Clackmannanshire Council | Comhairle Siorrachd
Chlach Mhanann

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

Meeting of
Clackmannanshire Council

Thursday 21 August 2025 at 9.30 am

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

Committee Services, Clackmannanshire Council, Kilncraigs, Greenside Street, Alloa, FK10 1EB
Phone: 01259 452006/452004   E-mail: committees@clacks.gov.uk Web: www.clacks.gov.uk

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Clackmannanshire Council

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

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

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

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

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13 August 2025

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 21 AUGUST 2025 at 9.30 AM

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NIKKI BRIDLE
Chief Executive

B U S I N E S S

Page No.

For further information contact Committee Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB
(Tel 01259 452106/452004)(email committees@clacks.gov.uk) (www.clacks.gov.uk)

EXEMPT INFORMATION

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

It is considered that the undernoted items are treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 8 of the Local Government (Scotland) Act 1973.

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

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.

For further information contact Committee Services, Clackmannanshire Council, Kilncraigs, Alloa, FK10 1EB
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Clackmannanshire Council – Councillors and Wards (Membership 18 - Quorum 5)

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

Religious Representatives

We must appoint three religious representatives in accordance with Section 124 of the 1973 Act (inserted by Section 31 of the 1994 Act).

Religious representatives only have voting rights on matters relating to the discharge of the authority's function as education authority.

Our representatives are:

Reverend Sang Y Cha – Church of Scotland

Father Michael Carrie – Roman Catholic Church

Pastor Dee Jess – Baptist Church

Updated April 2025

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

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MINUTES OF MEETING of the **CLACKMANNANSHIRE COUNCIL** held in the Council Chamber, Kilncraigs, Alloa, on Thursday 26 June 2025 at 9.30 am.

PRESENT

Councillor Phil Fairlie (Convener) (Chair)
Councillor Donald Balsillie (Provost) (Via Teams)
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor William Keogh (Via Teams)
Councillor Fiona Law
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive (Via Teams)
Chris Alliston, Strategic Director (Partnership & Performance)
Lorraine Sanda, Strategic Director (People) (Professional Adviser to the Chair)
Kevin Wells, Strategic Director (Place)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Colin Bruce, Chief Education Officer (People) (Via Teams)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk to the Council)
Adrienne Aitken, Improving Outcomes Team Leader (People) (Via Teams)
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)
Veronica Cully, Senior Manager, Partnership and Inclusion (People) (Chambers & Via Teams)
Lesley Deans, Principal Transportation Manager, (Place)
Kate Fleming, Housing Strategy Officer (Place)
Claire Fullarton, Communications Officer (Partnership & Performance) (Via Teams)
Kim Grieve, Housing Operations Assistant (Place)
Sarah Goldberg, Team Leader, Legal and Governance (Partnership & Performance)
Francois Gouws, Team Leader, Asset Management & Major Works (Place) (Via Teams)
Alastair Hair, Team Leader/Senior Manager (Partnership & Performance)
Elizabeth Hutcheon, Management Accountancy Team Leader (Partnership & Performance) (Via Teams)
Marie Komorowska, Senior Housing Officer (Place (Via Teams)
Nicola Mack, Chief Accountant (Partnership & Performance) (Chambers & Via Teams)
Carla MacFarlane, Communications Officer (Partnership & Performance)
Wendy Robertson, Senior Manager Transformation (via Teams)
Murray Sharp, Senior Manager, Housing (Place)
Melanie Moore, Committee Services (Partnership & Performance)
Gillian White, Committee Services (Partnership & Performance) (Minute)

CC(25)044   APOLOGIES

Apologies were received from Councillor Martha Benny, Councillor Janine Rennie, Councillor Graham Lindsay, Councillor Darren Lee and Councillor Craig Holden.

CC(25)045   DECLARATIONS OF INTEREST

There were no declarations of interest.

The Convener advised that an item of urgent business had been submitted to the Council for consideration:

Celebrating Clackmannanshire's Young Scot Award Finalists

A motion which asked Council to celebrate the achievement of having three young people from Clackmannanshire recognised at a national level and to congratulate the young people involved was submitted by Councillor Ellen Forson as a matter of urgent business. The Convener agreed that the motion would be taken as a matter of urgent business to allow the Council the opportunity to consider the item. The Convener advised that this item would be taken at the end of the public items of business.

CC(25)046   MINUTES OF CLACKMANNANSHIRE COUNCIL – 15 MAY 2025

The minutes of the meeting of the Clackmannanshire Council held on 15 May 2025 were submitted for approval.

Minute references:
CC(25)040 Drugs & Alcohol Policy Pilot Review
CC(25)042 Motion To Council – Clackmannanshire and Stirling Health and Social Care Integration Scheme

Councillor Quinn advised that the roll call votes for these items of business had not been recorded in the minute. The Clerk advised that the minute would be amended.

Decision

Subject to the above amendment, the minutes of the meeting of Clackmannanshire Council held on 15 May 2025 were agreed as a correct record and signed by the Provost.

Action
Clerk to the Council

CC(25)047   MEDIUM TERM FINANCIAL STRATEGY 2025

The report, submitted by the Section 95 Officer, presented the Council's Medium Term Financial Strategy (MTFS) for approval. The proposed MTFS represented progress in delivering the Council's Best Value Action Plan, agreed on 28 November 2024, following receipt of the Controller of Audit report and Accounts Commission Findings in September 2024.

Motion

To agree the recommendations in the report.

Moved by Councillor Ellen Forson. Seconded by Council Scott Harrison.

Decision

The Council:

1.   Agreed the Medium Term Financial Strategy (Appendix A);

2.   Noted that further updates on the budget strategy and budget gap will be reported as usual through the regular Budget Strategy Update reports to Council;

3. Noted the significant uncertainties which continue to prevail from a financial planning perspective, including those in respect of external financial pressures and the quantification of funding levels for future years (paragraph 3.4);

4. Noted that the progress, financial impact and timescales associated with key service and financial sustainability measures being taken forward by the Council will be reviewed on a regular basis, and consequential updates made to the MTFS as appropriate (Paragraphs 3.4-3.6);

5. Noted that the Financial Resilience Framework will be developed following agreement of the Council's MTFS (paragraph 3.7).

Action
Section 95 Officer

CC(25)048   BE THE FUTURE: CLACKMANNANSHIRE TRANSFORMATION SPACE UPDATE

The report, submitted by the Strategic Director, People, updated Council following the report on 20 March 2025 about the Council's Be the Future Transformation Plan. The report noted the successful Invest to Save funding bid and described work that had been taken forward on the creation of the Clackmannanshire Transformation Space, including the Community Interest Company ("CIC"), other funding identified and anticipated broad outcomes from the Transformation Space.

Motion

To agree the recommendations in the report.

Moved by Councillor Ellen Forson. Seconded by Council Fiona Law.

Decision

The Council:

1. Noted the success of the £1m Invest to Save Fund bid over the financial year 01/04/2025 to 31/03/2026 in connection with Clackmannanshire Transformation Space (Family Wellbeing Partnership);

2. Noted the update on other funding that has been identified for Year 0 of the project (sub paragraphs 3.7.1 to 3.7.3);

3. Noted the update on the Year 0 setup of the CIC, the ongoing diligence and governance requirements (paragraphs 3.3 to 3.6), and the interim arrangement of the appointment of the Strategic Director for People to the CIC; and

4. Approved the transfer of identified Council Budgets and/or Grants noted within the report and subject to input from Senior Manager of Legal & Governance and Chief Finance Officer any future identified Council Budgets and/or Grants to transfer to Foundation Scotland as part of the operation of the Transformation Vehicle/Fund.

Action
Strategic Director, People

CC(25)049   EQUALITY IMPACT ASSESSMENT OF HOME TO SCHOOL TRANSPORT POLICY

The report, submitted by the Strategic Director, People, updated the Council on progress following its request for an Equality Impact Assessment (EQIA) of the Councils School Transport Policies which was to be brought back to Council for consideration in May 2025 and which was deferred to June 2025's meeting.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1.   Noted the progress being made on the completion of the EQIA and that additional issues have been raised which require further diligence to be carried out; and

2.   Agreed that a completed EQIA be brought back to the meeting of Council in August 2025

Action
Strategic Director, People

CC(25)050   SOUTH OF SCOTLAND ELECTRIC VEHICLE STRATEGY AND UPDATE

The report, submitted by the Strategic Director, Place, provided an update to Council on the progress of the South of Scotland (SoS) electric vehicle partnership and sought approval of the SoS Electric Vehicle Charging Strategy.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1.   Approved the publication of the SoS Electric Vehicle Charging Strategy; and

2.   Noted the updates since the January 2025 Council report, in particular the following:

   • ChargePlace Scotland back-office to be switched off in April 2026;

   • The Regional SoS procurement for a new charge point operator and Transport Scotland (TS) grant funding for the SoS; and

   • Alternatives to the SoS project.

Action
Strategic Director, Place

CC(25)051   HOUSING NEEDS & DEMAND ASSESSMENT (HNDA)

The report, submitted by the Strategic Director, Place, informed Council of the background requirement of the Housing Need and Demand Assessment (HNDA) and progress of work undertaken to bring the Council's up to date with legislation. The report detailed the timetable to completion, including public consultation on the draft HNDA document.

Motion

To agree the recommendations in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Scott Harrison.

Decision

The Council:

1. Noted the purpose of the Housing Need & Demand Assessment;

2. Endorsed the initial findings of the research to ensure that any planning applications for Housing Development are cognisant of them; and

3. Approved the public consultation as set out at 3.12 in relation to the HNDA findings, (draft consultation proposal at Appendix 1).

Action
Strategic Director, Place

CC(25)052   HOUSING PROPERTY ACQUISITIONS POLICY AND ASSET DISPOSAL POLICY

The report, submitted by the Strategic Director, Place, outlined the work undertaken to establish policies for housing acquisition activity and the disposal of housing owned assets. The policies support the efforts made by Clackmannanshire Council to progress the Council's housing investment priorities and our affordable housing development plans.

Motion

To agree the recommendations set out in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Scott Harrison.

Decision

The Council:

1. Approved the Housing Property Acquisition Policy (Appendix 1);

2. Approved the Housing Asset Disposal Policy (Appendix 2);

3. Approved the limited delegation to the Strategic Director, Place, in disposing of HRA assets in line with section 4.11 of the report; and

4. Noted that the Service plan is to review the current arrangements in place for a small number of shared ownership mortgage rescue properties that are jointly owned by the Council and private owner occupiers.

Action
Strategic Director, Place

CC(25)052   REINFORCED AUTOCLAVED AERATED CONCRETE

The report, submitted by the Strategic Director, Place, provided Council with an update on progress on the Council's response to Reinforced Autoclaved Aerated Concrete (RAAC) being found on the roofing structure of mixed ownership properties in Tillicoultry. The report focused specifically on the three blocks of flats where evacuation action was undertaken. Following the Council receiving costed information from a contractor, this has enabled further detailed consideration of an options appraisal exercise. Additionally, the report provided Council with an update on recommendations approved by Council in May of this year following a hearing of the Petitions Committee relating to RAAC Affected owners and residents on 3rd April 2025.

Motion

To agree the recommendations in the report.

Moved by Councillor Jane McTaggart. Seconded by Councillor Scott Harrison.

Decision

The Council:

1. Noted the progress made by Officers working with evacuated owners and occupiers to find a sustainable and affordable solution for the 3 blocks of flats in Tillicoultry affected by RAAC;

2. Noted the Options appraised by Officers as outlined within Section 5 and summarised within appendix A of this report;

3. Approved the recommendation to progress within Options 1 or 2 of the report, recognising the majority of owners' preference for such options and the resultant benefit to the Council in returning a significant number of Housing Units to operational use;

4. Noted that evacuated tenants will be offered the opportunity to convert their current temporary accommodation into a secure tenancy as provided for in paragraph 7.4;

5. Approved the home loss payment of £1500 for those tenants who have converted their tenancy as provided in paragraph 2.4 the details of the payment are contained in paragraph 7.5;

6. Approved that, for owners who have expressed a preference for a voluntary sale, officers are authorised to enter into negotiations to agree terms and conditions in respect of such sale as outlined in paragraph 8.6;

7. Approved the re-profiling of the Housing Revenue Account ("HRA") Roof and Render budget to accommodate works on the three evacuated blocks, alongside the scheduled programme of activity for 2025/26 as provided for in paragraph 9.1;

8. Approved the recommendation of Option 1 and 2 in respect of repairs to the evacuated blocks as referenced at paragraphs 9.1 to 9.3 to be taken forward by the service in consultation with the Chief Finance Officer and Senior Manager for Legal & Governance; and

9. Noted the responses to the actions agreed as part of the Petitions Committee, 3rd April 2025 as outlined within Section 10 of this report.

Action
Strategic Director, Place

The Convener adjourned the meeting at 11.35 am for a comfort break. When the meeting resumed at 11.45 am, 13 members remained present.

CC(25)053   MOTION TO COUNCIL – POTENTIAL FOR BANKING SERVICES AT THE SPEIRS CENTRE

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

Motion

That Council notes:

- The recent relocation of Council cash services from the Speirs Centre to Kilncraigs, and welcomes the extension of public opening hours at Kilncraigs to 9am–5pm, which supports improved access to Council services.

- The continuing and significant decline in access to local banking services across Clackmannanshire, with only one high street bank branch remaining in operation.

- The growing risk of financial exclusion for residents—particularly older people, those without digital access, and small businesses—as a result of these closures.

- The ongoing campaign by Keith Brown MSP for the establishment of a Banking Hub in Alloa, and recognises the potential benefits such a hub would bring to the local area.

- That the relocation of Council services has created available space within the Speirs Centre.

- That improving access to ethical and inclusive financial services is consistent with the principles of Clackmannanshire's Community Wealth Building Strategy, particularly around supporting local financial resilience, plural ownership, and community-led economic activity.

That Council agrees:

- To write to all major high street banks and relevant financial institutions, including LINK—the organisation responsible for delivering banking hubs—to highlight the newly available space at the Speirs Centre and the community's need for improved access to banking services. Subject to the relevant due diligence being carried out the possibility of offering available space at the Speirs Centre as a potential location for a shared banking hub or similar in-person financial service and/or local credit unions or other ethical finance providers, as a way of supporting the Council's Community Wealth Building Strategy and promoting inclusive access to financial services.

- Encourage the relevant banks and institutions to engage with the Council and local communities to explore collaborative and sustainable solutions for access to cash and banking support in Clackmannanshire.

- Explore opportunities for the space to host financial advice or education services, potentially in partnership with community organisations or third sector providers, to help build financial resilience and inclusion.

That Council further agrees that:

- The Chief Executive, or an appropriate officer, brings a report to a future meeting outlining any responses received, along with potential options for partnership working to improve local banking access

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

Decision

The Council agreed the motion as set out above.

Action
Chief Executive

CC(25)054   **URGENT MOTION TO COUNCIL – CELEBRATING CLACKMANNANSHIRE'S YOUNG SCOT AWARD FINALISTS**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Ellen Forson and accepted by the Convener as an item of urgent business.

Motion

"That Council congratulates Ellie Hodge, an S6 student at Alloa Academy, on receiving the Young Scot Health and Wellbeing Award and being named Young Scot of the Year; commends Ellie for her outstanding voluntary work, including her support for fellow pupils with additional support needs, and her personal growth since taking part in the Columba 1400 leadership academy; recognises her leadership and communication skills, shown through her role in the S3 breakfast club and her commitment to inclusion by learning Makaton and completing sighted guide training to support non-verbal and visually impaired students; acknowledges her wider volunteering efforts, promoting intergenerational connections and the benefits of sport for people with disabilities to support both physical and mental wellbeing; further congratulates Seren McNaught and Kyle Blain from Lornshill Academy, who were finalists in the Sport and Physical Activity, and Entertainment and Culture categories respectively; and celebrates the achievement of having three young people from Clackmannanshire recognised at a national level, reflecting the talent, dedication, and potential of young people across the area."

Moved by Councillor Ellen Forson. Seconded by Councillor Fiona Law.

Decision

The Council agreed the motion as set out above.

Action
Councillor Ellen Forson

EXEMPT ITEM

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

CC(25)055   **ASSET RATIONALISATION – JUNE 2025**

The minute from this item of business is recorded separately.

CLACKMANNANSHIRE COUNCIL

Report to:	**Clackmannanshire Council**
Date of Meeting:	**21 August 2025**
Subject:	**Disposal of SL1**
Report by:	**Strategic Director: Place**

1.0 Purpose

1.1. The purpose of this report is to seek approval to terminate the agreement between Clackmannanshire Council and the Earl of Mar in respect to the use of SL1 licence plate on or around the year 1996 ("Agreement") on the vehicle used for civic purposes together with the sale of the civic vehicle to the Earl of Mar.

2.0 Recommendations

2.1. Council is recommended to:

2.1.1. **APPROVE** to agree to the termination the Agreement which includes relinquish all rights associated with the use of the SL1 licence plate as outlined within paragraph 3.1 of this report;

2.1.2. **APPROVE** the sale of the civic vehicle as part of a private sale for the value outline within paragraph 4.4 of this report; otherwise,

2.1.3. **NOTE** the contents of this report.

3.0 Considerations

3.1. Officers have been approached by the Earl of Mar requesting that the Council considers terminating the Agreement which permitted the Council to utilise the prestige licence plate 'SL1' on loan, as part of the civic vehicle prior to the expiry date The conditions associated with this agreement were that the loan would be a lifetime loan to be returned to the Earl of Mar estate on his death or in the event that Clackmannanshire Council be stood down and merged with another Council.

3.2. The Earl of Mar is looking to use the licence plate during his lifetime and has confirmed his willingness to acquire the civic vehicle as a concession to the early termination of the Agreement.

4.0 Current Use and Costs

4.1. Over the past two and a half years, SL1 has been underutilised having only travelled 1,044 miles in that period broken down as follows:

4.1.1. 2025-26 – 124 miles (to date)

4.1.2. 2024-25 – 518 miles

4.1.3. 2023-24 – 402 miles

4.2. Additionally, the council is required to tax and MOT the vehicle annually as well as renew tyres and maintain upkeep, all of which impacts Fleet Services' general fund spend.

4.3. Additionally, the Council has found it challenging at times to utilise the vehicle given that it does not comply with recent Local Emission Zones that operate within other local authority areas, resulting in the Council requiring to hire vehicles for civic events in those localities, albeit a rare occasion.

4.4. The Council's Fleet Management Section has appraised the vehicle as being valued at circa £2,500 and it is recommended that Council agrees to the sale of the vehicle to the Earl of Mar, relinquishing the hold on the SL1 Licence Plate as part of the previous agreement of 1996.

5.0 Sustainability Implications

5.1. The current vehicle, whilst having been maintained in good condition for its age, no longer meets current emissions restrictions operating in a number of localities within Scotland.

5.2. The vehicle is not utilised enough to warrant a replacement that would be emissions compliant or environmentally considerate as a hybrid or electric vehicle may be.

6.0 Resource Implications

6.1. Financial Details

6.2. The recommendations within this report will result in a capital receipt as outlined within paragraph 4.4, whilst also reducing our maintenance costs modestly as referenced within paragraph 4.2 above.

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

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

6.5. Staffing

6.5.1. There are no staffing implications resulting from this report.

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

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?

Yes ☐   No ☒

10.0   Legality

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

11.0   Appendices

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

10.1.1 None.

12.0   Background Papers

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

Yes ☐ (please list the documents below)   No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kevin Wells	Strategic Director: Place	Ex 2533
Lee Robertson	Senior Manager: Legal & Governance	

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	██████████

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 21st August 2025

Subject: Wellbeing Hub & Lochies School Project Update

Report by: Robbie Stewart, Senior Manager, Sport & Leisure

1.0 Purpose

1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub & Lochies School project and seek approval of the Full Business Case (FBC) to allow the project to proceed to Financial Close and Contract Finalisation for the main construction programme.

2.0 Recommendations

It is recommended that Council:

2.1. Approves the Hubco Stage 2 Submission and the Full Business Case (FBC) to allow the project to proceed to Financial Close and the Council to enter into a Design Build Development Agreement (DBDA) with Hub East Central Scotland Ltd (Hubco) **(see paragraphs 3.1 to 3.18).**

2.2. Notes the key programme updates **(see paragraphs 3.19 to 3.22).**

3.0 Considerations

Full Business Case

3.1. A Full Business Case (FBC) **(see appendix 1)** has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs and risks, provide justification for the preferred option and set out the arrangements for successful delivery.

3.2. The purpose of the FBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables them to make informed decisions regarding the continuing viability of the project. The FBC appendices will be published separately on Clackmannanshire Council website due to the size of the file.

3.3. The project has reached the detailed final stage at the end of RIBA Stage 4 (Technical Design) and the SFT Hub Framework Stage 2 gateway. This is a key decision point in the development lifecycle and is the final investment decision on whether to proceed to the next stage of the development process,

Financial Close and construction delivery **(see FBC section 7.4.3, table 8, page 45).** The FBC has been reviewed and endorsed by the Project Board in line with project governance arrangements.

3.4. The project has an ambitious vision and series of strategic objectives defined within the FBC Strategic Case **(see FBC section 3, page 9)** and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and the future need. The overarching vision for the project is:

"A hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities."

"A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives."

3.5. Through the development process, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. Option for continuing with the current arrangements (Business as Usual (BAU)) have been considered and deemed non-viable options as they meet neither the current nor future needs for Clackmannanshire.

3.6. The result of the options appraisal process determined that the preferred option is the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus Classic Certification. The preferred option was presented within the Outline Business Case (OBC) and approved at the meeting of Clackmannanshire Council on 27th June 2024.

3.7. The project's desired benefits have been established and summarised in the Benefits Register as set out in section **3.12** within the FBC **(table 2, page 20).** Some of the key benefits include.

3.7.1. Provide enhanced education and local employment opportunities, increased social value and community wealth.

3.7.2. Remove the constraints and challenges associated with the existing Lochies School to allowing staff more time to focus on the pupils and teaching.

3.7.3. Increased footfall through Alloa town centre contributing to the local economy and improving connectivity to Alloa West.

3.7.4. Reduced carbon emissions and help to meet net-zero targets through biodiversity and the provision of enhanced natural spaces.

3.7.5. Provide access to services for those who are most vulnerable and in need and help break down health inequalities.

3.8. Identifying, mitigating and managing the key risks is crucial to successful delivery, and at this stage in the development, many of the perceived risks have been eliminated and reduced, however, residual risks remain, as with any investment. The main strategic risks associated with achieving the projects' strategic objective (outcomes) and the proposed mitigation measures are identified in the strategic risk table as set out in section **3.13** within the FBC **(table 3, page 23).** Some of the main strategic risks include:

3.8.1. Timescale on finalising legals could lead to possible delay in construction - To mitigate against this the Council has commenced the review of the legal agreements in advance of Council decision.

3.8.2. Operational resources (staff) are not in place to operate and maintain the facilities at handover - To mitigate this a recruitment and training plan is being produced by Council.

3.8.3. The public are not sufficiently aware of the project, are not engaged throughout the development process and do not understand the benefits, opportunities and available services on offer. To mitigate against this a communication and engagement strategy has been produced for the lifecycle of the construction into operations.

3.8.4. The project fails to identify and cater for specific demographic groups (e.g. low-income residents, minorities, individuals with disabilities) within the community - To mitigate this, there is engagement with multiple user and targeted groups which will contribute to the programme phase of the project.

3.8.5. Some members of the community are unable to travel to and access the facilities due to insufficient and inadequate transport infrastructure and challenges in providing affordable options particularly for those living farther from the facilities - To mitigate this and fulfil planning conditions, we will consult with the transport authority to agree and implement a scheme to deliver a bus service that would connect the site to Alloa Town Centre and implement a scheme to provide safe, convenient and accessible active travel routes to and from the site.

3.8.6. The Wellbeing Hub does not integrate into the Family Wellbeing Partnership approach and becomes isolated from the wider network of services. Financial drivers and outcomes take precedence, and the Hub must become more financially self-sufficient - The proposed operating model has been developed with a view to balance financial and wellbeing objectives. This will be reviewed on an ongoing basis.

3.9. The project is being procured via the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland Ltd (Hubco). The project has reached the end of Hub Stage 2 and is looking to proceed to Financial Close. Completion of the construction works is planned for the end of Q3 2027 with both the Wellbeing Hub and Lochies School becoming operational in 2027.

3.10. Clackmannanshire Council engaged Integratis Consulting and 4Global to undertake an analysis of the of the projected social value arising from the Wellbeing Hub and Lochies investment. The full Social Value Analysis Report **(included in Appendix E of the FBC)**, provides headline figures which are based on a projected annual visitor throughput of 275,000 this would generate an estimate total Social Value of £2.14m per annum which equates to an estimated £134 per person.

3.11. Hubco and the Tier 1 Contractor will commit to achieving a series of agreed Themes, Outcomes and Measures (TOMs). The total Social and Local Economic Value (SLEV) target **(included in Appendix F of the FBC)** is estimated at £27,627,372.88 which equates to 42.5% of the Total Hubco Development Cost. This means that for every £1 spent through the development agreement, £0.42 of SLEV will be delivered.

3.12. The Wellbeing Hub will generate an anticipated 36 permanent full-time positions with a further 70-100 casual positions, significantly impacting on employment opportunities for the people of Clackmannanshire. **(See FBC section 5.4 page 34)**

3.13. The Council have entered into an initial Enabling Works agreement (DBDA) with Hubco to undertake preparatory works in advance of the main works agreement (DBDA). The Enabling Works will be subsumed into the main works DBDA with the works being delivered under a single completion.

3.14. Extensive public and stakeholder consultation has taken place at various stages of the proposed development for the Wellbeing Hub and Lochies School with high levels of support and engagement. The consultation has highlighted the desire for the new facilities to provide a wide range of sport, leisure, recreational and cultural spaces that would be available 7-days a week, during the day, evenings and weekends. Community consultation identified that high numbers of adults want to take part in walking, exercise classes, cycling and swimming. Many are also keen to participate in lifestyle classes, gardening, running/jogging and gym activities.

3.15. The final facilities mix and project outline reflects the outcome of the consultations and Council direction, and meets the vision and objectives set out in *3.3* of this paper. The full accommodation schedule is available in **Appendix J** of the FBC.

3.16. Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is currently £71,306,251.55 with an overall estimated capital investment figure for the Council not exceeding the approved Capital Plan figure of £76,092,000 which was reduced by £1,408,000 from the original Capital Plan figure of £77,500,000 **(see FBC section 6, page 35)**.

3.17. Demand and financial modelling have also been undertaken for the Wellbeing Hub with a projected net surplus of £139,660 in year 1, £121,856 in year 2 and £107,332 in year 3. This is inclusive of lifecycle costs, proportional increases on staffing and revenue, LEIP funding and the Council core revenue allocation. It is intended to reduce the core revenue allocation to the Wellbeing Hub by £200,000 over the first 5 years of operation **(see FBC section 6.2, page 36)**.

The revenue model is subject to review and development annually with a view to increasing efficiency and financial viability in the future.

3.18. Detailed management and governance procedures have been established for successful project delivery. The decisions required at this gateway are whether the RIBA Stage 4 (Hub Stage 2) technical proposals are approved and whether the project can proceed to Financial Close. The FBC is the final investment decision (OGC Gateway 3) and provides the final recommendation for an affordable project which delivers value for money **(see FBC section 7, page 41).**

Key programme update

3.19. Planning Consent was granted at the Planning Committee meeting held on 23rd January 2025 and the prior to commencement planning conditions have been discharged. In addition, the initial Building Warrant has also been granted for the diversion of the Surface Water Drainage, both allowing the Enabling Works to commence.

3.20. The Enabling Works agreement (contract) has been finalised and executed along with the other associated technical and legal documents. The Enabling Works have commenced on-site involving the initial site establishment, earthworks and drainage diversion.

3.21. The Hubco Stage 2 Submission, including the complete package of design proposals and confirmed maximum price, has been submitted for review, comment, and approval. This submission has enabled the Full Business Case (FBC) to be finalised and issued for Council approval.

3.22. Financial Close for the whole project is planned for the end of August 2025 subject to Council approval of the FBC. This gateway will conclude the pre-construction phase of the project and finalise the agreement (contract) between Hubco and the Council for the entire construction works.

4.0   Sustainability Implications

4.1. Alignment with the Clackmannanshire Council Interim Climate Change Strategy.

5.0   Resource Implications

5.1.   Financial Details

The projected costs for the Wellbeing Hub and Lochies School developments are outlined in the General Services Capital Programme 2023/24 to 2042/43 and within the Full Business Case (FBC) **(see appendix 1).**

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

Not applicable

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".

10.2   Appendix 1 - Full Business Case (FBC) for the Wellbeing Hub and Lochies Project. *(Due to the file size of the Full Business Case Appendices, these are not included but are available on Clackmannanshire Council website).*

11.0 Background Papers

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

Yes ☐ (please list the documents below)   No ☒

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People Directorate)	██████████

Clackmannanshire Council
Wellbeing Hub and Lochies School Investment Proposal

Full Business Case (FBC)
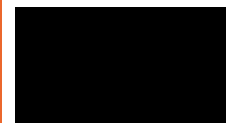
Project details Document verification

Project title	Wellbeing Hub and Lochies School
Project number	2310
Client name	Clackmannanshire Council
Project Sponsor	Lorraine Sanda
Project Director	Robbie Stewart
Author	Andrew Ayres
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Organisation	Thomas and Adamson

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Appendices

Appendix A Strategic & Policy Context Reference Documents

Appendix B Visioning and Brief Development Report

Appendix C Long Listed Options Scoring Workbook - Wellbeing Hub and Lochies School

Appendix D Short Listed Options Scoring Workbook - Wellbeing Hub and Lochies School

Appendix E Social Value Analysis Report

Appendix F TOMs Calculator and SLEV Target

Appendix G Procurement Strategy

Appendix H Hubco New Project Request

Appendix I Hubco Stage 2 Pricing Report

Appendix J Accommodation Schedule

Appendix K Client Project Team Risk and Opportunity Register

Appendix L Hubco Stage 2 Risk Register

Appendix M Stakeholder Engagement Plan

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Acknowledgements

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     i.   Clackmannanshire Council

    ii.   Integratis Consulting

   iii.   Hub East Central Scotland Ltd

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Glossary of Terms

i.	(ASN)	Additional Support Needs
ii.	(BAU)	Business as Usual
iii.	(COR)	Change Order Request
iv.	(CSF)	Critical Success Factors
v.	(CTSI)	Clackmannanshire Third Sector Interface
vi.	(D&B)	Design and Build
vii.	(DBDA)	Design and Build Development Agreement
viii.	(FBC)	Full Business Case
ix.	(FWP)	Family Wellbeing Partnership
x.	(Hubco)	Hub East Central Scotland Ltd
xi.	(LCC)	Life-Cycle Costs
xii.	(LEIP)	Learning Estate Investment Programme
xiii.	(LOIP)	Local Outcomes Improvement Plan
xiv.	(OBC)	Outline Business Case
xv.	(OGC)	Office for Governance and Commerce
xvi.	(PEP)	Project Execution Plan
xvii.	(PIR)	Project Information Requirements
xviii.	(POE)	Post Occupancy Evaluation
xix.	(POW)	Plan of Work
xx.	(PPR)	Post Project Review
xxi.	(RIBA)	Royal Institute of British Architects
xxii.	(SALF)	Sport and Active Living Framework

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xxiii.	(SECF)	School Estates Core Facts
xxiv.	(SFT)	Scottish Futures Trust
xxv.	(SIMP)	Standard Information Management Plan
xxvi.	(SLEV)	Social and Local Economic Value
xxvii.	(TOM)	Target Operating Model
xxviii.	(TOMs)	Themes, Outcomes and Measures
xxix.	(VFM)	Value for Money
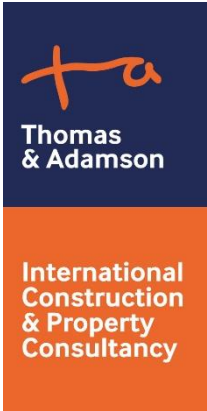
1. Executive Summary

1.1. This Full Business Case (FBC) has been developed for the Wellbeing Hub and Lochies School investment proposal to evaluate the benefits, costs and risks, provide justification for the preferred option and set-out the arrangements for successful delivery. The purpose of the FBC is to provide Clackmannanshire Council and key stakeholders with the assurance that the proposed investment delivers value for money and enables them to make informed decisions regarding the continuing viability of the project.

