



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 20 March 2025 at 9.30 am

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



Clackmannanshire Council

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

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

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

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

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

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

12 March 2025

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 20 MARCH 2025 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 (Copies herewith):	
(a) Clackmannanshire Council 30/01/25	07
(b) Special Meeting of Clackmannanshire Council 27/02/25	19
4. Westhaugh Travelling Persons Site – Council Update – report by the Strategic Director (Place) (Copy herewith)	29
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6. Annual Treasury Management Report 2023/24 – report by Chief Finance Officer (Copy herewith)	59
7. Integrated Joint Board / Health and Social Care Partnership Funding – report by the Chief Executive (<i>Copy to follow</i>)	--
8. Council Champions and Outside Bodies and Implementation of the Scottish Local Authorities Remuneration Committee (SLARC) Recommendations – report by the Strategic Director (Partnership and Performance) (Copy herewith)	75

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9. HR Policies – report by Senior Manager – HR and Workforce Development (Partnership and Performance (Copy herewith)	89
10. Community Wealth Building 2 nd Progress Report – report by the Strategic Director (Place) (Copy herewith)	109

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 30 January 2025 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Councillor Donald Balsillie
Councillor Denis Coyne
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Craig Holden
Councillor William Keogh
Councillor Fiona Law
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Bryan Quinn (Chamber and Via Teams)
Councillor Janine Rennie (Via Teams)

IN ATTENDANCE

Nikki Bridle, Chief Executive
Kevin Wells, Strategic Director (Place)
Chris Alliston, Strategic Director (Partnership & Performance)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Colin Bruce, Chief Education Officer (People)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Adrienne Aitken, Improving Outcomes Team Leader (People)
Claire Baillie, Assistant to Chief Executive
Monika Bicev, Policy Officer, Housing (Place) (Via Teams)
Michael Boyle, Improving Outcomes Business Manager (People) (Via Teams)
Andrew Buchanan, Housing Operations Manager (Place) (Via Teams and in Chambers)
Stuart Cullen, Team Leader Transportation (Place)
Sarah Goldberg, Team Leader, Legal and Governance (Partnership & Performance)
Alastair Hair, Team Leader/Senior Manager (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance) (Via Teams)
Nicola Mack, Chief Accountant (Partnership & Performance)
Carla MacFarlane, Communications Officer (Partnership & Performance) (Via Teams)
Iain McDonald, Senior Manager, Environment (Place)
Evelyn Paterson, Senior Governance Officer (Partnership & Performance)
Lesley Robertson, Business Support, Wellbeing Hub (People) (via Teams)
Wendy Robertson, Senior Manager Transformation (via Teams)
Katie Roddie, Team Leader, Housing Business Management (Place)
Murray Sharp, Senior Manager, Housing (Place) (Via Teams and in Chambers)
Robbie Stewart, Senior Manager, Sport and Leisure (People) (Via Teams and in Chambers)
Callum Wynd, Tenant Participation Officer (Place)
Melanie Moore, Committee Services (Partnership & Performance)
Gillian White, Committee Services (Partnership & Performance) (Minute)

CC(25)001 APOLOGIES

Apologies were received from Councillor Martha Benny, Councillor Darren Lee, Councillor Kenneth Earle, Father Michael Carrie and Reverend Sang Y Cha.

CC(25)002 DECLARATIONS OF INTEREST

Councillor Mark McLuckie and Councillor Denis Coyne declared a non-financial interest in Item 13 Alloa Town Centre Business Improvement District, as Board Members of Alloa First Limited.

CC(25)003 MINUTES OF CLACKMANNANSHIRE COUNCIL – 28 NOVEMBER 2024

The minutes of the meeting of the Clackmannanshire Council held on 28 November 2024 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 28 November 2024 were agreed as a correct record and signed by the Convener.

Action

Clerk to the Council

CC(25)004 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought Council approval of recommendations which have been made by the Audit and Scrutiny Committee on 12 December 2024.

Motion

To agree the recommendations as set out in the report.

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

Decision

From the **Audit and Scrutiny Committee of 12 December 2024**, in relation to the *“Annual Report of the Chief Social Work Officer 2023-2024”* report, where the Audit and Scrutiny Committee scrutinised, noted and endorsed the content of the Chief Social Work Officer Annual Report 2023-24.

The Council:

1. Approved the Annual Report of the Chief Social Work Officer 2023-24; and
2. Approved its submission to the Office of the Chief Social Work Advisor to the Scottish Government.
3. Noted that the [*“Annual Report of the Chief Social Work Officer 2023-2024”*](#) is available on the Council’s Website.

From the **Audit and Scrutiny Committee of 12 December 2024**, in relation to the *“Audit & Scrutiny Committee Annual Report Follow Up”* report, where the Audit and Scrutiny Committee noted, challenged and commented on the report and agreed to submit the report to Council for comment, challenge and approval:

The Council:

1. Approved the Audit and Scrutiny Annual Report 2023/2024 which included the self-assessment action set out in paragraph 12.2.1 of the Annual Report that “Whilst the number of members required for the Committee to be quorate remains as 4, the majority of members should be from opposition groups to ensure robust scrutiny.”
2. Noted that the [“Audit & Scrutiny Committee Annual Report Follow Up”](#) report was attached as Appendix 1 and is available on the Council's website.

Action

Chief Executive

CC(25)005 QUESTION TO THE CONVENER – GREENFIELD HOUSE

A question to the Convener was submitted by Councillor Craig Holden.

Question

“Can the Convenor provide Councillors with an update on the current condition and planned future use of Greenfield House?”

The Convener provided a written response to the question which had been circulated to all Members and tabled at the meeting:

“Officers have advised that a condition report commissioned during the Summer 2024 has reported a range of works required to bring Greenfield House back to a usable state. As Members may be aware Greenfield House has lain unused for the past 8 years with little works having been progressed by the previous private owner, resulting in water ingress, damage and vandalism with the Council acquiring the asset back in 2021.

The condition report refers to in respect of the building fabric, as being in poor condition overall with significant water ingress which has led to a failure of internal linings and internal floor structures. This damage alongside a significant period being vacant has seen the development of internal dry rot which has led to a failure of both internal finishes and internal floor structures.

The 1987 extension to the rear, the structure is generally in fair condition, however, the internal areas are falling into poor condition. There is now a requirement for full renewal of all internal finishes and a replacement of all window units.

The Council has secured the site and embarked on a programme of works to have the property wind and watertight by March / April this year as part of a multi-phased regeneration programme linked to the City Region Deal. Following this first phase of bringing the House back to a state of wind and watertight, the second phase which will run throughout 2025-26 will see addressed the issues with damp, wet and dry rot. These two phases represent £1m capital investment by the Council.

Phases three onwards will seek to develop a Centre for Clackmannanshire to provide a beacon to celebrate the rich cultural heritage of the Council and attract visitors from far and wide. This work will be supported by over £6m of City Region Deal Investment monies for Digital Innovation, Cultural, Heritage & Tourism, with dialogue underway with a number of other funding bodies in support of this project.

Again, Members may recall the report to Council in March 2024 which outlined this work under the banner of Alloa Innovation Campus, which sees Greenfield as a central anchor for City Region Deal investment working alongside the University of Stirling and their developments within the Scotland's International Environment Centre (Phase 2) and Intergenerational Living Innovation Hub.

Additionally, the University of Stirling is in the final stages of developing a detailed proposition for SIEC II/ILIH. The University is committed to this activity being based in Alloa. This development work will be completed by the end of February this year. In addition, a number of early-stage discussions are underway with key partners that may result in some of their activities being reallocated to Alloa. If this proceeds, it would represent significant additional activity and investment leveraged on the City Deal project. It is anticipated that some of this activity would be based at the Greenfield House site, subject to availability.”

In line with Standing Order 18.6, Councillor Holden submitted two supplementary questions:

1. *“Can the Convener provide us with further information on the ongoing state of the City Deal and the ongoing dialogue with other funding bodies referred to in the response provided?”*

The Convener invited Kevin Wells, Strategic Director (Place) to respond to Supplementary Question 1:

Kevin Wells stated that: “There's an ongoing dialogue with our colleagues at University of Stirling around the ILIH and SIEC. There's been ongoing conversations between the Chief Executive and Chief Officers at the University about bringing this together as part of that Alloa Innovation Campus. Referring back to the report in March last year, we are looking to take forward that work, so that is progressing well at this stage in terms of the City Region Deal. We have a plan that has been realigned in terms of its phasing in terms of the City Region Deal that would have been covered in terms of the details within the Joint Committee reports that have went forward. So that is progressing well at this stage. We are having ongoing conversations with the University, in terms of taking that that work forward. With regards to the second point, for the other funding bodies, we've started engagement with Historic Environment Scotland and the National Lottery Heritage Fund. The Historic Environment Scotland have asked us to progress to the next stage of that expression of interest with both parties interested in those and we have gone forward with the cultural heritage and tourism element of the project and we are also looking to explore private investment linked to that wider investment strategy, work that the Council has been progressing as well.”

Nikki Bridle, Chief Executive added: “We are also working closely with the University of Stirling around the investment strategy because obviously they've got quite a lot of resource and reach in that area and whilst I can't share details in public, there are some very promising potential investments coming from the private sector that are being looked at just now in regard to this as well. So, we're very actively focused on that investment strategy piece as a partnership.”

The Convener invited Councillor Holden to put forward his second supplementary question.

2. *Is it the intention of the Council to provide us with regular updates with regards to the status of Greenfield and funding that we've obviously mentioned as well?*

The Convener and the Chief Executive confirmed that regular updates will be provided.

Action

Chief Executive

CC(25)006 HOUSING REVENUE ACCOUNT BUDGET 2025/26, CAPITAL PROGRAMME 2025/26 & RENT STRUCTURE MODELLING REVIEW

The report, submitted by the Strategic Director (Place), presented the proposed Housing Revenue Account budget and Housing Capital Programme for the financial year 2025/26 for approval as defined within the Housing (Scotland) Act 1987. The report also sought approval for a revised rental structure to be implemented for 2025/26.

The report was introduced by the Senior Manager (Housing) who apologised, advising there were some errors within the report:

- At Appendix 2 there is a reference to “rename” one of the capital projects “MCB Tenant Community Improvement Fund”, this is a typographical error which should have been removed.
- At Appendix 8, there is a sum which is incorrect. It should be £9.59 rather than £10.71.
- At Appendix 7, the incorrect appendix has been appended. The updated version will be circulated; however, the information has been set out in table 10.3 within the report emphasises the point in relation to the borrowing.

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 increase in Council house rents by 10% to the base rent, for the financial year 2025/26, effective from 31st March 2025, as set out in Appendix 6;
2. Approved the implementation of a new rental structure as detailed in section 5 and 6 of this report for domestic dwellings from 31st March 2025, noting the implementation means that 72% of tenants will be paying less rent per week in 2025/26 under the new rental structure than they would have if the current structure were to be retained;
3. Approved a maximum £1.21 per week increase in the lock-up rental fees to be fixed at £10 per week until 29th March 2027;
4. Approved a £10.11 per year increase in the garage site pitch rental fees to be fixed at £110 per year until 1st April 2027;
5. Approved a 10% increase for all other associated tenancy charges, as set out in Appendix 6;
6. Approved the Housing Revenue Account budget for 2025/26, and the anticipated 4 year forward plan as set out in Appendix 1;
7. Approved the Housing Capital Programme budget for 2025/26 and the forward 4 year illustrative programme to 2029/30, as set out in Appendix 2;
8. Approved the anticipated HRA Capital Borrowing Requirement for the period 2025/26 to 2029/30 as set out in Appendix 3;
9. Approved the Housing Service forward policy schedule as detailed in Appendix 9;
10. Noted the results of the tenant rent consultation process as detailed in section 7 and the views expressed by the Clackmannanshire Tenants and Residents Federation detailed in section 8.6 of the paper; and
11. Noted that the Westhaugh Gypsy/Travellers site remains closed. Council will be asked, prior to re-opening, to approve a rental figure for these properties.

Action

Strategic Director (Place)

**CC(25)007 MID-TERM REVIEW OF THE COUNCIL'S DECISION-MAKING
FRAMEWORK AND COUNCILLOR RESPONSIBILITIES**

The report, submitted by the Chief Executive, sought approval to further refine the Council's decision-making framework and to highlight those political roles which attract Special Responsibility Allowance under the proposed arrangements. The proposals arose following the mid-term review of the revised arrangements that were put in place following the Local Government Election held in May 2022.

Council were asked to agree to suspend Standing Orders per Standing Order paragraph 20.7, which required notice of changes to Standing Orders to be given at a preceding meeting. The Convener took the matter to a vote with Council agreeing unanimously to suspend Standing Orders for this item of business.

Motion

To agree the recommendations in the report; to select Option 4 from those set out in Table 1 to further enhance the operation of the Audit and Scrutiny Committee functions and responsibilities; and that the undernoted members are appointed to the new spokespersons and deputy spokesperson positions:

Spokesperson for People – Councillor Graham Lindsay
Deputy Spokesperson for People – Councillor Fiona Law
Spokesperson for Place – Councillor Scott Harrison
Deputy Spokesperson for Place – Councillor Jane McTaggart
Spokesperson for Partnership and Performance – Councillor Ellen Forson
Deputy Spokesperson for Partnership and Performance – Councillor Wendy Hamilton

Moved by Councillor Ellen Forson. Seconded by Council Graeme Lindsay.

Voting

For the motion	14 votes
Against the motion	0 votes
Abstain from voting	1

The motion was carried by 14 votes to 0 with 1 abstention.

Decision

Having agreed to suspend Standing Orders, on a division of 14 votes to 0 with 1 abstention, the Council:

1. Agreed to the proposals in the report to change the Council's decision-making framework as set out at sections 4, 5 & 6 of the report.
2. Agreed to adopt Option 4 as set out in Table 1, to further enhance the operation of the Audit and Scrutiny Committee functions and responsibilities; namely to further embed the pre-Committee briefing process whilst retaining the current Audit and Scrutiny Committee format.
3. Having agreed the proposal to change the Council's Decision-Making Framework, to appoint the undernoted members to Spokesperson and Deputy Spokesperson positions:

Position	Appointed
Spokesperson for People (Children's Services – incorporating Education and Children's Social Work; and Sport and Active Living)	Councillor Graham Lindsay
Deputy Spokesperson for People (Health and Adult Social Care; Community; and Criminal Justice)	Councillor Fiona Law
Spokesperson for Place (Environment, Planning and Climate Change)	Councillor Scott Harrison

Depute Spokesperson for Place (Housing and Property)	Councillor Jane McTaggart
Spokesperson for Partnership and Performance (Finance, Performance and Digital)	Councillor Ellen Forson
Depute Spokesperson for Partnership and Performance (Partnerships)	Councillor Wendy Hamilton

4. Approved the undernoted positions which are awarded senior councillor responsibility payments (as set out in paragraph 4.2 of this report):

Convener of Council
Spokesperson for People (Children's Services – incorporating Education and Children's Social Work; and Sport and Active Living)
Depute Spokesperson for People (Health and Adult Social Care; Community; and Criminal Justice)
Depute Spokesperson for Partnership and Performance (Partnerships)
Spokesperson for Place (Environment, Planning and Climate Change)
Depute Spokesperson for Place (Housing and Property)
Chair of Audit and Scrutiny Committee
Chair of Planning Committee

5. Noted that revisions to Standing Orders, which detail the consequential changes arising from approval of these proposals, will be made;
6. Noted the improvements proposed to further develop the implementation of the four Boards set out in Section 7, Table 2;
7. Noted that a further implementation review will be undertaken, prior to the next Local Government elections in May 2027 (section 8); and
8. Notes that consequential changes will be made to Council Champion roles, last approved in March 2023, and that these proposals will be submitted to the next scheduled meeting of Council.

Action

Chief Executive

in line with Standing Order 10.23, the Convener adjourned the meeting at 11.22 am for a short comfort break. When the meeting resumed at 11.40 am, 15 members remained present.

CC(25)008 DRAFT ANNUAL ACCOUNTS 2023/24

The Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is defined as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom prepared by the CIPFA/LASAAC Joint Committee.

The Code specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of the Council, including group financial statements where Councils have material interests in subsidiaries, associates or joint ventures. The financial statements aim to identify the key factors affecting the finances of the Council and that affect the physical resources that the Council can control to provide services.

The Local Authority Accounts (Scotland) 1985 Regulations require the Chief Finance Officer, as the Council's s95 officer, to prepare the Statement of Accounts as soon as practicable after the end of each financial year and to submit for Audit to the Councils External Auditor. This is normally by the 30th June, however due to previous year delays as a consequence of the COVID 19 pandemic, this has been extended in agreement with the External Auditors.

Within the Draft Annual Accounts, a Management Commentary is included that presents the collective view of those charged with governance and applies relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Management Commentary is signed by the Leader of the Council, Chief Executive and Chief Finance Officer (as s95 officer). The Management Commentary includes information on the financial year just passed along with a forward financial outlook for the Council for 2024/25. Further detail of the Council's financial forecast for 2024/25 will be presented to the Audit and Scrutiny Committee during the year.

The Council's Draft Annual Accounts also include the annual Remuneration Report, and the Annual Governance Statement (AGS) which is signed on behalf of the Council by the Leader of the Council and the Chief Executive. Improvement actions associated with the AGS are incorporated within routine performance reporting using the Pentana system.

The report, submitted by the Chief Finance Officer, presented the Draft Annual Accounts for 2023/24.

Motion

To agree the recommendations set out in the report.

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

Decision

Having considered the 2023/24 draft Annual Accounts, the Council:

1. Noted the 2023/24 draft annual accounts;
2. Approved the submission of the draft annual accounts for audit to the Council's external auditors;
3. Noted that audited annual accounts will be presented to Council following conclusion of the audit, and
4. Otherwise noted the contents of the report.

Action

Chief Finance Officer

CC(25)009 BE THE FUTURE UPDATE – ASSET STRATEGY

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 an update on the priority three themes, and progress in the development of the Asset Management Strategy (AMS).

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council agreed to note:

1. Progress in the AMS and timeline (para 3.2 – 3.6);
2. The Learning Estate Strategy (LES) will be a strategy in its own right but will be developed in parallel with the AMS. (para 3.7.2);
3. The underlying principles that will be within scope of the Asset Management Strategy (AMS). (para 3.7); and
4. Progress in delivering the three priority themes approved by Council (para 3.1)

CC(25)010 WELLBEING HUB AND LOCHIES SCHOOL PROJECT UPDATE

The report, submitted by the Senior Manager, Sport and Leisure, provided Council with an update on the progress of the Wellbeing Hub and Lochies School project and to sought Council approval to enter into an agreement and contract with Hub East Central Scotland Ltd (Hubco) for the project Enabling Works.

Motion

To agree the recommendations set out in the report.

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

Decision

The Council:

1. Noted the key programme updates (paragraphs 3.1 to 3.6).
2. Noted the verbal update on planning decision (paragraphs 3.3).
3. Approved the execution of a formal contract agreement, up to a maximum cap of £2,600,000, between the Council and Hubco to undertake the proposed Enabling Works ahead of the main construction works commencing (paragraphs 3.7 to 3.11).

Action

Senior Manager, Sport and Leisure

In line with Standing Order 10.25, the Convener adjourned the meeting at 12.45 pm for a meal break. Councillor Quinn withdrew from the Chamber during the break and re-joined the meeting on-line via Teams. When the meeting resumed at 1.19 pm, 15 members remained present.

CC(25)011 ELECTRIC VEHICLE CHARGING – CONCESSION MODEL

The report, submitted by the Strategic Director (Place), sought Council approval to enter into a concession model in collaboration with 7 other local authorities in the South of Scotland (City of Edinburgh, Clackmannanshire, Dumfries & Galloway, Falkirk, Fife, Midlothian, Scottish Borders, West Lothian) for the appointment of a single supplier for the future delivery of public electric vehicle (EV) charging in Clackmannanshire.

Motion

To agree the recommendations set out in the report.

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

Draft Amendment

That the report is deferred and is brought back to the next meeting of Clackmannanshire Council for consideration.

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

During debate on the amendment, concern was expressed about the impact of any delay to entering the into the concession model. The Convener adjourned the meeting at 2.25 pm to allow Councillor Holden the opportunity to consider the wording of the draft amendment. When the meeting resumed at 2.40pm, there were 14 members present, Councillor Mark McLuckie having withdrawn from the meeting during the adjournment.

Final Amendment

That Council:

- Approve recommendations 2.1.1 to 2.1.5
- Replace Recommendation 2.1.6 with “Council will be required to approve the outcome of the procurement process”
- Delete recommendations 2.1.7 to 2.1.9, which will form the basis of the report which comes back to Council for approval for the next step.

Voting on the Final Amendment

For the amendment	14 votes
Against the amendment	0 votes
Abstain from voting	0

The amendment was carried by 14 votes to 0 with 0 abstentions.

Decision

The Council agreed:

1. To divest the council of the existing public electric vehicle charging infrastructure, this is likely to be by way of licence or lease of existing electric vehicle charging point locations as part of the project.
2. To delegate authority to the Strategic Director: Place to grant licences/leases of future electric vehicle charging point locations as part of the project.
3. To collaborate with 7 other Local Authorities in South of Scotland area (SoS) to jointly procure a concessionaire to operate and expand the public EV charging network for the next 12-20 years.
4. In principle to enter an Inter-Authority Agreement (IAA) with one or more partner authorities related to the service delivery period of the proposed contract.
5. Delegate authority to the Strategic Director: Place for the selection of a Lead Authority for the concession contract and to conclude negotiations to enter into the resulting IAA.
6. That Council will be required to approve the outcome of the procurement process.

Action

Strategic Director (Place)

Councillor Kathleen Martin withdrew from the meeting prior to the following item of business (2.48pm)

CC(25)012 EARLY LEARNING AND CHILDCARE (ELC) REVIEW

The report, submitted by the Senior Manager (People) provided an update on the Change Areas set out in the Early Learning and Childcare Review agreed at Council on 5th October 2023

Motion

To agree the recommendations set out in the report.

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

Decision

The Council noted the updates and progress against the Change Areas as set out in the October 2023 paper.

CC(25)013 MOTION TO COUNCIL – ALLOA TOWN CENTRE BUSINESS IMPROVEMENT DISTRICT

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Ellen Forson.

Motion

“That Council notes the correspondence received by the Leader of the Council, acknowledges that the Leader does not have the delegated authority to unilaterally agree to the request contained within the correspondence on behalf of the Council, and resolves to determine the Council’s position on the request received from Daphne Hamilton.”

On this basis I am submitting the information received from Daphne Hamilton to allow Council to resolve its position in respect of the request.

Moved by Councillor Ellen Forson. Seconded by Councillor Denis Coyne.

