrees to a compromised flexible working arrangement.
- That the Council does not agree to the request and provides clear business reasons as to why the application cannot be accepted.

- 9.2 A start date for any arrangements should be mutually agreed.
- 9.3 It is the line manager's responsibility to ensure all the relevant paperwork is completed and sent to Human Resources, for example a work pattern change form or change form, to ensure i-Trent is updated correctly for leave and pay purposes. Once these changes have been processed this be confirmed in writing to the employee as an amendment to their current Statement of Particulars.
- 9.4 Any request that is accepted will make a permanent change to the employment contract. However, a trial period for a minimum period of 12 weeks and maximum period of 6 months can be utilised to see if the request works for both the Service and the employee. This should be confirmed in writing. At the end of the trial period a review meeting should be held and again the employee can choose to be accompanied by a work colleague or trade union representative. It should then be confirmed in writing that the arrangement is either now a permanent contractual change or the employee reverts to their previous working arrangements.

10. APPEALS PROCESS

- 10.1 Wherever possible it is better to reach agreement on flexible working within the workplace. However, if the application is refused the following appeal process should be followed. Firstly, hold an informal discussion wherever possible - there may be some simple misunderstanding which can be resolved in an informal way.
- 10.2 If the member of staff still wishes to appeal against a manager's decision they must do so within 10 working days of being notified of the outcome of their request.
- 10.3 The appeal should be in writing and outline the grounds for making the appeal and submitted to the HR Service lead.

- 10.4 An appeal meeting will be organised with the relevant Senior Manager within 10 working days of receipt of the appeal. Normal working practices will continue until the appeal is concluded. If the meeting is delayed for any reason (for example annual leave) this will be clearly communicated to the employee and a date set.
- 10.5 If the Senior Manager has been previously involved in the decision made, an independent Strategic Director should hold the meeting to review the business rationale provided to ensure fairness and transparency
- 10.6 If the appeal is upheld, the Senior Manager will liaise with the original decision maker who will communicate the new working pattern and start date of the new arrangements to the individual and their line manager.
- 10.7 There is no further right of appeal.

11. OTHER FORMS OF WORKING FLEXIBLY

- 11.1 Working from home, mobile or peripatetic working and other forms of flexible working such as Flexi-time are covered under the Alternative Ways of Working section of this procedure.

12. EXAMPLES OF FLEXIBLE WORKING

- 12.1 All forms of flexible working can be requested and considered, on the basis that this is suitable for operational needs. Some common examples are outlined below.
- 12.2 **Part Time Working** - This is an agreed regular pattern where a member of staff works fewer hours per week than a full time employee.
- 12.3 **Job Sharing** – When two members of staff share the duties and responsibilities of one post. As with part time working, job sharing can allow you to work fewer

hours in a day or fewer days in a week, which may suit your domestic circumstances. The Council can benefit from retaining experienced staff who may otherwise leave. Job sharing can provide the Council with the skills, knowledge and expertise of two people for the costs of just one post. The job share arrangement can be established from the creation of a new post or can be requested by the current post holder. The Council does reserves the right to refuse a request for job sharing where it may be/ proves to be difficult to recruit a job share partner to the other part of the role or where the nature of the role means it cannot be undertaken effectively on a job share basis. In addition, if a job share partner resigns or moves to another post etc the Council reserves the right to end the arrangement if a new job share partner cannot be found.

12.4 **If job sharing is agreed** - See Job Sharing guidance.

12.5 **Temporary Change of Hours** -This is where there is an agreed temporary change to a staff members work pattern. In most cases, changes to hours will be on a permanent basis. However, it may be possible to agree this on a temporary basis (for a maximum period of 12 calendar months) if this suits service needs.

12.6 **Term Time Working** – This is where an employee reduces the total number of days they work overall in the year by not working during pre defined school holidays. Term time working must commence at the start of a Clackmannanshire Council School term. In order to agree this pattern there must be a significant reduction in workload during the school holiday periods or sufficient resources in the team to accommodate the extended periods of non working.

12.7 **Annualised Hours Working** - Annualised hours are where the period of time an employee works is defined over a whole year. Staff should agree with their line manager and commit to a number of hours and pattern of working over a 12 month period as determined by the needs of the service. Salary is paid in equal monthly instalments regardless of the number of hours worked in a specified period.

- 12.8 **Seasonal Hours Working** – Similar to the above arrangement, employees may work seasonal work patterns. This may include a period of zero hours working and the salary will be pro-rated and paid annually for all hours worked over a 12 month period.
- 12.9 **Compressed Hours** – Working compressed hours allows a member of staff to work fewer days overall by working longer hours on the days that they do attend. This can mean for example that they work a 9-day fortnight or a 4.5/4 day week. This pattern can be agreed between employee and manager to ensure the work pattern meets service delivery needs and that the agreed working day is not excessive for the employee to manage.
- 12.10 **Employment/Career Breaks** - Subject to the needs of the service a member of staff may take a break in employment (without pay and benefits) to look after family, to travel, do voluntary work or undertake training. The Employment/Career break will not affect continuous service calculations or entitlement. This is covered under the Council's Career Break procedures.
- 12.11 **Buying Annual Leave** - Members of staff may, subject to the needs of the service, buy additional annual leave with a reduction in monthly salary. Further details are available in the Scheme of Enhanced Leave procedures.