1.2. This business case follows the HM Treasury Green Book Guidance and adopts the Five Case Business Case Model and also aligns with the Office for Governance and Commerce (OGC) gateway process. The project has reached the OGC Gateway 3 (Detailed Final Stage) which broadly aligns with the end of RIBA Stage 4 (Technical Design) and the SFT Hub Framework Stage 2 gateway. This is a key decision point in the development lifecycle and is the final investment decision on whether to proceed to the next stage of the development process, Financial Close and construction delivery.

1.3. The project has an ambitious vision and series of strategic objectives (defined within the Strategic Case) and the case for change considers how this investment would contribute to and compliment the wider strategic plans and policies across Clackmannanshire Council as well as reflecting on the existing arrangements and the future need. The overarching vision for the project is:

> *"A Hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities."*

> *"A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives."*

1.4. Through the development process, a range of options have been evaluated against the objectives and Critical Success Factors to identify the preferred option and demonstrate value for money. An option for continuing with the current arrangements (Business as Usual (BAU)) has been considered and deemed non-viable as it meets neither the current nor future needs for Clackmannanshire. The results of options appraisal process determined that the preferred option is the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards. The preferred option was presented within the Outline Business Case (OBC) and approved at the meeting of Clackmannanshire Council on 27th June 2024.

1.5.   This joined aspect of the proposed development was tested further during the planning application process as part of the Town Centre First Assessment (TCFA) required under the National Planning Framework 4 (NPF4), whereby it was clearly demonstrated that the benefits and strategic outcomes would be severely diminished if the buildings were developed separately. This integrated and joined approach aligns with the Scottish Government Place Principle, specifically addressing the requirement of "a more integrated, collaborative and participative approach to decisions about services, land and buildings" and this investment has the potential to create an environment for sector leading inclusive and accessible shared services.

1.6.   The project is being procured via the Scottish Futures Trust (SFT) Hub Programme and will utilise the SFT Design and Build Development Agreement (DBDA) as the form of contract between Clackmannanshire Council and Hub East Central Scotland Ltd (Hubco). The project has reached the end of hub Stage 2 under the terms of the Territory Partnering Agreement (TPA) and is looking to proceed to Financial Close. Completion of the construction works is planned for the end of Q3 2027 with both the Wellbeing Hub and Lochies School becoming operational in 2027. The Council have entered into an initial Enabling Works agreement (DBDA) with Hubco to undertake preparatory works in advance of the main works agreement (DBDA). The Enabling Works will be subsumed into the main works DBDA with the works being delivered under a single handover/completion.

1.7.   Thorough cost estimates have been prepared for both capital and revenue funding to determine the affordability of the investment. The predicted development amount between the Council and Hubco is £71,306,251.55, with an overall estimated capital investment figure for the Council of £76,092,000.00. This aligns with the approved Capital Plan figure which was reduced by £1,408,000 from the original Capital Plan figure of £77,500,000. Demand and financial modelling have also been undertaken for the Wellbeing Hub with a projected net surplus of £139,660 in year 1, £121,856 in year 2 and £107,332 in year 3. This is inclusive of lifecycle costs, proportional increases on staffing and revenue, LEIP funding and the Council core revenue allocation. It is intended to reduce the core revenue allocation to the Wellbeing Hub by £200,000 over the first 5 years of operation.

1.8.   Detailed management and governance procedures have been established for successful project delivery. The decisions required at this gateway are whether the RIBA Stage 4 (hub Stage 2) technical proposals are approved and whether the project can proceed to Financial Close allowing the Council to enter into a Design Build Development Agreement (DBDA) with Hubco. The FBC is the final investment decision (OGC Gateway 3) and provides the final recommendation for an affordable project which delivers value for money.

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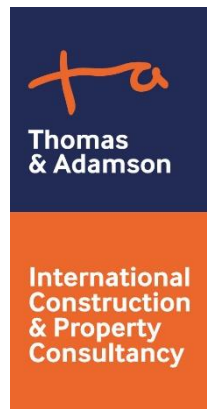
2. Introduction

2.1. Project Overview and Background

2.1.1. In February 2021 Clackmannanshire Council made the decision to cease operations of the Alloa Leisure Bowl permanently following a prolonged period of closure starting in 2019. The cost of repairing the Alloa Leisure Bowl to an acceptable and safe standard was significant and could not guarantee a useable facility for the long term. Consequently, the decision was taken to explore and develop options for future leisure provision within Clackmannanshire.

2.1.2. Following a review of future leisure provision for Clackmannanshire, and in line with the feedback from both key stakeholder and public engagement, an options appraisal was undertaken for the Wellbeing Hub. The proposals were considered on the principles of community wealth building, environmental sustainability, affordability, inclusivity and accessibility. The results were reported and presented to the Council in August 2022 where the council agreed the preferred way forward and that the project should proceed to the next stage in the development process.

2.1.3. During the 2021-22 academic year, and in parallel with the strategic work undertaken on the Wellbeing Hub, the Council undertook surveys of its entire learning estate by assessing them against the School Estates Core Facts (SECF) survey criteria, used by Scottish Government, to ensure consistent reporting across Scotland on the condition and suitability of school buildings. Lochies was the only school in the Authority to be graded as a category D "unsatisfactory" in the suitability category. The condition of the building was assessed as being category C "poor."

2.1.4. Subsequently, an options appraisal was commissioned for Lochies Primary School with the details reported and presented to Council in October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process will take place to relocate a new build Lochies School. Finally, a further report was presented to Clackmannanshire Council in February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School.

2.1.5. The vision for this proposed joint development is to provide a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire and that both Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities. The proposal will aspire to improving health and wellbeing opportunities for every person in Clackmannanshire with inclusivity, equity and accessibility being central to the entire user journey, helping people to be connected, active and well throughout their lives.

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2.2. Wellbeing Hub Preparatory Work

2.2.1. Extensive public and stakeholder consultation has taken place at various stages of the proposed development for the Wellbeing Hub with high levels of support and engagement. The consultation has highlighted the desire for the new facilities to provide a wide range of sport, leisure and cultural spaces that would be available 7-days a week, during the day, evenings and weekends. Community consultation identified that high numbers of adults want to take part in walking, exercise classes, cycling and swimming. Many are also keen to participate in lifestyle classes, gardening, running/jogging and gym activities.

2.2.2. The Scottish Household Survey shows that physical and cultural activity levels amongst adults in Clackmannanshire are below the average across Scotland, highlighting the need to do more to encourage adults to be more active. The Scottish Household Survey also shows in 2019 activity participation in Clackmannanshire was below the Scottish average in areas such as swimming, gyms, keep fit and dancing. It also shows that participation levels by those from the most deprived areas was lower in Clackmannanshire when compared to the Scottish Average. This suggest more needs to be done to grow participation by individuals, families and communities from the most deprived areas in Clackmannanshire.

2.2.3. Almost 66% of respondents to the Clackmannanshire Alliance consultation felt that the overall quality of Council facilities was either poor or very poor with only 30% thinking they were high or very high quality. 52% of respondents felt that facilities did not meet their needs well, 45% felt that facilities did meet their needs. Almost 70% of respondents felt that the current level and variety of council facilities were poor or very poor. Only 27% felt that they were good or very good.

2.2.4. Local key health indicators show that there is action required to address the health inequalities that exist in the Alloa area. Higher than average death rates particularly amongst younger population, higher than average cancer rates and deaths from coronary heart disease demonstrate that there is a significant need to take action to support individuals, families and communities to become more active and improve health and wellbeing.

2.2.5. Although not identified explicitly from the stakeholder consultation, subsequent discussions have also emphasised the need for financial efficiency and viability to ensure the ongoing operating costs of the Wellbeing Hub can be minimised and opportunities identified to maximise income generation. Across the UK there is an emerging trend of replacing old traditional sports centres with new wellness hubs. This is part of a strategic shift towards a more integrated system of care.

2.2.6. Most of the hubs developed involve a range of partners investing in the new Hub but also co-locating different services under one roof. Many wellbeing hubs provide a core sports and leisure offer (swimming pool, fitness, sports hall) together with libraries, flexible community spaces, hydrotherapy pools, GP practices, pre-school nurseries, outpatient clinics of various types, adult day care services, mental health services and youth services, etc.

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2.3.   Lochies School Preparatory Work

2.3.1.   Stakeholder engagement has evidenced that parents and carers believe that a new school is needed to provide the space to facilitate improved support mechanisms that will allow their children to develop and become more independent learners. Increasing space and improving ease of access throughout will be life-changing for so many of these children. Doing so would provide far greater outdoor learning opportunities, further enhancing the health and wellbeing of the children.

2.3.2.   As this project involves a relocation of Lochies School, a formal consultation was required under the Schools (Consultation) (Scotland) Act 2010. This was undertaken by Education staff over the winter/spring 2022/23. The consultation was overseen by Education Scotland who prepared a detailed report. In addition, considerable preparatory work has been carried out by working collaboratively with other Local Authorities, in the form of visits and shared learning.

2.3.3.   As the new school is not be predicted to open until late 2027 and the funding from the LEIP programme is for 25 years, the new school needs to be large enough to accommodate the historically increasing number of children who will require complex needs support. Therefore, the Council are investigating building a school that can accommodate up to 54 pupils (9 classes of 6). This is based on both the fact that there is an increasing demand for places at Lochies and the experience of new builds in other local authorities is that they were full when opened, requiring expansion.

2.3.4.   The new school has been designed to meet Scottish Futures Trust (SFT) area and cost metrics in addition to particular terms and conditions. Following positive discussions with SFT, Learning Estate Investment Programme (LEIP) funding has approved based on the required criteria and design details. This figure (funding allocation) is being refined through discussions on specific elements and features within the design, which are required above a standard (notional) school, and are deemed "abnormal costs." However, the revenue figure presented in the operating model is the minimum award agreed at this time.

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3. Strategic Case

The Strategic Case explains the rationale for the project and defines the case for change. This case provides the background for the proposal and explains the objective(s) to be achieved. This case also identifies how the proposal aligns/compliments other strategic policies and plans within the Council and outlines the main benefits, risks, constraints and dependencies of the project.

3.1. Strategic Context

3.1.1. The conceptualisation and eventual realisation of the Wellbeing Hub and Lochies School in Clackmannanshire are intricately linked to the broader strategic and policy environment that governs regional development and community wellbeing. This expanded narrative integrates critical insights from the Council's Target Operating Model (TOM) and the Family Wellbeing Partnership (FWP), alongside a comprehensive suite of national, regional, and local directives.

3.1.2. These elements collectively underscore the investments potential to significantly impact local communities, especially in addressing prevailing challenges such as child poverty, enhancing overall community wellbeing, and innovating public service delivery to meet the evolving needs of Clackmannanshire's residents.

3.1.3. The Wellbeing Hub and Lochies School is envisioned as a transformative project, directly responding to Clackmannanshire's strategic objectives and policy directives aimed at fostering sustainable inclusive growth, empowering families and communities, and enhancing health and wellbeing across all segments of the population.

3.1.4. The Wellbeing Hub and Lochies school will contribute to all of Clackmannanshire Council's strategic plan priorities including:

    i.   Inclusive Growth.

    ii.   Jobs and Employability.

    iii.   Reducing Child Poverty.

    iv.   Raising Attainment.

    v.   Sustainable Health & Social Care.

    vi.   Empowering Families and Communities; and,

    vii.   Organisational Transformation.

3.1.5. In addition, the projects strategic outcomes will reflect and contribute towards the strategic objectives defined within the Wellbeing Local Outcome Improvement Plan (LOIP) 2024/2034 for Clackmannanshire, namely:

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    i.   **Wellbeing:** Working in partnership we will: reduce inequality, tackle the causes and effects of poverty and health inequality and support people of all ages to enjoy healthy and thriving lives.

    ii.   **Economy and Skills:** Working in partnership we will: help people to access fair work, learning and training; and will work together to build a strong local economy.

    iii.   **Places:** Working in partnership and with communities we will: create sustainable and thriving places where people have a sense of connection and have control over decisions.

3.1.6.   The Clackmannanshire Alliance, consisting of NHS Forth Valley, the Clackmannanshire Third Sector Interface (CTSI), Police Scotland, Scottish Fire & Rescue Service, Scottish Enterprise, sportscotland, Clackmannanshire businesses and Clackmannanshire Council monitor the LOIP and it is envisioned the facilities and services provided by the proposed Wellbeing Hub and Lochies School will make a considerable contribution to its successful outcome.

3.1.7.   The Wellbeing Hub and Lochies School will be an effective mechanism to deliver on the Sport and Active Living Framework (SALF) which was created in 2018 and underwent a refresh in 2024 to run to 2028. This will make a positive contribution to the national Active Scotland outcomes and delivers on the Family Wellbeing Partnership approach of improving wellbeing and developing the capabilities of families and young people in Clackmannanshire. The Wellbeing Hub and Lochies will play a significant role in the achieving the four key priorities set-out in the refreshed SALF 2024 – 2028:

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

    ii.   More accessible and higher quality public and community facilities.

    iii.   More suitable and targeted programming for people with specific needs.

    iv.   More accessible and connected travel options.

3.2.   Organisational overview

3.2.1.   Clackmannanshire Council is the smallest mainland Local Authority and one of 32 Local authorities in Scotland. The Clackmannanshire area caters for a population of approximately 51,540 and is situated in central Scotland bordering Falkirk, Perth and Kinross, Fife and Stirling Council areas.

3.2.2.   Seven of Clackmannanshire's data zones within Alloa South & West, Alloa North, Tullibody South and Tullibody North & Glenochil fall in the 10% most deprived areas in Scotland. Alloa South and East remain the most deprived areas with 5 data zones found in the 5% most deprived areas in Scotland.

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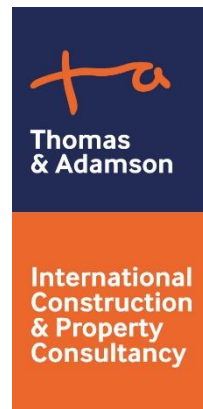
3.2.3. The Wellbeing Hub and Lochies School will be developed and operated by the Clackmannanshire Council People directorate which incorporates social work, criminal justice and education (including sport and leisure). The People directorate details Sustainable Inclusive growth, Empowering Families & Communities and Health and Wellbeing as the main "Be the Future" workstreams to deliver transformational change.

3.3.   Business strategy and aims

3.3.1. The Council's TOM lays a foundational blueprint for operational efficiency, collaborative service delivery, and innovation in public services. It advocates for an integrated approach to service provision, where technology, user-centric design, and sustainability are central. The Wellbeing Hub and Lochies, within this framework, emerges as a critical infrastructure capable of embodying these principles, offering a multifunctional space that not only serves diverse community needs but also acts as a catalyst for broader socio-economic development and innovation in local governance.

3.3.2. The FWP's focus on reducing child poverty through wellbeing and capabilities approaches presents a unique opportunity for the Wellbeing Hub and Lochies School to directly contribute to improving outcomes for children and families in Clackmannanshire. By adopting a model that emphasises empowerment, leadership, and collaborative learning, the Wellbeing Hub and Lochies School can become a central point for community engagement and support, particularly for vulnerable and underserved populations. This aligns with broader efforts to ensure that all community members, especially children and care-experienced young people, have the opportunities and support necessary to lead flourishing lives.

3.4.   Other relevant strategies

3.4.1. The development and operationalisation of the Wellbeing Hub and Lochies are guided by several key policy implications and strategic considerations drawn from an extensive review of relevant documents and best practices. See Appendix A for a list of reference documents.

   i.   **Provision of High-Quality, Accessible Facilities:** There is a recognised need for modern, energy-efficient facilities that can adapt to the changing expectations of local residents and visitors. The Hub and School have been designed with accessibility at its core, ensuring that all community members, regardless of age or ability, can benefit from its offerings.

   ii. **Comprehensive Service Delivery:** Reflecting on the TOM and FWP, the Wellbeing Hub's services will be diverse and integrated, spanning physical health, mental wellbeing, social engagement, and educational opportunities. This approach ensures a holistic response to community needs, fostering a supportive and inclusive environment.

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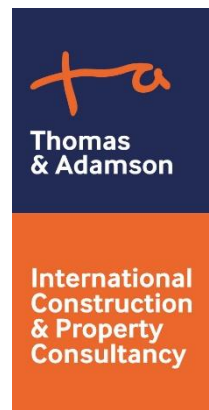
iii. **Community Empowerment and Engagement:** Central to the Wellbeing Hub's success is its ability to engage with and empower the local community. This involves not only providing services but also creating opportunities for community members to actively participate in decision-making processes, program development, and ongoing operational improvements.

iv. **Sustainability and Innovation:** In alignment with the Council's sustainability and climate change strategies, the Wellbeing Hub and Lochies School should incorporates sustainable practices and technologies, ensuring its long-term viability and minimising its environmental footprint. Furthermore, leveraging innovative service delivery models and digital solutions can enhance user experience and operational efficiency.

v. **Partnership and Collaboration:** The Wellbeing Hub's development will be characterised by strong partnerships across the public, private, and third sectors, enhancing the scope and impact of its services. Collaborative models can facilitate resource sharing, expertise exchange, and the co-creation of services that more effectively meet community needs.

3.5. Wellbeing Hub existing arrangements

3.5.1. Following the closure of the Alloa Leisure Bowl there has been no accessible and available swimming facility in the Clackmannanshire Council area which is a significant gap in provision. Swim lessons for schools are maintained for primary school aged children by bussing the pupils to The Peak leisure centre or Dollar Academy at considerable cost.

3.5.2. Public swimming is not available in Alloa or surrounding areas at present without transport to Stirling or Falkirk resulting in a significant leisure and life skill gap in provision.

3.5.3. Sports facilities at Alloa and Alva Academy are accessed by community groups, however, demand outstrips supply and there are challenges with transport across the county, availability of pool time and the range of activity that can be catered for. The new Wellbeing Hub will compliment these exiting facilities with additional availability and a focus on leisure that will not be accommodated in the school facilities such as daytime and weekend extended usage.

3.5.4. The development of the Wellbeing Hub does not displace activity from existing locations across the county. Instead, programmes and activities will link and complement existing provision whilst increasing activity, health and wellbeing in Clackmannanshire.

3.6. Lochies School existing arrangements

3.6.1. In accordance with the Scottish Government School Estates Core Facts (SECF) survey criteria, the condition of the existing Lochies School has been assessed as being category C "poor" and the suitability graded as a category D "unsatisfactory." In addition, the location, spaces, size, layout and access are significant issues across all areas of the existing school. Furthermore, the additional support needs of pupils are now more severe, and the number of pupils has also increased significantly.

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3.6.2. The existing Lochies School has a roll of 37 which is the maximum capacity based on the needs of the current pupils although, in previous years the school has had higher rolls (2018/19 = 41 pupils), when pupil's needs were not as severe and complex. The school has been operating at maximum capacity for the last decade which is influenced by the needs of the pupils and as the level of need has increased over the years this has restricted the capacity resulting in pupils needing to be accommodated elsewhere.

3.6.3. Consequently, the current school building is not suitable for supporting the needs of the users. Staff are continuing to meet the needs of pupils, but the existing building and arrangements are making this more and more challenging, and this has resulted in one pupil having to attend a school in another local authority area. This clearly demonstrates that continuing with Business as Usual (BAU) is no longer a viable option and strengthens the case for change and investment.

3.7. Wellbeing Hub Business needs – current and future

3.7.1. Access to leisure provision is recognised as a key factor in reducing stress and anxiety as well as generating social groups and preventing loneliness. The demographic make-up of Clackmannanshire highlights the requirements for leisure facilities that can increase wellbeing as well as tackle wider issues such as unemployment, economic growth, and education attainment.

3.7.2. The Wellbeing Hub will meet the objectives identified in the LOIP and Council Strategic Plan by being a central location utilised for leisure pursuits, education and provide a centre for drop-ins, and programmed consultations by partners in the NHS, Social Services, Police and Business Groups.

3.7.3. The Wellbeing Hub will operate on an income generation basis for core programming which will allow for targeted cost effective and subsidised services aimed at meeting the social objectives of the Clackmannanshire Alliance.

3.8. The Wellbeing Hub Case for Change

3.8.1. The strategic and policy context for the proposed Wellbeing Hub and Lochies School in Clackmannanshire, enriched by insights from the Council's TOM and the FWP, presents a compelling case for the project's potential to significantly impact community wellbeing. By aligning with strategic objectives, adhering to policy directives, and embracing principles of inclusivity, sustainability, and innovation, the proposed investment will help address critical community needs and contribute to the broader vision of a healthy, resilient, and empowered Clackmannanshire. The success of this project will depend on its ability to integrate and reflect the diverse voices and needs of the community it aims to serve, setting a precedent for future developments in the region.

3.9. The Lochies School Case for Change

3.9.1. As medical advancements have improved, life expectancy for children with complex needs has in turn increased and the numbers of pupils at Lochies has increased. The needs profile for the pupils has shifted from moderate to more complex. Consequently, it is

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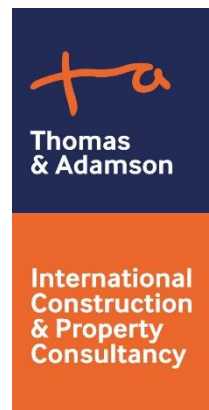
challenging for the existing building to meet Lochies pupils' needs now and is likely to become even more challenging in the future. This is the justification behind the future increased capacity of 54 pupils for the new Lochies and in doing so provides equality for these children and families within our society.

3.9.2. A new build Lochies School will therefore enrich the educational experience of pupils by providing equality, ensuring that the needs of all Clackmannanshire pupils can be met. Retaining pupils within the Authority would reduce fees and other costs paid to other authorities associated with placing requests.

3.10. Spending objectives

3.10.1. The spending objectives are vital for success and the project will be measured and validated against these at key gateways throughout the development process. These objectives are aligned to the underlying policies and strategies which underpin the case for change and are focussed on what needs to be achieved rather than the potential solution. In addition, the objectives need to be Specific, Measurable, Achievable, Relevant and Time-constrained (SMART).

3.10.2. The spending objectives have been developed and agreed through an iterative process of consultation and engagement with key stakeholders. These were shaped by a strategic aim and vision to "improve the quality of life for every person Clackmannanshire" and the themes of inclusive growth, empowering families and communities and health and wellbeing.

3.10.3. The initial spending objectives used for the long-listed options appraisal have been identified in Table 1.

Table 1: Initial Spending Objectives - Wellbeing Hub Long Listed Options Appraisal

No.	Theme	Outcome	Objective
1	Health	Help to reduce health inequalities in Clackmannanshire and encourage a wide range of people to connect, be active and be well.	The Wellbeing Hub will provide suitable spaces for people to connect and will accommodate relevant physical activity, wellbeing and sport programmes.
2	Inclusion	Attract and retain a wide range of users, particularly from across Clackmannanshire localities and from key target groups.	The Wellbeing Hub will be accessible to all types of users, provide flexible indoor and outdoor facilities and deliver an inclusive customer experience.
3	Place	Help to create a place where people want to live, work and visit.	A high-quality facility which is attractive to both local people and visitors and which is well connected to active travel routes.

No.	Theme	Outcome	Objective
4	Inclusive economy	Have a positive impact on the key pillars of Community Wealth Building and also on the network of physical activity, wellbeing and sport providers.	The Wellbeing Hub will make appropriate use of land, will create opportunities for local skills, jobs and supply chains and will complement wider Clackmannanshire provision of physical activity, wellbeing and sport.
5	Sustainability	Be an environmentally and financially sustainable building.	The Wellbeing Hub will operate within the Council's annual revenue budgets and energy targets and contribute to Clackmannanshire Council net zero targets.
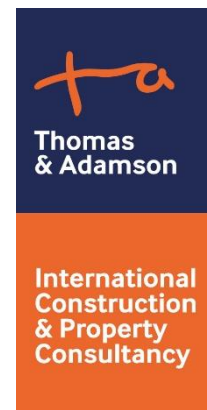
3.10.4. Following the strategic decision by the Council to co-locate both the Wellbeing Hub and Lochies School on the Alloa West site and form a joint project, the Council's project team commissioned the Scottish Futures Trust (SFT), Ryder Architects and Hub East Central Scotland (Hubco) to support the creation of an updated Project Vision, Strategic Outcomes and Objectives using the SFT Briefing and Evaluation Framework which considers this co-location and joined approach.

3.10.5. This was a vital step to define success and the aspirations for this joint project as without clear spending objectives this would lead to an ineffective appraisal, planning, monitoring and evaluation process. In addition, this enabled all key stakeholders to collectively align and agree the overarching ambition for the project along with the core issues, goals and success criteria. This has provided a solid baseline (framework) to maintain clarity and consistency throughout the development. A copy of the Visioning and Brief Development Report is included in Appendix B.

3.10.6. Through consultation and engagement with the wider project partner organisations, the Council have established the following **Project Vision**:

> *"A Hub that provides a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in. Lochies School and the Wellbeing Hub enjoy mutual benefits from facilities and skills that would not be available to each as separate entities."*

> *"A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives."*

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3.10.7. Supplementary to the Project Vision, the following series of **Strategic Objectives** have been developed for the project:

    i.   The whole facility achieves excellence in inclusivity and accessibility for all.

    ii.   The Wellbeing Hub prioritises the sports, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.

    iii.   The new Lochies School will provide an excellent educational environment for learners with severe and complex additional support needs that provides intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the Wellbeing Hub.

    iv.   Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey.

    v.   Provides access to enhanced lifelong learning opportunities for families of those with additional support needs (ASN) and the wider community, to support wellbeing and active living.

    vi.   Improving physical and mental health for Clackmannanshire and breaking down health inequalities.

    vii.   Strong focus on sustainability and environmental credentials.

    viii.   The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.

3.10.8. The Strategic Objectives have been distilled further to establish and define the Specific Measurable Achievable Relevant and Timebound (SMART) Objectives against which the project will be measured against and validated at key project gateways. These will continue to be refined to clearly identify specific figures and targets which can be measured and monitored.

3.10.9. The **SMART Objectives** for the project are aligned to the Strategic Objectives and are identified below:

3.10.10. The whole facility achieves excellence in inclusivity and accessibility for all.

    i.   People feel welcome and safe in all areas of the facility, outside and inside.

    ii.   Fully accessible and inclusive for all users across the full site (e.g. disabled parking, signage, dementia friendly design).

    iii.   Robust but discrete secure lines between public and core educational spaces.

    iv.   Provision to encourage and support multi-generational uses.

    v.   Type / number of entrances allow for privacy and dignity of those accessing services but avoid creating unnecessary divisions / silos.

    vi.   A coherent user journey / language that flows from the protected (private) spaces to fully accessible public spaces.

3.10.11. The Wellbeing Hub prioritises the sport, leisure and wellbeing wants and needs of the local community, benefitting from the skills and facilities of Lochies School.

    i.   High quality sport, leisure and wellbeing facilities for a range of users.

    ii.   Quality swimming pools.

    iii.   Spaces where everyone feels welcome to dwell or pass through to other services.

    iv.   Services and facilities complement, rather than compete with, local provision.

    v.   Accessible and inexpensive transport networks.

    vi.   Services and facilities are affordable to use.

3.10.12. The new Lochies School will provide an excellent educational environment for learners with severe and complex additional support needs. Providing intentionally designed and protected access to high quality educational and wellbeing activities for learners and families, which will be further augmented by the skills and facilities of the Wellbeing Hub.

    i.   The space and services available provide for the individual and their support network throughout their life.

    ii.   Enhanced learning though play and outdoor spaces - the latter providing a range of sensory, play and natural spaces.

    iii.   Spaces and services within the Wellbeing Hub can be accessed and used by pupils and staff as part of the curriculum.

    iv.   A flexible learning environment meets the wholistic needs of learners, families and staff working together to meet the fluctuating challenges faced by those with severe and complex learning and health needs.

    v.   Access to facilities in the Wellbeing Hub provides enhanced opportunities for health education, independent living and self-care skills.

    vi.   Easy, secure access and drop off for taxis, accessible vehicles and mobility aids.

3.10.13. Outdoor space has equal value to the physical build, with attractive and active outside spaces that form a natural part of the overall user journey.

    i.   A fully connected site that encourages active use of indoor and outdoor spaces.

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    ii.   Enhanced learning through accessible and inclusive outdoor spaces across the wider site - the latter providing a range of sensory, play and natural spaces.

    iii.   Interesting and inclusive spaces for the school that are secure within the landscape but are appropriately accessible to visitors.

    iv.   Access to covered outdoor spaces to maximise the school's use in all weathers.

    v.   Incorporating a sustainable active travel plan that connects the site to active travel routes across Clackmannanshire.

    vi.   Accessible toilets within outside spaces.

3.10.14. Provides access to enhanced lifelong learning opportunities for families of those with ASN and the wider community, to support wellbeing and active living.

    i.   All education provision in Clackmannanshire can link to services here.

    ii.   A service that supports individual needs and transitions, rather than one size fits all.

    iii.   Enhanced opportunities for partnership working with parents, carers and allied health professionals at Lochies School.

3.10.15. Improving physical and mental health for Clackmannanshire and breaking down health inequalities.

    i.   Supporting allied health professionals and care opportunities for the school and community users.

    ii.   The layout and spaces within the Hub support integrated and collaborative working practices.

    iii.   Access to clubs, support groups and (potentially) supported employment for Lochies pupils and families.

    iv.   The facility helps users to identify networks and support services elsewhere in Clackmannanshire, complementing the services on offer in the Hub.

3.10.16. Strong focus on sustainability and environmental credentials.

    i.   Biodiversity and sustainability are an integral part of low maintenance landscaping, visible to users as a feature of the site.

    ii.   Utilises digital technology that helps measure and manage environmental KPIs.

    iii.   The project achieves Passivhaus Classic certification.

    iv.   The school achieves construction embodied carbon target (A1-A5) of less than 600kg CO2/m2.

    v.   The school facilities achieve an energy target of between 67 and 83kwh/m2/per annum.

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vi. Embrace, reduce, reuse, repair, and recycle across the facility and services.

vii. The project achieves Building with Nature Accreditation.

3.10.17. The project is developed around a sustainable business plan for the short and long term, taking into account the services that will be required for success from day one.

i. Design, implementation and management take a place-based partnership approach.

ii. Phasing to consider how the campus can provide enhanced facilities for the ASN school as it develops.

iii. Flexible and adaptable spaces for future use.

iv. The facilities operate within the agreed revenue budget of no more than £450,000 / annum from Year 2 excluding inflation and life-cycle maintenance costs.

v. Creating approx. 25 local jobs and supporting local supply chains.

vi. Vertical zoning of stores / services in shared spaces.

3.11. Scope and service requirements

3.11.1. The scope and key service requirements (facilities mix) to meet the current and future need have been influenced by several factors. The key drivers behind establishing the facilities mix include:

i. The direction of local and national policy.

ii. The feedback and outputs arising from extensive community consultation.

iii. The feedback and outputs arising from key stakeholder consultation.

iv. Investigating participation trends and other local or regional provision.

v. Local health data.

vi. Benchmarking against similar projects.

vii. The need to accommodate a broad range of activities and services; and,

viii. The ability to generate sufficient levels of income to be financially sustainable.

3.12. Main benefits

3.12.1. The project's desired benefits have been established and summarised in the Benefits Register (table) below. These are linked to the strategic outcomes and focus on the beneficiaries specifically, how the investment will improve the Council's ability to deliver better outcomes and benefits to the communities across Clackmannanshire and beyond.

Table 2: Benefits Register (Table)

Benefit Classification (Type)	Benefit Description	Beneficiary
Non-Cash Releasing Benefit (non-CRB)	Return enhanced and accessible pool facilities to the area and the meet the demand for learn to swim programmes.	Children, families and communities across Clackmannanshire
Quantifiable Benefit (QB)	Provide additional facilities, flexible spaces and access to a wider range of services within the existing network.	Local clubs, groups, families and communities across Clackmannanshire.
Quantifiable Benefit (QB)	Provide enhanced education and local employment opportunities, increased social value and community wealth.	Young and unemployed people across Clackmannanshire.
Qualitative Benefit (Qual)	Enrich the educational experience of pupils and increased outdoor learning opportunities.	Children, staff and families of Lochies School.
Quantifiable Benefit (QB)	Remove the constraints and challenges associated with the existing school to allowing staff more time to focus on the pupils and teaching.	Children, staff and families of Lochies School.
Quantifiable Benefit (QB)	Increased school capacity providing the places for those children who need additional support.	Children and families across Clackmannanshire.