Amendment

Council agrees to write to Alloa First (BID) requesting they consider the request by Daphne Hamilton for an Alteration Ballot.

Moved by Councillor Holden. Seconded by Councillor Janine Rennie.

The Motion as Amended was agreed unanimously.

Decision

The Council:

1. Noted the correspondence received by the Leader of the Council;
2. Acknowledged that the Leader does not have the delegated authority to unilaterally agree to the request contained within the correspondence on behalf of the Council; and
3. Agreed to write to the Alloa First (BID) requesting they consider the request by Daphne Hamilton for an Alteration Ballot.

Action

Leader of the Council

CC(25)014 MOTION TO COUNCIL – EQIA SCHOOL TRANSPORT POLICIES

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

Motion

“Council agrees to undertake an Equality Impact Assessment of School Transport Policies which shall be brought back to Council for consideration within a period of three months.”

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

Amendment

To change the wording from “back to Council for consideration within a period of three months” to “back to Council for consideration in May 2025.”

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

The motion as amended was agreed unanimously.

Decision

The Council agreed to undertake an Equality Impact Assessment of School Transport Policies which shall be brought back to Council for consideration in May 2025.

Action

Strategic Director (People)

Ends: 3.47 pm

**MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held in the
Council Chamber, Kilncraigs, Alloa, on Thursday 27 February 2025 at 9.30 am.**

PRESENT

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

IN ATTENDANCE

Nikki Bridle, Chief Executive
Chris Alliston, Strategic Director (Partnership & Performance)
Lorraine Sanda, Strategic Director (People)
Kevin Wells, Strategic Director (Place)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Colin Bruce, Chief Education Officer (People)
Sharon Robertson, Chief Social Work Officer (People) (Via Teams)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Adrienne Aitken, Improving Outcomes Team Leader (People)
Michael Boyle, Improving Outcomes Business Manager (People) (Via Teams)
Rona Burns, Solicitor, Legal and Governance (Partnership & Performance) (Via Teams)
Veronica Cully, Senior Manager, Inclusion and Partnership (People) (Via Teams)
Wendy Forrest, Head of Strategic Planning & Health Improvement (HSCP) (Via Teams)
Sarah Goldberg, Team Leader, Legal and Governance (Partnership & Performance)
Alastair Hair, Team Leader/Senior Manager (Partnership & Performance)
Ian Howse, Deloitte – External Audit (Via Teams)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance)
Nicola Mack, Chief Accountant (Partnership & Performance)
Carla MacFarlane, Communications Officer (Partnership & Performance)
Joanna McDonald, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Scott McDonald, Senior Manager, Justice Services (Via Teams)
Wendy Robertson, Senior Manager Transformation (via Teams)
Gillian Scott, Senior Manager, Early Intervention (People)
Murray Sharp, Senior Manager, Housing (Place) (Via Teams and in Chambers)
Robbie Stewart, Senior Manager, Sport and Leisure (People) (Via Teams)
Donna Tierney, Accountant (Partnership & Performance) (Via Teams)
Melanie Moore, Committee Services (Partnership & Performance)
Gillian White, Committee Services (Partnership & Performance) (Minute)

CC(25)015 APOLOGIES

Apologies were received from Councillor Martha Benny.

CC(25)016 DECLARATIONS OF INTEREST

There were no declarations of interest.

CC(25)017 BUDGET CONTEXT AND OUTLOOK

The report, submitted by the Section 95 Officer, in consultation with the Chief Executive and Monitoring Officer, aimed to provide information on the Budget context and outlook for the Council as it prepared to agree its General Services Revenue and Capital Budgets for 2025/26. The report had been prepared in support of the Council's proposed General Service Revenue and Capital Budget 2025/26 and aimed to allow elected members to consider broad issues of financial resilience and sustainability ahead of taking its decisions.

Councillor William Keogh joined the meeting via Teams during questions on this item of business (9.46 am)

Motion

To agree the recommendations as set out in the report.

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

Voting

Following debate on the motion, in terms of Standing Order 14.7, Councillor Earle asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the Motion (11)

Councillor Phil Fairlie
Councillor Donald Balsillie
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Jane McTaggart
Councillor Ellen Forson
Councillor Bryan Quinn
Councillor Scott Harrison
Councillor Denis Coyne

Against the Motion (0)

Abstain from Voting (6)

Councillor Mark McLuckie
Councillor William Keogh
Councillor Janine Rennie
Councillor Kenneth Earle
Councillor Craig Holden
Councillor Kathleen Martin

On a division of 11 votes to 0 with 6 abstentions, the Motion was carried.

Decision

On a division of 11 votes to 0 with 6 abstentions, the Council:

Noted the:

1. Background and context to the Council's socio-economic and systemic funding challenges, exacerbated by a largely population-based mechanism for distributing the Scottish Government Grant Income received (section 3);
2. Council's track record of delivering budget savings; collaboration, leveraging external resource and innovative transformation (section 4);
3. Financial outlook ahead of setting the Council's Budget and the need to maximise the value of permanent reductions in expenditure and increases in income wherever possible to deliver medium to longer term financial sustainability (paragraph 4.14 and section 4); and
4. Financial outlook, residual risks and uncertainties should the 2025/26 General Services Revenue and Capital Budgets, proposed later in this Council agenda, be approved (paragraph 4.17 and section 4).

Agreed to:

5. Prioritise, support and invest in the key activities being taken forward to mitigate the pressures (section 5) and to deliver service and financial sustainability;
6. Consolidate and implement its Medium Term Financial Strategy (MTFS) and a Financial resilience Framework which will be regularly monitored and reported to Council through the regular Budget Strategy Update reports (paragraphs 5.30-5.33); and
7. Identify any further potential options it would like developed to mitigate current and future service and financial sustainability challenges in addition to the current activities summarised in section 5 of this report (paragraph 5.1).

Action

Section 95 Officer, Chief Executive and Monitoring Officer

CC(25)018 TREASURY MANAGEMENT STRATEGY STATEMENT 2025/26

The report, submitted by the Chief Finance Officer, presented the Council's Treasury Management Strategy Statement for 2025/26 and Prudential Indicators for 2025/26 to 2027/28.

Motion

To agree the recommendations in the report.

Moved by Councillor Ellen Forson. Seconded by Council Graeme Lindsay.

Decision

The Council:

1. Noted the information contained in the report;
2. Approved the Treasury Management Strategy Statement for 2025/26 and Prudential Indicators for the years 2025/26 to 2027/28 (as attached at Appendix A, in compliance with the Prudential Code requirements;
3. Noted the continuation of the Borrowing Strategy to support continued capital investment (paragraph 5.6); and

4. Noted the investment portfolio position as at 31st January 2025 (Appendix B).

Action

Chief Finance Officer

In line with Standing Order 10.23, the Convener adjourned the meeting at 10.45 am for a comfort break. When the meeting resumed at 11.05 am, 17 members remained present.

CC(25)019 GENERAL SERVICES REVENUE AND CAPITAL BUDGET

The report, submitted by the Chief Finance Officer, present the General Services Budget for 2025/26. The report built 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). The paper was considered in conjunction with “Item 3 Budget Context and Outlook” report which appeared separately on the agenda.

Motion

To agree the recommendations set out in the report.

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

The Convener advised that there were two amendments which had been circulated previously to members. The Convener also advised that he had received an item of urgent business from Councillor Craig Holden relating to a letter which was received in connection with the removal of Non Domestic Rates discretionary relief for charities and sports clubs. The Convener accepted this item of urgent business and suggested that the item may result in a third amendment being put forward.

Amendment 1

“That Council agrees to remove the savings for year 2026/2027 in respect of the cessation of Library and CAP from Alva and Tullibody to allow for a review on options of an alternative model of delivery of these services (including delivery of these services by a community group). A report will be brought back to Council prior to the budget setting in 2026/2027.

The implication of this amendment is that by removing the saving of £96,345, this will increase the budget gap for 2026/27 by the same value. Any saving as a result of the review will likely not be able to be implemented in full until 2027/28. Alternative savings or permanent increases in income would need to be found in 2026/27 to offset this reduction as part of 2026/27 budget setting.”

Moved by Councillor Bryan Quinn. Seconded by Councillor Donald Balsillie.

Voting on Amendment 1

For the amendment	17 votes
Against the amendment	0 votes
Abstain from voting	0

The amendment was carried by unanimously.

Amendment 2

“The amendment to the General Services Revenue and Capital Budget 2025/26 budget is as follows:

1. The proposed council tax rate to be reduced to 8% from a proposed 13%, and
2. Removal of the savings proposal for Cessation of Library and CAP from Alva and Tullibody.

The total cost of this amendment is £1,373,345. Council should note that this proposal will not only have an effect on this General Services Revenue and Capital Budget for 2025/26 in terms of reducing income and reducing balances of the various funds and/or reserves as noted below but also the indicative budget for 2026/27 as follows:

- Reduction in income through loss of Council Tax income £1.277m
- Reduction in income through loss of Council Tax income from reduced base £0.128m
- Increase in expenditure through removal of saving – Cessation of Library and CAP from Alva and Tullibody £0.096m

The budget gap for 2026/27 after this proposed amendment would increase from £7.340m by £1.499m to £8.839m.

The reduction in Council tax income would also increase the budget gap in 2027/28 and beyond as the assumed 10% increase will be lower as it is calculated on a lower base. As the reduction in Council Tax lowers the base income budget this adds to the gap in each future years, increasing the gap to £21.002m by 2029/30.

The cost for the above proposals in 2025/26 will be met by a reduction of transfers to reserves as follows:

1. The additional proposed £2m to the transformation fund reduced by £460,337 to £1,539,663.

The transformation fund as at December 2024 has a balance of £1,713,000 however £1,441,000 is committed to projects within current and future years, leaving an uncommitted balance of £272,000 before this additional transfer.

2. The additional proposed £1m to the employment fund reduced by £230,169 to £769,831.

It is noted that the Council spent £324,000 of this fund in 2023/24 and the fund has a current balance of £515,000.

3. The proposed transfer of £2.958m to a service pressure reserve reduced by £682,839 to £2,277,161.

We recognise this reserve has been established to cover a number of assumed pressures and this will reduce the amount available to meet any of these uncertain pressures during 2024/25 and 2025/26.

The reduction of these reserves may impact on the ability of the work being undertaken in Transformation, Collaboration and Partnership working, Be the Future and other associated projects/work being undertaken by the Council to support financial sustainability.

At a time of significant pressure for people within Clackmannanshire this would ease potential financial impact while still enabling reserves to be held at a minimum level.”

Moved by Councillor Janine Rennie. Seconded by Councillor Mark McLuckie.

Councillor Quinn asked for a brief adjournment to consider the amendment. The Convener agreed to adjourn the meeting at 12.24 pm. When the meeting resumed at 12.45 pm, 17 members remained present.

Voting on Amendment 2

Following debate on the amendment, in terms of Standing Order 14.7, Councillor Earle asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For Amendment 2 (6)

Councillor Mark McLuckie
Councillor William Keogh
Councillor Janine Rennie
Councillor Kenneth Earle
Councillor Craig Holden
Councillor Kathleen Martin

Against Amendment 2 (11)

Councillor Phil Fairlie
Councillor Donald Balsillie
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Jane McTaggart
Councillor Ellen Forson
Councillor Bryan Quinn
Councillor Scott Harrison
Councillor Denis Coyne

Abstain from Voting (0)

On a division of 11 votes to 6 with 0 abstentions, Amendment 2 was defeated.

Amendment 3

“Council agrees to remove the savings for year 2026/2027 in respect of the removal of Non Domestic Rates discretionary relief for charities and sports clubs to allow for a period of consultation to take place with those affected leading to a review and subsequent report which can be considered by council prior to the budget setting in 2026/2027.

The implication of this amendment is that by removing the saving of £4,000 this will increase the budget gap for 2026/27 by the same value. Any saving as a result of the review will likely not be able to be implemented in full until 2027/28. Alternative savings or permanent increases in income would need to be found in 2026/27 to offset this reduction as part of 2026/27 budget setting.”

Moved by Councillor Craig Holden. Seconded by Councillor Janine Rennie.

Councillor Forson asked for a brief adjournment to consider the amendment. The Convener agreed to adjourn the meeting at 12.50 pm. When the meeting resumed at 1.00 pm, 17 members remained present.

Voting on Amendment 3

For the amendment	17 votes
Against the amendment	0 votes
Abstain from voting	0

The amendment was carried by unanimously.

Voting on the Original Motion as Amended by Amendments 1 and 3

Following debate on the original motion as amended, in terms of Standing Order 14.7, Councillor Earle asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 members present who were eligible to vote. On the roll being called, the members present voted as follows:

For the motion as amended (11)

Councillor Phil Fairlie
Councillor Donald Balsillie
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Fiona Law
Councillor Wendy Hamilton
Councillor Jane McTaggart
Councillor Ellen Forson
Councillor Bryan Quinn
Councillor Scott Harrison
Councillor Denis Coyne

Against the motion as amended (6)

Councillor Mark McLuckie
Councillor William Keogh
Councillor Janine Rennie
Councillor Kenneth Earle
Councillor Craig Holden
Councillor Kathleen Martin

Abstain from Voting (0)

On a division of 11 votes to 6 with 0 abstentions, the motion as amended was carried.

Decision

The Council agreed:

1. The General Services Revenue and Capital Budget for 2025/26 as set out in Appendix A, including:
 - 1.1 The proposals for demand pressures including the uplift of 3% for Clothing Grants (Appendix B) (paragraphs 6.2 and 6.3);
 - 1.2 Policy and Redesign savings set out in Appendix D and note the Management Efficiency savings set out in Appendix C (paragraph 6.5); subject to:
 - the removal of the savings for year 2026/2027 in respect of the cessation of Library and CAP from Alva and Tullibody (£96,345) to allow for a review on options of an alternative model of delivery of these services (including delivery of these services by a community group) as set out in Amendment 1. A report will be brought back to Council prior to the budget setting in 2026/2027.
 - the removal of savings for year 2026/2027 in respect of the removal of Non Domestic Rates discretionary relief for charities and sports clubs (£4,000) to allow for a period of consultation to take place with those affected leading to a review and subsequent report which can be considered by council prior to the budget setting in 2026/2027 as set out in Amendment 3.
 - 1.3 The 2025/26 Income and Charging Strategy (Appendix E);
 - 1.4 The utilisation of £1.400m Capital receipts to offset loans fund principal repayments (paragraph 6.10);

- 1.5 The utilisation of £0.346m from uncommitted reserves to support the 2025/26 revenue budget (paragraph 6.10);
- 1.6 A net resource transfer of £30.047m for the Clackmannanshire and Stirling Health and Social Care Partnership for 2025/26 (paragraph 7.3);
- 1.7 The revised General Services Capital Programme incorporating project resource in Appendix A and section 8;
- 1.8 A 13% increase in the level of Council Tax for 2025/26 resulting in a Band D Council tax of £1,594.38 (paragraph 5.5);
- 1.9 An allocation of £2.000m to the Transformation Fund funded from the Service Concession Reserve (paragraph 6.15);
- 1.10 An allocation of £1.000m to the Employment Fund funded from the Service Concession Reserve (paragraph 6.15);
- 1.11 Establish a new Service Pressures Reserve to meet service pressures including HSCP and NI, utilising £2.958m from the Service Concession Reserve (paragraph 6.16);
- 1.12 The revised policy for Non Domestic Rate (NDR) - Empty Property Reliefs from 1 April 2025 (paragraph 3.4), and
- 1.13 The Be the Future Target Operating Model: Corporate Priorities 2025/26 as set out in Appendix A.

The council agreed to note:

- 1.14 The challenging context within which this Budget is presented (Appendix A and item 3 which appears separately on this Council Agenda);
- 1.15 The forecasted overspend of £0.054m by 31 March 2025, following the continuation of spending constraints (paragraph 3.1);
- 1.16 The summary of recent budget engagement activity detailed in section 4;
- 1.17 That the minimum reserve policy of 2% remains unchanged with the balance of £3.420m in uncommitted General Services Revenue reserves, after setting the budget, equating to 2% (paragraphs 6.8-6.9);
- 1.18 The five year cumulative indicative gap of £19.132m up to 2029/30 and a funding gap of £7.340m in 2026/27 following setting this budget (Exhibit 4), and
- 1.19 The engagement with UK and Scottish Governments on the 2025/26 budget (paragraphs 5.2 and 5.6 and Appendix H).
- 1.20 The implication of Amendment 1 is that by removing the saving of £96,345, this will increase the budget gap for 2026/27 by the same value. Any saving as a result of the review will likely not be able to be implemented in full until 2027/28. Alternative savings or permanent increases in income would need to be found in 2026/27 to offset this reduction as part of 2026/27 budget setting.
- 1.21 The implication of Amendment 2 is that by removing the saving of £4,000 this will increase the budget gap for 2026/27 by the same value. Any saving as a result of the review will likely not be able to be implemented in full until 2027/28. Alternative savings or permanent increases in income would need to be found in 2026/27 to offset this reduction as part of 2026/27 budget setting.

Action

Chief Finance Officer

Ends: 1.30 pm

Report to: Clackmannanshire Council

Date of Meeting: 20 March, 2025

Subject: Westhaugh Travelling Persons Site – Council Update

Report by: Strategic Director of Place

1.0 Purpose

- 1.1. This report provides an update on the Westhaugh Travelling Persons Site upgrade project and seeks council approval over a number of key factors to get the project back on site.

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.2. Note that the Chief Executive has asked the Scottish Futures Trust (SFT) for a full report examining the project management by HUBCo East Central Scotland, as detailed in section (6.4),
- 2.3. Note that the approved project budget was £5,500,000 agreed by Council in May 2023,
- 2.4. Note that the revised project total from both the replacement Tier 1 contractor and Councils own internal project costs has been established at £6,242,000, which is increase of £742,000 from the previously agreed project budget (4.1),
- 2.5. Note that officers and HUBCo staff have identified value engineering works which provide a saving of £271,000 in the required project budget, achieved by the various substitution and specification alterations as referenced in Section 5 of this report (5.2),
- 2.6. Note the following mitigations and decisions (2.7 to 2.9) equate to £471,000, which represents the difference between the budget previously approved by Council, and the current project budget requirement,
- 2.7. Approve the revision by the contractor relating to excess soil (as detailed at 4.4) on the site to reduce spend by £107,000, thus bringing the revised total project budget to £5,864,000,
- 2.8. Note the Council has received additional Scottish Government Grant of £164,000 (4.5),

- 2.9. Approve the use of £200,0000 of council earmarked homeless prevention activity reserves (as detailed at (7.4) to fund the project beyond current financial governance. This recommendation is subject to approval of recommendation 2.7, otherwise the amount from that earmarked reserve would increase in equivalent value to £307k,
- 2.10. Note that failure of council to take forward and complete this project, could mean the that the Scottish Government could request repayment of circa £1m of grant funding, already drawn down and spent on the project (7.1),

3.0 Background

- 3.1. Council first approved the financial contribution to the redevelopment of the Westhaugh Gypsy Traveller Site in March 2021. Further approval was provided in May 2023, with a request and approval for additional budget required to deliver the site.
- 3.2. Works on site have been paused since March 2024. Positive discussions between the Council and HUBCo East Central Scotland (HUBCo) led to an expectation that the planned programme of works would recommence early this year, with completion anticipated by December 2025. The project aims to ensure the redeveloped site meets modern standards and the cultural needs of residents. Most of the travelling community continues to be temporarily housed within the Council's housing stock while the site remains closed for regeneration.
- 3.3. As formally reported to the Council, the project stalled when the selected contractor entered administration. Consequently, the Council notified the Scottish Housing Regulator (SHR) of material non-compliance with the Scottish Social Housing Charter, which was recorded in the Council's SHR Annual Assurance Statement in October 2024.
- 3.4. The non-compliance was directly related to delays in redeveloping the Westhaugh Gypsy Traveller site, with no ongoing definitive works programme or agreed timescale. Councillors were informed in October 2024 that the replacement Tier 1 contractor's cost estimates exceeded those of the previous contractor. In December 2024 it was reported to the Council's Audit & Scrutiny Committee that the project was due to recommence, subject to agreement on the final contract price.
- 3.5. Since the previous Tier 1 contractor entered administration officers have actively engaged with HUBCo East Central to finalise a fixed-price completion contract. This has included the Council's Chief Executive convening at least two meetings with counterparts to prioritise the project. Up to and including December 2024, HUBCo East Central provided assurances to Council officers that the new contractor would deliver the project within budget taking account of value engineering savings already achieved.

4.0 Project Budget Mitigations

- 4.1. It has been confirmed by HUBCo (as lead project manager) that the final project budget is £6,242,000, which is increase of £742,000 from the previously agreed project budget (May 2023). Members should note that the

budget includes on site enabling works and Councils own internal charges i.e. legal, finance, storage costs etc.

- 4.2. Officers and HUBCo have identified value engineering works which total a saving of £271,000 in the required project budget, achieved by the various substitution and specification alterations as referenced in Section 5 of this report, bringing the revised total project budget to £5,971,000 (£471,000 above the previously approved budget).
- 4.3. This report asks Members to make decisions on further mitigations equating to £471,000, which represents the difference in the cost previously approved by Council and the current project cost requirement.
- 4.4. Members are being asked to decide upon the landscaping and redistribution of excess soil on site and land in nearby council ownership, rather than its removal in full, a decision that could reduce the revised project budget by £107,000. This would bring the revised total project budget to £5,864,000 (£364,000 above previously approved budget).
- 4.5. Council has been awarded an additional £164,000 grant from the Scottish Government as assistance with the project.
- 4.6. Finally, once work begins on site, it will be possible to determine whether the subbase structure of the road needs fully replaced. HUBCo have advised that this could deliver a further financial benefit of £81,500 which, if all other decisions and mitigations are taken, would reduce the Council contribution to £118,500.
- 4.7. The table below shows the movement in costs from the previously approved budget:

<u>Westhaugh Travelling Persons Site Project</u>	<u>Costs</u>	<u>Variance From May 2023</u>
Council Approved Budget May 2023 (Including Clacks Council project costs of £350k)	£5,500,000	n/a
On Site Works new Tier 1 Contractor	£5,862,000	£712,000
Power Connection Quote Uplift Allowance	£30,000	
Clacks Council - Project cost fees	£350,000	
<u>New Headline Project Costs</u>	<u>£6,242,000</u>	<u>£742,000</u>
Value Engineering Exercise	(£271,000)	
<u>Revised Project Cost</u>	<u>£5,971,000</u>	<u>£471,000</u>
Decision on Soil landscaping/retention	(£107,000)	
<u>Revised Project Cost budget to fund</u>	<u>£5,864,000</u>	<u>£364,000</u>
Funded Additional SG Grant Contribution	(£164,000)	
<u>Funded by Contribution from</u>	<u>(£200,000)</u>	<u>n/a</u>

Earmarked Reserves		
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5.0 Value Engineering

- 5.1. Value engineering is a common practice within construction projects, this has been done with the aim of achieving the desired quality, performance and functionality in line with the Scottish Government Design Guide and grant conditions at the lowest economic price. This exercise was undertaken on the project by HUBCo in collaboration with Council officers,
- 5.2. Value engineering promotes the substitution of materials and methods with less expensive alternatives, without sacrificing functionality. Some examples of Value engineering achieved on this project are listed below –
 - Simplifying of entrance door design,
 - Replacement of decorative boulders with a more cost-effective barrier provision,
 - Replacement of galvanised steel fencing and gates with more cost-effective alternatives,
 - Minor revisions to the landscaping design,
 - Revision to the external surface finishes for roads and parking areas from Monoblock to less maintenance dependant and safer tarmacadam,
- 5.3. Careful consideration has been given to ensure that value engineering is in keeping with the consents provided previously by the Councils Building Standards and Planning departments, as well as meeting with the relevant requirements as set out within the Scottish Governments Gypsy Traveller Design Guide and the terms and conditions of the Scottish Government grant funding offer.
- 5.4. Crucially the value engineering has considered resident impact in every aspect of decision making, ensuring that residents will not be disadvantaged as a result of this activity.