13. Responsibilities

13.1 Managers are expected to:

- Foster a culture of trust in working relationships.
- Consider current and foreseeable operational needs of the service and how different working arrangements could affect these.
- Consider the potential impact on other employees, internal and external customers and clients.

- Continue to measure the performance and output of all employees to maintain service standards.
- Decide whether flexible working arrangements can be supported, taking into account such factors as the staff members role and operational needs of the service.
- Determine whether the flexible working arrangement can be agreed on a temporary or permanent basis.
- Confirm any changes to the service HR Business Partner
- Deal with all requests on a consistent and fair basis.
- Explain and evidence the reasons for refusal.

13.2 Employees are expected to:

- Co-operate with management to facilitate a culture of trust.
- Outline, in their request, how they see their role and duties being fulfilled under the proposed flexible working arrangements.
- Collaborate with their line manager during the request process.
- Ensure the timing of their request allows sufficient opportunity for the line manager to fully consider the request.

15. ALTERNATIVE WAYS OF WORKING

When considering alternative ways of working for employees, this includes both looking at where work is carried out and also considering how work is carried out.

15.1 HOMEWORKING

Homeworking is one alternative way of working which may be suitable for some job roles within the Council. Please refer to the Council's Homeworking Policy and Procedure for more information and guidance on home working.

15.2 MOBILE/PERIPATETIC WORKERS – WORKERS WITH NO FIXED WORK BASE

- 15.3 There are a number of employee/employer relationships which are now different from the traditional 9-5 job. A person's employment status will determine their rights and their employer's responsibilities.
- 15.4 A peripatetic worker is someone who works in multiple locations. It refers to someone who works away from their normal work base, or can also refer to someone who has no fixed work base. For example a peripatetic teacher will travel from school to school providing a service.

16. KEY POINTS FOR CONSIDERATION

- 16.1 A health and safety risk assessment for these workers should be undertaken, taking into account the fact that they will be working away from the normal work base, or will have no base, and also what types of work will be carried out.
- 16.2 Time on-call can be classed as working time in certain circumstances.
- 16.3 Time spent travelling from home to the place of work (both at the beginning and end of the work day) would usually count as working time under this type of contract.

17. WHEN WE CONSIDER HOW WORK IS CARRIED OUT:

- 17.1 **Flexi-Time:** Flexi time is a form of flexible working that allows employees to accumulate additional hours that can be exchanged (with the prior agreement of their line manager) for the equivalent amount of time off.

This can work very well to motivate employees to cover business needs even outwith their fixed work pattern "core hours" and improve flexibility and service

delivery. Equally it allows the employee in quieter times to enjoy additional leave for improved work/ life balance.

The band for flexible working allows you **1 hour of flexibility** at the beginning and at the end of your working day.

If you work in an office which operates standard opening times for example 9am to 5pm, the band will be 8am to 6pm. Note: Where the standard hours are 9am to 5pm an employee would be unable to accrue any hours prior to 8am or after 6pm unless prior agreement reached with their line manager.

Flex days should be requested in the same manner as annual leave through the i-Trent system and can be refused for business reasons/ office cover etc.

- 17.2 However, Flexi-time is not suitable for all roles, for example a customer-facing role with fixed hours of cover, and therefore must be agreed between line manager and employee. A maximum of 13 flexi days, or combination of full and half days, can be taken in a full year. Flex sheets must be kept up to date and can be checked by line managers at any point. Any abuse of the flex-time scheme may result in this being withdrawn or in a formal Disciplinary process for the employee for a serious abuse of the scheme.

Credit hours are the times worked in excess of contractual hours within the settlement period. Debit hours are the number of hours worked less than the normal contractual hours.

Within the scheme the maximum credit balance which you can normally carry into the next settlement period is 2 working days.

The maximum debit which you may normally carry forward is 1 working day. With prior agreement, your Service Manager may allow a greater deficit to accrue up to 2 working days, for example severe weather or to assist you with urgent childcare problems. Your manager will only consider allowing a carry over debit of more than 2 working days in exceptional circumstances.

The above times are pro-rata for staff who work non standard working hours.

Routine GP appointments or dental treatments should normally be arranged at the beginning or end of the working day, whenever possible. No credit will be received for these appointments.

Non-routine appointments should be agreed with your manager, in advance where possible and may count as a credit under the scheme, for more details please refer to the Special Leave procedures.

18. TOIL – TIME OFF IN LIEU

18.1 There may be times when it is appropriate for time off in lieu to be granted (for example for an employee working overtime). This must be pre-authorised by the line manager and the compensatory time off requested in the usual manner, in line with service requirements. All TOIL must be calculated on the same equivalent basis as payment would have been made.

19. PROCESSING OF PERSONAL DATA

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

20. MONITORING AND REVIEW

20.1 Both Senior Management and Trade Union Representatives shall monitor the effectiveness of this procedure on an ongoing basis. Amendments will be made

Clackmannanshire Council
Work Life Balance and Flexible Working Procedure

as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

28. Equality Impact Assessment

<u>Policy Name</u>	<u>Work Life Balance and Flexible Working Procedure</u>
<u>Department</u>	<u>Human Resources</u>
<u>Policy Lead</u>	<u>Human Resources</u>
<u>Equality and Fairer Scotland Impact Assessment</u>	
<u>Full Assessment Completed</u>	<u>Yes</u>
<u>Date Approved</u>	<u>Xxxxxxx</u>
<u>Review Date</u>	<u>Three Years Following</u>

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Clackmannanshire Council
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