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Benefit Classification (Type)	Benefit Description	Beneficiary
Quantifiable Benefit (QB)	Increasing the capacity within the existing Deer Park Primary School.	Children, staff and families of Deer Park Primary School.
Cash Releasing Benefit (CRB)	Reduce fees and other costs paid to other authorities associated with placing pupils in schools out with Clackmannanshire.	The Council and local communities
Quantifiable Benefit (QB)	Provide access to services for those who are most vulnerable and in need and help break down health inequalities.	Minorities and individuals with disabilities.
Quantifiable Benefit (QB)	Help to remove financial barriers to access leisure and recreational activities.	Families and low-income residents.
Quantifiable Benefit (QB)	Provide enhanced and accessible local facilities and services to help reduce deprivation.	Low-income residents and individuals with disabilities.
Quantifiable Benefit (QB)	Create more opportunities and places for young people to socialise and play	Young people and families
Non-Cash Releasing Benefit (non-CRB)	Enable greater opportunities for cooperation and collaboration with partner organisations.	The Council, health and social care partners and local communities.
Non-Cash Releasing Benefit (non-CRB)	Encourage community ownership, cohesion and belonging.	The Council and communities.

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Benefit Classification (Type)	Benefit Description	Beneficiary
Qualitative Benefit (Qual)	Provide moments and spaces for increased social interactions to help reduce isolation.	Low-income residents, individuals with disabilities and elderly residents.
Quantifiable Benefit (QB)	Provide access to shared facilities which would be less available and maximise the use of spaces for other activities.	Children, staff and families of Lochies School as well as local clubs, groups, families and communities across Clackmannanshire.
Quantifiable Benefit (QB)	Deliver improved connectivity and increased uptake of active travel	People of Clackmannanshire and the wider region.
Quantifiable Benefit (QB)	Increased footfall through Alloa town centre contributing to the local economy and improving connectivity to Alloa West	Local businesses
Quantifiable Benefit (QB)	Encourage and deliver increased levels of physical activity.	The Council, health and social care partners and local communities.
Qualitative Benefit (Qual)	Improved mental health and wellbeing	The Council, health and social care partners and local communities.
Cash Releasing Benefit (CRB)	Generate increased income/revenue to support/supplement important services.	The Council and local communities
Quantifiable Benefit (QB)	Reduced carbon emissions and help to meet net-zero targets.	The Council, local communities and society.
Quantifiable Benefit (QB)	Enhanced biodiversity and provision of natural spaces.	People of Clackmannanshire and the wider region.

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3.13. Main strategic risks

3.13.1. Identifying, mitigating and managing the key risks is crucial to successful delivery, and at this stage in the development, many of the perceived risks have been eliminated and reduced, however, residual risks remain, as with any investment. The main strategic risks associated with achieving the projects strategic objective (outcomes) and the proposed mitigation measures are identified the table below. Mitigation plans have been prepared and are included in the Risk Register. The risks will continue to be managed throughout the construction delivery phase of the project to mitigate the potential impact and likelihood of occurrence.

Table 3: Main Strategic Risks Table

Risk Classification	Risk Description	Risk Impact / Consequence	Risk Mitigation
Internal service risk (operational resources)	Operational resources (staff) are not in place to operate and maintain the facilities at handover due to poor planning and/or inability to recruit.	Potential delay to opening of the new facility, negative publicity and inability to deliver the outputs of the project vision and objectives.	Agree the operating model and finalise the design to inform resources and staff requirements. Establish the business plan and set processes and operating procedures. Clarify areas to be staffed and operated by external organisations. Clarify which elements/facilities are being maintained by the Council and what aspects will be maintained by external organisations. All roles and resources required to operate the facility to be identified and recruitment undertaken during construction.
Internal service risk (operational resources)	Operational resources (staff) do not have the required skills and knowledge to operate the facilities as designed due to lack of training and familiarisation.	The facilities and systems are not operated correctly and/or areas are not able to be used. In-use energy targets are not met leading to increased operating costs.	Incorporate staff training, familiarisation and demonstration sessions throughout the testing and commissioning stages. Provide ongoing staff training and familiarisation sessions after completion as part of the Soft Landings Plan to help ensure the facilities and systems are being operated as designed. Training programmes to be identified to fill knowledge gaps and ensure the operational staff have the necessary skills and knowledge to undertake their respective roles

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Risk Classification	Risk Description	Risk Impact / Consequence	Risk Mitigation
Internal business risk (communications and engagement)	The public are not sufficiently aware of the project, are not engaged throughout the development process and do not understand the benefits, opportunities and available services on offer.	Missed opportunity to share positive messaging. Existing inequalities are exacerbated and the people/community are disengaged and do not use the new facilities leading to loss of revenue and participants.	Identify all relevant stakeholders, undertake mapping exercise and develop stakeholder engagement strategy. Prepare a comprehensive Communications Plan in alignment with the stakeholder engagement strategy. Determine method, frequency and channels of communications. Ensure designated resources are identified to prepare and issue communications. Identify opportunities and methods of improving communications output. Ensure the communications strategy is agile to allow for targeting of key demographic groups i.e. not just "press release" focused communications. Share engaging updates on the build with the public.
Internal service risk (communication and digital tools)	Digital communications and/or infrastructure required to build an audience and reach the public is not supported along with inconsistent and ineffective messaging.	The facility does not attract new audiences having a detrimental impact on revenue and reputation and the use of facilities not being maximised.	Allocate resources for communications and digital infrastructure. Procure communications tools and digital infrastructure. Define the IT infrastructure and fit-out requirements. Consider recruiting a business strategy and marketing manager. Target to have role in place for early 2026.

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Risk Classification	Risk Description	Risk Impact / Consequence	Risk Mitigation
Internal business risk (subpopulation exclusion)	The project fails to identify and cater for specific demographic groups (e.g. low-income residents, minorities, individuals with disabilities) within the community due to ineffective engagement and consultation.	Exclusion and deepening disparities thereby exacerbating existing inequalities.	Conduct extensive community consultations to understand the unique needs, preferences, and barriers faced by different groups within the community. Develop tailored programs and pricing structures to ensure affordability and accessibility for all residents, including subsidies or discounted memberships for low-income individuals. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. Develop the services and programme in accordance with feedback. Engage with health and social care partners for referrals and 'signposting' to the services and benefits offered by the development.
Internal service risk (transport and travel)	Members of the community are unable to travel to and access the facilities due to insufficient and inadequate transport infrastructure and challenges in providing affordable options particularly for those living farther from the facilities	Challenges for people within the community accessing the new facilities and increase in the number of cars. Tangible barriers and access is hindered for residents who may benefit most from its services thereby exacerbating existing inequalities.	Conduct community consultations to understand the needs, preferences, and barriers faced by different groups within the community. Undertake a detailed transport assessment in collaboration with the transportation service. Collaborate with bus service operators and existing partners/transport providers to explore opportunities to improve/alter services. Agree and implement a scheme to deliver a bus service that would connect the site to Alloa Town Centre in agreement with the transportation service. Implement a scheme to provide safe, convenient and accessible active travel routes to and from the site.

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Risk Classification	Risk Description	Risk Impact / Consequence	Risk Mitigation
Internal business risk (cultural insensitivity)	The project fails to accommodate and respond to the cultural diversity within the community. Due to insufficient consideration of the cultural preferences and sensitivities of the local population	Certain audiences and demographic groups are overlooked and alienated thereby discouraging their participation.	Undertake community consultations and engagement to understand the unique needs, preferences, and barriers faced by different groups and cultures within the community. Foster a culture of inclusivity through staff training on cultural sensitivity and the needs of diverse populations. Develop the services and programme in accordance with feedback and schedule out time for specific groups.
Internal service risk (digital divide).	People/residents within the community are unaware of the available facilities and services and are unable to view, book, and access, classes, spaces, etc. online. This is due to the website and digital infrastructure not being delivered, inconsistent messaging and booking systems and limited access to technology, the internet and online systems.	Digital comms are not reaching the target audiences and demographics. People within the community are excluded thereby exacerbating existing inequalities and discouraging their participation. Reputational damage. Loss of revenue. Use of facilities not being maximised. Missed opportunity for building awareness inside and outside of Clackmannanshire.	Offer in-person registration and services, provide public computer access, or partner with local libraries or community centres to bridge the digital divide. Prepare digital and communications strategy for the new facilities. Engage with IT and comms and commission external consultants as required. Identify opportunities and methods of improving communications output. Allocate budget for comms and digital infrastructure. Procure comms tools and digital infrastructure. IT infrastructure requirements need to be defined and IT fit-out requirements to be defined.

Risk Classification	Risk Description	Risk Impact / Consequence	Risk Mitigation
Internal services risk (financial)	The Wellbeing Hub does not integrate into the Family Wellbeing Partnership approach and becomes isolated from the wider network of services. Financial drivers and outcomes take precedence and the Hub must become more financially self-sufficient.	Benefits and outcomes established at the outset are diminished, sacrificed and disjointed from the Family Wellbeing Partnership (FWP) objectives etc. Target groups and demographics within across Clackmannanshire are disengaged and excluded.	Thorough and comprehensive costs/financials to be incorporated within the Full Business Case (FBC) to ensure the Council are fully informed of the ongoing operational/revenue costs. More detail of the proposed operating model to be incorporated into the FBC. Regular gateway reviews to be undertaken to assess whether the project is achieving the strategic outcomes and objectives.
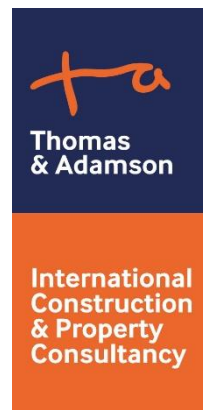
3.14.   Constraints and dependencies

3.14.1. The project's constraints and dependencies have been established. The constraints are the external conditions and agreed parameters within which the project must be delivered. The main constraints are as follows:

i.   The agreed allocation of funding within the Council's Capital Plan (Capital Cost Limit).

ii.   The agreed allocation of revenue funding within the Council's Budget (Revenue Cost Limit).

iii.   The criteria and conditions required by the LEIP funding namely.

–   The successful outcome of any statutory consultation that is required.

–   Any land purchase/site negotiation that is required for the project being concluded.

–   An expectation that Lochies School will be open to pupils by December 2027; and,

–   Adherence to the guiding principles, programme metrics, terms & conditions, funding outcomes and project development processes of the LEIP programme.

iv.   Compliance with statutory legislation and Passivhaus standards.

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3.14.2. Dependencies are other factors, projects, agreements out with the immediate scope of the project and have an influence over the success of the project. These can be split into:

    i.   **Inter-dependencies** which are those external to the project but are within the Council's overall responsibility and potentially linked to other projects and strategies; and,

    ii.   **External dependencies** which extend beyond the boundaries of the project into other organisations and are out with the control the project team.

3.14.3. The key dependencies which need to be considered and managed are summarised in Table 4 below:

Table 4: Key Project Dependencies

Inter-dependencies	External dependencies
Securing and maximising the available Learning Estate Investment Programme (LEIP) funding from the Scottish Government and SFT.	Partnership with health, social care and education organisations such as NHS Forth Valley, Forth Valley College, etc.
Integration with the Family Wellbeing Partnership (FWP) approach.	Collaboration with community groups, volunteers and third sector organisations
Implementation of a bus service that would connect the site to Alloa Town Centre	Collaboration with professional agencies and groups (including sport's governing bodies and Sport Scotland).
Provide safe, convenient and accessible active travel routes to and from the site.	
Interconnectivity and signposting with the wider network of services across Clackmannanshire.	

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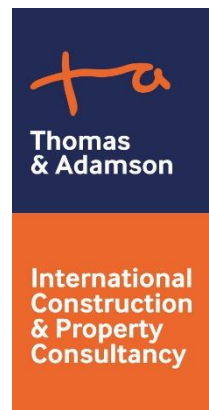
4.   Economic Case

The Economic Case assesses the economic costs and benefits of the Wellbeing Hub and Lochies School project across its lifecycle. This is different from the financial (capital or revenue) costs which are detailed under the Financial Case. This case appraises the various investment options to achieve the strategic outcomes and objectives and identifies the preferred way forward based on the Critical Success Factor's (CSFs) for the project. This case also looks at the wider benefits of the investment to determine Value for Money (VFM).

4.1.   Preferred way forward

4.1.1.   Having established the vision, strategic outcomes, spending objectives and the potential service requirements, a long list of development options were determined for the Wellbeing Hub. An option for Business as Usual (BAU) was also included to provide a benchmark against which the other options could be compared and demonstrate the result of continuing with the current status quo without implementing an option. Ultimately, BAU was discounted as a non-viable option due to need to provide swimming provision within Clackmannanshire. These options were considered against the critical success factors at a workshop with nominated stakeholders to agree the consensus scoring and establish the preferred option.

4.1.2.   Following the appraisal of the long list of options, the results were reported and presented to the Council and at the Meeting of Clackmannanshire Council on 11th August 2022 the council agreed that Alloa West (Pavilions) site and optimal facilities mix (Option 3) was the preferred way forward and should proceed to the next stage and gateway in the development process. Refer to Appendix C for the Wellbeing Hub long list options appraisal scoring workbook.

4.1.3.   In parallel, an options appraisal was undertaken for Lochies Primary School. The details of the Lochies School appraisal were reported and presented at the Meeting of Clackmannanshire Council on 06th October 2022 where the Council agreed that based on the options appraisal recommendations, a public consultation process, will take place to relocate a new build Lochies School to the Alloa West (Pavilions) site.

4.1.4.   Subsequently, a further report was presented at the Meeting of Clackmannanshire Council on 02nd February 2023 where the Council agreed to the joint development of the Wellbeing Hub and Lochies School. This decision was then supplemented by a further report presented at the Meeting of Clackmannanshire Council on 23rd March 2023 which provided updated capital cost estimates associated with various energy and environmental performance options. The Council agreed the approval to proceed with the adoption of Passivhaus for the joint Wellbeing Hub and Lochies School development.

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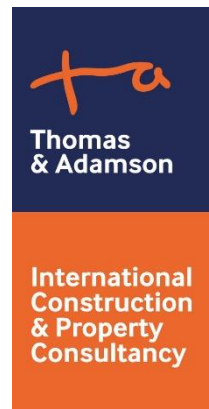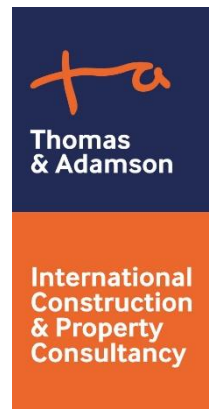
4.2. Preferred option

4.2.1. Having ascertained the preferred way forward, two (2) short listed options were established to determine the preferred option. The results indicated that the preferred option was the Alloa West (Pavilions) site, Wellbeing Hub optimal facilities mix and Lochies School joint project with joined buildings built to Passivhaus design standards. The preferred option was presented within the Outline Business Case (OBC) and approved at the meeting of Clackmannanshire Council on 27th June 2024 to proceed with the technical design and preparation of the Full Business Case (FBC). Refer to Appendix D for the Wellbeing Hub and Lochies School short list options appraisal scoring workbook.

4.2.2. This joined aspect of the proposed development was tested further during the planning application process as part of the Town Centre First Assessment (TCFA) required under policy 27 of the National Planning Framework 4 (NPF4), whereby it was clearly demonstrated that the benefits and strategic outcomes would be severely diminished if the buildings were developed separately. This integrated and joined approach aligns with the Scottish Government Place Principle, specifically addressing the requirement of "a more integrated, collaborative and participative approach to decisions about services, land and buildings" and this investment has the potential to create an environment for sector leading inclusive and accessible shared services.

4.3. Net Present Social Value (NPSV)

4.3.1. Clackmannanshire Council engaged Integratis Consulting and 4Global to undertake an analysis of the of the projected social value arising from the Wellbeing Hub and Lochies investment. The purpose is to demonstrate how this investment would contribute to social value and provide benefits the wider area.

4.3.2. The full Social Value Analysis Report is included in Appendix E, however, the headline figures are that based on a projected annual visitor throughput of 275,000 this would generate an estimate total Social Value of £2.14m per annum which equates to an estimated £134 per person. Subjective Wellbeing is identified as the principal driver behind this figure which evaluate improved life satisfaction for participants over 16.

4.4. Social and Local Economic Value (SLEV)

4.4.1. Maximising social value and community benefits through this proposed investment is another fundamental component to the success of this project, and throughout the delivery of this proposal Hubco and the Tier 1 Contractor will commit to achieving a series of agreed Themes, Outcomes and Measures (TOMs).

4.4.2. The total Social and Local Economic Value (SLEV) target for the preferred option, is estimated at £27,627,372.88 which equates to 42.5% of the Total Hubco Development Cost. This means that for every £1 spent through the development agreement, £0.42 of SLEV will be delivered. Within this total SLEV figure, some of the measures include:

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SFT Ref	Measure	Unit	Target
SFT1a (NT1c)	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain.	no. of people (FTE)	30
SFT20 (NT10)	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	no. of weeks	400
SFT28 (NT18)	Total amount (£) spent in local supply chain through the contract	£	36,000,000

4.4.3.   As part of this proposed investment Hubco and the Tier 1 Contractor have also committed to set-up and administer a 'Skills Academy' on-site which will enable local people to access a dedicated learning space during the works. This Skills Academy will provide opportunities for schools, colleges and employability partners to attend events, workshops, education programmes and experience different construction careers.

4.4.4.   Refer to Appendix F for the TOMs Calculator and the detailed figures behind the SLEV target.
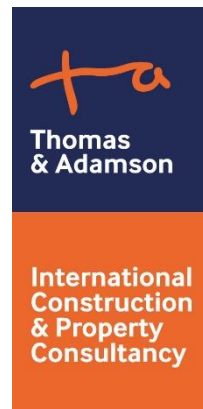
5.   Commercial Case

The Commercial Case explores and considers the commercial feasibility of the project. This case defines the procurement and contract strategies and explains the allocation of risk and associated mitigation measures. In addition, the commercial case identifies the key contractual milestones and delivery dates and clarifies and accounting requirements.

5.1.   Procurement strategy and route

5.1.1.   Following the strategic decision by Clackmannanshire Council to bring both the Wellbeing Hub and Lochies School together, a procurement strategy has been developed based on both facilities being procured as a single project.

5.1.2.   This strategy identifies a series of procurement options for consideration, the key selection criteria and the recommended procurement approach considering how the options align with the established criteria.

5.1.3.   In addition to the various options, consideration was also given to the capability and experience of the supply chain partners to deliver the project to ensures its successful delivery.

5.1.4.   The recommended procurement route for the project is a Two-Stage Design and Build (D&B) strategy. The key drivers and determining factors which have informed this recommendation include the prevailing market conditions, Passivhaus design standards and the need for early contractor involvement and engagement with the supply chain to improve quality, programme improvements and desire for increased cost certainty.

5.1.5.   The range of procurement options (mechanisms) considered include:

    i.   Crown Commercial Services (CCS)

    ii.   Hub Programme

    iii.   SCAPE Scotland Construction

    iv.   Scottish Procurement Alliance (SPA)

    v.   Procurement Hub

    vi.   Public Contracts Scotland (PCS)

5.1.6.   Following the appraisal of the procurement options against the selection criteria, the top three (3) ranked options were all considered appropriate mechanisms for procuring the project, however, the recommendation and decision was taken to proceed and utilise the Hub Programme, namely Hub East Central Scotland (Hubco) as the procurement vehicle for the design, procurement and construction of the project. Refer to Appendix G for the Procurement Strategy.

5.2. Contractual milestones and delivery dates

5.2.1. The planned key contractual milestones and delivery dates are included in Table 5.

Table 5: Contractual Milestones and Delivery Dates

Contractual Milestones	Planned Delivery Date
Gateway 1 – Hubco New Project Request (NPR) and approval to proceed to RIBA to hub Stage 1	September 2023
Gateway 2 – Hubco Stage 1 (OBC) approval to proceed to hub Stage 2	June 2024
Approval to proceed with Enabling Works agreement	January 2025
Execute Enabling Works Agreement	July 2025
Gateway 3 – Hubco Stage 2 (FBC) approval to proceed to Financial Close	August 2025
Gateway 4 – Financial / Contract Close	August 2025
Construction Works Complete / Handover	September 2027
Wellbeing Hub Operational	*October 2027
Lochies School Operational	*October 2027

*Operational dates are based on the current Hubco and Tier 1 construction programme and achieving the Gateway 4 planned date.

5.3. Key contractual arrangements

5.3.1. Clackmannanshire Council and Hubco prepared and agreed the New Project Request (NPR) which is contractually binding in accordance with the terms of the Territory Partnering Agreement (TPA) and establishes the baseline against which project delivery performance is measured. Refer to Appendix H for the NPR.

5.3.2. Under the terms of the TPA, Hubco and its supply chain are developing the project as part of its Project Development Partnering Services (PDPS) to deliver a Stage 2 Submission for approval by the Council as the relevant participant in accordance with the project governance requirements. Subsequently, the project will proceed to Financial Close followed thereafter by construction delivery.

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5.3.3.   The form of contract is the SFT Design and Build Development Agreement (DBDA) between Clackmannanshire Council and Hubco. Hubco will have a back-to-back DBDA sub-contract with the Tier 1 Contractor who in turn will formally appoint the Tier 2 supply chain.

5.3.4.   The Council have entered into an Enabling Works agreement (DBDA) with Hubco to undertake preparatory works in advance of the main works agreement (DBDA). The Enabling Works will be subsumed into the main works DBDA with the works being delivered under a single handover/completion.

5.4.   Personnel implications

5.4.1.   All staffing located at the current Lochies School will transfer to new location on completion of the project and confirmation that the school is ready for use.

5.4.2.   A core operating model has been created, showing the base staff requirement for operating the Wellbeing Hub and maintaining the Wellbeing Hub and Lochies School on a day-to-day basis.

5.4.3.   Clackmannanshire Council will initially employ the 36 full time staff members required to operate the Wellbeing Hub at a base Level. 70-100 casual staff will be secured to cover annual leave, sickness, events and programmes to ensure the Wellbeing Hub is as commercially and financially sustainable as possible.

5.4.4.   As part of this process a review of existing leisure services staffing will be completed with a view to complimenting the wellbeing requirements, reducing duplications and maximising efficiencies across all sport and leisure services.

5.4.5.   The recruitment and selection of these staff will be finalised in Q1 2027 in partnership with local employment agencies, secondary, further and higher education institutions and through the Local Employability Forum.

5.4.6.   Multiple training and development opportunities will be established 12-18 months from project completion to establish a base compliment of qualified and competent staff ready for day 1 operations.
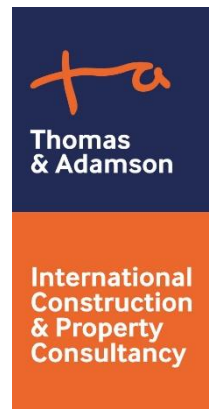
6. Financial Case

The Financial Case determines the affordability of the project and identifies the sources of funding which have been secured and any potential gaps. This case considers the whole lifecycle of the project including all attributable costs (both capital and revenue), any resource requirements and identifies the provision for financing any time or cost overruns (risk allowances and contingencies).

6.1. Capital cost requirements

6.1.1. The predicted total capital cost for the Wellbeing Hub and Lochies School is included in Table 6. The Hubco Stage 2 Pricing Report is included in Appendix I which provides further detail to the Total Hubco Development Cost Estimate.

Table 6: Capital Cost Estimate

Item	Constituent Part	Capital Estimate
1	**Council Capitalised Resources**	**£ 1,355,027.82**
2	**Council Direct Development Costs**	**£ 2,571,486.18**
3	**Construction Costs (3.12 + 3.13)**	**£ 72,165,486.00**
3.1	Facilitating (Enabling) Works Estimate (Incl. in Line 3.2)	£ Incl.
3.2	Building Works (Prime Cost) Estimate	£ 57,782,073.59
3.3	Contractor Preliminaries Estimate	£ 4,622,565.89
3.4	Sub-Total Prime and Prelims (3.1 + 3.2 + 3.3)	£ 62,404,639.48
3.5	Post Contract Professional Fees Estimate	£ 985,521.73
3.6	Contractor Overheads and Profit Estimate	£ 2,091,875.32
3.7	Contractor Risk Allowance Estimate	£ 624,046.39
3.8	**Works (Construction) Cost Estimate (3.4 + 3.5 + 3.6 + 3.7)**	**£ 66,106,082.92**
3.9	Total Hubco Development Fees Estimate	£ 5,200,168.63
3.10	Sub-Total (3.8 + 3.9)	£ 71,306,251.55
3.11	Construction Inflation Estimate (Incl. in Line 3.8)	£ 0.00
3.12	**Total Hubco Development Cost Estimate (3.10 + 3.11)**	**£ 71,306,251.55**
3.13	Council Construction Contingency (Risk) Allowance	£ 859,234.45
4	**Capital Cost Limit (Including Inflation) (1 + 2 + 3)**	**£ 76,092,000.00**

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6.1.2.   The total works (construction) cost of £66,106,082.92 is the predicted contract sum between Hubco and the Tier 1 Contractor including inflation. The total Hubco development cost of £71,306,251.55 is the current development amount (contract sum) between the Council and Hubco including inflation. This figure includes the pre-contract fees expended during hub Stages 1 and 2 for the design consultants, surveys, statutory fees and Hubco framework fees, etc.

6.1.3.   The forecast capital cost limit of £76,092,000.00 is the predicted total capital investment figure for the Council and includes other direct capital costs to be expended such as other professional consultancy fees, costs for loose furniture and equipment (not being provided by Hubco), information technology fit-out costs, decant costs, capitalised resources, council contingency figures, etc. This aligns with the approved Capital Plan figure which was reduced by £1,408,000 from the original Capital Plan figure of £77,500,000.

6.2.   Revenue cost requirements

6.2.1.   Through Hubco, Clackmannanshire Council have appointed Integratis Consulting Ltd (Integratis) to support with the preparation of the business case and generate the estimated demand and financial (revenue) cost model for the Wellbeing Hub and Lochies School based on the agreed facilities mix and accommodation schedule. Refer to Appendix J for the current accommodation schedule.

6.2.2.   The Wellbeing Hub and Lochies School operating model considers several factors including operating income, cost of sales, property costs and supplies and services. The revenue model is based on the Council's current scale of charges and salary scale with a notional allowance of 3.5% per annum for inflation. The model also reflects the projected reduction in operational energy use arising from designing to Passivhaus Classic Certification and associated reduction in energy costs.

6.2.3.   The following table summarises the estimated total income and expenditure for the Wellbeing Hub and Lochies School over a 5-year period with Year 1 commencing from financial year 2027/28. The figures shown in Table 7 include lifecycle costs, supplies and services (including energy), staffing and an indicative rates figure. Income figures shown are reflective of the Integratis analytics on anticipated usage.

6.2.4.   Income projections are based on an annual increase of 5.5% either through price increases that do not impact on usage, increased usage or a combination of both. The 5.5% figure allows for ambitious but achievable growth to year 5, to offset an anticipated increase in property and staff costs over this period. This figure also reflects a decrease in council core allocation over the first 5 years of operation.
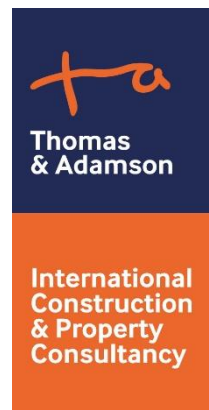
Table 7: Annual Net Expenditure Projection Excl. LCC - Wellbeing Hub and Lochies School

	Annual Income and Expenditure Projections						
	Pre-Year 1 2025-26	Pre-Year 2 2026-27	Year 1 2027-28	Year 2 2028-29	Year 3 2029-30	Year 4 2030-31	Year 5 2031-32
Operating Income Total	£1,707,253	£1,801,152	£1,900,215	£2,004,727	£2,114,987	£2,231,311	£2,354,034
LEIP Revenue Funding	£0	£0	£353,991	£353,991	£353,991	£353,991	£353,991
Council Core Budget	£0	£0	£450,000	£400,000	£350,000	£300,000	£250,000
Staff Costs Total	£1,583,919	£1,655,196	£1,713,127	£1,773,087	£1,835,145	£1,899,375	£1,965,853
Supplies and Services Total	£189,553	£189,553	£189,553	£189,553	£189,553	£189,553	£189,553
Property Costs Total	£388,223	£399,870	£411,866	£424,222	£436,948	£450,057	£463,559
Non-Domestic Rates Estimate	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000	£250,000
Net Expenditure	**£704,442**	**£693,466**	**-£139,660**	**-£121,856**	**-£107,332**	**-£96,317**	**-£89,060**

*Figures based on full year operations. Figures to be pro-rated based on operational start date – currently projected for October 2027.

The annual income and expenditure projections should be read in conjunction with the following notes, assumptions and clarifications:

i. Projections are based on the baseline figures established in 2025/26. The Year 1 income is thereby based on current projections on usage with 5.5% increase in baseline charges.

ii. Price increases (while required) will be assessed against economic impact each financial year to ensure affordability for the public, balanced against operational expenditure.

iii. A 1% variance to income either way, equates to approximately £25,000 in year 5, which could occur through pricing increases or increased or decreased usage.

iv. The maximum income for a facility of this size and type is anticipated around £2,250,000 (based on existing price points and economic status).

v. Staff projections are inclusive of 3.5% cost of living increase each year. Whilst this figure may be higher or lower, it is anticipated this would be the approximate average over the 5-year period.

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vi. Property costs are projected to increase by 3% each financial year. LEIP funding will offset the increase in property costs in the future. It is therefore essential that this is carried forward to ensure cost neutrality in future.

vii. The table shows a projected £50,000 year-on-year reduction of council core allocation, reducing overall expenditure by £200,000 by Year 5.

viii. LEIP revenue funding is calculated per year as £353,991 which is the baseline figure over the 25-year lifespan of the funding. Year 1-3 LEIP revenue award is higher, however; this has been identified as a required ring-fenced reserve to ensure Lochies School will pass all future SFT annual inspections.

ix. The estimated non-domestic rates figure is to be confirmed. The financial projections will be adjusted to accommodate the final figure once it is calculated by Scottish Assessors Association.

6.2.1 From the data the net expenditure (surplus) in Year 1 is projected at £139,660. This reflects the assumption of usage during a full standard year of operations, however, there will be a need for memberships, classes, etc. to be built-up and will likely be pro-rated depending on when the facility will be operational within the financial year.

6.2.2 At this stage in the development lifecycle, **the financial model assumes a fully self-sufficient operating model** without spaces such as the café and consultation areas being leased to external providers and suppliers to operate.

6.2.3 Finally, continued engagement is required with community groups and organisations to identify elements of the proposal which can be jointly operated in partnership with the Council to optimise the financial sustainability and enhance partnership working. The revenue model is subject to review and development annually with a view to increasing efficiency and financial viability in the future.

6.3 Impact on income and expenditure

6.3.1 The Wellbeing Hub revenue and expenditure potential can be impacted by potentially numerous social and economic circumstances. In real terms a 1% overall variance to income and expenditure (beyond the anticipated percentages built into the model) equates to approximately £25,000. Therefore, a substantial event or closure that that impacts usage, property or operational costs by 4% would result in a swing of £100,000 to the net output.