6.0 Considerations

- 6.1. Since Council officers had been notified in early 2024, that HUBCo were unwilling to enter into a contract with the previous Tier 1 contractor. They (HUBCo) have been working to establish a new Tier 1 contractor and agreed a new project budget/price.
- 6.2. HUBCo East Central project staff had assumed that their pricing discussions with the new proposed Tier 1 contractor were based on the entire project being costed as before, with deductions applied for works already completed. Unfortunately, this assumption was incorrect. The new Tier 1 contractor's

quote was based on completing the remaining work from the point at which the original contractor ceased on site.

- 6.3. The Council has relied on the experience and expertise of HUBCo East Central and the Scottish Futures Trust (SFT) to provide accurate cost estimates and a fixed-price contract within budget. The late notifications of recent budget alterations are particularly disappointing given previous assurances.
- 6.4. The Chief Executive has asked the Scottish Futures Trust (SFT) to prepare a full report for members on the situation to detail the project management process that HUBCo have carried out in securing a replacement Tier 1 contractor since March 2024. Members should note the letter as included at Appendix 1. Moreover, on the lead up to this Council meeting, a full Members briefing was held with HUBCo relating to this project.

7.0 Implications / Risks

- 7.1. If the Council does not agree to the revised budget, a contract cannot be entered into with the new Tier 1 contractor. It should be noted that failure to take forward and complete this project, could mean that the Scottish Government could request repayment of circa £1m of grant funding, already drawn down and spent on the project.
- 7.2. The SHR is already engaging with two landlords regarding significant concerns raised by residents about the delivery of Gypsy Traveller sites. Failure to deliver this project would place Clackmannanshire Council at risk of further scrutiny and engagement from the SHR. Maintaining regular dialogue and update meetings with residents has been crucial in retaining their support during this protracted process. Any further delays or cancellation would be devastating for the families on-site, who have shared with Council officers the mental health challenges and stress they have experienced while being temporarily housed in accommodation that does not meet their cultural needs.
- 7.3. Failure to take this project forward will also mean an impact on efforts to move families from homeless temporary accommodation into suitable housing. Alongside the housing emergency and increased demand for homeless accommodation, this is placing pressure on the Council's rent rebates/allowances and Housing Benefit budget. As members are aware, for accommodation used outside our housing stock, we generally receive funding for only one night out of seven as a contribution to the costs. At the time of writing this paper the Council currently spends £26,880 per week on 32 temporary homeless accommodation units outside of our housing stock. A return to site for the travelling community would enable the return of x12 units, which can be made available for homeless applicants, generating throughput and could reduce our current weekly spend on temporary accommodation out with stock by around a third, all else remaining equal.
- 7.4. While representations will continue to be made to the Scottish Government for a contribution of costs to this project in line with the original grant assumption of 60% funding, it is proposed and recommended that £200,000 be utilised from the homeless prevention reserve. This will add value for both releasing the homes back to the Housing Account and lead to a reduction in demand for

homeless accommodation, which would enable the project to proceed and allow work to recommence on-site as soon as possible.

8.0 Sustainability Implications

- 8.1. The properties will be built as near to Passivhaus standard and will contain solar panels and zero emission heating systems at the point of use. This is in line with the Councils declaration of a climate emergency.

9.0 Resource Implications

9.1. Financial Details

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

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

9.4. Staffing

9.5. No impact

10.0 Exempt Reports

- 10.1. 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

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**

Complies with relevant Council Policies



8.0 Equalities Impact

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

Yes ☐

No ☒

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Copy of letter from the Chief Executive to Scottish Futures Trust Hubco

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 ☐


Housing Budget – January 2025

Westhaugh (Travelling Persons Site) Redevelopment - Capital Project - Capital Budget Commitment – May 2023

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director (Place)	



PLACE

Kilncraigs, Greenside Street, Alloa, FK10 1EB
Telephone: 01259 450000

Contact: Nikki Bridle

Direct Tel:

Email:

Date: 11th March 2025

Steven Whitton
Associate Director - Hub Programme
Scottish Futures Trust

Dear Steven,

Westhaugh Gypsy Travellers Site

I write to you in relation to Clackmannanshire Council's ongoing redevelopment of the Westhaugh Gypsy Traveller Site located in Alva, Clackmannanshire, and specifically in relation to the progress made by the Scottish Futures Trust's (SFT) Hub East Central Scotland (Hubco) in delivering the project management service required.

We met most recently in January of this year and it was disappointing that we did not at that stage have cost certainty over the project price, something which I had asked to be provided as a priority in my previous meeting with Hubco representatives in October 2024.

I am pleased that matters have now progressed and we have the required cost information necessary to allow Council to make an informed decision on the future of the project.

Whilst this is a positive step in the right direction (and I am keen that we move forward) I am also mindful of a need to undertake a detailed review of the issues incurred on this project to include a timeline of events setting out the actions taken by Hubco since concern was first raised over the financial viability of the previous tier 1 works contractor.

The lengthy period of time taken to resolve the situation has meant that a significant amount of council officer time has been needed to manage the client side requirements of this project and the ongoing engagement with our various stakeholders, not least the gypsy community, who have for some considerable time been living an unfamiliar lifestyle in mainstream council housing with no clear idea of when they will be able to return home. This has been a challenging situation for everyone.

This is a high profile project for the Council, our elected members rightly require to understand how Hubco have sought to mitigate the various risks and issues that have occurred up until this point with assurance provided that adequate provision for the effective future management of this project by Hubco is in place.

My expectation is that Hubco prepare a full report for elected members on the situation to detail the project management process that HUBCo have carried out in securing a replacement Tier 1 contractor since January 2024 and to make key senior representatives available to present this information to elected members at a future meeting to be arranged.

I look forward to hearing from you and progressing to work positively together in the delivery of this project.

Yours sincerely

Nikki Bridle
Chief Executive

Report to Clackmannanshire Council

Date of Meeting: 20th March 2025

Subject: Be the Future: Clackmannanshire Transformation Space

Report by: Strategic Director of People

1.0 Purpose

- 1.1. This paper updates Council following the report on 21 March 2024 about the Council's Be the Future Transformation Plan. It sets out specific proposals to significantly move the Council's ambitions for working with our communities by creating a framework to enable community voice led service prioritisation and transformation.
- 1.2. The report describes the creation of the Clackmannanshire Transformation Space. This will be a 'space', or way of working, where community voice is amplified and leads on how services are delivered and prioritised, with the Council and all other partners supporting and enabling them.
- 1.3. To ensure we follow the public pound and achieve best value we are putting in place a clear framework for how this will work. Critically, as well as satisfying the need to monitor and report on outcomes, it will empower individuals and communities receiving public services in Clackmannanshire by involving them in the design and delivery of the services they use.
- 1.4. In addition, the paper proposes the creation of a Transformation Fund, to be managed by an experienced Charity Fund Management organisation – a Fund Manager. This Fund Manager will underpin the new arrangements by working with communities and individuals to identify and prioritise spend on early intervention activities in line with the priorities agreed in the Local Outcomes Improvement Plan.

2.0 Recommendations

2.1. It is recommended that Council approves:

- 2.2. The creation of a Community Interest Company to support the 'Clackmannanshire Transformation Space' which will ensure that community voice is at the heart of prevention and early intervention proposals designed to achieve better outcomes for Clackmannanshire communities. This will require Council to put in place contracts and legal agreements to secure proper governance (Paras 3.16 and Appendix 1).

- 2.3. The creation of a Transformation Fund, to be managed by an experienced Fund Manager, to provide the supporting transformation funding arrangements. It is proposed to use Foundation Scotland for the first year of this new way of working. As well as acting as the Fund Manager, Foundation Scotland will manage the Community Voice work, analyse and sift the emerging proposals, award the grants to deliver the proposals, and manage the resulting reporting requirements. This will require Council to put in place contracts and legal agreements to secure proper governance (Paras 3.18 to 3.23 and Appendices 1 and 2).
- 2.4. The creation of an Oversight Board, involving Council, private sector, public sector and community representatives to oversee the Clackmannanshire Transformation Space and ensure the desired outcomes are being achieved from this new way of working. (Paras 3.17 and Appendix 4).
- 2.5. It is recommended that Council notes:**
- 2.6. The proposals in this paper present a radically different way of working, and Year 0, the first year of operation, allows the Council, its partners and communities to trial the approach, learn from it, and adapt it, as it moves towards Year 1. Involving communities in the design, development and delivery of services in this way, is sector-leading Christie focused reform and community empowerment.
- 2.7. The proposals in this report allow the Council to implement Year 0 of the Clackmannanshire Transformation Space, including setting up the Transformation Fund. Year 0 also includes the set up of governance arrangements for funds to be awarded to communities with oversight by the Council and its partners, including Independent Funders. As such, Officers will report back during the year, but also a full report on Year 0 will be prepared seeking appropriate authorisation before proceeding to future years.

3.0 Context and Proposals

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. In the Be the Future Update presented to Council in March 2024, it was noted that the Family Wellbeing Partnership was showing great progress as follows:
 - Resources and staff had moved closer to communities, integrating services, and involving and empowering individuals in the design and delivery of services.
 - This shift was strengthening collaboration with community organisations and partners to support Clackmannanshire communities and improve outcomes for local people.

- This approach had attracted national interest and from other local authorities, as well as some funders.
- This is another development which demonstrates the Be the Future Target Operating Model.

Progress

- 3.3. Over the last year much work has taken place to build on the successes and learning from the Family Wellbeing Partnership (FWP). A ***new model of public service delivery*** has emerged from developing and designing how the Council can create a collaborative community voice-led transformation space. This 'Space', or way of working, will prioritise the services and delivery models identified by communities as those which will result in the best outcomes.
- 3.4. The proposals described in this report are the culmination of several years of working closely and differently with our communities. We can already see new ways of working emerging and we know that communities have new ideas that they want to take forward. This was demonstrated in the success of the FWP work with the Lens which allowed communities to come forward with their own innovative and often low-cost ideas on how to meet their needs.
- 3.5. Over the course of the last year further events and community engagement have taken place to ensure we truly understand how to best support our communities, and they have informed the design work being proposed in this paper. Our communities are impatient for this new way of working to become the current way of working and are excited about the opportunities it presents.

A Strategic Framework underpinned by Local Voice

- 3.6. The strategic outcomes for this new model of public service delivery will be aligned with those prioritised by the Clackmannanshire Alliance through the Wellbeing Local Outcomes Improvement Plan. This approach therefore offers the opportunity to provide more pace to the work of the Community Planning Partnership along with the opportunity to put community at the heart of Community Planning.
- 3.7. This framework allows Clackmannanshire to both build on past work, such as the review of community assets, as well as preparing for the future. Elected Members will be familiar with the local social and fiscal challenges facing the area, and to understand these better it is proposed to undertake an expert thematic analysis with the Centre for Public Policy and Public Health Scotland. This work will be sector-leading and allow us to consider more carefully how to invest in prevention. In creating the Clackmannanshire Transformation Space we will have put in place a strategic framework to allow our decisions and priorities to be fully aligned.
- 3.8. The design work can only progress so far and now needs to move onto trialling these new ways of working, allowing everyone to learn during Year 0 – the first year of operation. This is a natural next step and support a community-inclusive approach to the design, building on earlier work done within the FWP on the Scottish Approach to Service Design.

- 3.9. To now move into Year 0, a critical part of the plan will be to shift funds into prevention and a community focused Transformation Fund. Officers are reviewing a range of existing Council funds that can be transferred to start the Transformation Fund, ensuring that while this takes place statutory service delivery is not impacted. This is described further in paras 3.23 and 5.2.
- 3.10. In making these changes it is important to recognise that developing a community voice-led approach to service delivery supports the Council's fiscal challenges outlined in the Budget Context and Outlook report presented to Council at its annual budget setting meeting on 27 February 2025. In responding to community needs the Council is increasingly taking a more holistic and strategic view of how our services should be organised and structured. With more focus on prevention and early intervention, driven by community-designed solutions, that will in turn lead to less reactive service delivery and greater efficiency across the Council.
- 3.11. The Clackmannanshire Transformation Space plans have attracted much interest from Scottish Government Ministers, including the First Minister, who has articulated a desire for radical Public Sector Reform. This follows the recent Accounts Commission report on Public Sector Finances which has amplified the need for Councils to think very differently about how they best serve the needs of their communities. These proposals are therefore seen as a potentially significant development in relation to Public Sector Reform.
- 3.12. Since the publication of Campbell Christie's seminal report in 2011 on The Delivery of Public Services, national and local government have been working towards developing services that are focused on prevention and designed hand-in-hand with communities. In 2015 the Scottish Government passed the Community Empowerment Act (Scotland) putting a range of duties on local government to empower communities at all levels. The proposals in this report are sector leading by putting in place exactly the type of public service transformation that has been called for, for many years.
- 3.13. Inevitably given the innovative and novel nature of the proposal, as we develop and implement the various strands of Year 0, additional governance requirements may emerge beyond those detailed in this paper. To facilitate and expedite both transparency and governance, regular updates on progress will be provided to Council through the Be the Future Update reports, thereby also streamlining the processes for securing additional governance should it be required.

Clackmannanshire Transformation Space

- 3.14. It is proposed to create the Clackmannanshire Transformation Space, which will focus on the strategic outcomes, to be delivered by local solutions, contained within the Clackmannanshire Alliance Wellbeing Local Outcomes Improvement Plan. These outcomes are:
- Wellbeing: addressing physical and mental health and wellbeing; outcomes for young people; and poverty.
 - Economy and Skills: addressing the labour market and Fair Work; and economic opportunities.
 - Places: creating sustainable places and environmental sustainability.

Council will be familiar with these outcomes which have been well researched and are clearly understood. If Council accepts the proposals for the new way of working contained in this report it will support the development of solutions which are holistic and cross-service, community defined and funded in a new way.

3.15. The Clackmannanshire Transformation Space will aim to:

- Reduce silos and deliver whole person and family wellbeing responses
- Deliver community voice-led system transformation
- Demonstrate agile and an impactful flow of funds
- Build community wealth and a wellbeing economy
- Deliver a single reporting framework which is accepted by partners and has relevance to the community
- Leverage additional funds into the community

3.16. There are a number of elements and participants to the Clackmannanshire Transformation Space, but principally it is about a new way of working within a strategic framework that will support and enable:

- Community Voice to be heard as the principal determinant of prevention and early intervention solutions.
- Strategic and robust monitoring and control of funds.
- Outcomes that are holistic and can be clearly identified and demonstrated.

3.17. This innovative and new way of working will have a number of key participants with unique and important interdependent roles. They are all required to make the Clackmannanshire Transformation Space a truly inclusive, open and purposeful way of transforming how Clackmannanshire Council and its partners meet the needs of their communities. Appendix 1 contains a simple diagram to illustrate this along with a description of the roles of:

- Community Voice
- Clackmannanshire Council
- The Fund Manager
- Independent Funders
- Charitable Independent Company (CIC).

3.18. In addition to these key participants an **Oversight Board** will be created to oversee how the new arrangements will operate. It will ensure priorities are aligned to the Local Outcomes Improvement Plan and that community voice is a key driver for the work being progressed. It is anticipated that the Oversight Board will comprise of representatives of the Council, Health Board, Health and Social Care Partnership, Police, College, Public Health Scotland, Clackmannanshire's communities and the private sector, with others to join, as appropriate. A draft Terms of Reference for the Oversight Board is attached at Appendix 4.

Funding Arrangements – Clackmannanshire Transformation Space

3.19. It is proposed to enter into a partnership with Foundation Scotland, the Fund Manager, which is an independent charity with significant experience of

managing and divesting funds and working with communities. This will be supported with a legal agreement between the Community Interest Company and Foundation Scotland. Foundation Scotland will manage the funding, they will support community voice by engaging with communities to support applications for projects and assess those applications, issue grant letters and undertake ongoing monitoring and reporting.

- 3.20. Foundation Scotland are also experienced in working with communities to build local capacity around creating new and innovative solutions for local service delivery. Council officers and partners will work closely with Foundation Scotland to support their work, as well as building their own skills as part of the transformation and Be the Future plans.
- 3.21. In the first year of operation, Year 0, the Council will be the main funder but, along with the CIC (see Appendix 1), will work to leverage other funders to become invested in this new way of working from across public, private and 3rd sector funders. It is anticipated that this new and collaborative way of working, driven by community voice led prevention, will encourage these partners/funders to add funds to the overall Transformation Fund.
- 3.22. Additionally, Officers have submitted a funding bid to the Scottish Government's recently announced 'Invest to Save' fund, which is focused on Public Sector Reform, and should this be successful these funds would also be added to the Transformation Fund. The Hunter Foundation current commitment to the Council will cover start-up costs and costs associated with the partnership with Foundation Scotland.
- 3.23. It is intended that grants offered in Year 0 will depend on the type and scale of the potential solution proposed. In some cases, grants may be for small amounts of less than £10,000, but for larger proposals they may be significantly higher, at say £100,000. Foundation Scotland have already developed clear terms and criteria for the award of grants of different levels and have experience of operating these. Grant letters will therefore link the award of funds to the outcomes expected. This is an important aspect of Year 0 where we will learn and adapt how grants are awarded, as well as the value of the grants issued. This will then feed into plans for Year 1.
- 3.24. Based on a current review of Council budgets it is expected that in Year 0 the Council could invest up to £1m with a specific focus on addressing our most urgent needs in relation to Whole Family Support including housing and homelessness, mental health and wellbeing, and improving economic opportunities. The approach to releasing funds to support the Transformation Fund will be developed over Year 0 as proposals emerge and are fleshed-out, and as the Council starts to shift from current ways of working to the new community voice-led way of working. The aim will be to continue to build up the Transformation Fund with further Council funding sources, along with leveraged funds. See Appendix 2 for an indication of how the process would work.

Learning and Improvement

- 3.25. An important aspect of the analysis and reporting will be to provide clear evidence of the impact of how funds have been used. This will also support the continued evolution of the Local Outcomes Improvement Plan feeding into

the Strategic Outcomes and informing the ongoing approach to the Clackmannanshire Transformation Space and Fund.

- 3.26. In view of the pioneering nature of this approach it is expected that Year 0 of the Clackmannanshire Transformation Space will require to be agile and flexible enough to adapt, reflecting ongoing feedback from communities and investors about how this new model works. Another key benefit of Year 0 will be for Council officers, along with partners to trial the model and make alterations to improve the arrangements, as well as becoming more familiar with this way of working.
- 3.27. Council will be aware that the Family Wellbeing Partnership has been supported with a Learning Partner. It is proposed to continue with this approach through the Clackmannanshire Transformation Space to ensure that early learning and insight continues to inform what is working. This will also support speedy adaptation and adjustment to improve how the partnerships are working.

4.0 Sustainability Implications

- 4.1. No specific sustainability implications are identified. However, this new approach to service design and delivery responds to the fiscal challenges and growing community needs facing the Council, and our ambition to be more sustainable and viable in the medium to longer term.

5.0 Resource Implications

5.1. Financial Details

- 5.2. The full financial implications of the recommendations are set out in the report which includes the potential to identify funds from a number of current revenue budgets already focused on supporting Wellbeing. The value of these funds could be up to £1m which would be transferred into the Transformation Fund. Elected Members will be provided with reports on these transfers.
- 5.3. It is anticipated that these funds will be identified and transferred gradually over the year and linked to the funding applications to support the strategic priorities agreed through the Local Outcomes Improvement Plan. This will be developed during year 0 as new ways of working emerge and to support a shift from reactive service delivery to preventative service delivery.
- 5.4. The costs associated with the partnership with Foundation Scotland are estimated at £49,500 and both these, and year 0 start-up costs will be met from the current commitment from The Hunter Foundation to support the Family Wellbeing Partnership. It should be noted that Foundation Scotland are also funding up to £30,000 of year 0 to help to develop the model.
- 5.5. During year 0, the Council will not be required to fund setup costs and there are no other expected costs at this time. If further costs are identified during Year 0 these will be brought back to Council for consideration.

- 5.6. Discussions will continue with Scottish Government colleagues to secure an Invest to Save bid to add to the Transformation Fund. It should also be noted that Audit Scotland and CIPFA have been kept informed as these proposals have developed and are keen to see how the plans develop.
- 5.7. Finance have been consulted and have agreed the estimated financial implications as set out in the report.
- 5.8. *Staffing*
- 5.9. There are no staffing implications identified, other than those who are already working with the Family Wellbeing Partnership to support communities. There is no expected additional burden on Council support teams but this will be confirmed during Year 0. The Trade Union representatives have been briefed on the proposals contained within this report.
- 5.10. *Risks*
- 5.11. A number of risks have been identified at this stage and they are outlined in Appendix 3.

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 and implement our Corporate Priorities and Council Policies.

(1) Our Priorities

- 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

These proposals comply with Council Policies and specifically aim to significantly develop the Council's Be the Future Transformation Programme.

8.0 Equalities Impact

- 8.1 The Transformation Space is an inclusive approach to prevent and early intervention with community voice at its heart. During Year 0 it will be important to test out the equalities implications of the approach and learn from that.

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.

10.0 Appendices

- 10.1 Appendix 1 – Clackmannanshire Transformation Space diagram and description

Appendix 2 – Clackmannanshire Transformation Fund diagram and description

Appendix 3 – Draft Risk Register

Appendix 4 – Oversight Board Draft Terms of Reference

11.0 Background Papers

- 11.1 Other documents of relevance to this report:

Christie Commission on the Future Delivery of Public Services
<https://www.gov.scot/publications/commission-future-delivery-public-services/pages/1/>


Community Empowerment Act (Scotland) 2015
<https://www.gov.scot/binaries/content/documents/govscot/publications/factsheet/2017/02/community-empowerment-scotland-act-summary/documents/community-empowerment-act-summary-pdf/govscot%3Adocument/Community%2BEmpowerment%2BAct%2B-%2Bsummary.pdf>

Scottish Approach to Service Design <https://www.gov.scot/publications/the-scottish-approach-to-service-design/documents/>

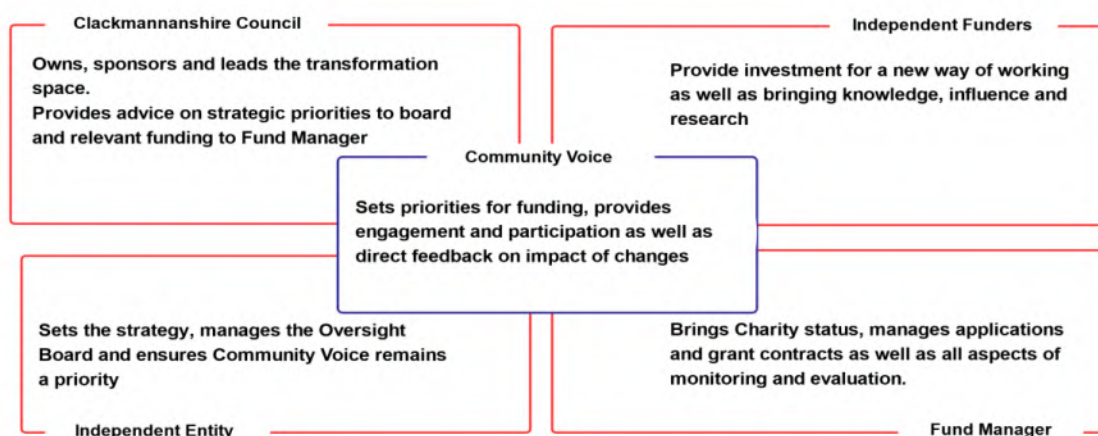
Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

CLACKMANNANSHIRE TRANSFORMATION SPACE – KEY PARTNERS



Community Voice: this will be at the heart of the space, key to prioritisation, defining the most appropriate solutions, and in some cases involved in delivering them, decision making and understanding the impact of changes. Community Voice will be inclusive and wide-ranging, seeking voices from across Clackmannanshire's diverse communities and locations, as well as those from specific communities of interest, such as the 3rd sector interface, community councils, children and young people, parents, older adults, people with disabilities, ethnic minorities (this is not exhaustive).

Many of Clackmannanshire's communities have informed the shaping of the proposals presented in this paper and are looking forward to working in this new way. They will be supported to **create a Citizens Panel** which will identify ideas and priority areas for investment, working with the Council and LOIP priorities and expert evidence. Community members will then be involved in sifting the initial proposals and approving the final proposals, as well as sitting on the Oversight Board, described in Appendix 4.

Clackmannanshire Council: will be the overall owner of the Clackmannanshire Transformation Space and provide much of the leadership and resources required to ensure that the strategic aims are met. The Council has already exercised a key leadership role in the area as the convenor and leader of the Community Planning Partnership. As part of exercising its leadership in this new way of working, the Council will be a principal investor (funds and resources) in Year 0, working with other partners to identify other funds to create a truly cross-sector approach to investment in the area.

The Council will also exercise its leadership and oversight role in a number of ways through:

- The natural engagement between Elected Members and members of their communities at surgeries, attending events and responding to inquiries, as well as interaction with Council and partner organisation officers;

- Membership of the Oversight Board;
- Membership and part owner of the Community Interest Company;
- Membership of Clackmannanshire Alliance;
- Receiving reports and updates through Committees and Council meetings.

The Fund Manager (Foundation Scotland): with charity status will be engaged to manage the Transformation Fund from applications, and awarding offers of grants, through to monitoring and evaluation, and reporting to the Council on the use of the funds. The Fund Manager will also manage many of the community voice aspects initially, while supporting community capacity building and working closely with the Council.

It is important that the Fund Manager is separate from the Council to guarantee independence for other community partners investing, but also to manage and hold funds from private investors. This separation of duties, particularly to a fund manager with experience of managing a variety of philanthropic funders, will give confidence to all of the investors, as well as ensuring proper governance.

While Foundation Scotland will partner with the Council for Year 0, it is proposed to tender this arrangement for future years, using the learning during Year 0 to develop our requirements. The cost of this arrangement is less than £50,000, allowing the Council to proceed at this stage, but recognising that an Invitation to Tender is required for future years.

Independent Funders: such as Trusts, Foundations and other philanthropic organisations, along with other private investors will be attracted by the innovative, community voice-led approach as well as the opportunity to leverage funding. They will add value beyond funding through influence, knowledge and research.

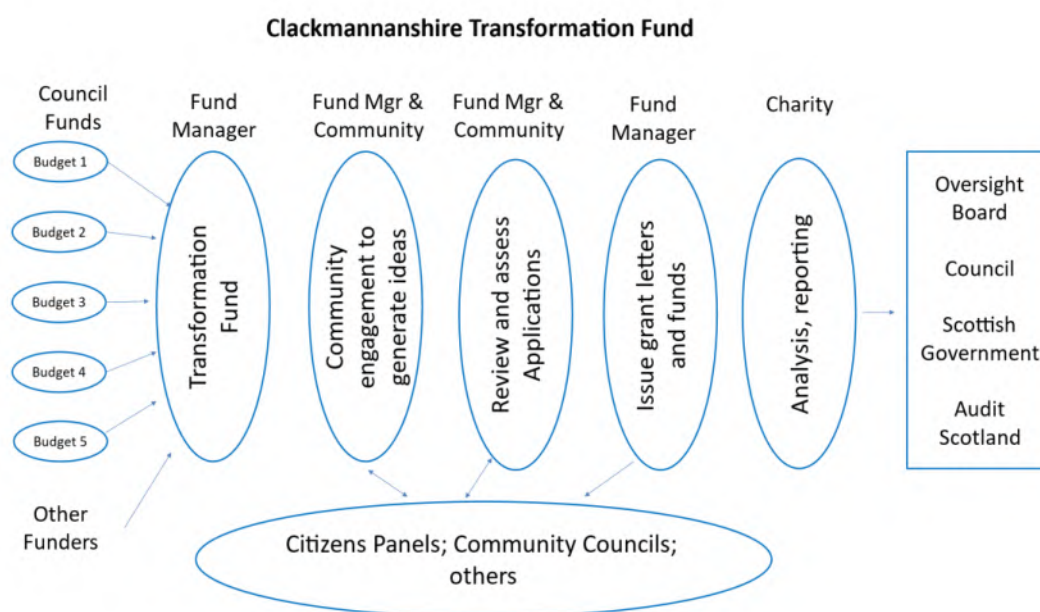
A Funders Pack is already under development to encourage Independent Funders, trusts and foundations, to get involved in this new approach. During Year 0 it is proposed to develop a funding strategy which will be led by the Charitable Independent Company (see below).

A Charitable Independent Company (CIC): will be set up to take ownership of ensuring community voice leads the transformation. The company will service the Oversight Board (see Appendix 4), develop a fundraising strategy including submitting bids to secure funds, not currently available to the Council, and which will be part of the Transformation Fund. The Company will ensure that community-voice remains at the forefront of decision-making yet aligned with the strategic priorities agreed for the Transformation Space and Fund from the Wellbeing Locality Outcomes Improvement Plan.

The Charitable Independent Company will be set up by the Council's external solicitors (FraserMortonMacRoberts) as a Company Limited by Guarantee and will obtain Charitable status during Year 0. There will be a minimum of three owners of the company of which the Council is one. Initially the Council will be the owner of the Company but during Year 0 independent funders and community representatives will be offered the opportunity to become joint owners and sit on the Charitable Independent Company Board.

CLACKMANNANSHIRE TRANSFORMATION FUND

The diagram below indicates how this process would work, illustrating how funds would be divested via a grant application process based on the strategic outcomes from the Local Outcomes Improvement Plan and arguably Clackmannanshire's greatest needs. This shows how the Transformation Fund would be created, how proposals for investment would be generated and reviewed, the issue of grant letters, and ongoing monitoring and support. Community-voice will underpin the entire process.



The Council is the overall owner of the Transformation Space and as well as sitting on the Oversight Board and the Board of the Charitable Independent Company, Elected Members can expect to receive regular reports on how this new model of service delivery is progressing. In particular the Council has been championing a new streamlined approach to reporting and Year 0 will allow this to be developed and tested.

CLACKMANNANSHIRE TRANSFORMATION SPACE DRAFT RISK REGISTER

With any new way of working there will be a number of inherent risks. The table below sets out these risks and explains how they are being mitigated.

Risk Definition	Risk Mitigating Actions
Risk of Council Funds transferred to the Transformation Fund being used inappropriately.	Funds from the Council to be transferred into the Transformation Fund could be drawn down on request and related to approved proposals and grant awards. Foundation Scotland has significant experience in managing investor funds and have audited governance procedures including how they report on their use. Early work will take place to review the reporting to be provided to the Council to build further assurance. Grant awards will have conditions and include regular monitoring on progress.
Risk of communities not engaging and new proposals not emerging	The partnership with Foundation Scotland goes some way towards mitigating this risk with their extensive experience of engaging with communities. The Council's Family Wellbeing Partnership has already demonstrated that many members of Clackmannanshire's communities want to find new ways to resolve long-standing problems, as well as having more control in the solutions and their delivery.
Risk of not engaging with other potential funders	A number of other potential funders, trusts and foundations are familiar with the Council's proposed approach and have worked with Clackmannanshire's communities in the past e.g. The Community Lottery Fund; Corra Foundation. A Funders Pack is already in preparation to be used to encourage potential funders to find out more and to invest in Community Voice solutions.
Risk of Audit Scotland being critical of the Council's approach	Audit Scotland have been kept informed of the Council's plans and are keen to see how they proceed. Additionally, the Accounts Commission has reported that Council's require to take forward significant service reform to ensure the communities needs are met. They have already looked favourably on Councils trying new approaches.
Reputational Risk	The partnership with Foundation Scotland, as a recognised Fund Manager with over 20 years' experience will provide reassurance and credibility. The Oversight Board will receive regular monitoring and

	<p>progress reports in line with good governance practice. This could also be viewed as an opportunity for the Council to enhance its reputation as a forward-thinking and progressive Council.</p>
<p>Risk that the Oversight Board will not involve the relevant parties</p>	<p>A draft terms of reference has been created for the Oversight Board – see Appendix 4. Officers have already received much interest in public, private, 3rd sector and potential independent funders to be involved in the Clackmannanshire Transformation Space and will continue to engage with all interests.</p>

OVERSIGHT BOARD DRAFT TERMS OF REFERENCE**1. Oversight Board Role and Purpose**

The Oversight Board forms a key part of the infrastructure of the Transformation Space and is established to ensure robust governance, transparency, and accountability in the endorsement and monitoring of investment proposals put forward by the Citizens Panel. The Board will also approve the strategy and provide challenge to management proposals, always prioritising and amplifying community voice within decision-making processes.

It will:

- Receive input on investment proposals from the Fund Manager and Citizens Panel
- Ensure investment proposals are in line with strategic objectives.
- Oversee the mitigation and management of risks.
- Monitor the progress of funded initiatives.
- Provide strategic challenge to ensure alignment with priorities.
- Enhance local engagement by continuing to integrate community perspectives into all investment decisions.

2. Functions carried out by The Board**Enabling**

- Help address any issues or barriers that have significant implications for achieving the goals of the TS.
- Freely share all information necessary to the agreed investments with those leading the activity - for e.g. information on trends, outcomes, performance, risks.

Learning

- Help ensure that the work can benefit from local knowledge and experience of what is currently working alongside that gained from wider activities including, national reviews, research, and outcome evaluation from 'what works?' and 'best value' perspectives – supporting the use of consistent 'assessment' and 'capture' tools, and associated materials necessary to robust review and data analysis, dependencies, assumptions, previous review materials, finances, etc.
- Support the development of a learning community, promote a shared understanding of expectations about the measurement of long term and immediate impact and ensure that emerging learning informs the development of the work in real time.

Transformation

- Support both system and cultural change by sharing and accelerating the implementation of policies and practice which consistently put the voices of citizens at the centre.
- Enable the re-balancing and investment of public resources dedicated to citizens towards early support which results in them thriving.

Listening

- Enable people across all bodies represented to listen to citizens and respond in a relational way.
- Champion the rights of citizens to determine their own solutions and support them to make these real.

Communications

- Create the conditions for deep collaboration and alignment with parallel/concurrent initiatives and programmes.
- Proactively support story telling both internally and externally that celebrates success and creates a sense of change being possible.
- Develop and deliver a communication strategy.

3. Board Membership

The Board will consist of representatives from key sectors, ensuring a balanced and informed approach to oversight. Members include mandatory and optional representatives with a minimum of two from each group of mandatory representatives being required at each meeting:

Mandatory Representatives:

- Elected Council Members (3 representatives)
- Citizens Panel Representatives (3 members selected from the Citizens Panel)

Optional Representatives:

- Health and Social Care Partnership (HSCP) Representative
- Ceteris Representative (Business and Economic Development)
- Third Sector Representative
- Private Sector Representative
- Community Planning Partnership Representative
- Independent Funder Representative
- Independent Research Representative

There will be co-chairs for this board with one being a community representative and another independent of the public sector

4. Roles and Responsibilities

Board Members

- Review and endorse investment proposals against agreed criteria.
- Monitor financial and operational progress of funded initiatives.
- Challenge strategic decisions to ensure effective resource allocation.
- Ensure community needs remain at the forefront of decision making
- Represent stakeholder interests.
- Provide input on policy recommendations related to investment strategy.

Co-Chairs

- Facilitate Board meetings and ensure efficient decision-making.
- Act as a spokesperson for the Board when required.
- Ensure all members contribute effectively and that meetings are inclusive and productive.

Secretariat

A dedicated support team will be responsible for agenda setting, documentation, meeting minutes, and follow-up actions.

5. Decision-Making Process

- Decisions will be made by consensus where possible; otherwise, by a majority vote.
- A quorum will be met when at least 50% of the Board members, including at least two from each group of mandatory representatives, are present.
- Conflicts of interest must be declared, and affected members may be required to abstain from relevant decisions.

6. Meetings

- The Board will meet **quarterly**, with additional meetings scheduled as required.
- Meetings will be conducted in a hybrid format (in-person and virtual options available).
- Agendas will be distributed at least **one week in advance**.
- Minutes will be recorded and shared with all members within **two weeks** post-meeting.

7. Monitoring and Reporting

- Regular reports on funded projects will be presented at each meeting.
- An **annual review** of investment outcomes will be conducted by the Fund Manager.

- The Board will produce a **public-facing report** summarizing key decisions and impacts.
- The Terms of Reference will be reviewed annually to ensure alignment with objectives and emerging needs. Amendments must be approved by a majority vote of the Board.

Report to: Clackmannanshire Council

Date: 20 March 2025

Subject: Annual Treasury Management Report 2023/24

Report by: Chief Finance Officer

1.0 Purpose

- 1.1 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. This report details the treasury management activities for the Council for the year ended 31 March 2024 and how this compares to the 2023/24 Treasury Management Strategy Statement set in March 2023.

2.0 Recommendations

- 2.1 It is recommended that the Council note and consider this Annual Report for 2023/24 on the Council's Treasury Management activities.

3.0 Considerations

- 3.1 This report meets the requirements of the Scottish Government's investment regulations, the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 3.2 During 2023/24 the following reports were required to be reported to Council:
- annual treasury management and investment strategy (The Treasury Management Strategy Statement (TMSS) for 2023/24, which included the Annual Investment Strategy was approved by Council on 9th March 2023)
 - a mid-year treasury update report (Treasury Management Update at 30th September 2022 presented to Council on 30th November 2023)
 - an annual review following the end of the year describing the activity compared to the strategy (this report).

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

3.3 The report covers the following areas:

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

The Economy and Interest Rates

- 3.4 Against a backdrop of inflationary pressures, the Russian invasion of Ukraine in February 2022, and war in the Middle East, interest rates were volatile for all of 2023/24. The Bank of England Monetary Policy Committee (MPC) sets monetary policy to meet a 2% inflation target and varies the Bank of England Base rate to achieve this target.
- 3.5 The forecast for interest rates within the 2023/24 TMSS was that the Bank of England Base Rate would increase from 4.0% in February 2023 to 4.5% at June 2023 and then fall steady to 2.5% in September 2025.
- 3.6 From 1st April 2023, there were 3 rate rises within the year, peaking at 5.25% in August 2023 where it remained for almost a year before starting to fall by 0.25% in August 2024 to 4.5% by February 2025.
- 3.7 CPI inflation fell throughout 2023/24 from 8.7% in April 2023 to 3.2% in March 2024. The UK experienced a shallow recession in the second half of 2023 recovering in early 2024. Labour markets remained tight by historical standards with unemployment just over 4% with annual wage inflation above 5%.

Interest Rate Forecast

- 3.6 The Council's treasury advisors, MUFG Corporate Markets, provided the following interest rate forecast as at 10th February 2025 which is in line with their current assessments of the economic outlook for the coming financial year.

Table1: Investment Forecast provided by MUFG Corporate Markets

Quarter Ended	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
March 2025	4.50	5.00	5.30	5.50
June 2025	4.25	4.90	5.20	5.40
Sept 2025	4.25	4.80	5.10	5.30
Dec 2025	4.00	4.70	5.00	5.20
March 2026	3.75	4.60	4.90	5.10

- 3.7 The table shows rates are expected to reduce, albeit slowly over the year to March 2026. Whilst reductions in rates reduces borrowing costs, it also reduces the interest income on short term investments.

Investment Outturn for 2023/24

- 3.9 As at 31 March 2024, the Council held investments of £12.5m almost wholly made up of short-term cash and cash equivalents held with banks and other institutions. £500 was also held in CSBP Clackmannanshire Investments Ltd. Appendix 1 shows the analysis of the investment portfolio as at 31 March 2024.
- 3.10 The Council's treasury indicator and limit for investments for 2023/24 was that the maximum principal sum invested for a period greater than 365 days (long-term) was £12m. The approved limits within the Annual Investment Strategy relating to investments were not breached during 2023/24.
- 3.11 As at 31 March 2024 the Council held immediately available cash balances of £12.5m (£35.9m 2022/23), of which £4.3m was held in the Council's bank accounts and a further £8.2m was held in a treasury call account, two Money Market Funds (MMF) and two Ultra Short Dated Bond Funds (USDBF).
- 3.12 During the year, there were no investments in fixed term deposits. All funds available for investment were held in the MMFs and USDBFs. A treasury call account was opened with Bank of Scotland, which offers daily interest rates close to money market rates. Extensive use was made of HM Treasury's Debt Management Office deposit facility, principally for very short-term deposits, often overnight, in order to secure a better rate than was available from the Royal Bank of Scotland.
- 3.14 The benchmark investment returns over the 12 months ending 31 March 2024, provided by MUFG Corporate Markets, are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2023/24

Benchmark	Benchmark Return
30 days	5.0032%
90 days	4.7358%
180 days	4.0944%
365 days	2.2740%

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

- 3.15 The Council's budgeted cash investment return for returns on investments placed for periods up to 100 days for 2023/24 was 2.00%, which was based on an expected bank rate of 4.00% for 2023/24.
- 3.16 As noted above, investment interest rates rose throughout 2023/24 in line with increases in the Bank rate and the Treasury Team actively invested the Council's cash balances throughout the year to take advantage of these rising interest rates. As a result, the Council achieved an actual investment return of 5.76% (£1.669m) on all investments for the year ended 31 March 2024 which is well above the benchmark shown in table 2 above. Average interest rates between 4.72% and 4.97% were achieved on the MMF and USDBF accounts, £4m was invested for six months at a rate of 3.72% which matured in April 2023 and an average return of 1.63% was also achieved on everyday cash investments.
- 3.17 The Treasury Team continues to identify opportunities during 2024/25 to optimise the Council's investment income in line with interest rate and cashflow forecasts. These activities are being undertaken in line with the Council's investment priorities of security first, liquidity second and then return.

Capital Outturn for 2023/24

- 3.18 The Council's capital expenditure plans are a key driver of treasury management activity. The TMSS for 2023/24 provided estimates of the total capital expenditure that would be incurred in 2023/24, split between General Fund Services (GF) and Housing Revenue Account (HRA). The outturn for 2023/24 against budget is shown below:

Table 3: Capital Outturn 2023/24

	Revised Budget at 31 March 2024 £000	Actual Spend to 31 March 2024 £000	(Under)/Over Spend £000
General Fund Services	26,971	14,168	(12,803)
Housing Revenue Account	21,844	14,756	(7,088)
Total	48,815	28,924	(19,891)

- 3.19 For 2023/24, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £17.760m. A further £5.188m was added as a result of carry forwards from 2022/23 and £4.022m has been added to reflect additional grant income for various projects and initiatives. These additional amounts have increased the approved budget for 2023/24 to £26.971m.
- 3.20 The total spend on the General Fund capital programme for the year was £14.168m resulting in an underspend of £12.803m. Whilst work on capital projects was progressed, delays were still incurred due to internal and external factors and as such £10.043m was carried forward to 2024/25.
- 3.21 The gross HRA Capital Programme for 2023/24 was £21.844m which included £0.530m carry forward of underspend from the 2022/23 Budget and an additional £1.305m of budget for the Westhaugh new site project, agreed at Council on the 18th May 2023.
- 3.22 The total gross expenditure on the HRA capital programme for the year was £14.756m resulting in an underspend of £7.088m, £6.906m of which was carried forward to 2024/25. A significant impact on the underspend is delays with the Westhaugh Travelling Site, Lochies Road project and Kitchen replacement project.