6.3.2 Based on the sensitivity analysis for the proposed Wellbeing Hub facility, several conclusions can be drawn regarding the facility's financial vulnerability to changes in income and expenditure:

i. **Expenditure Sensitivity:** An increase in expenditure, without any change in income, would significantly impact the financial outturn. For instance, a 20% increase in expenditure, beyond the 3.5% increase accounted for, without
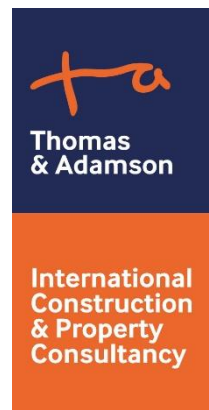
any change in income would result in a shift from a surplus of £139,660 to a deficit of -£360,340. This emphasizes the necessity of stringent cost management strategies to maintain financial stability.

ii. **Income Sensitivity:** A decrease in income similarly worsens the financial outturn, potentially resulting in a deficit. Therefore, the importance of stable or growing revenue streams over the facility's lifespan is essential to sustain the Wellbeing Hub's financial health.

iii. **Improvement through Income Growth:** Increasing income can considerably alleviate the future financial commitment required from the Council, showing the effectiveness of revenue enhancement initiatives. The core allocation applied to the Wellbeing Hub for operations has been forecast to be reduced from £450,000 to £250,000 by Year 5. Growth in programmes, pay to play revenue and partnership delivery are targeted to ensure this is a sustainable operating model in the future.

iv. **Cost Reduction Impact:** Reducing expenses has a substantial positive effect on the potential outturn. A 20% cut in expenditure, while maintaining the current income, would potentially save £573,792 in operational costs, underlining the potential of cost-saving measures. However, a decrease of expenditure at this level would significantly impact the financial and operational viability of the facility. Operational efficiencies will be regularly assessed when the Wellbeing Hub and Lochies School is operational and the core usage has been established.

6.3.3 In summary, the sensitivity analysis illustrates that the financial stability of the new Wellbeing Hub facility is highly influenced by income and expenditure changes. It is imperative for the Wellbeing Hub and Lochies management team to focus on enhancing income and optimising financial efficiency to protect against financial risks. Strategies should encompass diversifying income sources, careful expenditure tracking, and targeted cost reductions.

6.4 Overall affordability and funding

6.4.1 The Wellbeing Hub is entirely funded by the Council Capital Plan; however, opportunities continue to be explored for supplementary funding where possible. Any requirements associated with other funding sources which may impact on the design, construction and operation of the asset will be shared and instructed accordingly.

6.4.2 The Lochies School is funded by the Council Capital Plan, however, the Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government. The funding model for the LEIP programme is based on the principle that Scottish Government and Local Authority funding is provided 50:50 for a like-for-like school. Government funding is in the form of revenue funding over a 25-year period, subject to satisfactory achievement of the programme's outcomes.

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6.4.3　Scottish Government LEIP funding is essential to maintain the fabric and energy efficiency standards of Lochies School at the level achieved at sign-off and handover, over the 25-year lifespan. This will be assessed by SFT annually, with any failures to maintain the standard resulting in a reduction or withdrawal of the LEIP revenue. This outcome would substantially impact the overall operating model and future viability of Lochies and the Wellbeing Hub.

6.4.4　The Council (Authority), with support from Hubco and Tier 1 Contractor must therefore ensure that the design, construction and operation of the asset fulfils and satisfies the criteria and conditions required by the LEIP funding namely.

    i.　The successful outcome of any statutory consultation that is required.

    ii.　Any land purchase/site negotiation that is required for the project being concluded.

    iii.　An expectation that the project will be open to pupils by December 2027; and,

    iv.　Adherence to the guiding principles, programme metrics, terms & conditions, funding outcomes and project development processes of the LEIP.

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7   Management Case

Within the Management Case, the management responsibilities, governance arrangements and reporting requirements for successful project delivery have been defined. This case identifies the Senior Responsible Owner (SRO) for the project and sets-out the gateway review and approval arrangements along with the key programme milestones. In addition, the plans and procedures for change management, risk management, stakeholder management, communications and information management are outlined.

7.2   Project organisation structure

7.2.1   It is important to have clear definition and a collective understanding of the roles, responsibilities and interfaces to help deliver a successful project.

7.2.2   The project organisational structure defines the relationship between the various departments and organisations responsible for the project. These are grouped under the following 2 main categories, namely:

   i.   'Client' (Authority) the groups (teams) and governance structures within Clackmannanshire Council that will have responsibility for the delivery of the project; and,

   ii.   'External Project Team' the organisations, specialist consultants and personnel selected to lead the delivery of the design, construction and handover of the project.

7.2.3   The project organisation structure includes:

   i.   A clear organisation chart of the Council (Authority).

   ii.   A clear organisation chart of the External Project Team (Hubco).

   iii. A description of their roles and responsibilities.

   iv.   Relationship between Council (Authority).and the External Project Team (Hubco).

   v.   Interfaces within the External Project Team (Hubco).

7.2.4   As the project progresses, the project organisation structure will be updated, as necessary.

7.2.5   Refer to Figure 1 below which illustrates the Council (Authority) Organisation Structure.

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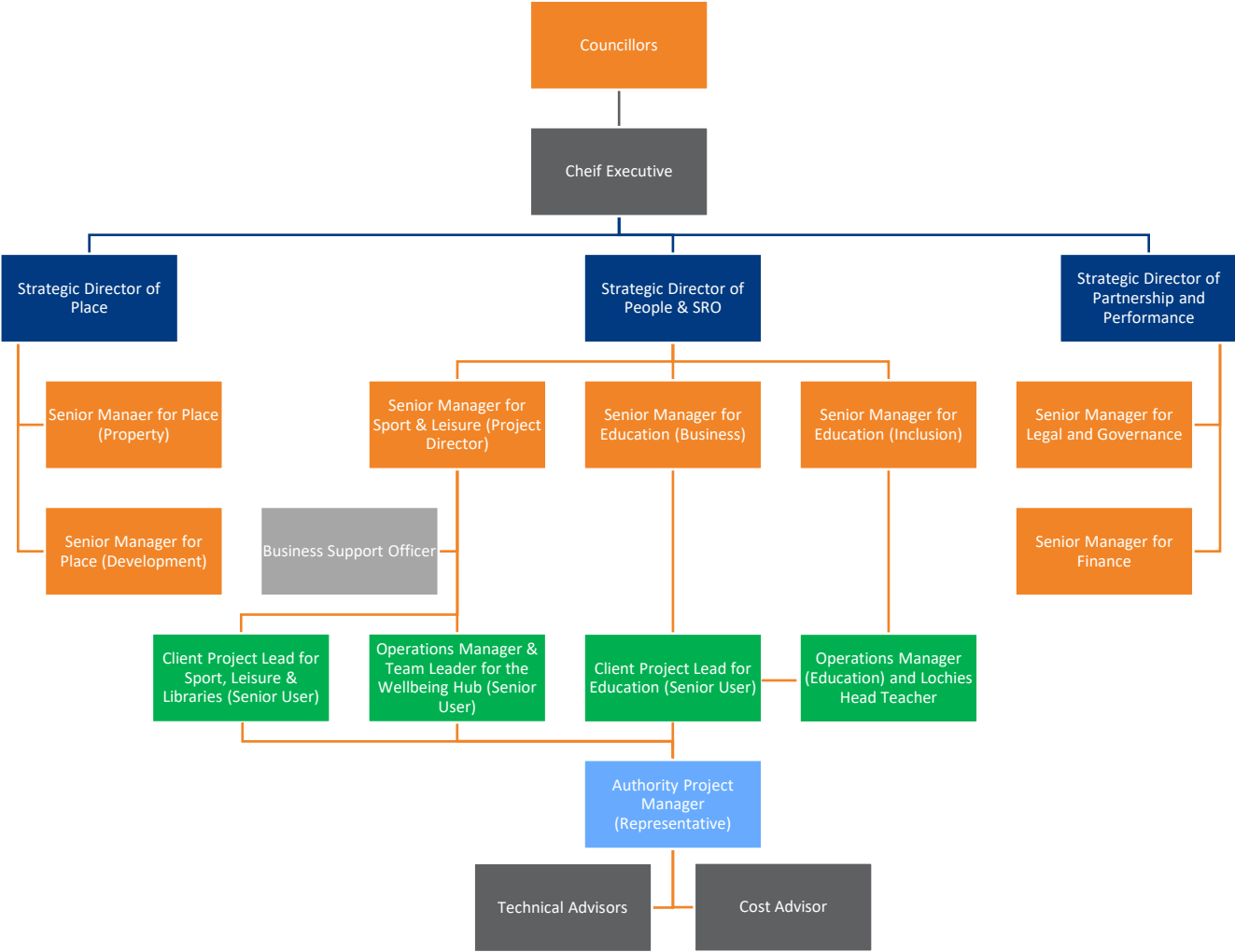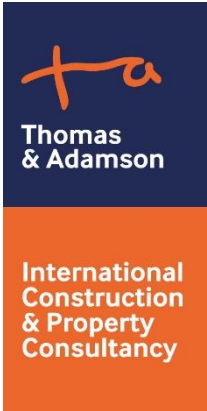
Figure 1: Council (Authority) Organisation Structure

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7.2.6   The External Project Team Organisation Structure is based on the project being procured via the Hub East Central Scotland Framework (Hubco). In addition, the structure is based on a two stage Design and Build procurement route with the Design Team being appointed by the Tier 1 Contractor. Refer to Figure 2 below which identifies the current External Project Team Organisational Structure.
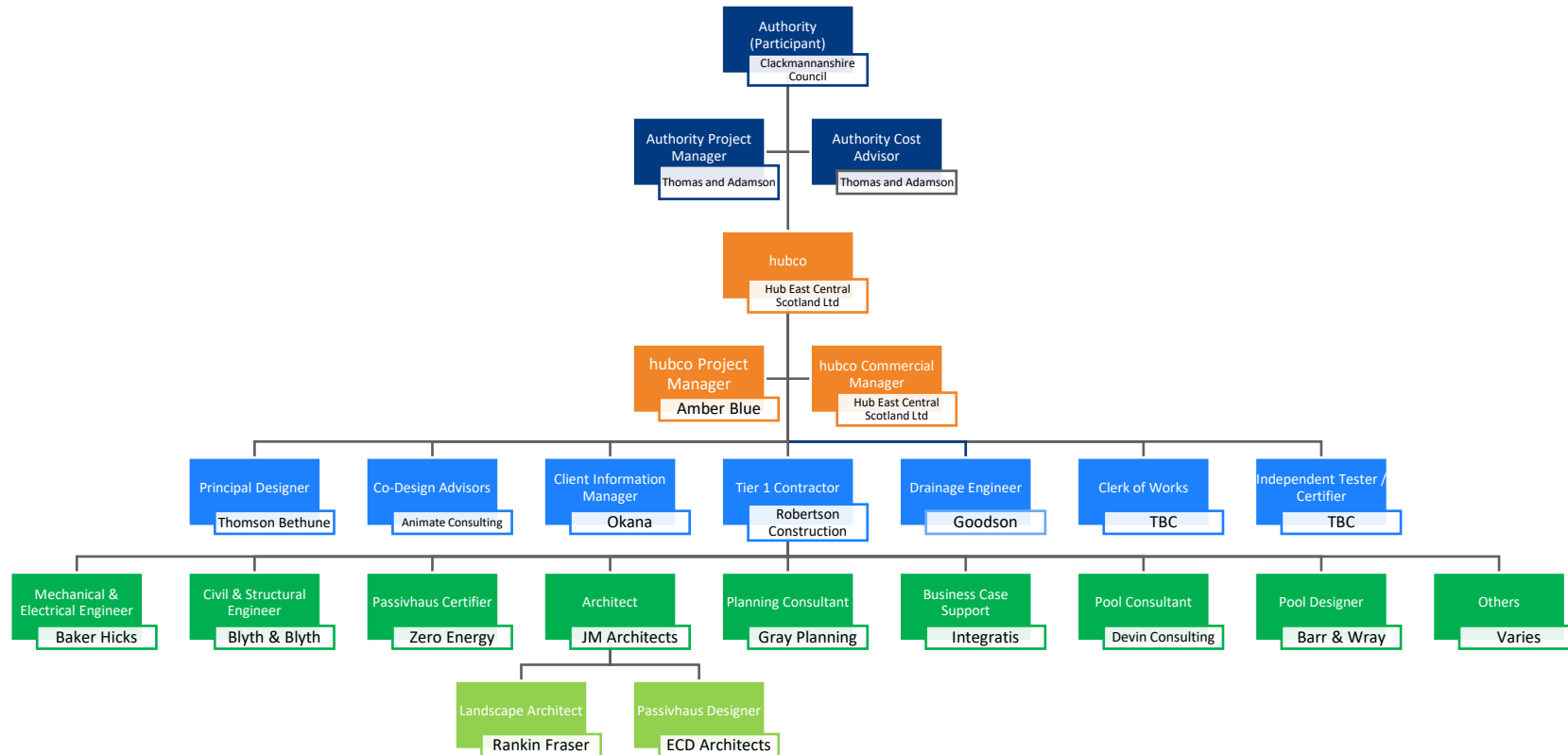
Figure 2: External Project Team Organisation Structure

7.3 Project management governance arrangements

7.3.1 Throughout the project, changes can occur, and decisions will be required, and it is therefore essential that a governance structure is in place to support this.

7.3.2 The project governance structure is linked with the project organisation structure and describes the decisions' structure, the levels of authority and their responsibilities.

```
              ┌─────────────────────────┐
              │   Clackmannanshire      │
              │        Council          │
              └─────────────────────────┘
                          │
              ┌─────────────────────────┐
              │   Strategic Oversight   │
              │         Group           │
              └─────────────────────────┘
                          │
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              │      Project Board      │
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                          │
              ┌─────────────────────────┐
              │    Client Project       │
              │        Team             │
              └─────────────────────────┘
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IT / Technical Services	Operating Model / User Groups	Internal Project Delivery Team	Facilities / Asset Management

External Delivery Partner / Project Team
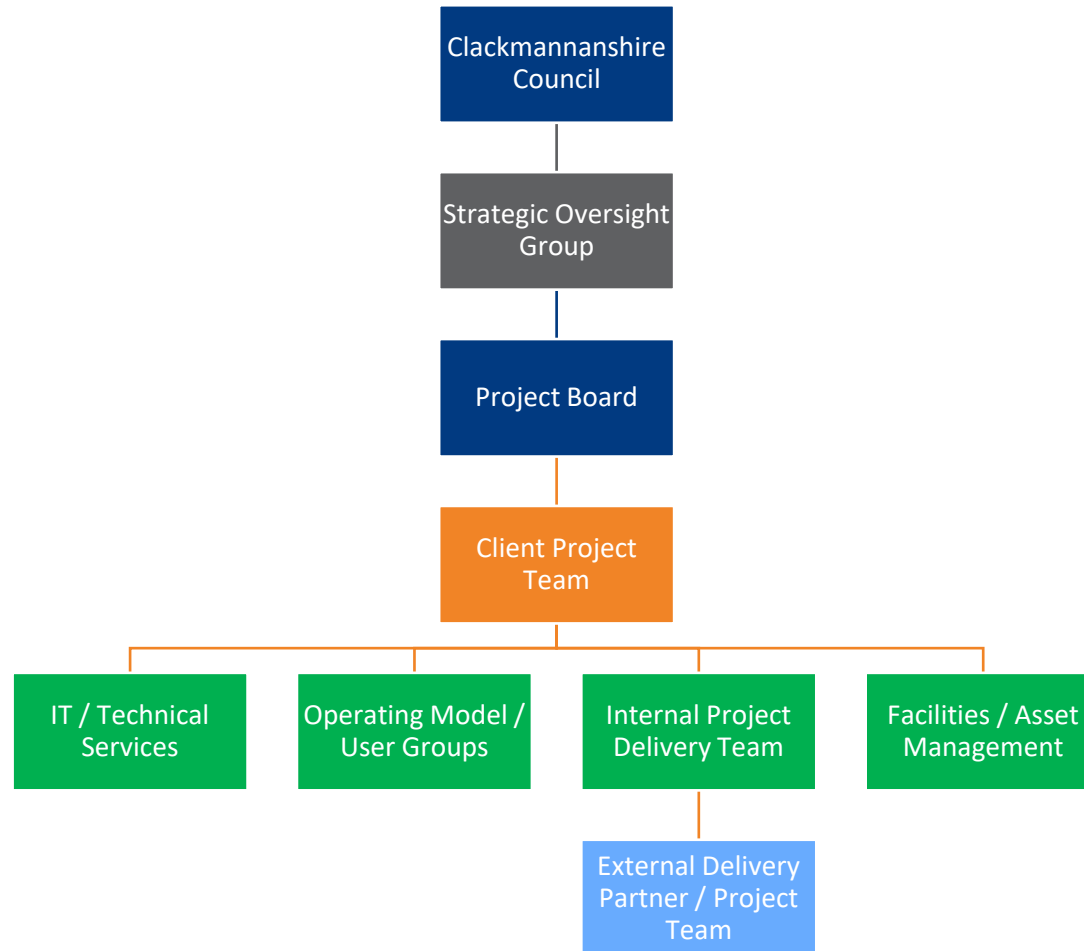
Figure 3: Project Governance Structure

7.3.3   The project governance structure has been prepared and is illustrated in Figure 3. Clackmannanshire Council (the Council) will hold ultimate responsibility and level of authority for the project and will be responsible for approving the recommendations presented by the Strategic Oversight Group (SOG) and/or Senior Leadership Group including:

   i.   Business Case.

   ii.   Capital Expenditure.

   iii. Contract Finalisation.

7.4   Programme and project assurance

7.4.1   Gateway reviews and approvals have been incorporated in the programme at key project milestones such as the end of RIBA and Hubco design stages, to review the information which has been developed and ensure it satisfies the Council requirements.

7.4.2   The information submitted at each gateway, will be reviewed by members of the Client's Project Team with any comments being captured. The information will then be approved by the relevant group or board in accordance with the governance procedure and level of authority.

7.4.3   Approval must be obtained at each gateway before proceeding to the next stage and will establish the baseline of information from which change can be measured. Refer to Table 8 which summarises the project timeline and gateways.

Table 8: Project Delivery Timeline and Gateways - Wellbeing Hub and Lochies School

Task Name	Start	Finish
RIBA Stage 1 – Preparation & Briefing	January 2023	April 2023
Procurement and Supply Chain Selection	May 2023	September 2023
Gateway 1 - Approval to proceed to RIBA Stage 2 (hub stage 1)	**September 2023**	
RIBA Stage 2 (hub Stage 1) – Concept Design	October 2023	April 2024
Initial Design Engagement Programme Concluded	*December 2023*	
Submit Planning Pre-Application	*January 2024*	
Submit Planning Proposal of Application Notice (PoAN)	*March 2024*	

Task Name	Start	Finish
RIBA Stage 2 (hub stage 1) – Review & Approvals Period	May 2024	June 2024
Submit Outline Business Case (OBC) to Council for Approval	*May 2024*	
Gateway 2 - Approval to proceed to RIBA Stages 3/4 (hub Stage 2)	**June 2024**	
RIBA Stage 3 - Spatial Coordination (hub Stage 2)	April 2024	June 2024
RIBA Stage 3 - Complete - Design Freeze	*June 2024*	
Submit Full Planning Application	*July 2024*	
RIBA Stage 4 - Technical Design (hub Stage 2)	July 2024	June 2025
Full Planning Consent Granted	*January 2025*	
RIBA Stage 4 (hub Stage 2) – Review & Approvals Period	July 2025	August 2025
Submit Full Business Case (FBC) to Council for Approval	*July 2025*	
Gateway 3 - Approval to proceed to Financial Close	**August 2025**	
Contract Finalisation	July 2025	August 2025
Gateway 4 - Financial / Contract Close	**August 2025**	
RIBA Stage 5 – Construction Works (Excl. Enabling Works)	September 2025	September 2027
RIBA Stage 5 – Construction Works - Complete	**September 2027**	

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7.4.4   Throughout the project development process, there have been and will continue to be design validation and project review workshops undertaken at key gateways as part of the project assurance process. These project assurance workshops are outlined within Table 9.

Table 9: Project Assurance Workshops - Wellbeing Hub and Lochies School

Workshop	Description	When
Pre-Planning Design Validation Workshop	Measure and evaluate the design proposals against the project success criteria at the RIBA Stage 2 (hub Stage 1) gateway.	June 2024
Pre-Construction Project Review Workshop	Measure and evaluate the achievement of project success criteria at the point of contract close and focus on the process to reach that key milestone.	August 2025
Pre-Handover Workshop	Measure and evaluate the achievement of project success criteria prior to handover and focus on the process to reach that key milestone.	August 2027
Post Project Review (PPR)	Measure and evaluate the achievement of project success criteria at the point of handover and focus on the process to reach that key milestone.	November 2027
Post Occupancy Evaluation (POE)	Measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset.	November 2028

7.4.5   Further information on the PPR and POE is defined under the post implementation and evaluation arrangements section.

7.5   Use of specialist advisors

7.5.1   Specialist advisors and consultants have been appointed to supplement the Authority's internal personnel and resources and support the management and successful delivery of the project. This is particularly pertinent given the scale and complexity and ambition of the proposed investment. The specialist advisors being/to be appointed on behalf of the Authority are outlined below:

    i.   **Client (Authority) Project Manager:** Thomas and Adamson International Ltd

    ii. **Client (Authority) Cost Advisor:** Thomas and Adamson International Ltd

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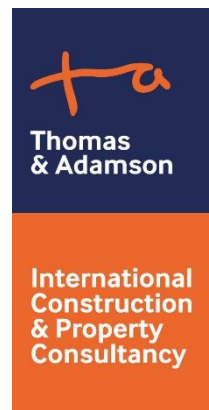
iii. **Strategic Partner:** Sport Scotland

iv. **Client Information Manager:** Okana

v. **Demand and Financial Modelling Consultant:** Integratis Consulting

vi. **Client (Authority) Civil Engineer (Drainage Diversion):** Goodson Associates

vii. **Clerk of Works:** To be appointed

viii. **Independent Tester / Certifier:** To be appointed.

7.6   Change and contract management arrangements.

7.6.1   Changes can be initiated by any member of the project team, and it is important that the relevant group, which approves all the changes, represents the main project stakeholders and that clear change procedures and workflows are defined.

7.6.2   A consistent and standardised change management procedure will be adopted to allow all changes to be managed in a consistent way.

7.6.3   Levels of authority for decisions on all changes will be defined to ensure that it is being dealt with efficiently by an appropriate level within the project governance structure.

7.6.4   A "Change," for the purpose of the change control procedure, will constitute any amendment:

i. Pre-contract (pre-construction) to any briefing documentation, technical requirements or design information which are approved or fixed at project stages (gateways); or,

ii. Post-contract (construction) to the terms or content of the contract (including drawings, specification etc.) except for instructions required urgently in response to unexpected issues arising on site (e.g. health & safety matters).

7.6.5   Change can arise from various sources including:

i. Client request (A request raised by the Client that expands or deviates from the agreed scope).

ii. Design Development (Changes to details or scope requested by the design team due to design development).

iii. Stakeholder/3rd Party change (Change required due to the requirements or objections of a 3rd party).

iv. Technical Queries (The response to a technical query may result in a change); or,

v. Site change (Changes required due to information gathering or changed circumstances on site).

7.6.6   The party (stakeholder) instigating the change should raise a Change Order Request (COR) to initiate the process and enable a change assessment to be undertaken.

7.6.7   The initiated COR should be submitted to the Client Project Manager who will allocate a reference number and will record it within the Change Control Register.

7.6.8   The considerations and impact to be evaluated as part of the change assessment include:

    i.   Scope.

    ii.   Specification.

    iii.   Health and Safety.

    iv.   Environment.

    v.   Resources.

    vi.   Programme considerations; and,

    vii.   Cost implications.

7.6.9   Where the change is initiated pre-contract, the delivery partner (Hubco), in consultation with the Tier 1 Contractor and their Tier 2 design team, will advise on any cost and programme implications resulting from the change and the latest date for confirmation of the change.

7.6.10   Where the change is initiated post-contract, Hubco and the Tier 1 Contractor will:

    i.   Provide a quotation for carrying out the works including a full cost breakdown.

    ii.   Advise of any implications to the construction programme caused by instruction of the change into the contract.

    iii.   Advise the latest date by which an instruction is required for incorporation of the change into the works; and,

    iv.   Sign off the cost and programme implications of the change and issue to the contract administrator / employer's agent (as appropriate).

7.6.11   The Project Manager will review the change assessment and complete COR with the Client.

7.6.12   The completed COR will then be "accepted" (approved) or "rejected" by the relevant group/board dependent on the classification of change and level-of-authority.

7.6.13   If accepted, the Project Manager will document/record the decision within the Change Control Register and issue a formal instruction confirming inclusion of an approved COR into the works.

7.6.14   If rejected, the Project Manager will document/record the decision within the Change Control Register and notify the relevant parties of the decision.

7.6.15   Refer to Figure 4 illustrating the Change Order Request (COR) procedure.

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│ Initiator raises COR and│
│   issues to the Client  │
│      Project Manager    │
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            │
            ▼
┌─────────────────────────┐
│   Client Project Manager│
│   issues COR to Delivery│
│   Partner / Contractor  │
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐
│     Deliver Partner /   │
│  Contractor undertakes  │
│    Change Assessment    │
│   and returns COR to the│
│   Client Project Manager│
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐
│   Client Project Manager│
│     reviews COR and     │
│    change assessment    │
│       with Client       │
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐
│    COR accepted or      │
│   rejected by relevent  │
│   Client group / board  │
└─────────────────────────┘
```

┌──────────────────────────┐   ┌──────────────────────────┐
│   Change accepted,   │   │   Change rejected,   │
│   documented and   │   │   documented and   │
│   instruction issued   │   │   relevent parties in   │
│   │   │   formed of decision   │
└──────────────────────────┘   └──────────────────────────┘

Figure 4: Change Order Request (COR) Procedure

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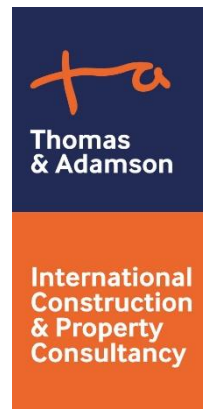
7.7 Risk management arrangements (including plans and register)

7.7.1 An effective risk management strategy has been prepared and detailed within the Project Execution Plan (PEP) as this is crucial for the successful delivery of the project. It is the joint responsibility of all members of the project team to play an active role in the identification, analysis and mitigation of risks, and this has been undertaken through multiple risk workshops and engagement with stakeholders both internally within the Council and those in the external project team.

7.7.2 Following the procurement of Hubco as the development partner for the project, the risk management arrangements have been structured to differentiate between the strategic and Council owned risks, and the risks related to the design development and construction of the new assets.

7.7.3 The Council (Authority) Project Manager led on Risk Management throughout the initial stages of the development process (RIBA POW Stages 0 to 2) and following the appointment of Hubco the design development and construction related risks have been transferred to be managed by the Hubco Project Manager. The Council (Authority) Project Manager has continued to manage the strategic and Council owned risks and opportunities (RIBA Stages 2 to 4) and will continue to do so throughout construction (RIBA Stage 5). Refer to the Client Project Team Risk and Opportunities Register in included in Appendix K.

7.7.4 The Hubco Project Manager maintains the design development and construction Risk Register with input from the Client and project team and will co-ordinate and facilitate the risk management process and will include this on the agenda of regular meetings, in addition to arranging specific workshops at various stages of the project. This will be the platform to identify various commercial, financial, planning, procurement and construction risks. The Hubco Risk Register is included in Appendix L.

7.7.5 The risk management process will continue throughout the project lifecycle. Both Risk Registers will be reviewed and updated at regular intervals, in accordance with the PEP, and all members of the project team will provide input and carry out agreed actions promptly as required in order to minimise the effect of risks.

7.8 Stakeholder management and communications

7.8.1 The Council have prepared a Stakeholder Engagement Plan and is included Appendix M. The document identifies and maps all relevant stakeholders who have an interest or influence over the project along with the proposed method and frequency of engagement.

7.8.2 In addition, the Council have prepared a communications framework for the project. Further work is being undertaken to develop a communications protocol and action plan.

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7.9 Information management

7.9.1 The Council has secured Learning Estate Investment Programme (LEIP) Phase 3 funding from the Scottish Government for the Lochies School element of the proposed development, therefore the associated terms and conditions pertaining to information management are being adhered to. This has been applied across the entire project as the effective management of information throughout the project lifecycle will improve efficiencies and create the conditions for the successful management of the new asset.

7.9.2 In accordance with the LEIP Phase 3 funding requirements, the project has adopted the use of the SFT Standard Information Management Plan (SIMP) resources to define the information requirements for the Council and inform the detailed information deliverables to be provided by the lead appointed party (Hubco) at each project information delivery milestone. Through Hubco, the Council has appointed a Client Information Manager to work with the Council to prepare the Project Information Protocol and the Project Information Requirements (PIR).

7.9.3 The Project Information Protocol defines the rights, roles and responsibilities for the management of information under the contract, whilst the PIR defines the Council's information standards, production methods and procedures, information management task responsibilities and information exchange requirements for the project. Both documents are continuing to be development and will be incorporated in the Design Build Development Agreement (DBDA) at Financial Close.

7.10 Post implementation and evaluation arrangements

7.10.1 In accordance with the project assurance and LEIP funding requirements, both a Post Project Review (PPR) and Post Occupancy Evaluation (POE) will be undertaken.

7.10.2 The PPR will be undertaken within 3-months of construction completion and will seek to measure and evaluate the achievement of project success criteria at the point of handover and will focus on the process to reach that key milestone.

7.10.3 The POE will be undertaken within 12-18 months after construction completion and will seek to measure and evaluate if the completed project has responded successfully to the project success criteria as defined at the project outset. The POE will focus on in-use outcomes and build on the lessons learned through the PPR.

7.10.4 In addition, and to ensure the building is performing as designed, it is encouraged that ongoing POE is recorded every 5 years, reporting the outcome evidence for energy and condition requirements.

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8   Next steps

8.1   The Full Business Case will be presented at the meeting of Clackmannanshire Council on the 21st August 2025. This is the final gateway and investment decision which will:

    i.   Provide final recommendation for an affordable and Value for Money (VFM) project.

    ii.   Finalise the Commercial Case with reference to the final contract arrangements.

    iii. Finalise the Financial Case including affordability and funding.

    iv.   Finalise the Management Case including detailed arrangements for the successful delivery of the project.

8.2   The decision will determine whether the RIBA Stage 4 (hub Stage 2) technical proposals have been approved and whether the project can proceed to Financial Close and enable the Council to enter into a Design Build Development Agreement (DBDA) with Hubco.

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CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 21 August 2025

Subject: Community Wellbeing Plan 2025-2026

Report by: Strategic Director, People

1.0 Purpose

1.1. The purpose is to seek Council approval for the overarching Community Wellbeing Plan (the One Plan) for 2025-2026 (Appendix 1).

2.0 Recommendations

2.1. It is recommended that Council:

2.2 Approves the Strategic Priorities, Outcomes and Actions as set out in the Plan.

2.3 Notes the continued pioneering approach to planning and reporting which is being supported at national level.

3.0 Background

3.1. As approved and endorsed by Council on 29 August 2024, the various People Plans have been streamlined into One Community Wellbeing Plan (Appendix 1). These individual Plans reflect the various partnership approaches which feed into the Local Outcome Improvement Plan and are developed in collaboration with Alliance partners.

3.2. The Plan demonstrates a unified approach across community planning partnerships and service plans and is focused on the following outcomes:

- Children and young people have improved life outcomes by growing up loved, safe and respected

- Empowered communities are well designed, inclusive, sustainable, resilient and safe

- People of all ages successfully contribute to our communities by developing skills for learning, life and work

- Poverty in our communities is reduced by improving outcomes for all

- People are healthy and active with improved health and wellbeing

- Human Rights are respected and fulfilled by tackling inequalities across our communities

3.3. The Plan incorporates the following Plans and includes the People Business Plan 2025-2026:

- Children's Services Plan 2025-2026

- The Promise Plan 2025-2026

- National Improvement Framework 2024-2027(incorporating the Scottish Equity Fund Plan)

- Local Poverty Action Plan 2024-2030

- Violence Against Women and Girls' Plan 2023-2026

- Community Justice Plan 2023-2028

- Community Learning and Development Plan 2024-2027

- Sport and Active Living Framework 2024-2028

- Family Wellbeing Partnership Plan 2024-2026

- Library Service Plan 2024-27

- Educational Psychology Service 2025-2026

- United Nations Convention on the Rights of the Child (UNCRC) Plan 2025-2026

3.4. All Plans contribute to the following four Strategic Priorities:

- Empowering Families and Communities

- Health and Wellbeing

- People Workforce

- Sustainable, Inclusive Growth

3.5. The One Plan is consistent with Council Business Planning Guidance and reflects outcomes from the National Performance Framework. The Strategic Actions identified have been developed following rigorous assessment and evaluation of data and feedback from communities, children and families and other stakeholders. The Plan reflects innovative approaches to Public Sector Reform and collaboration with national and local organisations.