Borrowing Requirement 2023/24

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

Table 4: Borrowing Requirement/CFR 2023/24

	31 March 2023 Actual £000	31 March 2024 Estimate £000	31 March 2024 Actual £000
General Fund	124,225	148,954	139,596
HRA	21,763	27,471	22,058
Total	145,988	176,425	161,654

- 3.24 Overall the CFR has increased by £15.7m as at March 2024 from the previous year. The General Fund CFR has increased by £15.4m due to in year capital expenditure of £4.6m funded by internal borrowing, a one off service concessions adjustment of £12.5m partly offset by Loans Fund and Lease and other repayments totalling of £1.9m.
- 3.25 The HRA CFR has increased by £0.3m as at 31 March 2024 from the previous year, solely due to in year capital expenditure of £0.8m funded by internal borrowing offset by Loans Fund principal repayments of 0.5m.
- 3.26 In summary, the total CFR for both GF and HRA is less than budgeted due to underspends on the GF capital programme in 2023/24 as shown in table 3 and additional underspends in the previous financial year above estimated in the opening balance of CFR as at 1st April 2023.
- 3.27 Loans Fund repayments are set in line with the Loans Fund Policy which was previously amended by the Council in 2019/20. The policy smooths the repayment profile of debt over the average life of the Councils assets. Further details of the policy are set out in the Treasury Management Strategy Statement 2020/21 approved by Council in February 2020.
- 3.28 The TMSS for 2023/24 set out revised accounting arrangements for Service Concessions which generated a one-off retrospective benefit of £12.5m in 2023/24 and will generate average annual benefits of £1m per annum in the near term. The revised arrangements extended the term of repayments from 30 years to 50 years which results in additional costs to the General Fund from years 30 to 50. It is anticipated these will be funded from existing budgets. The revised arrangements resulted in an increase to the CFR of £12.5m

Ratio of financing costs to net revenue stream

- 3.29 The Council is required to make estimates of the ratio of capital financing costs to its net revenue stream i.e. the estimate of total income which will be committed towards meeting future costs of borrowing. This ratio is required to assess the affordability of capital investment plans and to provide an indication of the impact of the capital investment plans on the Council's overall finances.
- 3.30 For the GF this is the ratio of financing costs of borrowing against net expenditure financed by Government Grant and Council Tax. For the HRA, the indicator is the ratio of financing costs to gross rental income.
- 3.31 The outturn for 2023/24 against the estimate is shown in the following table.

Table 5: Ratio of financing costs to net revenue stream 2023/24

	2023/24 Estimate	2023/24 Actual
General Fund	4.11%	3.72%
Housing Revenue Account	8.13%	7.09%

- 3.32 For both the General Fund and the HRA, the actual ratio is slightly less than estimated due to the increase in interest on investments which offsets the cost of borrowing interest. For both the GF and HRA, as the actual ratio is less than budgeted, the actual costs of borrowing were affordable against the approved budget.

Borrowing Outturn for 2023/24

- 3.33 Borrowing activity is constrained by the prudential indicators for CFR and gross borrowing and by the authorised limit. The Council needs to ensure that gross debt does not, over the medium term, exceed the CFR. An over borrowed position is only permissible in the short term to allow for early borrowing for future years and recognition of slippage and other funding becoming available but the Council must return to an under borrowed position in future years.
- 3.34 In line with the Prudential Code, the Council was in an under borrowed position as at 31 March 2024.
- 3.35 The Council's external borrowing position as at 31 March 2024 is illustrated in the undernoted table:

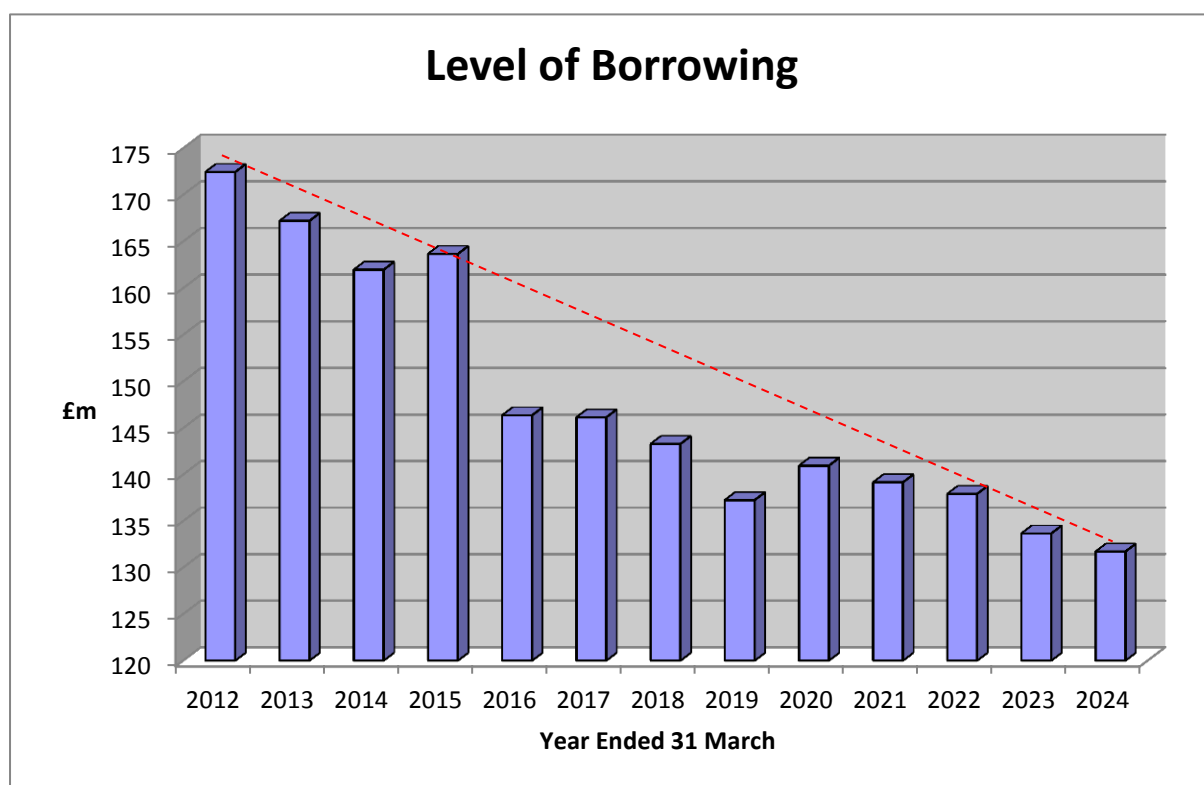
Table 6: External borrowing at 2023/24

	Actual March 2023 £000	Actual March 2024 £000
Public Works Loan Board (PWLB)	74,149	73,710
Market Loans	19,079	19,008
LOBO Loans	5,000	5,000
Other long term liabilities	35,435	33,995
Total	133,663	131,713
CFR	145,988	161,654
(Under)/Over borrowing	(12,325)	(29,941)

- 3.36 During the year, repayments of £0.412m were made on PWLB loans, £0.027m for the early redemption of two PWLB annuity loans, £0.062m was repaid towards a SALIX Loan and £9k for the annual effective interest rate adjustment shown within Market Loans above.

- 3.37 The maturity structure of the PWLB loans, Market loans and LOBO loans are set out in Appendix 2. This also details the upper and lower limits for each category of loan as set out in the 2023/24 TMSS and shows that the Council has not breached these limits.
- 3.38 Under Other long term liabilities, repayments of £1.440m were also made in the year toward the Council's PFI lease.
- 3.39 In 2012 the Council put in place a policy to minimise long term debt. To ensure debt is minimised, the capital programme was set so that the level of borrowing did not increase over the longer term.
- 3.40 In March 2021, Council approved a 20 year Capital Investment Programme which is upated annually on a rolling basis. This programme set out planned significant capital investment areas across the Council's Be The Future priorities. In order to support this 20 year capital programme, the previous borrowing strategy to minimise external debt was revised to one that supports growth and investment but also looks to reduce external debt over the longer term.
- 3.41 The following chart illustrates the actual level of debt at the end of each year up to 31 March 2024.

Chart 1: External debt (actual)



- 3.42 The chart shows that overall there has been a reduction in cumulative external debt of 24.4% between March 2012 and March 2024, showing that over the longer term the Council is not increasing its level of debt. Repayments towards PFI and finance leases also contribute to this reduction of the Council's overall level of external debt on an annual basis.

Limits for External Debt

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

Table 5: Authorised Limit for External Debt 2023/24

	2023/24 £000
Authorised Limit for External Debt	157,000
Operational Boundary for External Debt	146,000
Gross External Debt as at 31 March 2024	131,713

- 3.44 The Council did not exceed either the authorised limit or the operational boundary during 2023/24 and was £14.3m below the operational boundary as at 31 March 2024.

Borrowing in advance of need

- 3.45 The Council did not borrow in advance of need in the year ended 31 March 2024 and has no intention to borrow in advance in 2024/25.

Debt Rescheduling

- 3.46 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken during 2023/24.

Compliance with Treasury and Prudential Limits

- 3.47 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

- 3.48 During the year the Council has operated within the treasury and prudential indicators set out in the Council's TMSS and in compliance with the Council's Treasury Management Practices. Some of the Prudential and Treasury Indicators are shown at Appendix 2.

4.0 Conclusions

- 4.1 Throughout 2023/24 the Council has complied with its legislative and policy requirements including its Treasury Management Strategy and Prudential Indicators
- 4.2 The Council achieved an actual return on investment of 5.76% generating income of £1.669m from short term cash investments.
- 4.3 During the year borrowing reduced through repayments of £0.510m towards long term debt and £1.440m towards PFI and Finance leases, reducing other long term liabilities.

5.0 Sustainability Implications

- 5.1 None

6.0 Resource Implications

6.1 Financial Details

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

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

6.4 Staffing

- 6.5 None

7.0 Exempt Reports

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

8.0 Declarations

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

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

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

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

(2) Council Policies

- Complies with relevant Council Policies ☒

9.0 Equalities Impact

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

N/A Yes ☐ No ☐

10.0 Legality

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

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 31 March 2024

Appendix 2 - Prudential and Treasury Indicators as at 31 March 2024

12.0 Background Papers

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

Yes ☒ (please list the documents below) No ☐


Treasury Management Strategy Statement (TMSS) 2023/24 - report to Council March 2023

Treasury Management Mid-Year Report – report to Council February 2024

Author

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

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director Partnership and Performance	

APPENDIX 1: Investment Portfolio as at 31 March 2024

Counter party	Principal £000	Interest Rate	Type
Bank of Scotland	80	Variable 0.01%	Instant Access
Royal Bank of Scotland plc	4,188	Variable Annual Return 1.65%	Instant Access
Other Accounts	27	N/A	Petty Cash
Total Cash and Cash Equivalents	4,295		

Short Term Investments	Principal £000	Interest Rate	Start Date	Maturity Date
Bank of Scotland	649	Variable Annual Return 5.15%	Treasury Call Account	
Aberdeen Standard Money Market Fund	1,000	Variable Annual Return 4.86%	Instant Access	
Aberdeen Standard Ultra Short Duration Fund	2,500	Variable Annual Return 4.97%	4 working days	
BlackRock Money Market Fund	500	Variable Annual Return 4.72%	Instant Access	
BlackRock Ultra Short Duration Fund	3,516	Variable Annual Return 4.97%	2 working days	
CSBP Clackmannanshire Investments Ltd	1			
Total Short Term Investments	8,166			

TOTAL INVESTMENTS	12,461
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APPENDIX 2: Prudential and Treasury Indicators as at 31 March 2024

Treasury Indicators	2023/24 Approved Budget £000	2023/24 Outturn at 31 March 2024 £000
Authorised limit for external debt	157,000	157,000
Operational boundary for external debt	146,000	146,000
Gross external debt*	133,663	131,713
Investments	39,890**	12,461
Net borrowing	92,428	119,072

*As at 31 March 2024, Gross external debt consisted of £97.718m fixed rate borrowing and £33.995m liabilities in relation to PFI and finance leases

**Actual as at 31 March 2023

Maturity structure of fixed rate borrowing - Upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 March 2024 £000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	475	0.49%
12 months to 2 years	25% - 0%	2,308	2.36%
2 years to 5 years	50% - 0%	2,512	2.57%
5 years to 10 years	75% - 0%	3,499	3.58%
10 years and above	100% - 0%	88,924	91.00%
Total Fixed Rate Borrowing		97,718	100.00%

APPENDIX 2: Prudential and Treasury Indicators as at 31 March 2024

Prudential Indicators	2023/24 Revised Budget £000	2023/24 Outturn at 31 March 2023 £000	Variance/ Movement £000
Capital expenditure - General Fund Services	26,971	14,168	-12,803
Capital expenditure - Housing Revenue Account	21,844	14,756	-7,088
Capital Financing Requirement (CFR) - General Fund	151,897	139,596	-12,301
Capital Financing Requirement (CFR) - HRA	27,440	22,058	-5,382
Annual change in CFR - General Fund	19,029	15,371	-3,658
Annual change in CFR - HRA	934	295	-639
In year borrowing requirement (includes Service Concession Adjustment)	47,663	29,941	-17,722
Ratio of financing costs to net revenue stream - General Fund	4.11%	3.72%	-0.39%
Ratio of financing costs to net revenue stream - HRA	8.13%	7.09%	-1.04%

Report to Clackmannanshire Council

Date of Meeting: 20 March 2025

Subject: Council Champions and Outside Bodies and Implementation of the Scottish Local Authorities Remuneration Committee (SLARC) Recommendations

Report by: Strategic Director, Partnership and Performance

1.0 Purpose

- 1.1. At the Meeting of Clackmannanshire Council held on 30 January 2025, as part of the Mid-term Review of the Council's Decision-making Framework, and Councillor Responsibilities, the Council agreed changes to political responsibilities including the roles of Spokespersons.
- 1.2. As Council Spokesperson roles are directly linked to some Champion roles, the purpose of this report is to seek Council's approval of consequential changes to the nominations for specific Champions. It seeks Council's view on whether it wishes to be represented on these bodies and, if so, asks Council to appoint members to relevant organisations
- 1.3. At the statutory meeting of Clackmannanshire Council held on 25 May 2022 the Council appointed elected members to represent the Council to certain outside bodies.
- 1.4. As a result of the resignations of the elected members to some of the outside bodies the Council is being asked to nominate elected members to these positions as appropriate.
- 1.5. The paper also invites the Council to consider the number of Senior Councillors and approve revised remuneration, in accordance with regulations set by Scottish Government Ministers, effective from 1 April 2025.

2.0 Recommendations

Council is asked to:

Champions and Outside Bodies

- 2.1. Agree to the consequential changes to the specific champions set out in the table at paragraph 3.3; and
- 2.2. Note that where there has been no change to the political responsibilities, the Champions will remain the same as set out in the table at paragraph 3.4.

- 2.3. Note the resignation of the elected members to the roles of outside bodies as at 19 March 2025 detailed in paragraph 3.6;
- 2.4. Nominate elected members to the roles of the outside bodies again detailed in paragraph 3.6;

Number of Appointed Senior Councillors

- 2.5. Council is further asked to agree to either:
- Maintaining the number of Senior Councillors as 8.
- or**
- Appointing to the 2 additional Senior Councillor roles that have been introduced as a result of Band changes (**Appendix 2**) and identifying which roles these should be.

Remuneration of Senior Councillors

- 2.6. Depending on the decision reached at paragraph 2.5, Council is asked to agree to either:
- Maintaining the Councils approach of paying Senior Councillors an equal amount of the total yearly amount payable by each local authority for remuneration of all of its Senior Councillors (**See Paragraph 3.27 and 3.28**), whether or not 10 Senior Councillors are appointed. This would result in an annual salary of £31,765 for each Senior Councillor role,
- or**
- Allocating the total yearly amount payable by Clackmannanshire Council for remuneration of all of its Senior Councillors across all 8 Senior Councillors noting that the maximum amount payable, under the legislation, is capped at £37,458 (note updated legislation will be laid before Parliament to correct this value to become £37,548)

3.0 Considerations

Champions and Outside Bodies

- 3.1. At it's meeting on 23 March 2023, the Council agreed that the approach taken to deciding champions for various issues would be to nominate the most relevant political post holder.
- 3.2. At it's meeting on 30 January 2025, , as part of the Mid-term Review of the Council's Decision-making Framework, the Council agreed changes to political responsibilities, with the undernoted roles of Spokespersons and Deputy Spokespersons established:

Spokesperson for People (Children's Services – incorporating Education and Children's Social Work; and Sport and Active Living)
Depute Spokesperson for People (Health and Adult Social Care; Community; and Criminal Justice)
Spokesperson for Place (Environment, Planning and Climate Change)
Depute Spokesperson for Place (Housing and Property)
Spokesperson for Partnership and Performance (Finance, Performance and Digital)
Depute Spokesperson for Partnership and Performance (Partnerships)

- 3.3. It is therefore recommended that the political postholder listed is appointed champion:

Champion	Original	Consequential Change
Champion for Carers	Spokesperson for Health and Social Care	Depute Spokesperson for People
Champion for Older People	Spokesperson for Housing & Property	Depute Spokesperson for Place
Champion for Climate Change	Spokesperson for Environment and Net Zero	Spokesperson for Place
Champion for Children & Young People	Spokesperson for Education	Spokesperson for People

- 3.4. As there have been no changes to the political responsibilities of the Council Leader and Provost, Council are asked to note that the undernoted Champions will remain the same:

Champion	
Champion for Veterans	Provost
Champion for Armed Forces	Provost
Champion for Equalities	Council Leader
Champion for The Promise	Council Leader

- 3.5. As a result of the spokesperson appointments agreed at the previous Council meeting, a number of members have chosen to resign from their roles on outside bodies, as outlined in paragraph 3.6.
- 3.6. Nominations are now sought to fill the vacant positions as outlined below.

Outside Body	Current Council Appointment	Vacancy Arising	Substitute Member	Vacancy Arising
Children's Hearing Scotland	Councillor Wendy Hamilton	Yes	n/a	n/a
Clackmannanshire and Stirling Environmental Trust	Councillor Fiona Law	Yes	Councillor Bryan Quinn	No
CoSLA Policy Board - Health and Social Care Member	Councillor Wendy Hamilton	Yes	Councillor Janine Rennie	No
CoSLA Policy Board - Community Wellbeing Member	Councillor Scott Harrison	Yes	Councillor Janine Rennie	No
CoSLA Policy Board - Environment and Economy Member	Councillor Fiona Law	Yes	Councillor William Keoch	No
Integrated Joint Board (Health and Social Care)	Councillor Wendy Hamilton	Yes	Councillor Janine Rennie Councillor Martha Benny	No
NHS Forth Valley Board (remunerated position)	Councillor Wendy Hamilton	Yes	n/a	n/a
SEStran (South East Scotland Transport Partnership) Board	Councillor Fiona Law	Yes	Councillor Denis Coyne	No

- 3.7. Upon the decision of Council in respect of the new appointments to these outside body roles formal notification will be sent to confirm the appointment.
- 3.8. Elected Members nominated to fill some positions may be required to undertake training on their duties. Such training will normally be provided in-house and appointed members should be prepared to attend.

- 3.9. In accordance with Section 4 of the Councillors' Code of Conduct, every elected member has a personal responsibility to register interests, financial or otherwise. The Code advises that Councillors must register all directorships and positions of office in public bodies, clubs, organisations and societies. Guidance notes on the registration of interests have been issued to every Clackmannanshire Councillor.

Implementation of the Scottish Local Authorities Remuneration Committee (SLARC) recommendations

- 3.10. The Scottish Local Authorities Remuneration Committee (SLARC) was re-convened by the Scottish Government in April 2023 to undertake an independent review of Councillor remuneration.
- 3.11. SLARC are a fully independent publicly appointed committee.
- 3.12. SLARC conducted a job evaluation style reassessment of the councillor role, assessing the legislative changes that have significantly impact on the workload and expectations of their role.
- 3.13. There are several factors that have led to changes in the workload of councillors, including a decade of financial challenges, national policy and legislative changes, increased public expectations and the growth in social media and electronic communications.
- 3.14. The last implemented review of elected member remuneration was in 2007 and a subsequent review in 2011 was not taken forward. SLARC's research demonstrated that in some local authorities' senior councillors were required to lead on several policy areas. Recommendation 3 of the SLARC report allows the number of senior councillors to be increased from 8 or 9 to 10 to help address this pressure
- 3.15. Scottish councillors do not reflect the demographic make-up of the general population, only 36% of councillors are female, with 56% of councillors over 55, and councillors far less likely to have a disability compared to the public.
- 3.16. Evidence gathered by SLARC showed that the current level of Remuneration Councillors receives was one of the biggest barriers to elected office for these groups. This means parents, particularly lone parents, people with childcare responsibilities or those facing economic hardships face greater barriers to elected office.
- 3.17. The SLARC report aims to tackle the under-representation and diversity of elected members and ensure that a role with significant responsibility is both attractive and viable for those without independent wealth.
- 3.18. The findings of the SLARC review were published in February 2024.
- 3.19. The Scottish Government accepted the pay and banding related changes recommended by SLARC.
- 3.20. On 23 January 2025 Scottish Government Ministers laid regulations before Parliament in relation to the recommendations.

- 3.21. As a negative instrument these will automatically be approved after 40 days and come into force on 1 April 2025
- 3.22. Beyond appointment of senior councillors, councils have no remit to influence the remuneration.
- 3.23. Scottish Government as set out in the budget agreed by parliament has fully funded the uplift set out in the SLARC regulations.
- 3.24. Councils are legally bound to implement the regulations as set out by the Scottish Parliament.
- 3.25. The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 regulation 9 paragraph (3) previously outlined that “The maximum yearly amount that may be paid to a Senior Councillor is 75 per cent of the total yearly amount payable to the Leader of the Council of the local authority as provided in regulation 6.” www.legislation.gov.uk/ssi/2007/183/contents/made
- 3.26. The new provisions outline for regulation 9 paragraph (3) substitute— “(3) The maximum yearly amount that may be paid to a Senior Councillor is as follows, depending on the banding of a local authority— (a) Band B – £37,458 (b) Band C – £45,594 (c) Band D – £53,640.”. (6) In regulation 10 (Councillors’ remuneration) for “£21,345” substitute “£25,982”
www.legislation.gov.uk/ssi/2025/8/regulation/2/made
- 3.27. The total yearly amount payable by each local authority for remuneration of all of its Senior Councillors is laid out in paragraph 4, section 9, of The Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007.
www.legislation.gov.uk/ssi/2007/183/regulation/9/made
- 3.28. The total allocated budget for Clackmannanshire Council Senior Councillors, based on the changes to the number of Senior Councillors, is £317,646

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

There are no staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	<input 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 type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	<input checked="" type="checkbox"/>

(2) **Council Policies**

Complies with relevant Council Policies	<input checked="" type="checkbox"/>
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8.0 Equalities Impact

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

Yes ☐ No ☒

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Roles and Remits of Council Champions

Appendix 2 - The Local Governance (Scotland) Act 2004 (Remuneration)
Amendment Regulations 2025 (Extract)

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 ☐

Report to Council 23/03/23 "Council Champions"

Report to Council 30/01/25 "Mid-term Review of the Council's Decision-making Framework, and Councillor Responsibilities"

Report to Council 25/5/2022 "Elected Member Representation on Outside Bodies"

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Chris Allisotn	Strategic Director, Partnership and Performance	2184

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director, Partnership and Performance	

Roles and Remits of Council Champions

Champion for Carers

The role and remit for the Champion for Carers is as follows:

- To act as a link between the Council and Carers in the local area.
- To recognise and value the contributions that Carers play
- To listen and reflect the views of Carers, standing up for their interests and finding out what they expect from local decision-makers.
- To be part of a network of Carers Champions within Councils from across Scotland in supporting ongoing implementation of the Carer's Act and wider policy for unpaid carers.

Champion for Veterans and Armed Forces

The role and remit for the Champion for Veterans and Armed Forces is as follows:

- To be an advocate in upholding the principles of Clackmannanshire's Armed Forces Covenant, which are:
 - no member of the Armed Forces Community should face disadvantage in the provision of public and commercial services compared to any other citizen
 - in some circumstances special treatment may be appropriate especially for the injured or bereaved.
- Promote the Council as an Armed Forces-friendly organisation;
- Strive to support the employment of veterans young and old in order to establish a tailored employment pathways for Service Leavers;
- Strive to support the employment of Service spouses and partners;
- Raise awareness to help understanding and application of the principles of the Armed Forces Covenant.
- Advocate and promote our local cadet units, either in our local community or in local schools, where possible;
- Provide community leadership in Armed Forces Day and Remembrance Day events

Champion for Older People

The role and remit for the Champion for Older People is as follows:

- To act as a link between the Council and older people in the local area.
- To recognise and value the contributions that older people play in our society.
- To listen and reflect the views of our older community, standing up for the interests of older people; and finding out what they expect from local decision-makers.
- With a growing older population, it is vital that local decision-making meets the needs and aspirations of older people and that Council better understands those needs and aspirations.
- To be part of a network of Older People's Champions within Councils from across Scotland formed by the Age Scotland and the Scottish Older People's Assembly's (SOPA) campaign, which will be a voice for older people at local and national level, who will work together on shared challenges and will collectively influence for change.

Champion for Equalities

The role and remit for the Champion for Equalities is as follows:

- To act as a link between the Council, disadvantaged communities and groups with protected characteristics in the local area.
- To recognise and value the contributions of all community voices in our society.
- To listen to and reflect the views of disadvantaged communities and groups with protected characteristics, standing up for their interests; and finding out what they expect from local decision-makers.
- To engage with any networks representing disadvantaged communities and groups with protected characteristics at a local and national level, working together on shared challenges and will collectively influence for change
- To highlight issues and promote action to prevent and eradicate violence against women and girls
- To promote trauma-informed practice across our workforce, our services, and with our partners, valuing the contribution of people with lived experience

Champion for Climate Change

The role and remit for the Champion for Climate Change is as follows:

- To support and advocate progress towards annual greenhouse gas emission reduction targets for Clackmannanshire Council's operations with a view to net zero being reached by 2040 at the latest
- To advocate and encourage progress towards greenhouse gas emission reduction targets for the Clackmannanshire area with net zero being reached by 2045 at the latest
- To act as a link between the Council and community groups improving Clackmannanshire's preparation for and resilience to the impacts of Climate Change.

Champion for Children and Young People

The role and remit for the Champion for Children and Young People is as follows:

- To recognise and promote the United Nations Convention on the Rights of the Child
- To act as a link between the Council and Children and Young People in the local area.
- To recognise and value the contributions of Children and Young People in our society.
- To listen and reflect the views of Children and Young People, standing up for their interests; and finding out what they expect from local decision-makers.
- To engage with Children and Young Peoples' groups and networks at a local and national level, working together on shared challenges to collectively influence change.
- To act on behalf of children and young people with additional support needs/disabilities

Champion for The Promise

The role and remit for the Champion for The Promise is as follows:

- To champion the Council's pledge to keep The Promise: by advocating that children and their families are at the heart of what we do; so that every child growing up in Clackmannanshire is loved, safe and respected, and able to meet their full potential
- To raise awareness of The Promise and promote the Council as an organisation who is striving to keep The Promise

- To recognise and promote the role of the Council and its partners as corporate parents to our care experienced children and young people, and strive to reduce inequalities and stigma faced by young people with care experience
- To recognise that children, young people and their families must be involved in the design of services and be a part of the decision making about how services work
- To raise awareness of the importance of local care provision for children and young people who require it. This includes promoting the recruitment of local carers, as well as increasing support and training for kinship carers.
- Adopt the Corporate Sponsor Pledge to demonstrate their commitment to The Promise and reframing the language used within care.
- Demonstrate community leadership during key national celebrations within the calendar year which raise awareness of The Promise, e.g. national care day, kinship week, fostering fortnight.

Appendix 2 - Extract

SCOTTISH STATUTORY INSTRUMENTS

2025 No. 8

LOCAL GOVERNMENT

The Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2025

Made - - - 21st January 2025

Laid before the Scottish Parliament - - - 23rd January 2025

Coming into force - - 1st April 2025

(4) In regulation 8(2) (remuneration and number of Senior Councillors)—

(a) for sub-paragraph (a) substitute—

“(a) 10, for each of the following—

Clackmannanshire Council

Comhairle nan Eilean Siar

East Lothian Council

East Renfrewshire Council

Inverclyde Council

Midlothian Council

Moray Council

Orkney Islands Council

Shetland Islands Council

Stirling Council

West Dunbartonshire Council;”

(5) In regulation 9 (amount of remuneration of Senior Councillors) for paragraph (3) substitute—

“(3) The maximum yearly amount that may be paid to a Senior Councillor is as follows, depending on the banding of a local authority—

(a) Band B – £37,458

(b) Band C – £45,594

(c) Band D – £53,640.”

Report to: Clackmannanshire Council

Date of Meeting: 20 March 2025

Subject: HR Policies

Report by: Senior Manager (HR and Workforce Development)

1.0 Purpose

- 1.1. This paper invites Council to approve the new Sexual Harassment policy and procedure (attached at **Appendix A** of this report).

2.0 Recommendations

Council are asked to:

- 2.1. Challenge and comment as appropriate;
- 2.2. Agree that the policy and procedure are formally approved; and
- 2.3. Note the attached Equality/Fairer Scotland Impact Assessment (**Appendix B**).

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 new Sexual Harassment Procedure was developed as a consequence of the Worker Protection (Amendment of Equality Act 2010) Act 2023 which introduces a new duty on employers to take 'reasonable steps' to prevent sexual harassment of their employees in the course of their employment. This legislation came into effect in October 2024.
- 3.4. The purpose of the new procedure is to provide a mechanism by which issues of sexual harassment will be addressed quickly and as fairly as possible. The procedure gives some examples of what constitutes Sexual Harassment and spells out the roles and responsibilities of managers, employees and HR. It highlights what actions will be taken when issues arise and the supports that are available.

- 3.5. At Policy group, following robust discussions full agreement was reached on all aspects of the procedure. This has then been discussed and agreed for progression to Council through the Tripartite group meeting held on 4 December 2024.
- 3.6. This policy and procedure, in addition to aligning the Council with its legislative duties, contributes significantly to the Council's Violence against Women and Girls, and Equally Safe agendas, which ensures that women and girls should feel equally safe at home, *at work*, and in their community.
- 3.7. In order to support the role out of this policy a full communication plan has been developed, in addition to a new Clacks Academy online learning resource which will be rolled out on approval of the policy.

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

- 5.5. Trade Unions have been consulted in the development of the policy and procedure.

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

- 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**

Complies with relevant Council Policies



8.0 Equalities Impact

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

Yes ☒

No ☐

9.0 Legality

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

10.0 Appendices

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

Appendix A – Sexual Harassment Policy and Procedure

Appendix B – Sexual Harassment EQIA

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
Sarah Langsford	Senior Manager HR and WFD (Acting)	01259 45 2172

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director, Partnership and Performance	



Sexual Harassment Policy and Procedure

2025



1. INTRODUCTION

- 1.1 The Worker Protection (Amendment of Equality Act 2010) Act 2023 introduces a new duty on employers to take 'reasonable steps' to prevent sexual harassment of their employees in the course of their employment. It comes into effect in October 2024.
- 1.2 The Council recognises that all employees should be treated fairly and with respect and as such the purpose of this procedure is to provide a mechanism by which issues of sexual harassment will be addressed quickly and fairly as possible.
- 1.3 The Council aims to develop a culture in which unacceptable behaviour is not tolerated, and that people feel confident in bringing forward complaints of sexual harassment without fear of reprisal.
- 1.4 This Policy/ Procedure should be read, where relevant, in conjunction with the Council's Policies and Procedures on Disciplinary; Grievance; Dignity at Work; Equality, Diversity & Inclusion and the National Code of Conduct, all of which can be found on Connect.

2. SCOPE

- 2.1 This policy applies to all employees, officers, consultants, contractors, casual workers and agency workers, i.e. any individual working for us. However, there are certain aspects of this procedure that are different for employees as opposed to other workers – these are highlighted.
- 2.2 This covers behaviours both in and out-with the workplace, including work related events and social functions.
- 2.3 Claims of unacceptable behaviour of a sexual nature will be taken seriously and all staff will be supported when raising concerns. Any instances of unacceptable behaviour which fall within the scope of the procedure will be dealt with in line with the Council's Disciplinary procedures and may be regarded as gross misconduct, which could lead to dismissal.

3. WHAT IS SEXUAL HARASSMENT?

- 3.1 Sexual harassment is unwelcome sexual advances and/or comments, requests for sexual favours or other unwanted behaviour which is of a sexual nature, which results in the individual feeling intimidated, degraded, humiliated, threatened or offended. It includes the following:

- Non-verbal sexual harassment - such as offensive gestures, jokes or banter of a sexual nature (even if not directed at a particular person), staring/leering, sexually explicit materials or offensive publications, computer pornography, unsolicited/unwanted gifts.
- Verbal sexual harassment - such as suggestive/explicit language (including by email or on social media), unwanted propositions, sexually explicit or suggestive jokes, “pet” names, personal or invasive comments or questions, cat calls, whistling, patronising or derogatory comments.
- Physical sexual harassment such as deliberate body contact (brushing against another’s body, pinching or touching) indecent exposure, groping, fondling, sexual assault.

3.2 Sexual harassment can be carried out by men and women, can be against the same or opposite sex or of any gender identity. Both men and women can be victims of sexual harassment. Discriminatory harassment can also occur if someone is subjected to unwanted conduct related to their sex or sexual orientation.

3.3 Sexual interaction that is invited, mutual or consensual is not sexual harassment because it is not ‘unwanted’.

3.4 A one-off incident can amount to sexual harassment.

3.5 Sexual harassment can occur regardless of whether the harasser intends to cause offence or not.

3.6 In cases where there was no intention to offend, in deciding whether there has been sexual harassment, investigating officers will take into account:

- The alleged victim’s perception;
- Whether it is reasonable for the conduct to have the alleged effect; and
- Any other relevant circumstances

4 PRINCIPLES

4.1 Employees and workers are expected to take appropriate action if they become aware of any act of sexual harassment, bringing the incident to the attention of management, Human Resources or a Trade Union representative.

4.2 Employees can bring concerns to their Line Manager, HR or Trade Union representative who will offer guidance, and support them throughout this process.

4.3 When an employee or worker makes a complaint against another employee or worker, the complaint should be specific and not general.

4.4 All complaints will be dealt with in a confidential, sensitive and objective manner and all parties involved will be treated with due respect, protected from victimisation and have the right to an impartial investigation. The

processes for dealing with sexual harassment allegations made against employees are the Council's Grievance Policy and Procedure and/or Disciplinary Policy and Procedure, as appropriate.

- 4.5 If a complaint is upheld or upheld in part, appropriate remedial action will be taken.
- 4.6 Following investigation, complaints that are proven to be malicious will be viewed as a potential disciplinary offence and appropriate action may be taken against the complainant in accordance with the Disciplinary Procedure.
- 4.7 It will be considered a disciplinary offence for any employee to victimise or retaliate against an employee for bringing a complaint of sexual harassment.

5 ROLES AND RESPONSIBILITIES

- 5.1 Managers and Supervisors: Have a responsibility for:
 - promoting a positive work culture by setting an example of appropriate conduct and behaviour
 - familiarising themselves with, and understanding this procedure
 - implementing this procedure and ensuring employees and other workers have read, understood it and are aware of the standards of behaviour expected of them
 - responding quickly and effectively to any complaint of alleged harassment
 - supporting staff who tell them they have been sexually harassed (this may include supporting them to report the matter to the Police)
 - supporting staff who have been accused of sexual harassment
 - looking out for potential signs and symptoms from victims of sexual harassment. This may include them taking increased time off work, a refusal to work with certain colleagues, a change in behaviour or more requests to work from home.
- 5.2 Employees: Have a responsibility for:
 - ensuring that they do not act in any way that could cause offence to another colleague or worker
 - supporting colleagues who may be subjected to sexual harassment, including providing information to assist with an investigation, or being called as a witness
 - being aware that views of personal space and what is acceptable will differ between individuals
 - being aware that a breach of this procedure will be investigated under the Council's Disciplinary Policy and Procedure.
- 5.3 HR and Workforce Development: Have a responsibility for:
 - ensuring employees are aware of the support mechanisms available to them if they have reason to make a complaint, or are the subject of a complaint, of sexual harassment
 - supporting managers to ensure they have the confidence and capability to deal with issues of sexual harassment

- provision of awareness training to managers and others as required.

6. HEALTH ISSUES ARISING DURING THE SEXUAL HARASSMENT PROCESS

- 6.1 Where an employee raises health issues during the process, consideration should be given for referral to Occupational Health for advice and guidance. There is not necessarily a need to delay the process, but each case must be assessed individually, with regard to the type and seriousness of the health issues.

7. REPRESENTATION

- 7.1 Employees have a right to be accompanied by a companion at every stage in this process including informal stages.
- 7.2 The chosen companion may be a trade union representative, a fellow Council worker or an official employed by a trade union. A trade union official who is not an employed official must have been certified by their union as being competent to accompany a worker.
- 7.3 It would not be reasonable for workers to insist on being accompanied by anyone whose presence would prejudice the case, e.g. a potential witness.

8. INFORMAL RESOLUTION

- 8.1 Early resolution of issues are key to prevent escalation or proceeding to formal stages. Individuals should try to resolve the issue in the first instance by:
- 8.2 Speaking with the alleged harasser – individuals may not realise their behaviours are causing offence to other people, therefore it may be that by making the individual aware of their behaviour can put an end to the issue and prevent the situation escalating.
- 8.3 Mediation - conflict resolution between individual employees facilitated by an independent internal trained mediator. It allows the individuals concerned an opportunity to explore issues of conflict with the aim of reaching a mutually agreeable solution. It can be used at any stage in the process. All parties must agree, in order for mediation to proceed. If an employee elects to undertake mediation, this does not stop them progressing their complaint more formally if the unacceptable conduct continues.
- 8.4 Line manager / management support – if the individual feels they can deal with the complaint but does not want to speak to the other individual alone, they can seek support from their line manager. The line manager, if they feel able to, should meet with the individual raising the concern in the first instance and

following this, meet with other party separately. Thereafter it may be appropriate to bring the individuals together to hold a facilitated discussion to informally resolve the matter. Following this, recommendations could be put in place i.e. arranging support as above e.g. mediation, training, clearer explanation of roles etc. to allow the parties to move forward and work together.

- 8.5 Where a line manager does not feel able to meet with the individual they should contact their service HR Business Partner for advice.
- 8.6 Support will be offered to all parties involved as contained within this procedure.
- 8.7 Points of action and agreement made may be noted.
- 8.8 If the situation cannot be resolved informally, or is sufficiently serious, it may be more appropriate to initiate a formal Sexual Harassment Complaint which, for employees means using the Council's grievance procedure (* see process below for workers who are not employed by the Council.)
- 8.9 An employee may choose to have their complaint heard formally in the first instance, although every opportunity will be given to seek informal resolution.
- 8.10 An employee may, at any stage, withdraw their complaint by giving notice of his/her intention to do so. This must be done in writing and in such circumstances the employee will be deemed to have abandoned the complaint. However, in certain circumstances, where there are sufficient grounds for concern, it may be appropriate to advise the employee that the matter originally complained of will still be investigated or monitored for a period of time, as the Council have a duty of care to all individuals.

9. FORMAL PROCESS

- 9.1 Where an employee wishes to raise a formal complaint under the Sexual Harassment Procedure, they should follow the formal stages as set out in the Council's Grievance Procedure.
- 9.2 Workers who are not employees of the Council, who wish to make a formal complaint under the Sexual Harassment Procedure, should submit it in writing to the Senior Manager – HR and Workforce Development. An appropriate Senior Manager will be appointed to review the complaint and set out a response in writing. There is no requirement to have a hearing and no right of appeal.
- 9.3 Where the alleged harasser does not work for us it will not usually be appropriate to invite the individual to an investigatory meeting.
- 9.4 All formal complaints should be in writing, be as full as possible and set out the following details:

- The name of the employee/worker the complaint relates to
- The nature of the alleged incident
- Where and when the alleged incident took place
- The names of any relevant witnesses
- Details of any actions taken to try to resolve the issue.

10. WORKING ARRANGEMENT DURING THE INVESTIGATION INTO ISSUES RAISED UNDER THIS PROCEDURE

- 10.1 A change of work arrangements or location for anyone involved in the process should only be considered in circumstances where it is considered impossible for parties involved to work together during the process.
- 10.2 In determining what alternative work arrangements are to be put in place, the manager must take into account the circumstances and particular sensitivities of each case. Where possible, first consideration should be given to alternative work arrangements for the individual whose alleged behaviour the complaint has been made.
- 10.3 If alternative work arrangements are put in place for anyone it should be made clear that this action in no way presupposes responsibility for the issue or concern, or prejudices the outcome of the process.
- 10.4 The period of alternative work arrangements should be as brief as possible and reviewed after 3 months if the process has not concluded.
- 10.5 When an individual is away from their normal place of work, a manager will be nominated as their point of contact during this period.

11. SUSPENSION

- 11.1 If an employee is accused of sexual harassment, it may be necessary to suspend them from work whilst the complaint is investigated. Suspension of this kind is not a disciplinary penalty and doesn't imply that a decision has been made about the allegations. The provisions set out in our Disciplinary Procedures regarding suspension will apply in this situation
- 11.2 If the alleged harasser is not our employee, or suspension is inappropriate, other temporary changes to working arrangements may be considered during an investigation.

12. CRIMINAL ALLEGATIONS

- 12.1 If a member of staff has been a victim of physical assault or any other crime, they should contact the police immediately.

- 12.2 If a complaint under this policy is also the subject of a criminal investigation or proceedings, the Council will not usually put the processes on hold pending the outcome of those. We will be guided by the Police in this.
- 12.3 If the staff member is unable, or has been advised not to, attend a meeting or say anything about a pending criminal matter, a decision may be made based on the available evidence.

13. EMPLOYEE SUPPORT

- 13.1 There are a number of options available to employees in terms of support during the Sexual Harassment process including 24-hour Confidential Counselling support via PAM Assist (Employee Assistance Programme), Occupational Health referral, signposting to Mental Health helplines, Mediation Service, and Stress Control workshops etc.
- 13.2 If further information is required on these support measures, it can be found either on Connect or by contacting the relevant Service HR Business Partner.
- 13.3 It should be noted that Trade Union representatives, Line Managers and Human Resources staff can also offer support and advice to both parties, both during and after the process.

14. MONITORING AND REVIEW

- 14.1 Strategic Directors and Senior Managers are responsible for monitoring the progress of sexual harassment cases within their service area, on an ongoing basis.
- 14.2 Both HR and Trade Union representatives shall also monitor the effectiveness of the procedure on an ongoing basis. Changes may result from employee, management and union feedback and/or changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

15. EQUALITY IMPACT ASSESSMENT

Policy Name	
Department	HR&WFD
Policy Lead	HR*WFD
Equality Impact Assessment	

Clackmannanshire Council
Sexual Harassment Policy and Procedure

Full EQIA required	Yes <input checked="checked" type="checkbox"/>
	No* <input type="checkbox"/>
* In no please provide rationale	
Date Full EQIA complete	
Date Approved	
Review Date	



Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	Sexual Harassment Policy and Procedure
Service:	Partnership & Performance
Team:	HR

Will the policy have to go to Council or committee for approval	Yes
Is it a major policy, significantly affecting how functions are delivered?	No
Does it relate to functions that previous involvement activities have identified as being important to particular protected groups?	No
Does it relate to an area where the Council has set equality outcomes?	No
Does it relate to an area where there are known inequalities?	Yes
Does it relate to a policy where there is significant potential for reducing inequalities or improving outcomes?	No

IF YES TO ANY - Move on to an Equality & Fairer Scotland Assessment

IF NO - Explain why an Equality & Fairer Scotland Assessment is not required

APPROVAL		
NAME	DESIGNATION	DATE
Dawn Goodwin	HR Business Partner	25.2.25

NB This screening exercise is not to be treated as an assessment of impact and therefore does not need to be published. However, if you decide not to assess the impact of any policy, you will have to be able to explain your decision. To do this, you should keep a full record of how you reached your decision.

Equality and Fairer Scotland Impact Assessment - Scoping

Purpose of the proposed policy or changes to established policy
<p>This Procedure has been developed to ensure compliance with The Worker Protection (Amendment of Equality Act 2010) Act 2023 which introduces a new duty on employers to take 'reasonable steps' to prevent sexual harassment of their employees in the course of their employment. It comes into effect in October 2024. The aim of this procedure is to make employees and workers aware of the standards of behaviour expected from them. It aims to provide a clear framework which will ensure that complaints of unacceptable behaviour are dealt with promptly and fairly.</p> <p>The procedure aims to assist in developing and maintaining a working environment in which sexual harassment is unacceptable.</p>
Which aspects of the policy are particularly relevant to each element of the Council's responsibilities in relation to the General Equality Duty and the Fairer Scotland Duty?
General Equality Duty -
➤ Eliminating unlawful discrimination, harassment and victimisation and other prohibited conduct
<p>The provision of the new Sexual Harassment procedure should assist with the prevention of sexual harassment for employees and workers and provide a mechanism to support them should they feel they are being discriminated, victimised or harassed.</p>
➤ Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not
<p>Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to protected characteristics.</p> <p>The procedure sets out a clear process to ensure that individuals can raise concerns should they feel disadvantaged. It ensures all employees whether within a protected group or not have a mechanism to raise concerns, although it is recognised that such a procedure could minimise disadvantage for staff members in protected groups.</p>
➤ Fostering good relations between people who share a protected characteristic and those who do not.

Fairer Scotland Duty -**➤ Reducing inequalities of outcome caused by socioeconomic disadvantage**

This procedure could assist with the retention of staff if they can see that the organisation ensures employees are treated in a fair and consistent way and can raise concerns regarding being treated with a lack of dignity and respect.

To which of the equality groups is the policy relevant?