4.0 Sustainability Implications

4.1. Sustainability is integrated into all People Directorate planning.

5.0   Resource Implications

5.1.   Financial Details

5.2.   Staffing

6.0   Exempt Reports

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

7.0   Declarations

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

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

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

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

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

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

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

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

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: Community Wellbeing Plan 2025 – 2026
Annex A: Corporate Business Plan Information 2025-2026
Annex B: Demographic Profile 2025

11.0 Background Papers

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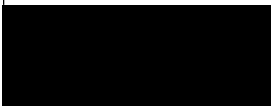
Yes (please list the documents below)

- People Community Wellbeing Plan 2024 - 2025
- People Community Wellbeing Plan Interim Report (2024 - 2025)
- Clackmannanshire Council, Business Planning Guidance 2021

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Catriona Scott	Senior Manager	2469
Veronica Cully	Senior Manager	2404

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	▮

Community Wellbeing Plan 2025 - 2026

Prepared by Clackmannanshire Council, People Directorate

*One Fund, **One PLAN**, One Report*
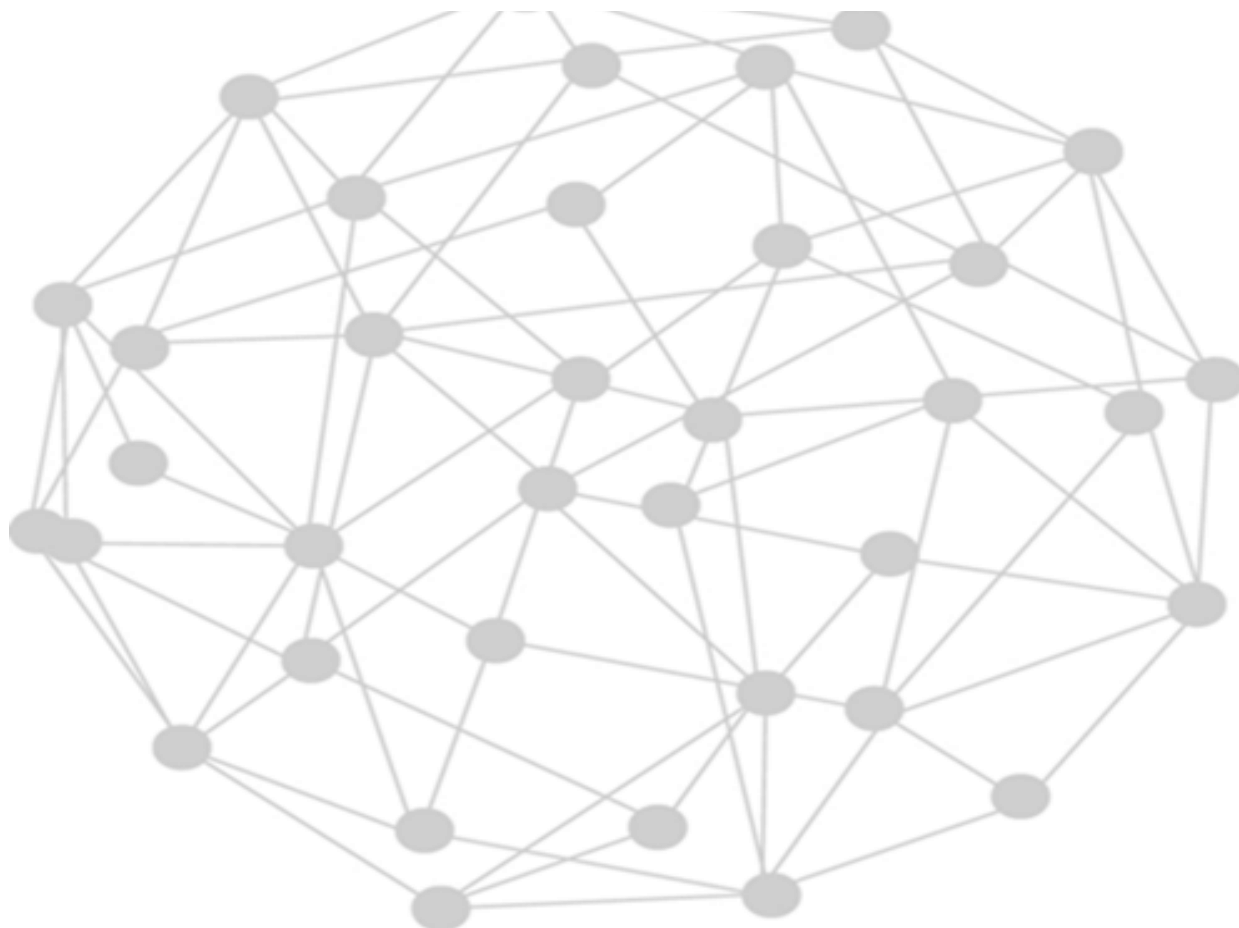
Contents

1

Introduction

This **Community Wellbeing Plan** [the Plan] provides a framework for an **integrated and outcomes focused approach to improving outcomes for people and communities** across Clackmannanshire, including the work of community planning partnerships. The Plan addresses the recommendations of the Christie Commission and the Auditor General for Scotland and aligns with the First Minister's ambition for Scotland, particularly eradicating child poverty, whole family support, growing the economy and delivering high quality and sustainable public services. This Plan also incorporates the People Business Plan for the forthcoming year (see Annex A).

Clackmannanshire Alliance

The [Alliance], Clackmannanshire's Community Planning Partnership is supported by the Outcome Improvement Groups and Statutory Partnership Groups, which have strategic responsibility for the development, resourcing and oversight of strategies and interventions. These responsibilities are defined in the [Governance Framework and Memorandum of Understanding], and are directed towards achieving the outcomes and key action areas outlined in the **Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034.** This Plan and approaches align with the WLOIP, Community Wealth Building and the Wellbeing Economy. The Plan sets out targeted priorities, outcomes and actions for 2025-2026. It focuses on **collaboration** and intelligence gathered from across the system; particularly, stakeholders' needs.

Partnerships

As outlined in Clackmannanshire's **Be the Future Programme**, delivering sustained and improved outcomes for our communities requires a **new way of working,** one that is collaborative, integrated, and continuously evolving. This involves working closely with public and third sector partners, businesses, and crucially empowering families and communities. We are continuously rethinking how we structure and deliver services, with a focus on **continuous improvement** and getting the basics right, as highlighted in Clackmannanshire's **Target Operating Model (TOM).**

Strong partnerships are central to improving outcomes in Clackmannanshire. Where relevant, existing partnership groups are referenced in this Plan, such as: Children and Young People's Strategic Partnership, Tackling Poverty Partnership, Child Protection Committee, Community Justice Partnership, Violence Against Women and Girls Partnership, Clackmannanshire and Stirling Alcohol and Drug Partnership, Local Employability Partnership and the Family Wellbeing Partnership. These partnerships provide opportunities to develop a coherent and **whole systems approach** and **whole family** approaches to **tackling local and national priorities**.

COMMUNITY WELLBEING PLAN 2025-26 *

STRATEGIC PRIORITIES → Health and Wellbeing → Empowering Families and Communities → Sustainable, Inclusive Growth → People Workforce

STRATEGIC OUTCOMES

Children and young people have **improved life outcomes** by growing up loved, safe and respected

Empowered communities are well designed, inclusive, sustainable, resilient and safe

People of all ages successfully contribute to our communities by developing **skills for learning, life and work**

Poverty in our communities is reduced by improving outcomes for all

People are healthy and active with **improved health and wellbeing**

Human Rights are respected and fulfilled by tackling inequalities across our communities

* Combining the following Plans on a Page 2025-26 (pages 16-27)
Delivered in collaboration with community planning partnerships and partners and aligned to the vision, strategic outcomes and priority themes of the Clackmannanshire Alliance **Wellbeing Local Outcomes Improvement Plan (LOIP) 2024-2034.**

Children Service's	Community Learning and Development	Community Justice
Local Child Poverty Action	National Improvement Framework	Violence Against Women and Girls
Libraries	Sport and Active Living Framework	Family Wellbeing Partnership
The Promise	United Nations Convention of the Rights of the Child (UNCRC)	

3

Community Wellbeing Plan Strategic Outcomes, Key Strategic Actions: 2025-2026

Strategic Outcome:

Children and young people have improved life outcomes by growing up loved, safe and respected

STRATEGIC ACTIONS 2025 - 26 (aligned to Plans on a Page)

- Coordinate safeguarding efforts across sectors to deliver proactive and responsive support
- Ensure women and girls feel safe at home, work, and in the community
- Support children, young people, and families early through integrated services
- Deliver local accommodation and support for care-experienced young people in partnership
- Enhance workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework

Progress Summary 2024 - 25

For full integrated report - see Community Wellbeing Plan 2024 - 25 Report

Clackmannanshire is taking a strategic and compassionate approach to improving outcomes for children and young people. Through trauma-informed leadership, community empowerment, and evidence-based service development, the local authority is delivering on national priorities including The Promise, Equally Safe, and GIRFEC. Across all areas of work, there is a consistent focus on early intervention, inclusion, and family wellbeing. These efforts are not only preventing crisis but are building longer-term resilience in children, families, and communities. The commitment to inclusive, person-centred support means that children in Clackmannanshire are increasingly growing up loved, safe, and respected.

Relevant Key Performance Indicators and Management Information which contribute to this outcome

Expanded KPI table in CWP Report 2024 - 25

- No of children referred to Children's Reporter (offences only) – rates per 1000 children
- Percentage of care experienced children with 3 or more placements during the year
- Number of unplanned external placements changes for children
- Reduction in number of children on Child Protection register / Rate of children on the Child Protection Register (Rate per 1000 children)
- Number of child protection re-registrations within 6 months and 2 years
- Rate of registrations to the child protection register from initial and pre-birth Case Conferences during the year per 1,000 0-15 year olds
- Reduction in the number of children who are looked after
- Percentage of children being looked after in kinship care
- Percentage of children placed in locally provided registered foster care households
- Number of children looked after outside of Clackmannanshire

4

Strategic Outcome:

Empowered communities are well designed, inclusive, sustainable, resilient and safe

STRATEGIC ACTIONS 2025 - 26 (aligned to Plans on a Page)

- Implement the Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizen's Panel and building on Family Wellbeing Partnership approaches
- Leverage Data and Voice Insights to Drive Impactful Decision-Making
- Strengthen and deploy Community Justice Partnership resources.
- Develop sustainable transport solutions, including active travel options, in collaboration with key partners

Progress Summary 2024 - 25

For full integrated report - see Community Wellbeing Plan 2024 - 25 Report

There is increasing evidence of a robust and evolving approach to meeting this strategic objective. The breadth of initiatives, strong multi-agency collaboration, and focus on lived experience are particular highlights. Continued attention to equitable participation, impact measurement, and long-term funding will be essential to maintain momentum and ensure all communities remain empowered, inclusive, and resilient. This has also been noted by the Scottish Government in their recently published evaluation of the Family Wellbeing Partnership, noting that "feedback from staff and stakeholders indicates that the FWP has driven a significant shift towards a more integrated, preventative, and multidisciplinary approach to the delivery of services for families. Data collected also suggests that the FWP's person-centred approach has enabled staff and partners to form trusting relationships with families in Clackmannanshire.' The FWP approach holds important lessons for other communities across Scotland.

Relevant Key Performance Indicators and Management Information which contribute to this outcome

See also expanded KPI table in CWP Report 2024 - 25

- Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire
- Rate of children on the Child Protection Register with domestic abuse listed as a concern identified.
- Number of diversion from prosecution successfully completed
- Reduction in all forms of violence against women and girls
- Number of individuals receiving support from STRIVE

5

Strategic Outcome:

People of all ages successfully contribute to our communities by developing skills for learning, life and work

STRATEGIC ACTIONS 2025 - 26 (aligned to Plans on a Page)

- Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement.
- Promote desistance from offending and diversion from the justice system.
- Improve attainment in Literacy and Numeracy with a focus on the poverty-related attainment gap.
- Implement learning, teaching and assessment guidance as part of the development of a new Raising Attainment Strategy.
- Strengthen Workforce Development with a specific focus on improving follow-up leaver destinations so that initial destinations are sustained.

Progress Summary 2024 - 25

For full integrated report - see Community Wellbeing Plan 2024 - 25 Report

Clackmannanshire is delivering on this strategic outcome through a broad, inclusive, and collaborative approach. The work spans the full age range, from early years to adulthood, and is underpinned by strong leadership, cross-sector partnerships, and a focus on equity. While challenges remain (e.g. workforce changes in libraries), clear plans are in place. Overall, there is robust evidence that individuals across Clackmannanshire are being equipped with the skills and opportunities to contribute meaningfully to their communities.

Relevant Key Performance Indicators and Management Information which contribute to this outcome

See also expanded KPI table in CWP Report 2024 - 25

- Percentage of school leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6)
- Percentage of school leavers entering initial Positive Destination
- Percentage of children with one or more developmental concerns at 27–30 month reviews
- Attendance Rate – all (taken from stretch aims)
- Attendance Rate – Care Experienced (taken from stretch aims)
- Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Literacy (taken from stretch aims)
- Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Numeracy (taken from stretch aims)
- Percentage of Care Experienced School Leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6)

6

Strategic Outcome:

Poverty in our communities is reduced by improving outcomes for all

STRATEGIC ACTIONS 2025 - 26 (aligned to Plans on a Page)

- Encourage voice-led transformation across services supporting families in or at risk of poverty
- Develop Whole Family Support approaches tailored to community needs
- Optimise income maximisation opportunities and referral pathways
- Establish specialist employability support for those with criminal justice experience, including employer engagement

Progress Summary 2024 - 25

For full integrated report - see Community Wellbeing Plan 2024 - 25 Report

Clackmannanshire is emerging as a leading model for place-based, person-centred poverty reduction in Scotland. The integration of the FWP's relational ethos with strategic action is building an inclusive, resilient system capable of not just responding to need, but reshaping the conditions in which families thrive. Clackmannanshire's Tackling Poverty Strategy is a collaborative, preventative, and community-anchored system. Evidence from both lived experience and evolving quantitative indicators confirms:

- Improved service access and trust in professionals
- Strengthened family wellbeing and community engagement
- Effective alignment between local governance, public service transformation, and the national child poverty agenda

Relevant Key Performance Indicators and Management Information which contribute to this outcome

See also expanded KPI table in CWP Report 2024 - 25

Child Poverty Rate (0-15 years Clackmannanshire) – relative poverty after housing costs
Employment Rate 16-64 (%); Claimant Count (aged 18 to 24); Workless Households
Children living in relative low income families (%) Before Housing Costs DWP DATA
Proportion of households in fuel poverty
Families accessing school age childcare opportunities via the Child Wellbeing Partnership
Number of adult qualifications/ awards/employments achieved
SIMD 20% most deprived
Healthy Life Expectancy (male) at birth, Healthy Life Expectancy (female) at birth

7

Strategic Outcome:

People are healthy and active with improved health and wellbeing

STRATEGIC ACTIONS 2025 - 26 (aligned to Plans on a Page)

- Ensure access to a continuum of mental health and wellbeing services for children, young people, and families and prioritse prevention-focused mental health and wellbeing initiatives
- Progress the Wellbeing Hub and Lochies School project through design to construction.
- Increase opportunities for healthier behaviours, focusing on those facing inequality.
- Develop shared measures and targets to improve community health and wellbeing.

Progress Summary 2024 - 25

For full integrated report - see Community Wellbeing Plan 2024 - 25 Final Report

Strong progress has been made in delivering the outcome of ensuring people are healthy and active with improved health and wellbeing. Through a comprehensive, preventative, and equity-driven approach, mental health and wellbeing services are now embedded. The Wellbeing Hub and Lochies School development, a major infrastructure project, remains on track, and targeted supports that improve daily lives across Clackmannanshire have been expanded. These efforts are both inclusive and impactful, demonstrating meaningful change for individuals and communities alike.

Relevant Key Performance Indicators and Management Information which contribute to this outcome

See also expanded KPI table in CWP Report 2024 - 25

- Percentage of Children and Young People (under 18's) participating in extracurricular school sport and physical activity
- Proportion of adolescents who have consumed alcohol in last 30 days
- Teenage Pregnancy Rate (under 20 years); rate per 1000 women
- Percentage of Children and Young People who describe their mental health as good or very good

8

Strategic Outcome:

Human Rights are respected and fulfilled by tackling inequalities across our communities

STRATEGIC ACTIONS 2025 - 26 (aligned to Plans on a Page)

- Champion UNCRC and The Promise across all policies and services
- Direct support and resources to improve experiences for children with disabilities
- Support learning potential by targeting Additional Support for Learning resources effectively
- Facilitate reintegration of offenders into the community
- Embed voice and co-design in all policy and service development

Progress Summary 2024 - 25

For full integrated report see Community Wellbeing Plan 2024 - 25 Final Report

Significant progress has been made in promoting human rights and reducing inequalities across communities. Co-designed initiatives empower individuals, tailor support, and foster inclusion in education, family support, youth participation, and wellbeing. The UNCRC is firmly embedded in governance, as mandated by the UNCRC (Incorporation) (Scotland) Act 2024, with active child/youth involvement, educational programmes, and community engagement driving a rights-based approach. Inclusive learning strategies demonstrate a strong commitment to meeting diverse learners' needs through collaborative, evidence-based flexible practices. The emphasis on professional learning ensures staff are well-equipped to support learners, whilst partnership working with health, third sector and families enriches provision. The ongoing review of processes and adaptive planning for increasing demand, highlights a proactive and responsive system. Future focus on refining resource allocation will further enhance outcomes for learners with additional support needs.

Relevant Key Performance Indicators and Management Information which contribute to this outcome

See also expanded KPI table in CWP Report 2024 - 25

- Attainment gap at Senior Phase - SCQF Level 5 (percentage points)
- Attendance rate - Additional Support Needs (ASN)
- Positive destination rate - ASN
- Poverty related attendance gap - primary
- Poverty related attendance gap - secondary
- Increased percentage of care experienced pupils entering positive destinations
- Unemployed people assisted into work via Council Employability Programmes

9

Performance Indicators

All Plans on a Page are linked to the Overarching Key Performance Indicators and Management Key Performance Indicators.

Overarching Key Performance Indicators *Anticipated publication date	2021/22	2022/23	2023/24	Target 2024/25	Actual 2024/25	Target 2025/26
Child Poverty Rate (0 -15 years Clackmannanshire) – relative poverty after housing costs	25.5%	27.3%	28.5%	24%	*Jun. 26	24%
Unemployment Rate Young People (aged 16-24 years) – **NEW measure**	6.6%	4.8%	5.1%	3.3%	*Jan. 26	2%
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire	146	127	141	114	*Nov. 25	110
Number of diversions from prosecution successfully completed – **NEW measure**	28	13	32	Increase - as per national	33* Published Sep./Oct. 25	35
Number of sexual crimes (includes rape & attempted rape and sexual assault) per 10,000 population - **NEW measure**	28	27	26	24	27	22
No of children referred to Children's Reporter (offences only) – rates per 1000 children	5.8	5.3	6.7	5.6	4.9	4.0

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Overarching Key Performance Indicators *Anticipated publication date*	2021/22	2022/23	2023/24	Target 2024/25	Actual 2024/25	Target 2025/26
No of children referred to Children's Reporter (non-offences only) – rates per 1000 children	14.6	9.9	10.0	9.5	10.5	9.5
Number of children (0-17 years) entering the 'care system' during the year – **NEW measure**	61	50	71	Not set for 24/25 – [new KPI 25/26]	89	70
Reduction in the number of children who require statutory measures of intervention [SCRA CSO Number of Children subject to CSO at year end]. **NEW measure**	182	146	113	Not set for 24/25 – [new KPI 25/26]	119	107
Number and percentage of children in the care system living within the community (not including residential care) - **NEW measure**	95% (250)	95% (213)	94% (199)	92.5 % (based on national average)	*Apr. 26	94%
Percentage of care experienced children and young people who report they have meaningful opportunities to inform and influence service development and delivery - **NEW measure**	No Data	No Data	No Data	Not set for 24/25 – [new KPI 25/26]	No data - as new for 24/25	No baseline to set target
16-19 year old Participation Rate (Annual Participation Measure) - **NEW measure**	90.7%	90.4%	90.3%	92.6%	*Aug. 25	93%
Percentage of children with one or more developmental concerns at 27-30 month reviews	20.1%	17.7%	17.6%	16.7% [national]	*Apr. 26	16.7% [national]

Overarching Key Performance Indicators *Anticipated publication date	2021/22	2022/23	2023/24	Target 2024/25	Actual 2024/25	Target 2025/26
Attendance Rate – all (taken from stretch aims)	90.3%	90.7%	90.1%	92%	91%	94%
Attendance Rate – Care Experienced (taken from stretch aims)	89.5%	86.5%	88.1%	92%	90.1%	94%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Literacy (taken from stretch aims)	63.3%	69.6%	73.9%	75%	72.1%	76%
Percentage of P1, P4 and P7 pupils combined achieving expected CfE Level in Numeracy (taken from stretch aims)	71.7%	72.4%	77.3%	78%	75.1%	79%
Attainment gap at Senior Phase - SCQF Level 5 (percentage points)	10.4	20.7	14	9	*Sep. 25	6
Percentage of School Leavers achieving at SCQF Levels in Literacy and Numeracy (Levels 4, 5 & 6) *	54.5%	53.7%	63.8%	60.1% [national]	*Feb. 26	60.1% [national]
Percentage of Care Experienced School Leavers achieving at SCQF Levels in Literacy & Numeracy (Levels 4, 5 & 6) *	26.3%	30.2%	31%	38.7% [VC]	*Feb. 26	38.7% [Virtual Comparator]
Percentage of Children and Young People who describe their mental health as good or very good	No data [bi-annual]	41%	No data [bi-annual]	50%	*Dec. 25	54%

Overarching Key Performance Indicators *Anticipated publication date	2021/22	2022/23	2023/24	Target 2024/25	Actual 2024/25	Target 2025/26
Percentage of Children and Young People (under 18's) participating in extracurricular school sport and physical activity	36%	42%	45%	47%	48%	50%
Proportion of adolescents who have consumed alcohol in last 30 days [Planet Youth]	36%	No data	28%	14%	*Dec.25	14%
Drug-related Hospital Admissions – Young People (15-24 years, per 100,000 population - **NEW**	126	95	105	Not set for 24/25 – [new KPI 25/26]	*Apr. 26	80
Deaths from suicides – Young People (11-25 years) 5 year average – per 100,000 population - **NEW measure**	9.5	4.8	*Not yet available	11.1	*Aug. 25	0
Teenage Pregnancy Rate (under 20 years) Rate per 1000 women	30.5	33.6	Not yet available	27.1	*Jul. 26	To be confirmed
% of Girls in Clackmannanshire participating in recreational activity	No data	No data	No data	Not set for 24/25 – [new KPI 25/26]76%	50%	52%
Active Travel to School - **NEW measure**	65.9%	66.1%	62.1%	50.8%	62.4%	64%

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Common Business Plan Indicators NYA = not yet available	2021/22	2022/23	2023/24	Target 2024/25	Achieved 2024/25	Target 2025/26
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13	NYA	12
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	100%	78.95%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	100%	96.8%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	76%	86%	83%	100%	89.5%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	80%	96%	100%	91.7%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	23%	49%	37.3%	35%	20.8%	19%
% of employees who have completed mandatory training by the due date	N/A	10.3%*	58%	100%	NYA	100%
Staff Survey - I feel valued for the work I do PPL S12 HWD	63%	N/A	56%	100%	NYA	100%
Staff Survey - I feel that I am treated with dignity and respect within my team PPL S17 HWD	75%	N/A	74%	100%	NYA	100%
Staff Survey - I am clear about how I contribute to the organisation's goals PPL S21 HWD	74%	N/A	69%	100%	NYA	100%
Survey response rate PPL S26 HWD	23%	N/A	31%	100%	NYA	100%

Demographic Profile

The People Directorate Demographic Profile 2025 (Annex B) has informed the Strategic Actions and Plans on Page for 2024 – 25. Where possible threats and risks identified have mitigations in place, either through service delivery and/or partnership working.

Plans on a Page

See the following pages for individual Plans on a Page 2025-26.

14

National Improvement Framework Plan on a Page 2024-2027

Ambition 2024-27
Reduce inequalities of educational outcome experienced by young people as a result of socio-economic disadvantage and increase excellence and equity for all learners

Objectives 2024-27

Placing the human rights and needs of every child and young people at the centre of education	Improvement in children and young people's health and wellbeing	Closing the attainment gap between the most and least disadvantaged children and young people	Improvement in skills and sustained, positive school-leaver destinations for all young people	Improvement in attainment, particularly in literacy and numeracy.
Outcomes 2024-27 ([National Outcomes](#))				
• All aspects of UNCRC (Scotland) Act 2024 implemented and stakeholders are cognisant of the duties under the Act and sources of support. • All Schools and ELCs have Rights Respecting Schools (RRS) status and are accredited with Keeping the Promise Award by 2027. • Improved understanding and transparency of Additional Support for Learning (ASL) processes for education staff and improved involvement of children and young people with Additional Support Needs (ASN) in decisions that affect them.	• Improved supports for young people living in Scottish Index for Multiple Deprivation (SIMD) Quintile 1 for health and wellbeing and mental wellbeing, through a range of supports and services • Increased opportunities to engage in physical activities • Attendance gap for young people in SIMD Quintile 1, vulnerable groups and Free School Meal Entitlement is narrowed • Number of children meeting developmental milestones has increased • Learning from Family Wellbeing Partnership approaches influence Education settings	• Digital approaches are supporting a broader curriculum offer in Senior Phase • Community around the School is making a difference across secondary school communities • Increased community, third sector and council collaboration	• Findings of the Withers review fully implemented in establishments, through a 3-18 Skills Framework • Young people securing and sustaining a positive destination • Positive destinations for care experienced children and young people • Increased number of school leavers attaining Scottish Credit Qualifications Framework and wider achievement qualifications • Young people have the skills for learning, life and work	• Experiences in schools and ELCs meet the needs of children and young people, leading to increased attainment • Robust systematic approaches to assessment and moderation are in place, including enhanced use of rich data to track progress • Schools and ELCs evaluated as good, across core indicators have increased
Actions 2025-26				
• Embed child friendly complaints process (UNCRC and SPSO) • Implement guidance for staff regarding ASL referral processes • Re-design of ASL resources and approaches to meet increasing need • Develop a system and guidelines/approaches for monitoring, evaluating and sharing effective practice of UNCRC in schools and ELCs • Implement PIE Strategy 2025-2028	• Implement Sport and Active Living Framework 2024-2028 priorities • Develop a robust strategic approach to improve attendance • Support implementation of refreshed materials and CLPL for Readiness for Learning (R4L) • Develop high quality developmentally appropriate spaces interaction and experiences in P1. • Design high quality experiences in ELC based on observation and tracking of developmental milestones	• Design and deliver digital curriculum offer at Senior Phase • Expand the reach of the Family Wellbeing Partnership into schools and ELCs • Deliver CWP innovation; baby provision • Co-design approaches to effective analysis and use of data to improve schools and ELCs curriculum	• Strengthen vocational qualifications offer • Develop closer relationships with Clackmannanshire LEP to improve sustained destinations • Use tracking data more effectively for all Care Experienced Children and Young People • Extend analysis and application of labour market intelligence to upskill young people • Develop a skills framework 3-18	• Develop a Raising Attainment Strategy • Consistently implement agreed approaches to robust, rigorous self-evaluation and moderation • Implement Learning teaching and Assessment Guidance • Increase attainment; early level numeracy, first level writing, early level reading

Ambition 2025-30	Poverty Action Plan as *Approved at Tackling Poverty Partnership: June 2025*				
For all people in Clackmannanshire to live longer in good health by reducing inequalities and child poverty through a Wellbeing Economy approach					

Outcomes 2025-30

Access to labour markets is equitable and people can access fair work and quality jobs	Household incomes are increased, and costs of living and debts are reduced for people in poverty
Costs of living including food, fuel, housing and childcare are reduced and manageable	Aspirations, educational outcomes and career prospects are high, regardless of poverty
Mental, physical and social wellbeing outcomes are equitable regardless of poverty	Access to childcare is increased, equitable and affordable
	Transport is available, affordable and convenient

Objectives 2025-30

Voice led transformation is prioritised	All parts of the system that cause and /or alleviate poverty are working together	Health and wellbeing inequalities linked to poverty are mitigated	Objective: Income from Social Security and benefits in kind is maximised	Objective: Costs of living are minimised	Objective: Income is maximised through employment

Actions 2025-26

Voice led transformation is prioritised	All parts of the system that cause and /or alleviate poverty are working together	Health and wellbeing inequalities linked to poverty are mitigated	Objective: Income from Social Security and benefits in kind is maximised	Objective: Costs of living are minimised	Objective: Income is maximised through employment
Embed the views and voice of the community in decision making through the Citizen's Panel Panel (Clackmannanshire Transformation Space) and engagement with other key voice groups Work across the partnership to encourage voice-led transformation across all services that support families experiencing or at risk of poverty Embed the Clackmannanshire Family Support Collaborative, shaped by the needs and voice of families	Enhance the tackling poverty agenda, reflecting Whole Family Support within local plans and policies, and strengthening community planning and reporting Through a wellbeing lens, engage stakeholders in the proposed Wellbeing Economy Framework for Transport, to ensure that sustainable transport solutions meet the community's needs and alleviate poverty and inequality Further develop the STRIVE multi- agency approach to ensure earlier intervention so that people have access to support and avoid crisis. Collaborate with partners on sustainable All Age childcare model, including Scottish Government Feasibility Study	Work in partnership to develop a system of place-based whole-family support approaches to improving health and social outcomes Promote mental health and wellbeing supports and services, including preventative resources, for children, young people and adults Promote good nutrition and sustainable food (Good Food Partnership) and upskill community members in healthy home cooking and qualifications, building on the work of HSCP Public Health Nutrition Team and Community Around the School activity	Deliver opportunities for income maximisation that meets the needs of the community, including embedded referral pathways between the Family Nurse Partnership, Health visitors and Citizen's Advice Bureau Target promotion of benefits which can reduce living costs, including Council Tax Reduction and Discretionary Housing Payment Explore ways to enhance the One Stop Support model and wider methods of communication and awareness raising, to ensure maximum reach and efficiency, embedding the views of the community	Develop and implement fairer processes and enhanced support for families with debts/arrears owed to public bodies, including Council debt collection review Through the Clackmannanshire Good Food Partnership, design and deliver pathways to respond to and prevent food insecurity in line with the needs of the community, to ensure children and young people receive good nutrition from birth Promote awareness of/access to crisis infant formula, via The Gate's (Health Visitors and Family Nurse Partnership Design, with the community, approaches to address other cost-of-living issues, including housing, energy and bereavement costs	Establish a specialist employability support programme for people with experience of the criminal justice system, incorporating employer engagement and disclosure advice Establish and deliver a wrap-around employability support programme for lone parents from Alloa South & East Build on the success of our Childcare Pathways and NHS Demonstrator Programmes, creating additional pathways across sectors, maximising opportunities for paid and unpaid work experience with associated training, and introduce NHS Forth Valley Healthcare Support Worker Academy Programme Implement Specialist Employability Support programmes to provide a 'place and train approach', whilst ensuring appropriate support (and helping to reduce the disability gap)

Violence Against Women & Girls 2023 - 2026

Ambition
Women and girls in Clackmannanshire are equally safe at home, at work and in the community.

Objectives (From Equally Safe, Scottish Government 2018)

Society embraces equality and mutual respect, and rejects all forms of violence against women and girls	Women and girls thrive as equal citizens – socially, culturally, economically and politically	Interventions are early and effective, preventing violence and maximising the safety and wellbeing of women, children and young people	Men desist from all forms of violence against women and girls, and perpetrators of such violence receive a robust and effective response

Outcomes

• More people in the workforce and the community are aware of VAWG and have confidence in available support • Increased awareness amongst young people of GBV issues and where to get help	• More women take up earlier support for GBV issues. • Fewer incidents of VAWG across Clackmannanshire • Reduction in inequalities in workplace as a result of GBV • More employers implement ES at Work	• Women and girls living with VAWG receive the right support, in the right place, at the right time • Policies and services to support survivors of VAWG are co-produced • Local policies, processes and services promote equality for women and girls	• Earlier interventions for both perpetrators and survivors • Increased skills and knowledge across the workforce to support women and children affected by VAWG using a trauma informed approach

Actions for 25-26

• Design services and policies in line with lived experience; co-produced and trauma informed • Ensure the development of the VAWG Delivery and Implementation Plan 2025-2026 is co-produced and informed by lived experience • Explore links between VAWG and poverty in the community and approach poverty through a GBV lens • Provide consultation on the ongoing initiatives by COSLA and the Improvement Service to ensure local voices are heard at a national level • Improve data collection and analysis • Host several events throughout the year to raise awareness and engage the community with the issue of VAWG	• Achieve White Ribbon Status • Engage more staff with the GBV training calendar and work towards embedding the Safe and Together training model • Work towards a sustainable funding model to continue employment of VAWG Coordinator role • Plan and support a range of GBV education and support from Early Leaning Childcare (ELC) though to college and beyond • Focus on community engagement and deliver plans to empower the community with trauma informed skills; reducing the need for survivors to engage with services at crisis point • Develop the STRIVE team's ability to intervene before crisis point through the Transformation of STRIVE	• Exploration on Equally Safe at Work scheme • Maintain close working relationships with partner agencies to reduce touch points for survivors and streamline services to make access easier • Focus on prevention through cultural and attitudinal change • Ensure practices, policies and processes in place to work towards Equally Safe at Work • Ensure Training Matrix is rolled out and evaluation processes in place • Develop the work with perpetrators of VAWG through self-help line & non court mandated work to generate more referrals • Ensure the successful roll out of the domestic abuse policy for staff which has been coproduced through the VAWG Partnership

Date Last updated: 08 july 25

Community Justice Outcome Improvement Plan 2023-2028

Ambition 2023-28
The purpose of the CJP is to improve community justice outcomes for people involved with the justice system and for communities

Objectives 2023-28			
Optimise the use of diversion and intervention at the earliest opportunity	Ensure that robust and high-quality community interventions and public protection arrangements are consistently available across Scotland	Ensure that services are accessible and available to address the needs of individuals accused or convicted of an offence	Strengthen the leadership, engagement and partnership working of local and national community justice partners

Outcomes 2023-28			
- More people successfully complete diversion from prosecution - Improved opportunities for diversion from prosecution through enhanced partnership working - More people access services to support desistance from offending (National) - More people in police custody receive support to address their needs (National)	- Fewer people are sent to prison - More people have access to suitable accommodation following release from a prison sentence - Increased knowledge and skills across the workforce to support people throughout their justice journeys using a trauma informed approach - More people access voluntary throughcare following a short-term prison sentence - More victims access services and receive consistent support with their needs throughout the justice process - More people are assessed for and successfully complete bail supervision	- More joined up pathways and commissioning of services across local strategic partnerships - More integrated pathways of health and social care between statutory and third sector services support victims, and people accused of or who have committed an offence - More people access peer support and mentoring	- More people across the workforce and in the community understand, and have confidence in, community justice - Fewer people experience stigma due to involvement in the justice system. - Local Community justice services and policies are co-produced - Assurance of services is based on meaningful engagement with people with lived experience - More people with convictions access support to enhance their readiness for employment

Actions: 2025-2026			
Continue to explore opportunities to increase the use of diversion Further develop a multidisciplinary hub with immediate access to multiple support services Continue to develop partnership approach to identify opportunities for earlier interventions prior to individuals entering the Justice System	Increase awareness of all support options available for people in police custodial suites Review workforce development needs across the justice workforce to ensure that the appropriate level of trauma informed training is embedded within both statutory and third sector services Create a more trauma informed safe place for assessments, supports and interventions Continue to develop a whole systems approach to service delivery, with a particular focus on earlier intervention for issues such as substance use, mental health and trauma Continue to work in partnership to address barriers to accessing health and social care following release from a prison sentence Further develop partnership delivery of voluntary throughcare with Upside national voluntary throughcare service	Commission and carry out a survey on victim services and test out on small scale with HSCP Peer Enquiry GP / RLP Review Victims' pathways and update communication concerning criminal proceedings and support available Review and address pathways through the justice process which need to be more transparent and easily negotiable	Develop support pathways beyond Justice Services Continue to develop and support CJP Lived Experience Panel to fully engage with CJP planning, development and delivery Identify shared agendas, resources and funding opportunities to aid collaborative working Create a lived experience role within Justice Services Continue to develop justice employability pathway in partnership with LEP. Carry out Public Attitudes to Crime survey and related focus groups.

Community Learning and Development Plan 2024-2027

Ambition 2024-27			
The Community Learning and Development (CLD) offer builds capacity, meets the needs of local people and reduces inequalities.			

Objectives 2024-27			
Improve wellbeing and learning opportunities	Create a community where everyone has the opportunity to flourish	Radical shift towards preventative and relational model of public services	Voice and agency of Clackmannanshire people and communities at the heart of decision making

Outcomes 2024-27			
• Increased access to more accredited qualifications, thereby improving skills for learning, life and work. • Young people access formal and informal opportunities, leading to an increase in the number of achievements and awards. • Targeted opportunities for Outdoor Learning support the wellbeing of identified groups, leading to more qualifications in wider achievement.	• Our work is underpinned by the CLD values, empowering individuals and groups and encourages lifelong learning. • Through Family Wellbeing Partnership (FWP) approaches, communities have increased access to a range of wellbeing support and learning experiences, empowering them to build capacity. • The CLD offer is flexible and adaptable and tailored to the needs of local people, aligning with the strategic vision and the priorities of the Community Wellbeing Plan and FWP objectives.	• The shift to early intervention is reducing the number of referrals to statutory services. • Local people can access the right services based on their needs, so they have increased access to well developed pathways. • Effective information sharing across partners is supportive to the needs of the community.	• Our communities have the confidence, knowledge and skills to influence decisions. • Children and young people understand their rights and are involved in decision making, through the work of the Youth Forum and our MSYPs. • CLD priorities are evidenced and informed by an empowered community voice.

Actions 2025-26			
• Establish a baseline of the number of wider achievement awards gained in 2024/2025 and improve this by 20% in 2025/2026. • Work with partners to support identified groups, including What Matters 2 U Make it Happen fund. • Developed and implement more Outdoor Learning opportunities, through the locality model.	• Track the progress of adults, young people and groups, to evidence the impact of CLD interventions. • Offer more supported volunteering opportunities. • Using the HGIOCLD Framework, further enhance the skills and competencies of CLD practitioners, including data informed practice.	• Embed CLD into the locality model, whilst ensuring integration with multi agency planning and support. • Align processes for supporting individuals and groups with other community supports. • Track CLD referrals and outcomes for individuals and groups.	• Support individuals and groups to participate in decision making and planning. • Evaluate CLD processes and practice to ensure that they reflect rights based approaches and the UNCRC (Scotland) Act. • Effectively use data and local intelligence to inform priorities, practices and processes.

SPORT & ACTIVE LIVING ONE PAGE STRATEGY PLAN 2024

Ambition

Through enhanced and more focused partnership working between professional bodies, third sector partners and our communities we will achieve our vision of:
"An active Clackmannanshire which inspires more people to get out, get going and get active".

Objectives

Workforce - More people with the right skills working in paid and voluntary roles.	Facilities - More accessible and higher quality, sustainable and inclusive public and community facilities.	Programmes - More suitable and targeted programming for people with specific needs, across school and community environments.	Travel - More accessible and connected travel options.

Outcomes

• A highly skilled, energised, and resilient workforce deployed across the sector in Clackmannanshire. • There is a workforce created and developed ready to be deployed in the new Wellbeing Hub.	• The Wellbeing Hub is built to the highest standards of inclusion, accessibility and sustainability and this approach is embedded in all future sport and active living facility developments. • The Wellbeing Hub is part of a network of high-quality public, private and community run sport, leisure and recreation facilities across the county.	• People, including those who may not traditionally participate, are more able and confident to take part in sport or physical activity. • Children, teenagers, and families purposefully engage in positive and healthier behaviours and choices in school and community settings. • More people with long term health conditions have access to appropriate physical activity opportunities that improve their health and wellbeing. • More diverse and inclusive sport and physical activity opportunities are offered within clubs and community environments.	• A network of safe and connected Active Travel routes that support the communities of Clackmannanshire to access the Wellbeing Hub and the wider network of sport, leisure and recreation facilities and spaces by walking, wheeling and scooting.

Actions 2025-26

• Collaborate with key stakeholders to ensure there is a coordinated approach to workforce:
   ◦ Recruitment
   ◦ Training & Development
   ◦ Retention & Nurture
	• Progress the various stages of development (Full Business Case, enabling works, construction and programming) of the Wellbeing Hub & Lochies School for completion in 2027. We will undertake a review of the current usage & pricing policy to enable us to maximise the out of school hour's use of the sport and leisure facilities within the three Academies.
	• Maximise the Community Sports Hubs Co-ordinator resource and expertise to support community sports clubs to enhance their facilities.
	• Explore opportunities to expand our offer at Firpark Ski Centre.
		• Use a multi partner approach to better understanding the barriers people face to lead an active life. Review all available qualitative and quantitative stakeholder data and consult directly with local people to confirm the suitability of existing programmes and explore gaps that need to be addressed by summer 2026.
		• Continue to build relationships with cluster primary healthcare professionals to develop a suite of offerings for those facing long term health conditions (i.e. heart conditions, obesity, drug, alcohol conditions) to improve their health and wellbeing.
		• Continue to review, expand & explore funding opportunities to enhance our physical activity offer to identified target groups / individuals facing inequalities or disadvantage through our Sport & Leisure team.
			• Develop new and improved existing active travel routes and schemes to support accessible access to and from the Wellbeing Hub & Lochies School (Alloa West).
			• Review and action recommendations from the Active Travel audit completed as art of the Wellbeing Hub & Lochies School planning approval process.
			• Work with the Transport Authority to enhance the public transport network from Alloa town centre to the Wellbeing Hub & Lochies School.

Ambition 2024-26
Realign the values, cultures and behaviours of the people who design and deliver services so that poverty and inequality are tackled head on, making an immediate and lifelong impact.

Objectives 2024-26

Develop the conditions to enhance wellbeing and capabilities	Create a community where everyone has the opportunity to flourish	Radical shift towards preventative and relational model of public services	Voice and agency of Clackmannanshire people and communities at the heart of decision making

Outcomes 2024-26

• There is a continuum of mental wellbeing supports and services leading to improved outcomes on a variety of measures • Qualitative data, plans and processes evidence enhanced wellbeing and capabilities • More opportunities are realised for local people • Personal wellbeing of local people, council staff and key delivery partners is enhanced. • FWP supports Be the Future transformation programme • Clackmannanshire is recognised as a thriving Wellbeing Economy	• Community Around the School (CATS) - including Clackmannanshire Active Learning Academy (CALA) - is making a difference across Clackmannanshire • Collaborative community wellbeing approach is supporting people • Child Wellbeing Partnership (CWP) is delivering, testing and co-designing all age childcare incorporating whole family wellbeing approach. • Sport and Active Living Framework is realised • Sustainable transport system enables enhanced opportunity realisation	• Service delivery and planning is informed by data and strategic needs analysis (One Plan) and ensures more efficient use of resources and accurate resource prioritisation • Clackmannanshire Transformation Space leverages additional funding and maximises existing resources • FWP vision and learning influences Be the Future service re-design • The shift to early Intervention, prevention and trauma informed service delivery is positively impacting people's lives. • Work is more efficient; reducing duplication and sharing services wherever possible (Christie)	• Voice Strategy underpins all that we do. • Communities are empowered and supported to lead and participate in place-based approaches that matter to them. • There is a recognised community of active change makers. • More opportunities are realised for local people. • Community wealth building approaches are enhanced.

Actions 2025-26

In collaboration with learning partner, rationalise the gathering of impact stories and statements using Measures That Matter. Gather further cost avoidance data based on early intervention. Review and agree monitoring and evaluation processes and key performance indicators. **Align** all place-based approaches to improve mental well-being, health and outcomes. Embed VBL approaches throughout the council and community	Review recommendations from Horizons Research and apply as required. Embed FWP approaches within the delivery of the Wellbeing Hub Deliver sustainable transport solutions in collaboration with partners. Deliver WEAll transport Steering Group action plan and sustainable transport services plan.	Contribute to Fairer Futures Partnership learning community. Implement Whole Family Support Framework Refine One Fund, One Plan, One Report (Community Wellbeing Plan) and review with national partners Establish Community Voice panel to **shift more power to communities.** Review FWP Communication and Engagement Strategy Pioneer public sector reform	Evaluate voice led projects and initiatives intended to proactively identify, prioritise and address the issues that matter to local people Support and monitor the Make it Happen Fund panels (What Matters to You) and Community Voice panel (within CTS) to empower and support communities to be involved in transformational change. Update and Review progress of the Employability Action Plan (Wellbeing Economy Alliance) alongside Local Employability Partners and other partners

Library Service Plan on a page 2024-27

Ambition 2024-27		
Our Public Libraries enable and empower the communities they serve		
Objectives 2024-27		
Libraries support people and communities	**Libraries are valued community spaces**	**Libraries in partnership**
Outcomes 2024-27		
• Communities and people are supported and enabled	• Highly skilled, energised and resilient staff • Health and wellbeing of our communities is supported and enhanced • Spaces are accessible, inclusive and well used	• Partnership working is collaborative and outcome focused • Service development is collaborative and co-designed
Actions 25-26		
• Improve literacy and reading through national programmes and local initiatives. • Continue to ensure our rich and diverse communities are reflected in both library resources and programming • Review and renew our library vision and values with consideration of Directorate, Corporate and National direction • Identify and introduce initiatives both local and national that will engage and enhance the library service offer for community members	• Creation of a workforce development plan to equip staff with the skills to deliver a progressive library service • Maximise the use of our library spaces for community wellbeing • Ensure communities have the opportunity to actively contribute to the design and future of library spaces	• Expand opportunities for partnership and collaboration between libraries, communities, and wider Council Services. • Develop a service improvement culture which embeds consistent data measurement and self-evaluation practices including gathering impact stories and evidence.

Educational Psychology Plan on a Page 2025-2026

Ambition		
To be present and predictable, participating in assessment-led support (especially for those with suspected neurodevelopmental disorders) to better meet the needs of children, young people, their families, educational establishments and the local authority.		
Objectives		
Children and young people receive the right support at the right time to meet their full potential	A range of early intervention and prevention supports/services exist to meet the needs of children, young people and their families	A range of high quality information is accessible to support those who are meeting the needs of children, young people and their families
Outcomes		
• The additional support needs of children and young people are assessed effectively. • The diagnostic pathway for children and young people displaying signs of neurodevelopment disorders is streamlined, community-based and person-centred. • Educational establishments are supported to meet the needs of a wider range of children and young people.	• A continuum of mental health and wellbeing services will be available in a variety of formats, including digital and face-to-face. • Targeted support will be offered to key populations, namely those who are care experienced. • Preventative work in the early years will result in more children meeting their developmental milestones.	• Staff, parents and partners will be able to access a variety of information/resources on a range of topics. • New guidance for educational establishments will be developed in relation to suicide, self-harm and emotionally-based school avoidance (EBSA).
Actions 25-26		
• We will offer a differentiated model of cluster support that prioritises early intervention and prevention through a flexible and adaptable service delivery model. • We will offer enhanced support to our specialist provisions. • We will liaise with key partners to explore a new community-based model of NDD assessment and support.	• We will continue to operationalise the Mental Health and Wellbeing in Clacks continuum of support. • We will maintain a focus on our care experienced population through a combination of enhanced case work, therapeutic support and service development.	• We will develop a resource bank for parents/carers, schools and other partners in relation to aspects of NDD. • We will contribute to authority guidance on self-harm, suicide and EBSA.

Ambition 2024-27
UNCRC is embedded across all Services within the People Directorate.

Objectives 2024-27			
Children in Clackmannanshire will experience a **good childhood.**	**Establish a culture** where children and young people can share their voice and influence decision making.	**Planning** to ensure principles of UNCRC are embedded in Service delivery to enhance children's rights.	**Building Capacity** to ensure all understand and fulfil their duties under the UNCRC Act.

Outcomes			
• Children and young people in Clackmannanshire will have their rights respected in decisions and actions. • The rights of children and young people will be protected in line with UNCRC Implementation.	• Children and young people in Clackmannanshire understand their rights and are engaged and involved in decision making • Children and young people will be involved and listened to in decisions about their own lives and communities.	• UNCRC principles are embedded into systems and processes. • The views of children and young people are representative of the Authority demographic.	• Understanding of UNCRC principles is strengthened in collaboration with partners. •

Actions 2025-26			
• Extend a rights-based approach that reflects the UNCRC.	• Continued partnership working with Child Wellbeing Partnership to establish regular, rights-based consultation within establishments and local authority. • Ongoing inclusion of children and young people during decision making processes and participatory budgeting. • Enhance collaborative approaches to extend the voice of children and young people in establishments through Pupil Parliament and Youth Voice frameworks.	• Continuation of UNCRC working group to facilitate a support network for practitioners. • Embed UNCRC into all educational establishment improvement plans. • Distribution of Child Friendly Complaints leaflet in line with SPSO guidance. • Extend Rights Respecting Schools (RRS) Accreditation to all establishments. Work in partnership with UNICEF to train two staff to carry out Silver RRS visits. • Improve support for establishments to achieve RRS Accreditation. • Ensure Clackmannanshire's implementation of UNCRC takes account of The Promise and aligns with plan.	• Develop a system and guidelines/approaches for monitoring, evaluating and sharing effective practice of UNCRC in schools and ELCs. • Review frequency of Mandatory Courses for ongoing UNCRC training. • Develop frequency of Toolbox Talks across Service. • Review and update resources issued to support practitioners to enhance UNCRC delivery across each Service area. • Develop values and workforce development strategies to fully implement the UNCRC across Children's Services.

The Promise Plan on a Page 2025 - 2026

Ambition

By 2030, Clackmannanshire will #KeepThePromise and ensure that all young people grow up Loved, Cared for, Safe and Respected

Objectives

Children in Clackmannanshire will experience **a good childhood**	**Whole Family Support** will be accessible to communities	**Supporting the Workforce;** practitioners/care givers are trauma informed, skilled, and supported	**Planning** to ensure that the foundations of the Promise are central to service design and council business	**Building Capacity** to deliver best outcomes for children, young people and their families

Outcomes

Young people in conflict with the law will experience a trauma informed whole systems approach to support

Children and Young People are supported to achieve their potential in learning, health, life and work through inclusive, creative, non stigmatising approaches

Attendance and attainment of Care Experienced children and young people is maximised

Children and young people will receive trauma informed, safe care without physical intervention, growing up locally with siblings where it is safe to do so, connected to significant people. | Children, young people, and families will have timely and equal access to a coordinated range of support services that meet their needs and help them thrive.

Effective whole family support will help more children to be safely cared for at home.

 Family Support services are developed, planned, and evaluated with families' voices at the heart, ensuring person centred and responsive approaches.

Build a strong local care community where caregivers receive the right support and training to improve outcomes for children and young people | Care givers and the workforce will experience greater support through trauma enhanced approaches to training delivered with the aim of enhancing skill in practice and in care.

The general workforce demonstrates understanding of The Promise, role of corporate parents, and the importance of trauma informed, relationship based approaches

The language of care will change through continued implementation of Clackmannanshire's Language of Care Policy language informing practice and communication that is trauma informed and non stigmatising. | Council policies will ensure that all care experienced children, young people and families are positively represented.

Services are co-designed with children, young people, care givers, and families, empowering them to influence decisions and ensure support reflects the needs and aspirations of the care experienced community.

Children's rights, as set out in the UNCRC are at the heart of every service that supports children, young people, and families | Children and Young People will have improved access to local care provision, housing options, and support when leaving care delivered through collaborative multi-agency approaches

Robust tracking mechanisms will ensure that outcomes for all care experienced children and young people are fully understood to inform strategic planning and drive improvement.

Data is mapped, analysed and used to improve the lived experience of care experienced children and young people |

Actions

Delivery of effective trauma-responsive services that reduce risk, maximise opportunities for early intervention, prevention, and sustainable change.

Improve educational outcomes for Care Experienced Children and Young People and other targeted groups through tailored support.

Further develop Virtual Headteacher role and supporting networks to build additional capacity.

Develop coordinated oversight of children who experience physical intervention across different settings, particularly out with the authority. | Embed the Clackmannanshire Family Support Collaborative, an alliance of statutory, third sector, and community services informed and shaped by the needs of families to deliver a range of whole family support.

Invest and commission innovative models of service delivery that are informed by the voice and needs of communities with focus on good practice, increased capacity and out of hours provision.

Increase support for kinship carers so that children and young people remain within their family network. | Supporting care givers and the workforce through training at appropriate levels aligned with the Transforming Psychological Trauma Knowledge and Skills Framework.

Review digital methods to enhance young people's opportunities for participation and engagement.

Train all Directorates in the Keeping The Promise Award by 2027 ensuring all areas of business have awareness of premise of promise | Quality Assurance processes to be strengthened to ensure children & young people's needs are clearly identified and met through a holistic approach to assessment and planning.

Ensure the needs of care experienced children and families represented through the Lens of The Promise in all reviews of key council policies.

Embed UNCRC across service policies and development plans.

Embed self evaluation within development and deliver of services. | Increase capacity across the strategic partnership to record and share data trends to fully analyse, evidence and measure the impact of actions on the lived experience of children and young people.

Develop a portfolio of accommodation and supports for care experienced young people in partnership alongside

Review and improve Pathway Planning and access to information and support for Care Experienced Young People in a collaborative way with partners |

Ambition 25-26	Children's Services Plan on a Page 2025-2026			
All Clackmannanshire Children and Young People will be empowered and enabled to lead confident fulfilling lives. To achieve this, they will have the best start in life and grow up loved, safe, included and respected.				

Objectives 25-26

Whole Family Support -Every family that needs support gets the right family support at the right time for as long as it is needed to fulfil children's rights to be raised safely in their own families	Voice -Children young people and their families will be empowered and enabled to influence and shape the supports available to them.	Health and Wellbeing -Children, young people and their families are supported to achieve and maintain positive physical and mental health and wellbeing.	The Promise -Care experienced children and young people in Clackmannanshire will grow up loved, safe, and respected.	Care and Protection -Children and young people will feel safe, included, and respected within their communities—empowered to belong, contribute, and thrive.

Outcomes 25-26

Whole Family Support	Voice	Health & Wellbeing	The Promise	Care and Protection
All children, young people, and their families in Clackmannanshire have timely and equal access to a coordinated range of support services that meet their needs and help them thrive Effective Whole Family Support helps more children to be safely cared for at home Local Family Support services are developed, planned, and evaluated with families' voices at the heart, ensuring person-centred and responsive approaches	Children's rights, as set out in the UNCRC, are at the heart of every service that supports children, young people, and families Services are co-designed with children, young people, and families, empowering them to influence decisions and ensure community support reflects their needs and aspirations	The health and wellbeing of children and young people is improved and inequalities reduced. Children, young people and their families have increased access to a range of physical and mental health and wellbeing supports and services whenever they need them and for as long as they need them. There will be a continued reduction in the rate of deaths by probable suicide in 11-25 year olds. To reduce the teenage conception rate and associated termination rate for < 20 year olds in Clackmannanshire.	Care experienced children and young People are supported to achieve their potential in learning, health, life, work through inclusive non stigmatising approaches Children and young people in care will receive trauma informed, safe care without physical intervention, growing up locally with siblings where it is safe to do so, and connected to significant people Children and young people will have improved access to local care provision, housing options, and support when leaving care delivered through collaborative multi-agency approaches We will build a strong local care community where caregivers receive the right support and training to improve outcomes for children and young people	Children and young people will experience safety, inclusion, and respect in their communities, supported by environments that uphold their rights and celebrate their identities All child protection processes will be underpinned by trauma-informed principles and the UNCRC, ensuring that children's rights, safety, and emotional needs are central to every decision and action

Actions 2025 – 26

Whole Family Support	Voice	Health and Wellbeing	The Promise	Care and Protection
Embed the Clackmannanshire Family Support Collaborative, an alliance of statutory, third sector and community services informed and shaped by the needs of families to deliver a range of Whole Family Support. Invest and commission innovative models of service delivery that are informed by the voice and needs of communities with attention given to areas of good practice, increased service capacity and out of hour's provision. Clackmannanshire and Stirling ADP will seek to align its investments with Children's Services Plans in both areas in 2025, through the HSCP Commissioning Consortium process. Increase support for kinship carers so that children and young people remain within their family network.	Develop and embed creative approaches that ensure the views and voices of children and young people are sought. Embed UNCRC across all services. Ensure children young people and families are actively involved in the design and development of local services. Review electronic mechanisms to support young people to share their views and participate in planning. Embed UNCRC into all educational establishment improvement plans. Support educational establishments to achieve the Rights Respecting Schools (RRS) Award. Work in partnership with UNICEF to train two staff to carry out Silver RRS visits.	Continue to implement the Mental Health and Wellbeing in Clacks transformation project, with a particular focus on sustaining and extending supports and services, increasing staff skills and knowledge, and supporting wellbeing for all. Ensure children and young people can improve their mental health & wellbeing through a range of person-centred pursuits such as physical or social activities. Development of a care experience health pathway across Forth Valley Embed the Readiness for Learning (R4L) approach and developmentally appropriate experiences across all education settings Consistent implementation of relationships, sexual health and parenthood education (RSHP) in education settings from 3-18yrs, Embed preventative approaches for reduction in teenage conception rates across CPP partner agencies. Continue to ensure children are reaching attainment in P1 by being developmentally ready Provide a range of support to teenage parents	Quality Assurance process to be strengthened around Child's Plans to ensure children & young people's needs are clearly identified and met through a holistic approach to support planning. Increase capacity across the partnership to record and share data trends to fully analyse, evidence, and measure the impact our actions are having on the lived experience of children and young people. Promote inclusive non stigmatising school communities that recognise and are responsive to the needs of care experienced children and young people offering bespoke opportunities and support to increase attendance and attainment. Collaborate with families to develop flexible, friendly and welcoming spaces that enable families who are separated to spend time together alongside approaches to support children and young people to keep in touch with people that matter to them. Increase information and support for young people moving on from care. Supporting care givers and the workforce through training at appropriate levels aligned with the Transforming Psychological Trauma Knowledge and Skills Framework.	Deliver effective trauma-responsive services that reduce risks and maximise opportunities for early intervention, prevention and sustainable change. Embed the Scottish Child Interview Model approach for children and young people who are at risk of harm. Progress the Forth Valley Bairns' Hoose programme to design and test specific trauma responsive approaches to support children and families involved in child protection systems. Support children and young people to build resilience and capacity for personal safety that reduces their vulnerability and susceptibility to on-line risk exposure and harms. Progress the development of a whole system approach for children and young people in conflict with the law with Children & Young People's Centre for Justice. Continue to strengthen the Justice Services multi-disciplinary team focusing on community-based early intervention, prevention and survivor support.

Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

1	SERVICE OVERVIEW
1.1	**SERVICE PURPOSE & OBJECTIVES**

The People Directorate, along with its key partners, plays a central role in delivering the vision and strategic priorities of the Clackmannanshire Alliance. Together, they are committed to improving life outcomes for children, families, and communities, particularly by empowering the most vulnerable.

Strategic Priorities, Outcomes and Actions are detailed in the Community Wellbeing Plan 2025 - 26 <mark>pp.XX</mark>. Additionally, each Plan on a Page, details the actions of each individual /community plan (noted below) are included within the Community Wellbeing Plan 2024-25.

The Community Wellbeing Plan combines the following Plans on a Page 2025-26		
Children Service's Plan	Community Learning and Development	Community Justice
Local Child Poverty Action Plan	National Improvement Framework	Violence Against Women and Girls
Libraries Plan	Sport and Active Living Framework	Family Wellbeing Partnership
The Promise Plan	United Nations Convention of the Rights of the Child (UNCRC)	

Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

1.2	SERVICE STRUCTURE

As well as the People Directorate core work and workstreams, the People Directorate management and/or staff either lead and/or participate in all of the Statutory Partnership Groups and Outcome Improvement Groups within Clackmannanshire Alliance.