Protected Characteristic	Yes/No*	Explanation
Age	No	
Disability	No	
Gender Reassignment	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the Sexual Harassment Procedure.
Marriage and civil partnership	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the Sexual Harassment Procedure.
Pregnancy and Maternity	Yes	Employees as with other protected characteristics can raise any concerns they have in relation to pregnancy/maternity through the sexual harassment procedure should they not feel they are being treated with dignity and respect.
Race	No	
Religion and Belief	No	

Sex	Yes	Research conducted by the Trades Union Congress in 2023 found that 3 in 5 women had experienced sexual harassment, bullying or verbal abuse at work – rising to almost two thirds of women aged between 25 and 34. This Procedure should provide a mechanism to provide awareness and minimise issues raised in relation to sexual harassment.
Sexual Orientation	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the Sexual Harassment Procedure.

* Delete as required

What evidence is already available about the needs of relevant groups, and where are the gaps in evidence?

See above statistics.

Which equality groups and communities might it be helpful to involve in the development of the policy?

The procedure has been developed in consultation with recognised trade unions, along with elected manager representatives will be involved in the review of the draft policy and procedure at policy group. Discussion will take place at policy group on the content of the procedure and suggested amendments/additions will be agreed collectively.

Next steps

The council will take steps to ensure that this procedure is understood and applied fairly by managers. Briefing sessions and e-learning will be available to managers. In addition, advice, guidance and support will be provided from Service HR Business Partners on the application of the procedure.

Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings		
<p>The evidence highlights that the introduction of this policy/procedure may have a positive impact on protected groups</p> <p>There are no evidence findings to suggest that any of the protected characteristics more than others is the reason for Sexual Harassment complaints being raised.</p> <p>This new procedure however ensures there is a more comprehensive approach to raising sexual harassment concerns and the council ensuring these are dealt with in a fair and consistent way. The overall commitment to support employees should assist the Council in demonstrating that it has paid due regard to the General Equality Duty</p>		
Details of engagement undertaken and feedback received		
<p>This Procedure has been developed in consultation with recognised trade unions who, along with Council Management, form the Council's Policy Group. In addition the procedure will be considered by Tripartite (Elected Members, Unions and Management) It will also be reviewed, and hopefully formally adopted, by the Partnership and Performance Committee on behalf of the Council.</p>		
Decision/recommendation		
<p>Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:</p>		
Tick	<p>Option 1: No major change The assessment demonstrates that the policy is robust. The evidence shows no potential for unlawful discrimination and that all opportunities have been taken to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>	
✓		
	<p>Option 2: Adjust the policy – this involves taking steps to remove any barriers, to better advance equality or to foster good relations. It may be possible to remove or change the aspect of the policy that creates any negative or unwanted impact, or to introduce additional measures to reduce or mitigate any potential negative impact.</p>	
	<p>Option 3: Continue the policy – this means adopting or continuing with the policy, despite the potential for adverse impact. The justification should clearly set out how this decision is compatible with the Council's obligations under the duty.</p>	
	<p>Option 4: Stop and remove the policy – if there are adverse effects that are not justified and cannot be mitigated, consideration should be given to stopping the policy altogether. If a policy leads to unlawful discrimination it should be removed or changed.</p>	
Justification for decision		
<p>This assessment finds no indication that the procedure will unlawfully discriminate against protected groups, and that a systematic approach has been taken to ensure that the procedure does not discriminate and takes into account the diverse needs and circumstances of individuals. Steps to monitor the equality impact have been agreed, along with practical to promote fair use.</p>		
APPROVAL		
NAME	DESIGNATION	DATE

Report to Clackmannanshire Council

Date of Meeting: 20 March 2025

Subject: Community Wealth Building 2nd Progress Report

Report by: Strategic Director, Place

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on progress to embed the principles of Community Wealth Building in Clackmannanshire, including next steps, since the publication of the Clackmannanshire Action Plan in December 2020.

2.0 Recommendations

It is recommended that the Council:

- 2.1. Notes the progress on delivery of the 21 actions, as detailed in the Community Wealth Building Action Plan, approved at the Council meeting in December 2020.
- 2.2. Agrees to the proposed activity to be undertaken in 2025 to further embed Community Wealth Building in Clackmannanshire in the year ahead as outlined within paragraph 3.7 of this report.

3.0 Considerations

- 3.1. Community Wealth Building is a local economic development tool which can be used to retain wealth generated in an area to benefit local communities. It is used to deliver on a Wellbeing Economy, a key driver in Clackmannanshire.
- 3.2. The Clackmannanshire Community Wealth Building Action Plan is a detailed document, which assessed Clackmannanshire's progress against the five pillars of community wealth and provided a set of priorities to more fully embed Community Wealth Building in the area.
- 3.3. Work has been underway on a number of actions within the Action Plan for the past three years. The Community Wealth Building Action Plan Progress Report details activity undertaken in that time though, unlike the first progress report, this second edition has a greater focus on the work of Anchor Partners.

- 3.4. The Progress Report provides a summary RAG status (Red, Amber, Green) for each of the 21 actions. There has been significant progress, with 13 actions marked as green, seven as amber and just one action marked as red. Work continues across all 21 actions and on new initiatives for future years, building on previous good progress.
- 3.5. Notable examples of progress include significant efforts by Diageo and O-I to take on local apprentices, particularly young women, to strengthen local links to their workforces. This was a key output of the work progressed through the Family Wellbeing Partnership with the Wellbeing Economy Alliance. There have also been continued community developments such as the asset transfer of Sauchie Hall and the Energy Redress Fund operated by Ochilview Housing Association. These efforts show how Community Wealth Building can be embedded into the activity of Anchor partners, as well as across Council services.
- 3.6. There remain areas of challenge and opportunity. These include activity to progress on work under the Fair Employment and Just Labour Markets actions and the Making Financial Power Work for Local Place pillars. Only one action, number 15, to “Unlock space for small business and social enterprise” remains coloured as a red action.
- 3.7. Focus on Community Wealth Building in Clackmannanshire in 2025 will centre around the publication of a Clackmannanshire Strategy for Economic Transformation – supporting both the developing Regional Economic Strategy and the National Strategy for Economic Transformation – and engagement with the Centre for Local Economic Strategies to ensure that both the Council and Anchors remain fully engaged with a refreshed set of actions.
- 3.8. Clackmannanshire continues to be a beacon of Community Wealth Building activity in Scotland and this is recognised by Scottish Government colleagues, including Minister for Employment and Investment, Tom Arthur MSP.
- 3.9. Throughout 2024, officers were engaged with a number of local authorities to share experience and good practice as Clackmannanshire remains a leader in good practice for many aspects of Community Wealth Building.

4.0 Sustainability Implications

- 4.1. As part of the wider Community Wealth Building agenda, specific areas of work to deliver on the Action Plan will ensure sustainable outcomes.
- 4.2. All work undertaken with Council colleagues and partners, across the County and beyond, will seek to support efforts to address the Climate Emergency.

5.0 Resource Implications

5.1. Financial Details

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

Yes X

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

5.4. *Staffing*

5.5. There is no impact to staffing resulting from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	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 ☐ No ☐

9.0 Legality

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

10.0 Appendices

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

Community Wealth Building Action Plan Progress Report (Final Draft)

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
Paul Morris	Economic Development Strategy Officer	01259 22 6690

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	

Clackmannanshire's Community Wealth Building Action Plan

2nd Progress Report

- Introduction
- Highlights since the launch of the Community Wealth Building Action Plan
- The Community Wealth Building Action Plan
- Clackmannanshire as a Community Wealth Building Place
- Progressive procurement of goods & services
- Making financial power work for local places
- Socially productive use of land and assets
- Fair employment and just labour markets
- Plural ownership of the economy

Introduction

In December 2020 the Clackmannanshire Community Planning Partners in the Clackmannanshire Alliance enthusiastically endorsed the Community Wealth Building Action Plan for Clackmannanshire. The Action Plan was produced by CLES (Centre for Local Economic Strategies) for Clackmannanshire Council, funded by the Scottish Government, as part of a wider project to develop a Wellbeing Economy for Clackmannanshire.

This report, the second to consider progress, outlines our collective achievements. It contains examples of work that has been delivered specifically against the action plan, although in this report the focus turns to partners and their activity to deliver on the actions. It also refers to work going on by the Council.

Emerging first in the USA and taken forward by CLES in partnership with a range of local municipalities, Community Wealth Building is a fundamental driver of a wellbeing economy.

Community Wealth Building aims to reorganise the local economy so that wealth is not extracted but broadly held and generative, with local roots, so that income is re-circulated, communities are put first, and people are provided with opportunity, dignity and well-being. In this, Community Wealth Building seeks to hardwire social, economic and ecological benefits into the economy.

Community Wealth Building continues to form a central theme of the Scottish Government's Programme for Government and National Performance Framework and work is underway with a number of local authorities and regions to develop bespoke Community Wealth Building action plans. It is also a key priority of the draft Forth Valley Regional Economic Strategy.

Clackmannanshire's Action Plan was the first of these to be published. It is an economic development approach which seeks to build and retain wealth locally and to avoid wealth being extracted from an area through, for example, multinational organisations. It seeks, in particular, to harness the relative power of larger local organisations – known as anchors.

Community Wealth Building will make a major contribution to delivering the wider ambition Community Planning Partners have committed to in order to deliver a wellbeing economy for Clackmannanshire. A wellbeing economy is an economy that is built on, and drives, the wellbeing of communities, businesses and the natural environment. It is underpinned by inclusive growth, environmental sustainability, and resilience, to help protect the economy.

It should be noted that the Council and our partners are taking a multiannual approach to the delivery of the Action Plan and have been implementing it at a time of unprecedented pressure on public services due to the Coronavirus pandemic and the cost of living crisis. We are also collectively creating and taking opportunities to deliver Community Wealth Building beyond the recommendations in the Action Plan. This report is a summary of all that action.

Highlights since the First Community Wealth Building Progress Report

Community Wealth Building Budget	Creation of Credit Union Strategy Group	Rollout of Good Employment Charter
Completion of Staff Audit, Clackmannanshire Council	Development of Forth Valley Regional Anchor Partnership	Local Procurement Spend – with more businesses – continues to increase
Career Ready interns x3, Modern Apprentices x10	Ceteris leads on Community Wealth Building Hub proposals	Extensive ongoing support for tenants by Housing Association anchors

The Community Wealth Building Action Plan

The current Community Wealth Building Action Plan is now in its fourth year. Almost all of the actions have been delivered and continue to be rolled out across the partnership.

The following sections provide an overview of progress and demonstrate the need to refresh the actions. This will form part of the economic strategy for Clackmannanshire.



This progress report considers each of the recommended actions in the Action Plan under six pillars (the five Community Wealth Building pillars as well as a sixth one, specifically for Clackmannanshire as a place) and assigns a RAG status (red/amber/green) for performance. This can be measured over time in subsequent reports. An overall table of progress is contained in Appendix 1 of this progress report.

Clackmannanshire as a Community Wealth Building Place

Action	Achieved?
1) Community wealth building for gender justice.	This vital work is ongoing, across all partners.
2) An Economic Strategy for Community Wealth.	Covid pandemic has impacted on this area of work, however a Wellbeing Economy Strategy is currently in development.
3) Community wealth building culture building.	Training delivered by CLES has been provided to Council managers and Anchor partners.
4) Community wealth building working group.	Wellbeing Economy Working Group established.
5) Publish an annual community wealth building progress report.	This document is the second progress report on work to date.
6) Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance.	The Council and Clackmannanshire Alliance are delivering on this action.
7) All City Region Deal (CRD) projects should follow the principles of community wealth building.	Work continues to embed the principles of Community Wealth Building into CRD activity.

Clackmannanshire is continuing its journey to become a community wealth building place, by promoting community wealth building principles into the work and lives of the people who live here. That includes rolling out the learning to other places in Scotland and drawing in good practice from elsewhere to our communities, business and organisations – including, for example, the Shaping Places programme.

Clackmannanshire as a Community Wealth Building Leader

As one of five pilot areas for community wealth building in Scotland, Clackmannanshire was an early adopter of the philosophy. An action plan, drawn up in association with the Centre for Local Economic Strategies, was published in December 2020.

This framework drove forward efforts to embed community wealth building in Clackmannanshire Council, primarily, but this has since been opened to encompass local business, community and voluntary organisations.

Our last report showed that many of the 21 actions had been achieved. Our challenge has been to continue that work and to drive forward on those actions still to be fully delivered.

Throughout 2023 and 2024, though, Clackmannanshire Council has been prominent in promoting community wealth building activity and our learning since 2020. In the past 12 months the following partners and organisations have heard about the work underway in Clackmannanshire:

- Argyll & Bute Council
- Edinburgh City Council
- Falkirk Community Wealth & Health Building Partnership
- Falkirk Council
- Forth Valley Social Enterprise Network
- Glasgow City Region
- Prosper (formerly the Scottish Council for Development & Industry)
- Scottish Government
- Scotland's Towns Partnership

Clackmannanshire supported partners in Ayrshire to develop a Community Wealth Building Practitioners Network for local authorities across Scotland and the Scottish Government. At the first meeting, Clackmannanshire's Anchor Partnership structure was presented on.

The area continues to be a leader for community wealth building in Scotland and we offer our knowledge to partners wherever possible, to continue to build on our strong foundations.

Clackmannanshire Anchor Partnership

The Clackmannanshire Anchor Partnership has been in operation since 2022. Reconvened in 2023, the Anchor Partnership has been bringing some of Clackmannanshire's key anchor organisations – across the public, private and third sectors – to build on the Community Wealth Building Action Plan and roll out community wealth building activity in their organisations. The forum has become a key meeting to share good practice between partners.

To date, the Anchor Partnership has agreed the Good Employment Charter (which has also been approved by the Community Planning Partnership, the Clackmannanshire Alliance). A working group has been established to roll out and promote the charter to local employers.

The Anchor Partnership has also been engaged in the development of the Wellbeing Economy Local Outcomes Improvement Plan (LOIP) for Clackmannanshire, which contains community wealth building as part of the strategic makeup of the LOIP.

Alongside Forth Valley partners, the Council – and several partners on the Clackmannanshire Anchor Partnership – participate in the NHS Forth Valley Anchor Board. Work is underway to create a Forth Valley Regional Anchor Partnership: this is in development and should meet for the first time in 2025.

Regional Work to Support Community Wealth Building

Alongside plans to devise a local economic strategy and refreshed LOIP, work has been underway to devise a Forth Valley Regional Economic Strategy. Community wealth building is central to this strategy, using the work and experience in Clackmannanshire as a springboard to progress this policy agenda in Falkirk and Stirling and continue to build on work in Clackmannanshire.

Work is underway to develop proposals for a Regional Anchor Partnership to encompass the Forth Valley. This will allow for a more targeted approach to community wealth building through maximising the expertise in anchor organisations across the region. It will also pool the resources of anchor partners in a co-ordinated way to multiply the reach of community wealth building work in the Forth Valley. This will complement the work of the Forth Valley Social Enterprise Network in strengthening the local social enterprise sector and continue wider regional economic co-operation.

Clackmannanshire: A Gender Justice Place

Activity continues to be undertaken to achieve gender justice in Clackmannanshire, which will be covered throughout this progress report. The following text provides a snapshot of some of these activities in the context of Action 1, above.

More work will be undertaken by the Clackmannanshire Alliance in 2024 to embed gender justice within the partnership and beyond.

Gender Justice in the Workplace

Community wealth building can occur at the very local and the global level. Clackmannanshire has two substantial multinational manufacturers operating at scale – O-I Glass, based in Alloa, and Diageo who carry out activity at several sites across the county. Both have been engaged in gender justice activities in the workplace.

Diageo have recently employed nine apprentices at their Blackgrange site, with half being female. It is their intention to see more apprentices being women, to try and increase female representation in their workforce. Similarly, O-I have been looking to increase local recruitment, with a focus on women to improve gender balance in their workforce.

The Family Wellbeing Partnership (Child Wellbeing Partnership workstream) have created a system of school-aged childcare. This childcare, accompanied by family support, has directly assisted the Third Sector and private childcare workforce within Clackmannanshire, improving both the quality and security of jobs available. The childcare offer is enabling parents/carers (predominantly women) to

participate in wellbeing activities, pre-employability activities, gain qualifications and employment. Women report securing work, increasing hours, changing to better quality jobs – all of which reduces financial strain on families and improves financial independence, contributing to economic resilience and community wealth building. Recent examples include 6 paid placements, in collaboration with Employability, the Child Wellbeing Partnership and Education Services. These placements all resulted in improved outcomes for women, through gaining paid employment or moving into further education.

Clackmannanshire Council, NHS Forth Valley, Skills Development Scotland and Scottish Enterprise continue to embed gender justice in their workplaces. Activity to rollout the Good Employment Charter will ensure that the gender justice agenda set within the charter will be pursued with employers across the county – more on this work can be found later in this report.

Gender Justice in Business

Through partnership in the Clackmannanshire Alliance, and across the Forth Valley, Clackmannanshire Third Sector Interface (CTSI) and Forth Valley Social Enterprise Network are working alongside Clackmannanshire Council to strengthen the social enterprise sector and the role of women within it. CTSI provided a Social Enterprise/new trading ideas support programme, incorporating a startup fund (Growing for Good) which included start up, mission and business planning, evaluation and marketing workshops as well as follow up mentoring sessions, totalling £20,000.

FVSEN was also recognised for its work across the region to develop and support social enterprises and was awarded the Social Enterprises Place Award in March 2024.

The Emerge Women initiative led by Ceteris has, in 2022, reached almost 200 women who are either leaders in business or entrepreneurs. This work will continue into 2025 and beyond.

In 2022/23 a total of 177 people attended events held from October 2022 to March 2023. Four commercial venues hosted events across Clackmannanshire, showcasing local hotels, restaurants and a meeting venue.

A database of 544 dedicated email contacts, plus 463 Facebook connections, was developed. Lastly, a committee for Emerge Women is being established with volunteers from across the Forth Valley to look at matters such as membership, sponsorship etc.

Connections have been made with organisations such as Women's Enterprise Scotland and Google Digital Garage who have indicated their support for Emerge Women and engagement in the Clackmannanshire/Forth Valley area. Each event was designed to deliver real benefits to the audience to enhance their businesses, professional and personal lives.

Further work in the Emerge Women programme will be undertaken in the coming months and years, helping to achieve progress towards Actions 1 and 20 of the Action Plan.

A Clackmannanshire Strategy for Economic Transformation

Work is underway to finalise a Regional Economic Strategy for the Forth Valley and a refreshed Wellbeing Local Outcome Improvement Plan for Clackmannanshire was launched in the autumn of 2024. With these documents in place, alongside the National Strategy for Economic Transformation, a process to create a Clackmannanshire Strategy for Economic Transformation is underway.

Building a Community Wealth Building Culture

Through Clackmannanshire Transformation Funding, a programme of training on the role that community wealth building plays in delivering a wellbeing economy across all aspects of business and service delivery is being delivered. During 2024/25 a series of training sessions will be delivered to the partnership.

Working Together to Deliver Community Wealth

Clackmannanshire's Anchor Partnership brings together more than 14 public, private and third sector organisations to drive forward community wealth building in the county. The Council is also leading work to create a regional anchor partnership, which should be in place in 2025 and encompass the area of Clackmannanshire, Falkirk and Stirling Councils.

In addition, a strategic group for credit unions with a common bond in Clackmannanshire has been established to promote and strengthen the sector in the area. This will have a transformative effect on communities across Clackmannanshire.

The Clackmannanshire Alliance continues to promote community wealth building. In the summer of 2023 it approved the Good Employment Charter. The Alliance has been instrumental in overseeing the new Wellbeing Local Outcomes Improvement Plan, something which has community wealth building at its heart.

Similarly, the Stirling and Clackmannanshire City Region Deal has community wealth building enshrined within the core documents of the Deal. The Regional Programme Management Office oversees all aspects of the Deal and ensures that community wealth building, and community benefits, are integral to all projects.

Progressive procurement of goods & services

Action	Achieved?
8) Develop the corporate culture of procurement and commissioning.	Yes, and work continues with more local procurement undertaken in 2022/23.
9) Develop a robust and bespoke Community Benefit Procurement Framework.	Yes. A Community Benefit "wish list" has been developed and is in use.
10) Provide Community Benefit Capacity Building for suppliers.	Yes, regular Meet the Buyer events are held linked to opportunities locally as well as through the Supplier Development Programme.
11) Foster a deeper relationship between procurement and economic development.	Yes. Work continues to ensure this Action remains on course.

The Council continues to build on the good work of recent years and increase the amount of procurement spend with local and regional suppliers across the Forth Valley. In 2022/23, spend by the Council in Clackmannanshire increased to 26.16% - meaning that for every pound spent, more than 26p was retained within Clackmannanshire. Across the Forth Valley, Council spend represented 40.83%, meaning almost 41p in every pound (including the Clackmannanshire-only figure) is retained with suppliers in the Forth Valley.

Developing the corporate culture of procurement and commissioning and Community Benefit Frameworks Across the Partnership

In delivering substantial capital projects, such as the Clackmannanshire Community Wellbeing Hub and new Lochies School Campus, Clackmannanshire Council Economic Development team members have been working closely with Scottish Futures Trust project team and developer colleagues to ensure that promised community benefits will be delivered. The scale of these two projects is such that significant benefits can be delivered for the area over the coming years.

Economic Development team members developed a Social and Local Economic Value framework, which has been used in a number of projects to date. In addition, working with Scottish Futures Trust colleagues, the Council is open to creating and sustaining partnerships to develop frameworks to support community benefit delivery.

Case Study: Clackmannanshire Council Property Services

Property services have been focusing on the use of contractors to improve the local economic situation. All contractors are marked as part of their invitation to tender on the basis that they use local labour, local suppliers and local partnerships.

The property service help promote a culture of local spend, signposting potential suppliers to local building merchants, apprenticeship opportunities and subcontractors. These opportunities for inclusive growth are then monitored as part of the contract management process, with contractors challenged on any deviation of agreement.

We actively reach out to local suppliers at time of procurement to ensure that they are fully aware of opportunities for council contracts, advising them on where they can be found and support for tendering via the Scottish Government Procurement Support for Suppliers.

We actively seek community benefits from all contract at a normal rate of 4%, reinvesting the monies back into the community the contract serve. We are actively increasing our capacity for apprenticeships, with several apprentices nominated for apprentice of the year awards.

The Scottish Fire and Rescue Service (SFRS) is currently engaging through Local Senior Officers (LSOs) as part of partnership working with local authorities to support Community Wealth Building Projects. Progressive procurement is a core principle to help develop local supply chains of businesses likely to support local employment and keeping wealth in communities. The SFRS

Procurement Team continues to support LSOs to provide subject matter expertise as part of these projects.

SFRS is an Accredited Living Wage employer and, through its procurement activity, it continues to ensure that Fair Work provisions are included in relevant contracts, to the extent permitted by law. In the reporting period 2022/23, eighteen contracts were awarded with fair work criteria.