Director, People Directorate

- Chief Social Work Officer & Senior Manager Children Justice
  - Senior Manager Justice Services
  - Senior Manager Care & Protection
  - Senior Manager Early Intervention
  - Senior Manager Permanence
- Chief Education Officer
  - Senior Manager Secondary & Communities
  - Senior Manager ELC, Primary, Libraries
- Senior Manager Sport & Leisure
- Senior Manager Inclusion & Partnerships

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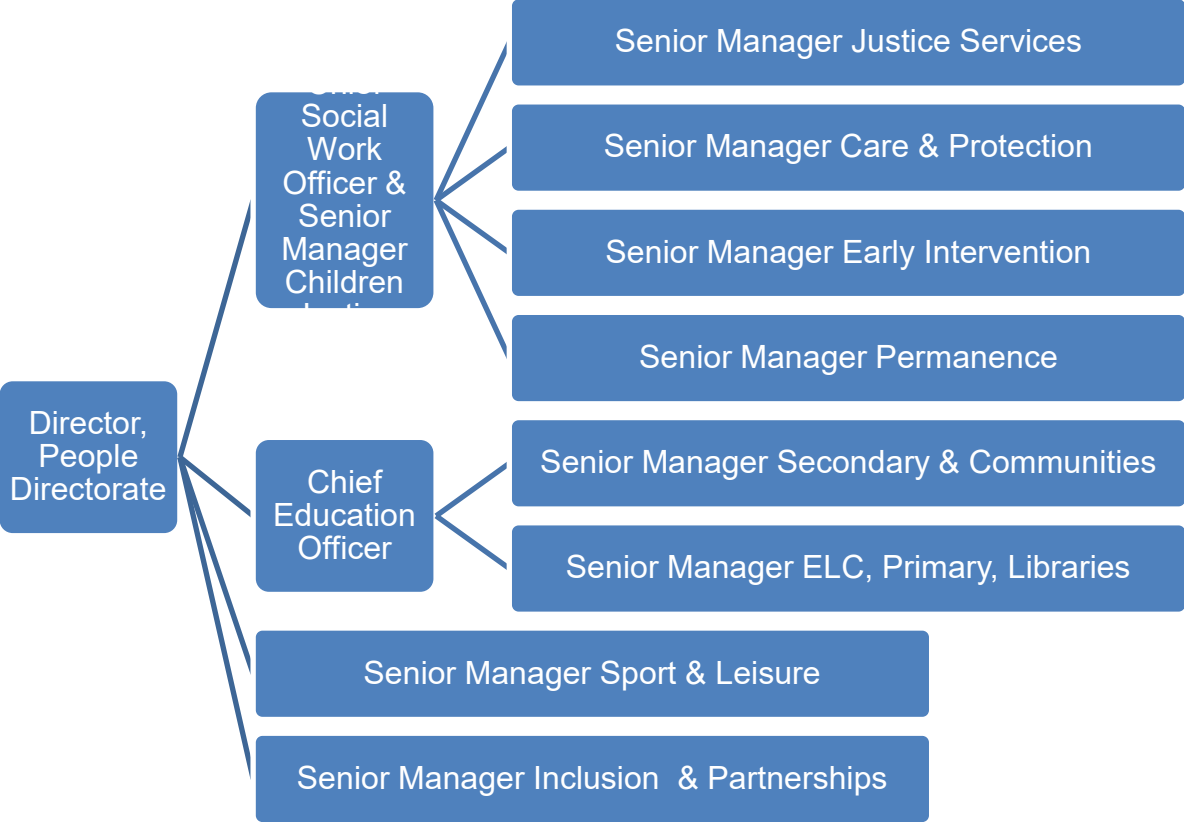
Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE		
Strategy /Policy	**Approved/ Last Reviewed**	**Review Date**
Clackmannanshire Children's Services Plan 2021-2024	August 2021	2024-26 Under Development
Community Justice Improvement Plan 2023-2028	August 2025	August 2026
The Promise Plan 2023-2026	August 2023	August 2026
National Improvement Framework (NIF) Education Plan 2025	December 2024	August 2027
Family Wellbeing Partnership Plan 2024-2026	April 2025	April 2026
Digital Learning Strategy 2022-2025	May 2023	September 2025
Additional Support for Learning Strategy 2024-2027	February 2024	August 2026
Strategic Equity Fund Plan 2023-2024	September 2023	September 2024
Health and Wellbeing Strategy	August 2023	August 24 – in progress
Learning, Teaching and Assessment Strategy	Refreshed June 2024	June 2026
Numeracy Strategy 2022-2026	Refreshed 2023	August 2026
Literacy Strategy 2022 - 2026	Refreshed 2023	August 2026
Parental Involvement and Engagement Strategy	May 2025	May 2028
Learning Estate Strategy, 2019-2040	2023	2040
Community Learning and Development Partnership Plan, 2024-2027	August 2025	August 2027
Sport and Active Living Framework Refresh 2024-2028	March 2024	August 2027
Violence against Women and Girls Strategy 2023-2026	August 2025	August 2026
Clackmannanshire Transitions Policy for young people with additional support needs to adulthood	February 2024	August 2025
Forth Valley Inter Agency Child Protection Guidance 2023	May 2025	May 2026
Forth Valley GIRFEC Guidance	Refreshed July 2024	August 2025
Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	May 2025	May 2027

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

2.1 KEY LEGISLATION AND FRAMEWORKS	
'A Time of Change' National Transitions to Adulthood Strategy for Young Disabled People 2025-2030	Developing the Young Workforce and Youth Employment Strategy
Active Scotland Delivery Plan (2018)	Education (Additional Support for Learning) (Scotland) Act 2009
Adoption Agencies (Scotland) Regulations 2009	Enhancing Learning & Teaching through the use of Digital Technology
Adoption and Children (Scotland) Act 2007	Equally Safe – Scotland's strategy for prevention and eradicating violence against women and girls
Adoption Support Services and Allowances (Scotland) Regulations 2009	Expansion of Early Learning and Childcare in Scotland
Care and Justice Scotland) Act 2024	Forward: Scotland's Public Libraries Strategy 2021-2025
Children and Young People (Scotland) Act (2014)	Foster Children (Private Fostering) (Scotland) Regulations 1985
Community Empowerment (Scotland) Regulations 2013	Foster Children (Scotland) Act 1984
Children (Care and Justice) Act 2024	Framework for Risk Assessment Management and Evaluation (FRAME) with children aged 12-17.
Children (Scotland) Act 1995	Standard, Guidance and Operational Requirements for risk practice June 2021
Children (Scotland) Act 2020	Getting it Right for Every Child
Children and Young People (Scotland) Act 2014	Looked After Children (Scotland) Regulations 2009 (amended in 2021)
Children's Rights – United Nations Convention on the Rights of the Child (UNCRC)	Mental Health & Wellbeing Strategy (2023)
Children (Care and Justice) (Scotland) Act 2024	Developing the Young Workforce and Youth Employment Strategy
Children's Hearings (Scotland) Act 2011, Children's Hearing Act (2020)	Education (Additional Support for Learning) (Scotland) Act 2009
Community Empowerment (Scotland) Regulations 2013	Enhancing Learning & Teaching through the use of Digital Technology

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

Curriculum for Excellence	Equally Safe – Scotland's strategy for prevention and eradicating violence against women and girls
Delivering Excellence & Equity in Scottish Education	Expansion of Early Learning and Childcare in Scotland

Forward: Scotland's Public Libraries Strategy 2021-2025	Social Care (Self-Directed Support) (Scotland) Act 2013
Foster Children (Private Fostering) (Scotland) Regulations 1985	Social Work (Scotland) Act 1968
Foster Children (Scotland) Act 1984	Support and Assistance of Young People Leaving Care (Scotland) Regulations 2003
Framework for Risk Assessment Management and Evaluation (FRAME) with children aged 12-17.	Tackling Child Poverty Delivery Plan 2022-26 Bright Start, Bright Futures
Standard, Guidance and Operational Requirements for risk practice June 2021	The Promise Bill (2025)
Getting it Right for Every Child	The Education (Additional Support for Learning) (Scotland) Act 2013 (as amended 2009)
Looked After Children (Scotland) Regulations 2009 (amended in 2021)	United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024
Mental Health & Wellbeing Strategy (2023)	United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill 2020
National Improvement Framework	*National Guidance for Child Protection in Scotland 2021 and a range of child protection service strategic documents and strategies.*
National Youth Justice Vision and Strategy June 2024 - 2027	
Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement	
Action Plan 'Learning Together' launched in August 2028	
Rehabilitation of Offenders Act	
Secure Accommodation (Scotland) Regulations 2013	
Secure Care Pathways and Standards Scotland October 2020	

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

The context of need in our communities is evidenced in the summarised demographic profile [pages 9 -16]. The full profile is attached as annex B. In Clackmannanshire, we aim to ensure that the voices of communities are central to all our plans, and we respond to national developments in a manner which best meets the needs of the children and young people and communities of Clackmannanshire. Key issues for consideration are:

Financial Sustainability and Resource Pressures

- There is a strategic imperative to transform delivery models and embrace alternative service configurations, requiring significant inter-agency and partnership collaboration
- The ongoing cost-of-living crisis and inflationary pressures are straining all budgets.
- Rising demand for services without proportionate increased funding limits capacity to deliver or innovate.

High and Complex Needs
- Persistent poverty, deprivation, and fuel poverty across Clackmannanshire places significant demand on services.
- Vulnerable groups including care-experienced children, families with additional support needs, young carers, and disabled residents require sustained and coordinated support.
- Despite mitigations and steps in the right direction, Clackmannanshire has one of the highest levels of child poverty and domestic abuse incidents in Scotland, necessitating integrated responses.

Workforce Capacity
- The delivery of key transformation strategies is reliant on workforce development and resilience.

Service Planning and Data Integration
- Silo working continues to affect optimum delivery.
- There is a need for better data sharing and intelligence across services and agencies to drive targeted interventions.

Digital Infrastructure

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- Infrastructure gaps (in particular the need for a new Social Work IT system)

Transitions and Early Intervention

- Key transition points (particularly from school to sustained employment/adulthood, prison to community) required strengthened
- Early intervention strategies across mental health, education, and justice need to be scaled and embedded through consistent partnership approaches.

These issues highlight the **interconnected nature of the challenges** facing services and the importance of collaborative, whole system working and whole family support approaches. Addressing them will require ongoing commitment from all partners, continued innovation in service design, and alignment of funding with need.

Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

The Be the Future Programme **supports the Council and its partners** to achieve transformation ambitions for Clackmannanshire. Be the Future focuses on sustainable inclusive growth, empowering families and communities, and health and wellbeing. In partnership, significant contributions have been made to the 'Be the Future' Transformation Programme and elements within the target operating model.

- The Family Wellbeing Partnership (FWP) as a Fairer Futures Partnership and in the spirit of the Verity House Agreement (VHA) continue to pioneer public sector reform; prioritise radical shifts towards preventative and relational models of public services, develop the conditions to enhance wellbeing and capabilities, have voice and agency at the heart of decision making and create a community where everyone has the opportunity to flourish Wellbeing Economy approach to transport through Wellbeing Economy Transport Steering Group

- Clackmannanshire Transformation Space with a citizen-panel determining local solutions to longstanding problems and deciding how money should be spent.
- Clackmannanshire Community Transport Group (third sector)
- Wellbeing Hub and Lochies School development - Innovative and collaborative approaches
- STRIVE – Safeguarding through Rapid Intervention (multi-agency)
- Mental Health Transformation including early and preventative approaches
- Keeping The Promise
- Digital Learning
- Justice Hub
- Values based leadership

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

Stakeholder engagement has been guided by key national policies such as *The Promise*, *The Scottish Approach to Service Design* and the *United Nations Convention on the Rights of the Child (UNCRC)*. These frameworks have shaped a strategic commitment to move beyond consultation, towards direct participation and co-design with families, children, and communities.

This year's activity reflects a deepening of this approach through wide-ranging engagement across Clackmannanshire. Key engagements:

- **Community-Led Service Design:** Initiatives such as the What Matters to You (WM2U) programme have supported informal community engagement, established community panels, and continued to fund and support grassroots groups. Three new panels were trained and empowered to manage local funds of £10,000 each.

- **Whole Family Wellbeing:** A dedicated Participation and Engagement Officer facilitated involvement of families and third sector partners in shaping services. The Clackmannanshire Family Support Collaborative and Family Voices Groups were created to co-design family support delivery.

- **Children and Young People's Voice:** Engagement included individual surveys, school-based focus groups, and a peer research programme. The Clacks Youth Forum played a key role in decision-making, collaborating with partners such as the Children's Parliament and Keep Scotland Beautiful. Youth participation extended to events, budgeting discussions, and activism campaigns such as the 16 Days of Activism.

- **Child Wellbeing Partnership (CWP):** Co-design continued with the development of Childcare Charters and extensive stakeholder consultation through events such as the Childcare Fayre. Participatory budgeting for families of children with complex autism highlighted inclusive approaches to support.

- **Collaborative Strategy Development:** Engagement informed key documents such as the new Children's Services Plan, family support strategy, and Youth Justice Re-design, incorporating lived experience through consultation and co-production. A Lived Experience Panel was created under the Community Justice Partnership.

- **Ongoing Evaluation and Feedback Loops:** Regular feedback from families, children, and professionals helped evaluate mental health support, educational psychology services, and holiday provision. Programmes like Fit for Girls and Football Leaders addressed participation barriers in school sport and leisure.

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

- **Cross-Sector Partnerships:** Engagement extended to strategic partners such as NHS Forth Valley, Skills Development Scotland, Columba 1400, and local third sector organisations. Initiatives included the Wellbeing Economy Framework for Transport and the development of the Wellbeing Hub and Lochies School through co-design with community representatives and co-design of All Age Childcare in response to community identified need.

- **Inclusion and Equality:** Support for kinship carers was enhanced through new lead staff and group sessions. Community awareness and involvement continued in the Violence Against Women and Girls' agenda, including the White Ribbon Campaign. Groups for young carers, LGBTQ+ Youth, and parents of children with additional support needs.

- **Research and Evaluation:** The FWP Horizons Research, commissioned by the Scottish Government, involved extensive consultation with a wide range of stakeholders to evaluate the impact of the Family Wellbeing Partnership.
- This comprehensive and evolving engagement approach ensures that services are shaped by the voices of those with lived experience, enhancing relevance, effectiveness, and trust across the community.

Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

3.3 MANAGING SERVICE PERFORMANCE

The People Directorate has internal quality assurance and self-evaluation systems and processes, alongside robust tracking and monitoring arrangements, ensure that improvements are on-track. This is supported by external scrutiny from national organisations, including the Care Inspectorate (CI), His Majesty's Inspectors of education (HMIe) and Audit Scotland. Given the interconnectedness of the People Directorate's work with the Local Outcomes Improvement Plan, there are regular contributions to Clackmannanshire Alliance reporting and associated Partnerships.

Progress on this Plan will be measured against KPIs, management information, performance data within the Community Wellbeing Plan Report 2025/26 in August 2027 to ensure continuous improvement and evolution of the One Fund, One Plan, One Report approach.

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

3.4 SERVICE BUDGET AND LEVERAGED FUNDING

Revenue Budget 2025/2026 based on current allocations and may be subject to change due to additional financial burdens	£,000	Supplemental and Leveraged Funding	£,000
Care and Protection	18,825	Scottish Equity Funding (Including Pupil Equity Funding and Care Experienced)	2,330
Education and Learning	65,310	Whole Family Wellbeing Fund	337
Strategic Director-People	54	Community Mental Health and Wellbeing Fund	138
Support and Wellbeing	1,557		
TOTAL	85,746	TOTAL	2,805
Capital Budget	**£,000**	**Leveraged**	**£,000**
Wellbeing Hub and Lochies school	38,373	sportscotland	300
Learning Estate– Development Driven (minimum requirements	100	Child Wellbeing Partnership (Early Adopter Community) revenue	2,947
Learning Estate – Indicative Future Investment Requirements	2,500	Child Wellbeing Partnership (Early Adopter Community) capital	3,542
Learning Estate DDA	17	Family Wellbeing Partnership	300
Social Services adaptations	75	The Hunter Foundation	c100
Digital Learning Strategy	250	Planet Youth	97
ICT Replacement Secondary Schools	125	Invest to Save	100
ICT Upgrade Primary Schools	90		
Fitness Suite Equipment	6		
TOTAL	42,586	TOTAL	7,286

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

Service Risk Register – to follow 13/08/25

ID & Title		Approach		Status	Managed By		Current Rating	Target Rating	
Description									
Potential Effect									
Related Actions				Internal Controls					
Latest Note									

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Annex A: People Directorate, Corporate Business Plan Information 2025 – 26

Demographic Profile: 2025

Methodology and Format

The following pages detail the current picture around the threats and risks that are likely to impact on the achievement of our outcomes. Information detailing several Scottish National Performance Network (SNPF) indicators are also included as they help provide national context. Where the local context is not available, data/information has been provided which should allow for inferences to be drawn with the local context, for example, data at Scottish Index of Multiple Deprivation [SIMD] level should give the same context for the same SIMD area locally.

The demographic profile for Clackmannanshire helps set the context of Clackmannanshire to the rest of Scotland and informs community planning partnership and Council planning and decisions.

Population

Clackmannanshire is one of the **smallest** mainland councils in Scotland, covering an area of 61.4 square miles, with 293 kilometers of road, and classed as semi-rural. Mid-year population estimates Clackmannanshire as having a population of 51,940 [mid-2023], a slight increase on previous year 51,750. Clackmannanshire's population comprises of slightly more females than males [51%:49%]; this ratio has changed little over the last few years. Clackmannanshire's population remains almost 1% of the Scottish population.

Seventeen per cent [17%] of Clackmannanshire's population is aged 0 to 15 years, slightly higher than the Scottish average of 16%; 21% are aged 65 years and over, again slightly higher than the Scottish average of 20%[i].

The Office for National Statistics (ONS) describes Clackmannanshire as having a high dependency ratio, a low proportion of religious residents, low population growth and a high proportion of white residents[ii].

There are 5 electoral wards in Clackmannanshire: Clackmannanshire Central, Clackmannanshire East, Clackmannanshire North, Clackmannanshire South, and Clackmannanshire West. The largest population can be found in Clackmannanshire West.

Clackmannanshire has 9 main localities or neighbourhood settlements:

Alloa, Alva, Clackmannan, Dollar, Menstrie, Muckhart, Sauchie, Tullibody, and Tillicoultry.

A higher proportion of older people [61 and over] live in Clackmannanshire North, a higher proportion of 18-20 year olds and 51-55 year olds live in Clackmannanshire South.

Births: In 2024, there were 391 births across Clackmannanshire, a fall of 10% on the previous year and continuing a decreasing trend. It is predicted that the number of births will continue to fall as illustrated in Graph 1[iii].

Graph 1: Clackmannanshire, Total Number of Births 2020 – 2025 [Blue line – Clacks; red line: trend line]

Total No of Births
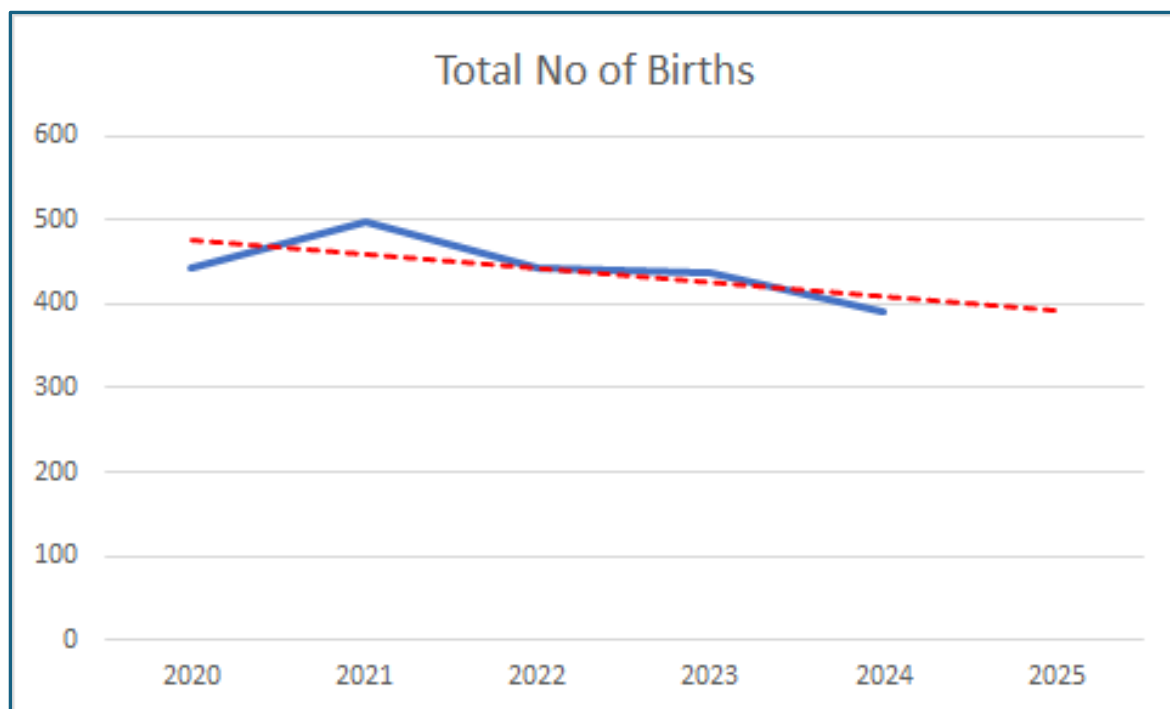
Single Parent Families: Scottish Census data (2022) reports 13% of Clackmannanshire's population as single parent families. Most of these single parents are mothers of one or more dependent children [69%][iv].

Health Condition: Scottish Household Survey [SHS], reports 62% of socially rented households [by local authority] and between 56% and 59% socially rented households respond to having a long-term physical or mental health condition.

Disability: Over a quarter of the population across Clackmannanshire reports a limitation to their day-to-day activities with almost half reporting their day to day activities are limited a lot[v]. More than eighty two thousand Adult Disability payments were made in Clackmannanshire in Financial Year 2024-25 [82495], significantly more than the previous year in response to changes to disability benefits. Almost twenty five thousand Child Disability payments were made in the same financial year [24,650] [vi].

Deprivation

A quarter [25%] of all SIMD datazones across Clackmannanshire fall into the 20% most deprived datazones [equates to 18 datazones]. Eight [8] datazones have more than a quarter of people who are income deprived, with one datazone in the Alloa South and East area recording almost half [47%]. Other datazones include other areas in Alloa South and East, Tullibody North and Glenochil, Tullibody South and Tillicoultry.

Revised SIMD data indicates that Clackmannanshire has 10% of its population in the most deprived SIMD area; 9th highest across Scotland and only 5% of its population is in the least deprived SIMD area. The youngest age group can be found in the most deprived area[vii].

[The areas in red on Map 1 illustrate geographically where the most deprived areas are across Clackmannanshire.]

Map 1: Clackmannanshire – Areas of Deprivation
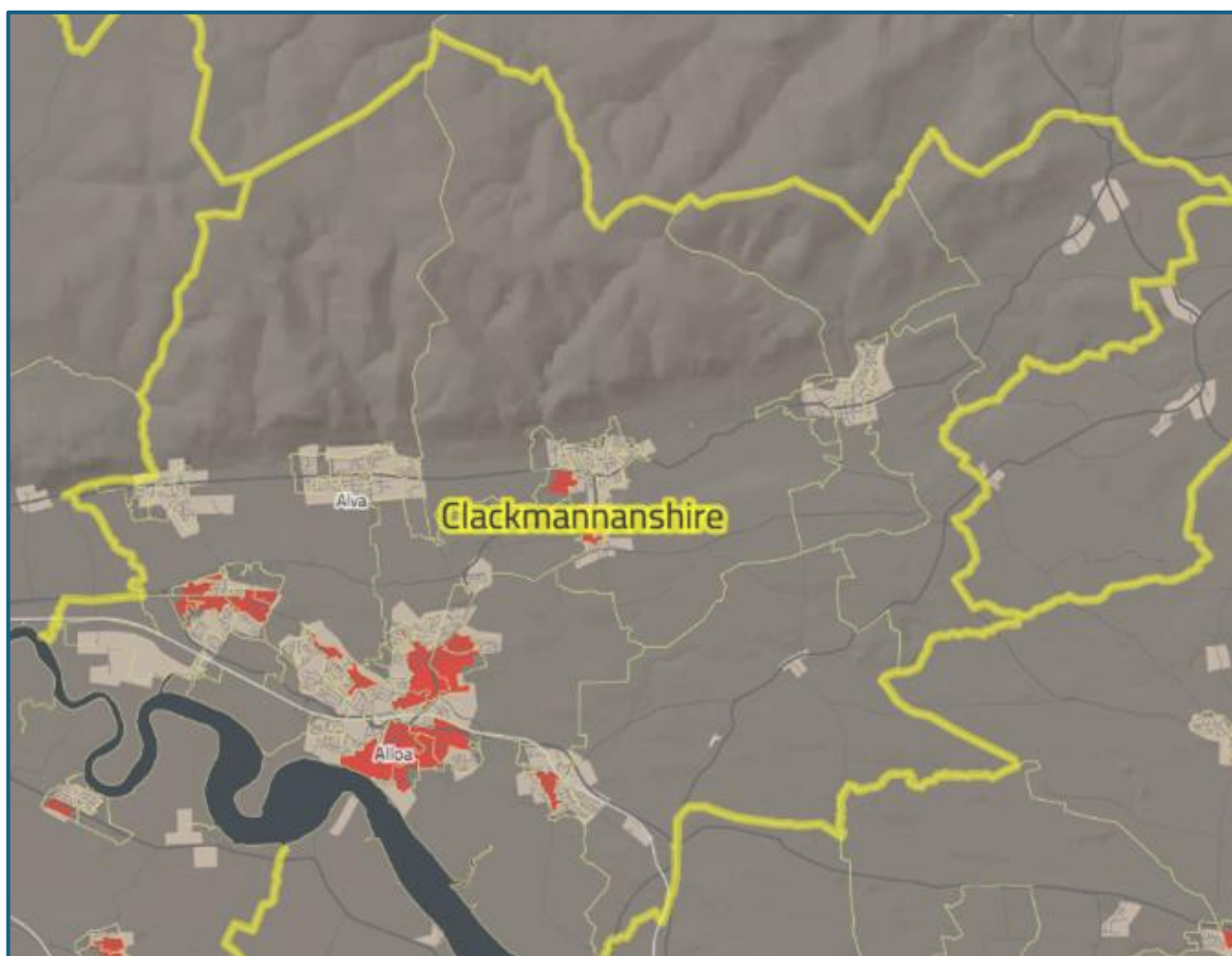
Poverty

The most used poverty indicator in Scotland for showing trends is *relative poverty after housing costs*. Poverty is defined at the household level. If the household income is below the poverty threshold, all people within the household are in poverty. Other poverty measures are absolute poverty, low income and material deprivation and persistent poverty.

A person is in relative poverty if their current household income is less than 60% of the current UK median[viii]. *Scottish Government recommend reporting poverty figures using the three-year rolling average as it "reduces fluctuation due to sampling variation and shows trends and differences between groups more clearly"*[ix].

It is estimated that 20% of Scotland's population [1,070,000 people each year] were living in relative poverty after housing costs in 2021-24, a fall of one percentage point on the previous three-year average. Absolute poverty rates have remained at similar levels over the last decade.

Having paid work is an effective way out of poverty; working-age adults tend to be less likely to be in poverty compared to children. *The youngest households [household heads aged 16-24] are consistently more likely to be in relative poverty compared to older households.* In 2021-24, 37% of people in households in this group were in relative poverty after housing costs. In

comparison, the age groups 25-34, 35-44, 45-54 and 55-64 all had similar [and lower] poverty rates between 18% and 21%. Most recent data indicate poverty rates are highest for single childless men [33%]. The poverty rate for single childless women and single mothers were 28% and 30% respectively.

Child Poverty

Children are more likely to be in poverty than adults. It is estimated that 23% of children [240,000 children each year] were living in relative poverty after housing costs in 2021-24; a fall of one percentage point on the previous three-year rolling average[x]. [Before housing costs, it is estimated that 22% of children [220,000 children each year] were in relative poverty].

While the poverty risk is much lower for children in working households compared to those in non-working households, not all work pays enough to ensure the household is above the poverty threshold, examples being zero hours contracts, minimum wage. It is estimated that in 2021-24, 75% of children in relative poverty after housing costs were living in working households. This rate has grown over this most recent reporting period.

The Absolute poverty rate for children remains stable. It is estimated that 9% of children were living in combined low income and material deprivation after housing costs in 2023-24. [A child is classified as being in combined low income and child material deprivation if they live in a family that is lacking 4 or more items and has a household income below 70% of the median].

The Scottish Government has identified children in particular priority groups as having a higher risk of being in relative poverty. These groups are included in Table 1:

Table 1: Proportion of Children in Relative Poverty After Housing Costs

Priority Group	Proportion of children in Relative Poverty (after housing costs)
All Children	23%
3 or more children in the household	41%
Disabled household member(s)	27%
Youngest child in the household is under 1	35%
Minority ethnic household	37%
Single parent in the household	36%
Mother under 25 in household	No data

The main poverty data source referred to in the preceding section is from the Family Resources Survey and provides information at national level only. Department for Work and Pensions [DWP] reports the number of children living in low income families across the UK by local area. These statistics complement the official child poverty statistics and are calibrated to the 3-year average estimates for Scotland[xi]. [The term 'low income' refers to being below the poverty threshold]. Graph 2 below illustrates the Child Poverty rate for Clackmannanshire using DWP data.

Graph 2: Percentage of Children in Relative Poverty, Clackmannanshire 2020-2024
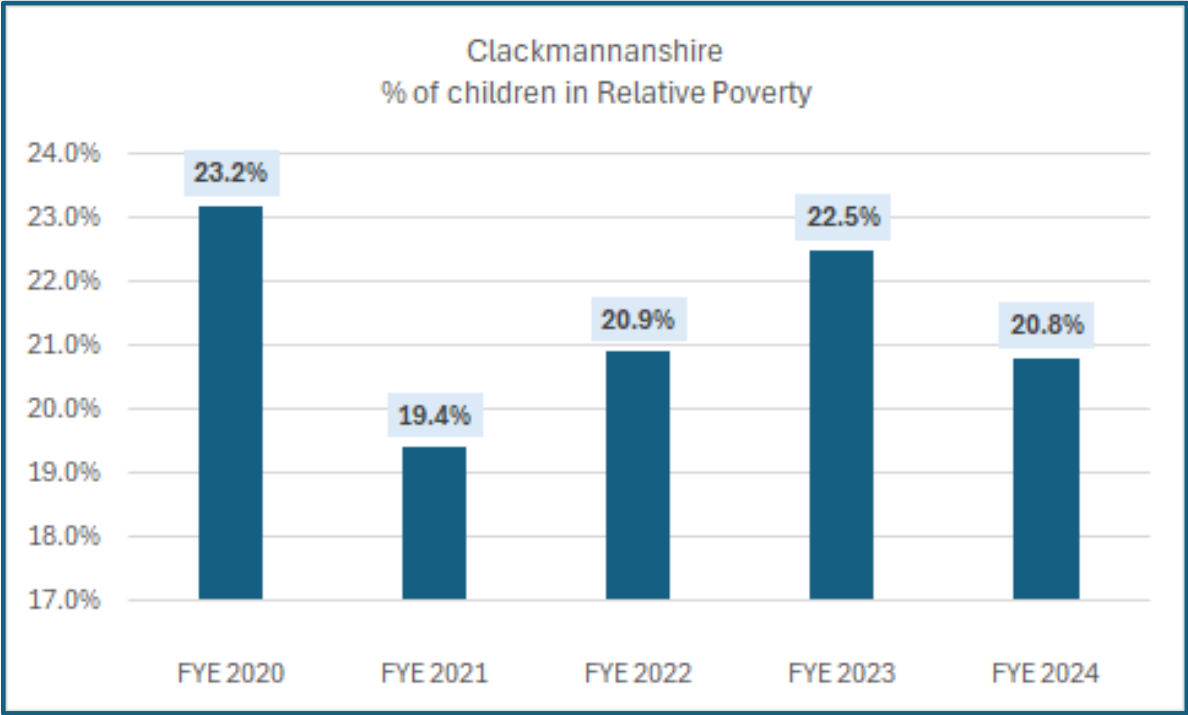
The Improvement Service has designed a dashboard which provides a selection of data available at local authority level that can be used to monitor child poverty and its drivers locally. The indicators presented in this dashboard cannot measure child poverty directly in the same way as the indicators used for the national child poverty targets set out in the Child Poverty (Scotland) Act 2017.

The local poverty dashboard is illustrated as Map 2[xii].

Map 2: Improvement Service: Local Poverty Dashboard
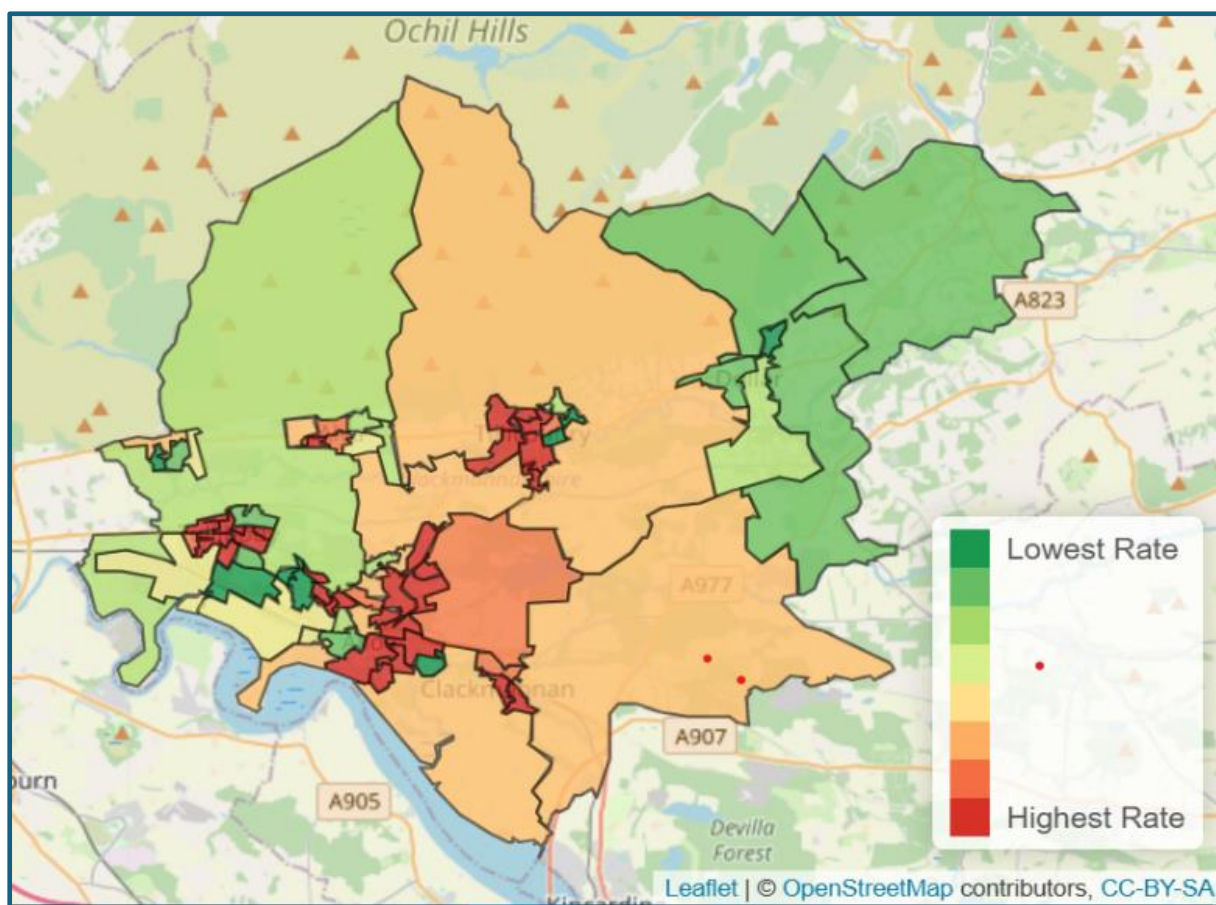
Table 2 details the top 5 areas across Clackmannanshire that have the highest percentage of children in poverty. Figures in red indicate a yearly increase.