On community benefits, SFRS Standing Orders for the Regulation of Contracts consider community benefit requirements in procurement exercises with a value greater than £1,000,000 where deemed relevant and within its procurement governance processes and procedures, the SFRS has embedded the requirement for community benefits to be considered where appropriate

Similarly, Police Scotland consideration of community benefits is built into the contracting process for all regulated contracts with standard clauses inserted into relevant tender and contract documents. The Sourcing Strategy document, utilised for all regulated procurements, includes a sustainability section that details opportunities relating to SMEs, Supported Businesses, Community Benefits, Environmental Benefits and ensures the Fair Work First is embedded within individual tenders and contracts.

The Police Scotland Annual Procurement Report 2022/23 provides detailed summaries for projects which delivered community benefits in that year. Being a national organisation, there are no examples from within Clackmannanshire in 2022/23, however there are clear signs of community wealth building activity within Police Scotland procurement that will be in place when opportunities arise locally.

Furthermore, the Forth Valley College procurement annual report can be found on the college website. It covers performance regarding the sustainable procurement duty, supporting Scotland's response to the global climate emergency and community benefits.

The college takes proportionate action to involve SMEs, third sector bodies and supported businesses in our procurement activities. For example by:

- engaging with SMEs and third sector suppliers as part of pre-tender market engagement;
- considering reserving contracts to supported businesses;
- being transparent about our tendering plans, publishing our Procurement Strategy and Annual Procurement Reports on our College website and advertising our regulated contracts on Public Contracts Scotland portal;
- providing debriefing to bidders and asking for their feedback, and
- dividing our requirements into lots, where relevant.

The college considers, for each of its procurements of £4m or greater, ways in which it can improve the economic, social or environmental wellbeing of the Forth Valley region through the inclusion of community benefit requirements. Forth Valley College awarded one regulated procurement contract of £4m or greater in 2023/2024 for our Facilities Management Services. Secured sustainability and community benefits can be found on our annual procurement report.

In addition, for procurements of less than £4m, the college includes community benefits award criteria where appropriate, as part of the sustainable procurement duty considerations. The procurement annual report covers community and sustainability benefits that were fulfilled in 2023/2024. Where applicable, as part of the tendering process, suppliers are invited to describe their approach to delivering community benefits or achieving social value through a contract.

The college actively takes steps to make contracts accessible to smaller, or local, businesses through the use of PCS Quick Quote. Forth Valley College had 521 active suppliers in 2023/2024. At least 122 of these suppliers were from the Forth Valley region and at least 17 were from the Clackmannanshire local authority area.

Lastly, as an organisation which is a Living Wage Accredited Employer, where relevant and proportionate, sustainability requirements including support for Fair Work practices and the Living Wage are considered for all regulated procurements. A Living Wage statement is incorporated within

invitation to tender or quote documents and scored where appropriate as part of Fair Work award criteria.

Providing Community Benefit Capacity Building for Suppliers

The Council has been engaged in supporting suppliers when considering potential community benefits within projects. This included work at the pre-tender stage of the Community Wellbeing Hub to provide information for potential bidders on the types of community benefits expected from a successful contractor. The Council also looks for support of Fair Work principles in contract awards.

The Council, as a member of the Supplier Development Programme, is always engaged with efforts to promote community benefits to suppliers and potential suppliers in Clackmannanshire. The Council attended the Meet the Buyer 2024 event, speaking to more than 150 businesses on the day, many who were interested in delivering community benefits through contracts.

Clackmannanshire Third Sector Interface also hosts a community benefits wish list on their website. This is the “go to” for suppliers seeking to win contracts from the third sector.

Continuing to Foster a Deeper Relationship Between Procurement and Economic Development.

The Council continues to operate a seamless link between the Economic Development and Procurement teams within the organisation. Economic Development attend the regular Procurement Matters forum, which draws officers from all parts of the Council, whilst representation at the Supplier Development Programme is led on and co-ordinated by Economic Development team members.

Discussions are underway around a number of Meet the Buyer events to be held in Clackmannanshire and across the wider Forth Valley in 2025.

Making financial power work for local places

Action	Achieved?
12) Support and promote Clackmannanshire Credit Union to become a financial anchor.	Work to establish a Credit Union Strategic Group for Clackmannanshire is underway, with a marketing strategy for the sector to promote participation under development.
13) Work with Falkirk Pension Fund to achieve more local investment.	Consideration of potential opportunities to utilise pension funds to support investment is ongoing.

Financial power is a crucial element of community wealth building and, in Clackmannanshire, work continues to maximise the potential of this pillar to effect positive change in the lives of residents and communities across the county.

Support and Promotion of Credit Unions in Clackmannanshire

Clackmannanshire has a vibrant credit union sector, with three of Scotland's largest and most dynamic credit unions operating in the area through their common bonds. One of the requirements of a credit unions is that members have something in common with one another, this is known as a 'common bond'. Whilst Clackmannanshire Credit Union merged with the Falkirk Credit Union in 2024, that new arrangement will ensure a local credit union also remains on offer to Clackmannanshire residents.

A new development in 2024 saw the creation of a Credit Union Strategic Group, encompassing representatives of the four credit unions operating in Clackmannanshire. A discrete budget has been secured to allow for research into attitudes towards credit unions, membership and wider participation and awareness of the sector.

Making Pension Fund Investments Work for Clackmannanshire

Following discussions with the Falkirk Pension Fund, it is clear that any projects put forward will need to have an investment potential that matches or beats competing projects at a UK-level and that local benefit to the Forth Valley is not a relevant factor.

A number of other public sector pension funds, particularly in the north of England, have discrete funds set aside for local projects. In the next 12 months approaches will be made to other pension funds across the UK, seeking support for innovative community wealth building project ideas in Clackmannanshire and the Forth Valley.

The Family Wellbeing Partnership, in collaboration with the Vardy Foundation, have released the investment potential of pension funds to invest in assets and jobs, which will benefit care experienced children and young people within Clackmannanshire.

Case Study: Ochil View Housing Association

Ochil View Housing Association was established in 1989 to provides rented and low-cost home ownership housing options in Clackmannanshire and west Fife. Ochil View has been a consistent anchor partner and has engaged fully with the Community Wealth Building agenda in Clackmannanshire.

The Association has engaged in a number of initiatives to make financial power work for local places. For example, through their Community Initiative Awards, the Association has awarded grants of up to £250 to organisations and events as diverse as: the Famous Alva Games; several community councils; Alloa Academy, and; local youth football clubs.

Their Energy Redress Fund allocated £70,000 in 2022/23 on awareness events and energy saving devices for tenants, with a further £117,000 allocated in 2023/24. The Association employees also engage in an active staff forum which, as part of its work, fundraises to support local charities.

Socially productive use of land and assets

Action	Achieved?
14) Create a Strategic Asset Register and Management Plan.	Partly achieved. Work on a Management Plan is ongoing.
15) Unlock space for small business and social enterprise.	Work to develop space will be considered in 2025, alongside the local sector.
16) Advance key sites as community wealth building exemplars	Underway, with work ongoing.

Strategic Asset Register and Management Planning in Clackmannanshire

Clackmannanshire Council has developed a Strategic Asset Register across all areas of the Council's property and land portfolio. Following this, work is underway to devise a Strategic Asset Management Plan to oversee this asset and to manage this for the benefit of the Clackmannanshire community.

NHS Forth Valley is also engaged in their own exercise to understand their asset register and how best to manage the portfolio to benefit the wider community wealth building agenda across the Forth Valley.

Wider activities to understand the asset portfolios of other anchor partners will be undertaken in 2025.

Advancing Key Sites as Community Wealth Building Exemplars

Work continues to develop key sites in Clackmannanshire as community wealthbuilding exemplars. In our last report we highlighted:

- The Alloa Hub, a Community Benefit Society run in central Alloa for the benefit of the Clackmannanshire community
- The Wimpy Park restoration, overseen by the Wimpy Park Community Group charity
- The Hive in Dollar, a community centre run by the Dollar Development Trust
- The Dumyat Centre, Menstrie, is a community centre run by Menstrie Community Action Group
- Tullibody Civic Centre, is a community facility run by the Tullibody Community Development Trust

All of those projects are thriving and serve as lasting examples of the power of community wealth building in Clackmannanshire. There are more examples, including:

- **Tullibody Community Garden** – Tullibody Community Garden is a growing space created to produce fruit and vegetables, with a community building, a social area, polytunnel and raised beds to allow people of all physical abilities to grow food. The garden is run by the Tullibody Community Garden charity for the benefit of the local community.
- **Clackmannan Town Hall** – Clackmannan Town Hall is managed by the Clackmannan Town Hall Trust, a company limited by guarantee and run by committed local activists. The hall has been run since a lease was agreed in 2005 for the benefit of Clackmannan residents and the hall continues to be a key facility for the community.
- **Resonate Together** – Resonate Together is a charity operating in Clackmannanshire from the Carsebridge Cultural Campus. The site was acquired following the sale of the former Carsebridge distillery site and occupies a substantial area of the former site. Through intense work and fundraising by volunteers the campus is being renovated and redeveloped to become a vibrant community hub.
- **Ceteris: Community Wealth Building Hub** – Ceteris is exploring the potential to establish a Community Wealth Building Hub at their headquarters. This exciting development could offer event space, childcare facilities as well as space for social enterprise and SME startups.

Anchor Partners are also working to find ways to use their land and property to push the community wealth building agenda through their own areas of work. Forth Valley College, for example, is keen to work with local partners to maximise the utilisation of the Alloa Campus. The campus has

- hosted a local job fair in association with Job Centre Plus. The Alloa campus is also a regular host of the Local Employability Partnership, which is an opportunity for partners to experience the facilities of the campus and identify opportunities for future joint work.
- Been a base for The Department for Work and Pensions and Skills Development Scotland, providing opportunities for students to engage with services whilst also encouraging more members of the local community to visit the campus.
- Been the location for the Scottish International Environment Centre, which could present future opportunities for the Alloa Innovation Hub and other Stirling and Clacks City Deal activity

Future proposals for the Alloa Campus include the establishment of a Renewables Skills Training Centre and a Care Skills Simulation Suite. Both skills centres will provide facilities to the develop skills that are reflective of the regional skills needs. The facilities will provide learning pathways to local school leavers and career changers which lead to sustainable employment.

Diageo, as a major land holder in Clackmannanshire, has identified an area of land which could be managed by community groups for wildflower meadows, beehives and other horticultural uses. This is an example of a large local anchor working to utilise their land assets for community benefit.

Case Study: Paragon Housing Association

Paragon Housing Association is a registered social landlord, established in 1998 by a tenant-led steering group. The Association provides 1450 homes for social rent across the 3 local authority areas in the Forth Valley, 416 located in Clackmannanshire. As a community anchor the Association brings significant investment into the area through expenditure on repairs, maintenance and property improvements.

In addition to its day-to-day landlord activities, the Association is active in developing specific initiatives and securing funding to support their tenants locally. To date in 2024/25, 90 tenants (over 20%) in Clackmannanshire have been provided with assistance.

Recent projects have included:

- The “Warm Welcome Home Project “supported by funding from Energy Action Scotland and Scottish Federation of Housing Association’s Energy Support Fund. Eligible households (including new tenants who can face challenges in establishing a new home) receive a range of practical cost of living support. This was supplemented by the appointment of a trainee Energy Adviser who has now obtained a City and Guilds qualification as part of the project, bringing new skills to the sector.
- The Association’s Housing Management Team’s work in targeting these resources towards under-represented groups such as Afghan and Ukrainian refugees was recognised by the national Happy to Translate (HTT) scheme in 2023. They were named Team of the Year for using HTT tools to reach people who benefitted from language support.
- Membership of Energy Action Scotland’s partnership project with Octopus Energy to provide payments of £150 fuel poverty payments to low-income households.
- Support has been targeted in some areas. For example one estate has an SIMD ranking of 1 and support has included upgrading heating coupled with assistance from cost of living support projects. The response has been very positive, for example ‘The support you have given me, alongside the advice on managing things moving forward means that I don’t wake up with that sinking feeling so often, worried about what is going to happen’
- The Association employs a Tenancy Support Officer to work directly with tenants to identify sources of assistance. This includes access to additional assistance with fuel vouchers and help claiming additional benefits. The annual client financial gain of this assistance has been calculated at £32,533 for tenants in Clackmannanshire.

New, affordable, homes play an important role in the productive use of land and assets, part of meeting our local affordable housing need but also linking to a just transition, use of local supply chains and providing wider community benefits. Kingdom Housing Association worked with the Council on the delivery of 60 new homes on the award-winning Primrose Place development.

Ochil Housing Association continue to work with the Council and other partners to maximise the community wealth building opportunities within their work and property portfolio, such as providing leases to Clackmannanshire Women's Aid and to Scottish Autism.

Case Study - Clackmannanshire Good Food Partnership

Launched in 2020, this initiative unites key stakeholders, including leaders from NHS Forth Valley, Clackmannanshire and Stirling Health and Social Care Partnership, Clackmannanshire Council, and Clackmannanshire Third Sector Interface. It also collaborates with charitable organizations like Alloa First, the local business community, and educational institutions such as Forth Valley College.

The partnership has been working diligently to drive meaningful transformations in the area's food systems, with the aim of actively participating in the UK-wide Sustainable Food Places award program.

Clacks Good Food Partnership achieved the esteemed Bronze Award from Sustainable Food Places in 2024, a recognition of its outstanding efforts over the past two years in promoting sustainable food practices across the region.

Fair employment and just labour markets

Action	Achieved?
17) Undertake an employee mapping and diversity exercise.	Completed by Council. Anticipation of similar exercise where possible by Anchor partners
18) Adopt a "Clackmannanshire Leader" good employment charter.	Ongoing. Working Group established to oversee rollout locally

Clackmannanshire partners continue to work on delivering under the Fair Employment and Just Labour Markets pillar. Notably, a number of local employers – including O-I Glass, Diageo and the Council, amongst others – are engaged with the Career Ready programme to support young people as they transition from school to the worlds of work, further or higher education.

Alongside existing apprenticeship programmes – the Council has 10, with more than ten over the past three years at Diageo – this demonstrates a clear willingness by employers to support the workforce of the future. Employers, such as Diageo and O-I, recognise the need to make their workforces more diverse and are taking steps to increase the number of women working in their establishments. O-I have been engaging with local schools and Developing the Young Workforce to try and identify those young people who may want to work in the glassmaking industry in the years ahead. Diageo hosted a full-day recruitment fair, where more than 200 young people were in attendance.

Mapping our Workforce

In the autumn of 2023, Clackmannanshire Council undertook to an analysis of the workforce. The findings were collated and shared with Anchor Partners in 2024 and it is hoped that similar exercises will be undertaken across the county.

Rollout of the Good Employment Charter

Following approval of the Good Employment Charter at the Clackmannanshire Anchor Partnership, The Clackmannanshire Alliance and the Council, a short life working group was established to push forward with a formal rollout of the charter. All Anchor Partners are signatories to the Good Employment Charter.

The Charter is in design development and, once ready, the working group will push ahead with steps to promote and oversee the implementation of the charter across Clackmannanshire.

The approved Clackmannanshire charter has been shared with a number of partner organisations across Scotland, all eager to learn more about the work underway in Clackmannanshire. The Green Freeport, based at Grangemouth and a potentially significant employer in the Forth Valley, has also developed a Fair Work Charter.

Developing the WeAll Employability Action Plan

Building the work with the Wellbeing Economy Alliance research, prepared in advance of the Family Wellbeing Partnership-funded Columba 1400 Employability cohort, the WeAll employability action plan is in draft form. It is split into three sections covering

- support for employability clients;
- support for employers; and
- service design.

Case Study: Forth Valley College

Forth Valley College is a key member of the Clackmannanshire Anchor Partnership, providing training and learning opportunities for residents as well as being an anchor facility to local groups and organisations.

The college are committed to paying the real living wage and have a diverse employee profile, which is reflective of local communities. Forth Valley College has an extensive range of wellbeing support for all employees including counselling, mental health support, menopause awareness and work-related support. Work Positive Advisors and Harassment advisors can provide employees with informal first point of contact support.

Over the past 3 years, the College has conducted cultural surveys to gather feedback from all employees. This information is used to direct change and organisational improvements. Recently, the college have completed Work Task Analysis projects with specific roles to identify areas of high workload, duplication as well as opportunities for efficiencies and streamlining. Forth Valley College works closely with union partners to manage change and support the workforce.

The college notes that Fair Work Principles include: opportunity; fulfilment; effective voice; respect, and; security. These align to the college values, where:

- We Inspire
- We act with Integrity
- We are Inclusive &
- We are Respectful.

The college aspires to Fair Work by:

- promoting **opportunity**, which is detailed in the college People Strategy 2022-25 under “supporting our staff to be all they can be”. The college supports and invests in staff development and training as well as carrying out staff reviews and providing CPD and leadership programmes. Career progression opportunities are at the heart of our resourcing strategy, with vacancies advertised internally and support given to allow staff secondments.
- working towards **fulfilment** through a strong wellbeing support structure, paid development days and team building events, a flexible approach to resourcing with multiple working patterns, supportive of many needs including those of carers, families, and promoting work-life balance.
- giving staff an **effective voice** by supporting transparency in surveys, recognising trade unions with regular meetings and facility time, staff representatives on the Board of Management, regular news updates, employee groups and staff involvement in project development, as well as access to senior management through staff meetings.
- being **Respect** in the approach to giving staff a voice and through college values and actions on health & safety, wellbeing, our policies on flexible working, family friendly policies, hybrid working, as well as our open door management approach.
- **Security** in our transparency through union meetings, and staff briefings. We pay the real living wage as a minimum, have an excellent pension scheme, clear pay progression practices and are financially robust in difficult times.

Plural ownership of the economy

Action	Achieved?
19) Develop a Clackmannanshire Community Wealth Building Hub.	A potential site for a proposed Community Wealth Building hub has been identified and work is ongoing to develop the proposal.
20) Women into business programme.	Yes, work is ongoing.
21) Undertake business analysis to pinpoint potential firms for co-operative conversion.	A Co-operative and Social Enterprise Fund is being established to support social enterprises and co-operatives to start-up, grow or diversify.

Work is ongoing to support greater plurality in the Clackmannanshire economy. Currently there is one operational co-operative – Clackmannanshire Credit Union – and 35 social enterprises (as at the 2021 Social Enterprise survey), this shows a growing number of social enterprises active in Clackmannanshire. The publication of the report “Developing Scotland's Economy: Increasing The Role Of Inclusive And Democratic Business Models” in 2024 is a key policy driver for our work in this area.

In 2024 the Council developed a pilot fund, known as the Co-operative and Social Enterprise Fund. This was intended to help social enterprises and co-operatives to diversify or expand – while it was not rolled out in 2024 this may be an area for support in 2025. Another programme and fund, managed by CTSI and known as the Growing for Good programme, focuses on supporting social enterprise and co-operative startups in the area.

Forth Valley College hosted a Bridge to Business Enterprise event in December 2023. There were exhibitors, business and enterprise start-up organisations and students involved, with partner organisations including Business Gateway and Codebase.

Clackmannanshire's Community Wealth Building Hub.

Work is underway to develop a Community Wealth Building Hub in Clackmannanshire. Ceteris is exploring the potential to redevelop part of the Alloa Business Centre and create a Community Wealth Building Hub.

This would provide a range of business space, conference facilities and childcare to support the creation and expansion of social enterprises and other business models which would assist with innovation in the region and offering women an ideal space and support to startup a new business venture.

It is hoped that a major think tank specialising in Community Wealth Building may also be open to establishing an office in Scotland in Clackmannanshire.

Co-operative Conversion in Clackmannanshire

With the merger between Clackmannanshire Credit Union and Falkirk Credit Union there are now no local co-operatives operating in Clackmannanshire.

The Clackmannanshire Business Support Partnership has considered how best to proceed with promoting co-operative conversion, and establishing as a co-operative, as a viable option for business owners and entrepreneurs.

This has included work supported by Ceteris and Co-operative Development Scotland to develop a marketing plan and to offer relevant information to interested parties.

Appendix 1: Overall Table of Progress

Action		Achieved?	
1) Community wealth building for gender justice.		This vital work is ongoing, across all partners.	
2) An Economic Strategy for Community Wealth.		Covid pandemic has impacted on this area of work, however a Wellbeing Economy Strategy is currently in development.	
3) Community wealth building culture building.		Training delivered by CLES has been provided to Council managers and Anchor partners.	
4) Community wealth building working group.		Wellbeing Economy Working Group established.	
5) Publish an annual community wealth building progress report.		This document is the second progress report on work to date.	
6) Deepen and formalise collaboration on community wealth building through the Clackmannanshire Alliance.		The Council and Clackmannanshire Alliance are delivering on this action.	
7) All City Region Deal (CRD) projects should follow the principles of community wealth building.		Work continues to embed the principles of Community Wealth Building into CRD activity.	
8) Develop the corporate culture of procurement and commissioning.		Yes, and work continues with more local procurement undertaken in 2022/23.	
9) Develop a robust and bespoke Community Benefit Procurement Framework.		Yes. A Community Benefit "wish list" has been developed and is in use.	
10) Provide Community Benefit Capacity Building for suppliers.		Yes, regular Meet the Buyer events are held linked to opportunities locally as well as through the Supplier Development Programme.	
11) Foster a deeper relationship between procurement and economic development.		Yes. Work continues to ensure this Action remains on course.	
12) Support and promote Clackmannanshire Credit Union to become a financial anchor.		Work to establish a Credit Union Strategic Group for Clackmannanshire is underway, with a marketing strategy for the sector to promote participation under development.	
13) Work with Falkirk Pension Fund to achieve more local investment.		Consideration of potential opportunities to utilise pension funds to support investment is ongoing.	
14) Create a Strategic Asset Register and Management Plan.		Partly achieved. Work on a Management Plan is ongoing.	
15) Unlock space for small business and social enterprise.		Work to develop space will be considered in 2025, alongside the local sector.	
16) Advance key sites as community wealth building exemplars		Underway, with work ongoing.	
17) Undertake an employee mapping and diversity exercise.		Completed by Council. Anticipation of similar exercise where possible by Anchor partners	
18) Adopt a "Clackmannanshire Leader" good employment charter.		Ongoing. Working Group established to oversee rollout locally	
19) Develop a Clackmannanshire Community Wealth Building Hub.		A potential site for a proposed Community Wealth Building hub has been identified and work is ongoing to develop the proposal.	
20) Women into business programme.		Yes, work is ongoing.	
21) Undertake business analysis to pinpoint potential firms for co-operative conversion.		A Co-operative and Social Enterprise Fund is being established to support social enterprises and co-operatives to start-up, grow or diversify.	
Scorecard for 2023/24		Green 13	Amber 8
			Red 0