Table 2: Top 5 areas with highest percentage of children in poverty across Clackmannanshire

DataZone	Name	% children in poverty (2022/23)
S01007464	Alloa South and East - 04	65.77
S01007434	Fishcross, Devon Village and Coalsnaughton - 03	63.04
S01007465	Alloa South and East - 05	61.03
S01007416	Tullibody North and Glenochil - 02	59.62
S01007456	Sauchie - 03	59.12

Scottish Child Payment [SCP]: 3650 children are actively benefiting from the Scottish Child Payment as of 31 March 2025 across Clackmannanshire; slightly more than half living in SIMD Q1 [51%]. In FY2024-25 there were a total of 27,675 SCP applications made across Clackmannanshire totaling £5,142,362[xiii]. Table 3 details the number of children benefiting from SCP across Clackmannanshire by area.

Table 3: No of Children in Receipt of Scottish Child Benefits

As of March 2025 Area	No of children in receipt of SCP (aged
Alloa North	355
Alloa South and East	645
Alloa West	100
Alva	295
Clackmannan, Kennet and Forestmill	320
Dollar and Muckhart	65
Fishcross, Devon Village and Coalsnaughton	180
Menstrie	85
Sauchie	495
Tillicoultry	275
Tullibody North and Glenochil	535
Tullibody South	295

As of 2023-24, across Scotland, over 1 in 5 children [22%] were living in relative poverty, just under 1 in 5 [17%] in absolute poverty and over 1 in 12 [9%] in households unable to afford basic necessities[xiv].

The most recent data from 2023-24 puts the percentage of children in Clackmannanshire living in poverty after housing costs at 28.5%[xv]. Before housing costs, the most recent data for FYE 2024 indicates a child poverty rate of 20.8% in Clackmannanshire, compared to 16.3% across Scotland as a whole[xvi].

Note: This data source differs from the Scottish Government figures cited above and those used for measuring progress against the statutory targets because the latter are not available at the local authority level.

Cost of Living

Understanding the Cost of Living Crisis in Scotland was published in February 2025. This report was produced by a cross Scottish Government group of analysts to provide a summary overview of evidence on the cost of living crisis and its impact on Scotland. *Low income households* were, and continue to be, particularly adversely affected by the cost of living crisis, being more financially vulnerable, often paying more for essential goods and services. Groups including women, disabled people, ethnic minorities, rural households, larger households, young people, students and carers, lone parents and single person households, households in receipt of income-related benefits, people narrowly ineligible for benefits, and people with no recourse to public funds were particularly adversely affected.

The changes to household energy bills resulted in a large increase in the percentage of households in Scotland in fuel poverty and extreme fuel poverty. Women were found to be disproportionately affected by the cost of living crisis. They are more likely to be in debt than men, more reliant on benefits, have lower savings and less access to occupational pensions. Evidence from the Third Sector found that the cost of living crisis exacerbated existing financial barriers preventing women from leaving abusive relationships with instances of financial abuse increasing[xvii].

Women and Girls: The cost of living crisis has also seriously affected *women's mental and physical health* with a recent YouGov Survey finding 34% of women reporting their physical health as being negatively affected [compared to 27% of men] and 48% of women reporting their mental health has been negatively affected [compared to 39% of men] by the cost of living crisis[xviii].

Disabled People: UK research showed that households with an adult limited a lot by disability are more likely to experience food insecurity [32%] than households with an adult not limited by disability [10%][xix]. People with chronic health problems or disabilities are more likely to experience destitution[xx]. More than two thirds of people referred to food banks in the Trussell network, are disabled and research by Trussell in 2023 found that many disabled families in Scotland are going without dental treatment [32%] and medication [8%] due to lack of income[xxi].

Ethnic Minority Families: The Joseph Rowntree Foundation found that over half of children in minority ethnic families [53%] are in poverty. Non-white ethnic groups are at higher risk of food insecurity [32% for Black/African/Caribbean and 29% for Mixed/multiple] than white ethnic groups [13%][xxii].

Larger households: Larger households have been more exposed to the increases in energy and food prices as they spend a higher proportion of their income on essentials. Research found that larger families frequently cut down on meals and resort to using food banks in response to the cost of living crisis[xxiii]; 23% of families with 3 children experienced food insecurity, rising to 26% of families with 4 or more children[xxiv].

Young People, including Young Carers: There is emerging evidence that financial pressures are significantly affecting younger people's health and wellbeing. YouGov data reports that more than half [56%] of 18-34 year olds state that the cost of living has negatively impacted on their mental health compared to 24% of those aged 65+[xxv].

Lone parent and single person households: Single adult households with children were nearly twice as likely to be food insecure [31%] than multi adult households with children [16%][xxvi] and single adults living alone, not currently in paid work are much more likely to need to turn to a food bank[xxvii].

Food Insecurity: *A third of people in poverty* live in households that lack high food security [food security is measured at a household level]. The older the household, the more food secure it is[xxviii]. High food insecurity levels among single parent households are driven by higher levels of financial instability and lower incomes; 35% of single adult households with children reported experiencing food insecurity in January 2024, compared with 17.6% of multi adult households with children[xxix].

Foodbanks: The Trussell Trust report during 2023-24 over 262,400 emergency food parcels were distributed by food banks in Scotland; 86,000 parcels for children and over 176,400 food parcels for adults. These figures represent a 21% increase in the number of parcels distributed five years ago in 2018/19, and a 20% increase in the number of parcels for children[xxx].

At the Gate Charity, which is local to Clackmannanshire, it reports providing 74,000 meals by the foodbank in 2024, 525 people were served at their mobile food van and 5205 children were provided with after school food[xxxi].

[Scottish Government definition]

- *Fuel Poverty*: a household is in fuel poverty if, in order to maintain a satisfactory heating regime, total fuel costs necessary for the home are *more than 10% of the household's adjusted net income* (after housing costs).

- *Extreme Fuel Poverty* - a household would have to spend more than 20% of its adjusted net income (after housing costs) on total fuel costs to maintain a satisfactory heating regime.

- Where a household is in fuel poverty, the *fuel poverty gap* is the annual amount (£) that would be required to move the household out of fuel poverty

Fuel Poverty

It is estimated that 34% of households in Scotland are currently living in fuel poverty, this is an *increase of 3 percentage points* since the 2022 fuel poverty rate of 31%; 19.4% of all households currently living in extreme fuel poverty, *less than one percentage point increase* since 2022 where it was 18.5%.

The cost of living crisis and spiraling energy prices have driven an increase of 38% in Scottish households living in fuel poverty since 2019. The median fuel poverty gap [adjusted for 2015 prices] for "fuel poor" households was £960. This is similar to the adjusted gap in 2022 of £1,020[xxxii].

Fuel poverty and extreme fuel poverty have a strong association with income, with rates increasing as annual household income decreases; 96% of households with an annual income less than £15,000 were in fuel poverty compared to 58% of households earning between £15,000 and £24,999 annually[xxxiii].

[The most recent local authority fuel poverty statistics are the three year average 2017-19 – 23.7% in fuel poverty and 9.2% in extreme poverty]

Despite not having more recent local fuel poverty statistics, the level of fuel poverty can be inferred using the annual household income across Clackmannanshire.

Table 4 details the percentage of households estimated to be in fuel poverty depending on their annual income. Graph 3 illustrates the average household income in Clackmannanshire compared to Scotland[xxxiv].

Table 4: Annual Household Income versus Fuel Poor Households

Annual Household Income	Fuel Poor Households (%)
< £15,000	96%
£15,000 - £24,999	58%
£25,000 - £34,999	23%
£35,000 - £44,999	9%
£45,000+	1%

Graph 3: Clackmannanshire – Average Household Income

Average Household Income

	2018	2019	2020	2021	2022
Clacks [£]	18676	19749	19318	19171	19846
Scotland [£]	18692	19391	19339	19872	20854
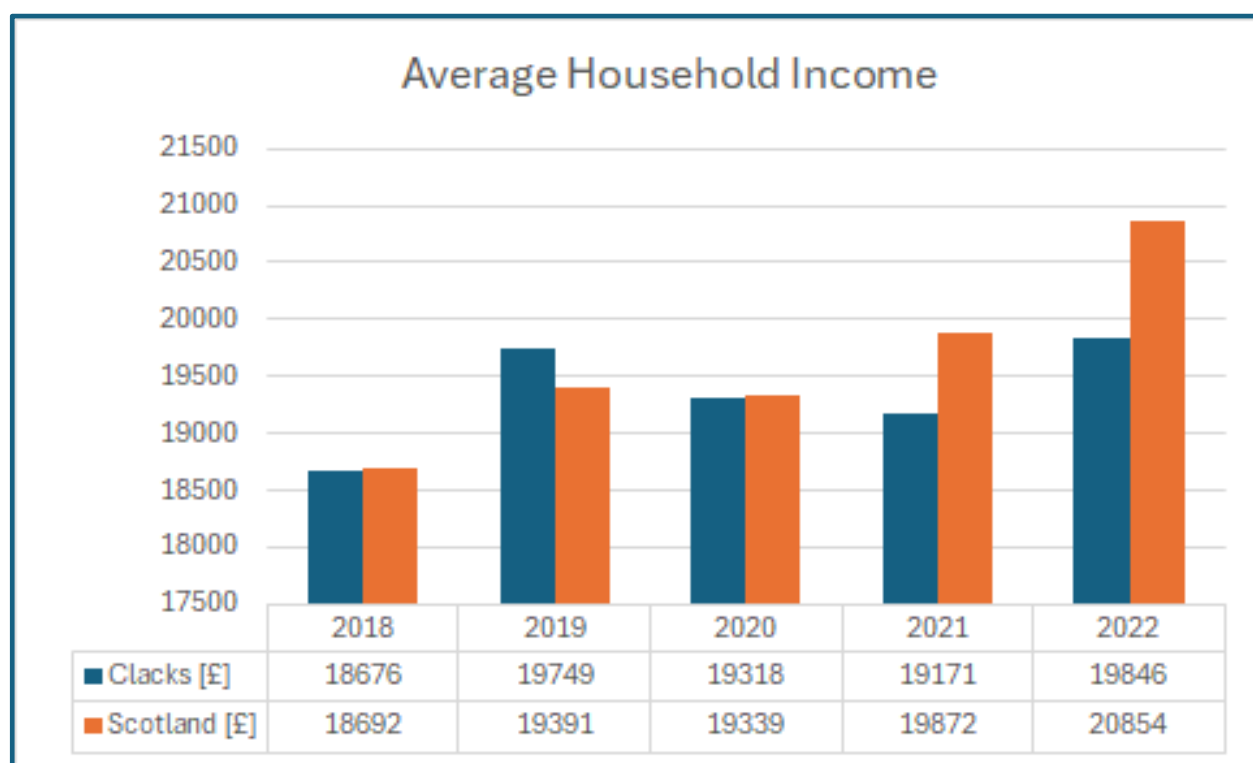
Carers: There were 52,000 unpaid carers supported by local services across Scotland in 2023-24; 17% increase from the reported number of carers in 2022-23 [44,310]. This yearly increase is more than the year before where the increase was 5%, indicating *an increasing trend* in the number of unpaid carers across Scotland.

Almost three in five carers [58%] in the Carers Census were working age [18-64 year old] adults in 2023-24. Adults aged 65 plus made up a quarter of carers identified [26%], whilst young carers aged under 18 accounted for 16% of the carers; female carers outweigh male carers in all age groups[xxxv].

Carer's Support Payment replaced Carer's Allowance in Scotland from November 2024. In 2024-25 9,670 payments were made, totaling £1,077,145 to carers in Clackmannanshire. Across Scotland young carers accounted for 5% of the total number of caseloads with the older age groups accounting for the biggest share; 50% of caseloads were from carers aged 55 years and over[xxxvi].
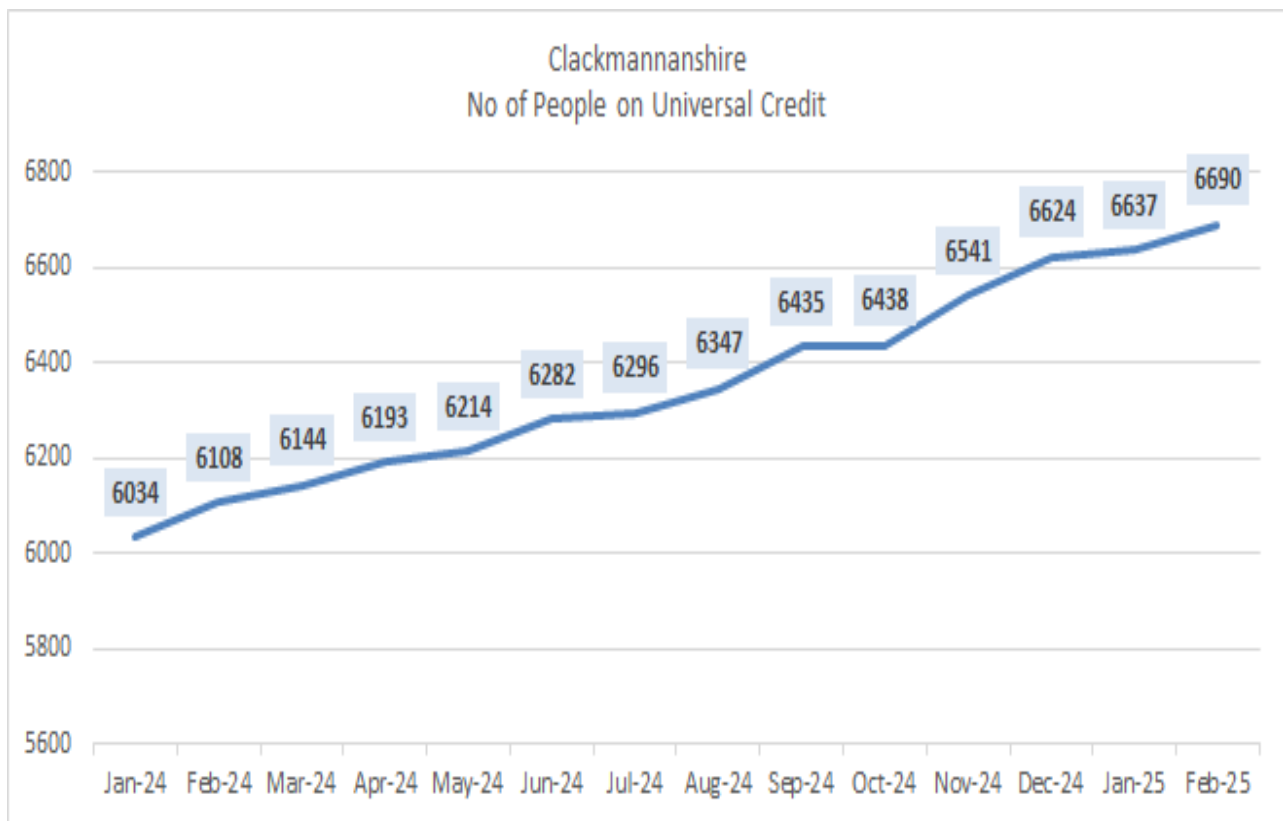
Universal Credit

The number of people claiming Universal Credit has steadily increased over the last year with the latest figures reporting *6690 claimants*. This is illustrated in Graph 4.

More females than males are claiming Universal Credit accounting for 58% of the claimants in February 2025.

Despite the increasing trend, the proportion of Clackmannanshire's claimants in Scotland remains at 1.11% - this has fallen slightly, which would indicate that fewer people are claiming Universal Credit compared to Scotland as a whole. Graph 5 illustrates the percentage of claimants across Clackmannanshire in February 2025 by Ward level. The highest proportion is in Clackmannanshire South [Clackmannanshire South covers most of Alloa other than north-eastern parts and the modern Alloa Park development in the south-east].

There is a slight reduction in the percentage of young people aged 16-24 years claiming Universal Credit across Clackmannanshire with a fall of 4% in just over a year [14 claimants]. [The number of young people claiming Universal Credit in February 2025 was 338][xxxvii].

Graph 4: No of People Claiming Universal Credit - Clackmannanshire

Clackmannanshire
No of People on Universal Credit

Month	Value
Jan-24	6034
Feb-24	6108
Mar-24	6144
Apr-24	6193
May-24	6214
Jun-24	6282
Jul-24	6296
Aug-24	6347
Sep-24	6435
Oct-24	6438
Nov-24	6541
Dec-24	6624
Jan-25	6637
Feb-25	6690

Graph 5: Proportion of Universal Credit Claimants by Ward – Clackmannanshire

PROPORTION OF CLACKMANNANSHIRE CLAIMANTS BY WARD - FEB 2025

- Clacks West 21%
- Clacks Central 20%
- Clacks East 11%
- Clacks North 20%
- Clacks South 28%
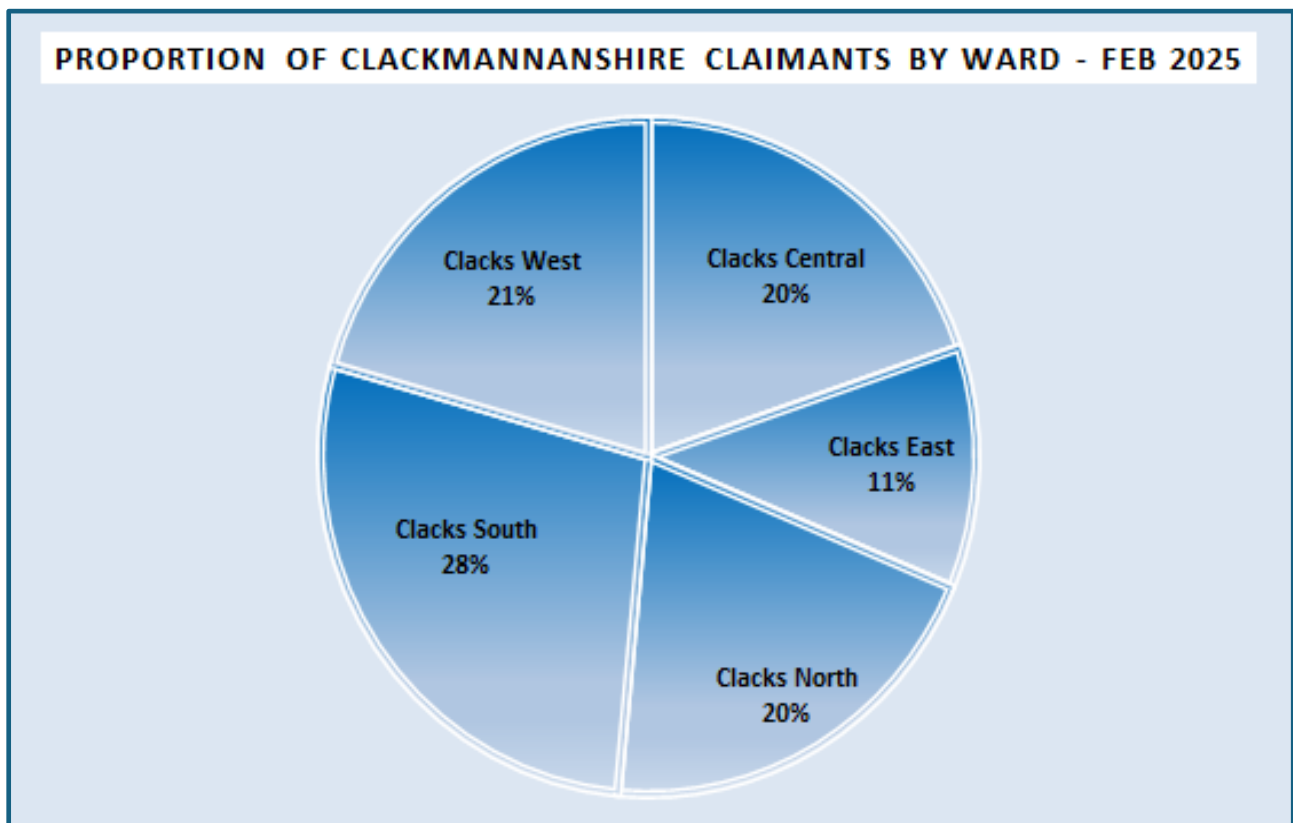
Workless Households:

In 2023 there was little change to the percentage of households that were "working households" across Clackmannanshire at 48% [was 48.2% in 2022]. This figure remains lower than the Scottish average of 57% [in 2022 it was 57.6% - slight improvement].

Graph 6: Percentage of Workless Households

Clacks
29.7%

Scottish
17.4%
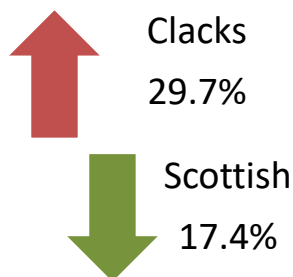
Despite such a small change to the working households the percentage of 'workless households' increased by almost two percentage points to 29.7%, higher than in 2022 where it was 27.5%. This rate remains much higher than the national rate at 17.4%. The national rate fell from 29.7% to 17.4% whereas the rate across Clackmannanshire increased as illustrated in Graph 6.

Across Scotland there has been a fall in the percentage of workless households who give the reason for living in workless households as being due to 'sick/disabled' at 39.7%; it was 45% in 2022. Despite the fall the rate is still slightly more than the UK rate at 38%. More people are retiring earlier across Scotland though than they are across the UK[xxxviii].

Claimant Count: The claimant count is the percentage of people aged 16 to 64 who are claiming unemployment-related benefits. Graph 7 illustrates the claimant count in Clackmannanshire compared to Scotland and the United Kingdom.

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Graph 7: **Claimant Count: Clackmannanshire versus Scotland and the UK**

Claimant Count
Percentage of people aged 16 to 64 who are claiming unemployment-related benefits, 2019 to 2024

Lower-tier/unitary authorities
United Kingdom
Clackmannanshire
Scotland

2019 2020 2021 2022 2023 2024

Source: Office for National Statistics
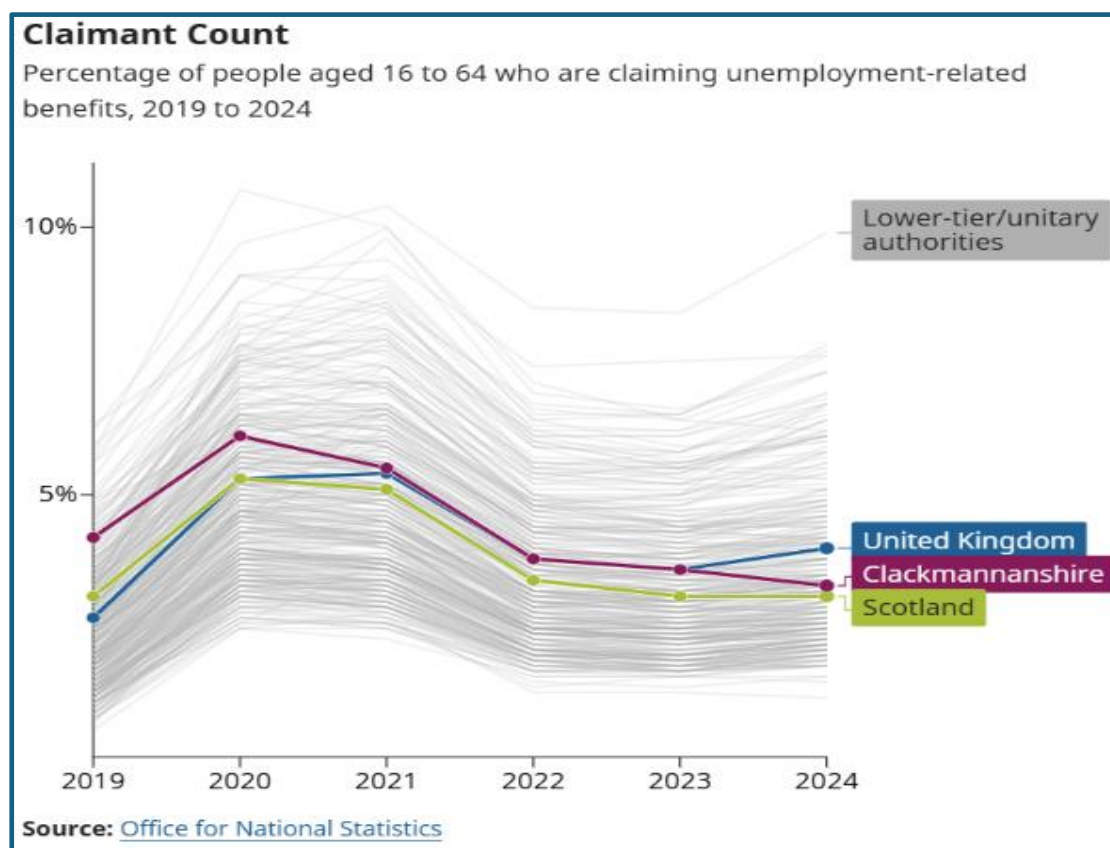
Across Clackmannanshire the claimant count in 2024 was 3.3%, slightly more than the rate across Scotland at 3.1% but lower than the rate in 2023 where it was 3.6%. This is illustrated in Graph 7. The claimant count remained the same across Scotland in 2024 at 3.1% whereas the UK rate increased from 3.6% to 4% in 2024[xxxix].

Housing: In 2023, the number of households in Clackmannanshire was 24,305; 202 more than in 2022. This represents a 0.8% increase: the same as the increase nationally. Complementing the SIMD profile of Clackmannanshire, the characteristics of the dwellings by Council Tax bandings has the highest percentage in Bands A-C at 62.7%, higher than the Scottish average at 58.7% and 14th highest out of all the local authority areas.

Homelessness

Across Scotland the number of homelessness applications in 2024 [year to end September 2024] was 41,301, a 2% increase on the previous year; equates to 55,140 people and 15,823 children. Clackmannanshire reported an increase of 11% to 654 applications from 581 the year before.

More than a quarter of all homelessness applications relates to 'termination of tenancy / mortgage due to rent arrears / default on payments' [27%]. Clackmannanshire reports a 7% yearly increase in the number of live homelessness applications [September 2024]; nationally the increase was 6%.

Across Clackmannanshire, there were 148 households in temporary accommodation; 8% higher than the same period the year before, equates to 11 more households [across

Scotland the increase was 6%]. There were 35 households with children or pregnant women; 5 more than the same period in 2023, 17% increase [across Scotland the increase was 4%].

Despite this increase, the number of children living in temporary accommodation fell to 65; a fall of 13% [bucks the national trend of a 5% increase across Scotland]. The average total time spent in temporary accommodation in Clackmannanshire between April and September 2024 was 176 days; lower than the average across Scotland which was 234 days[xl].

Council Tax Reduction

There were 458,120 Council Tax Reduction [CTR] recipients in Scotland in March 2025, a **decrease of 0.7%** from 461,550 in March 2024. The weekly income forgone by all local authorities due to the CTR scheme was £7,583.9 million in March 2025, compared to £7,542.7 million in March 2024.

Across Scotland there was a 17% fall in the number of CTR recipients between April 2013 and March 2025; across Clackmannanshire this was a 9% fall. In March 2025 there were 5,160 recipients of Council Tax Reductions across Clackmannanshire, a slight fall compared to March 2024. Map 3 illustrates the location of households in receipt of Council Tax Reduction across Clackmannanshire[xli]. The weekly income forgone by Clackmannanshire Council due to the CTR scheme was just over £80,000 in March 2025, slightly more than in March 2024[xlii].

Map 3: Households with Council Tax Reduction
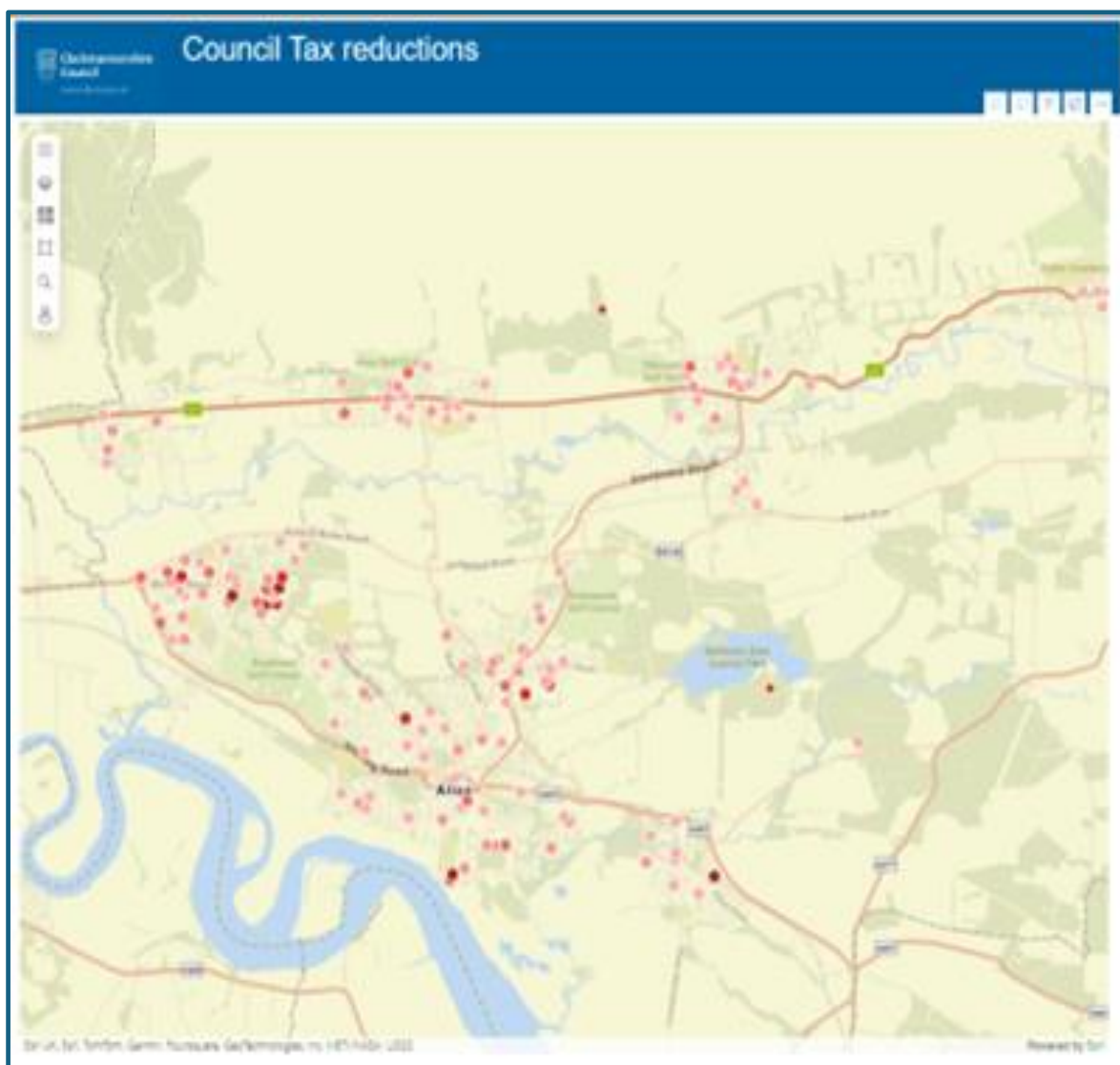
Employment and Unemployment Rate

Latest Office of National Statistics (ONS) reports the percentage of population across Clackmannanshire that were economically active in 2024 at 67.9% as being less than the Scottish rate of 77%; illustrated in Graph 8.

Graph 8: Percentage of Population Economically Active – Clackmannanshire versus Scotland

Economically Active 2024

Scotland (%) — 77
Clacks (%) — 67.9
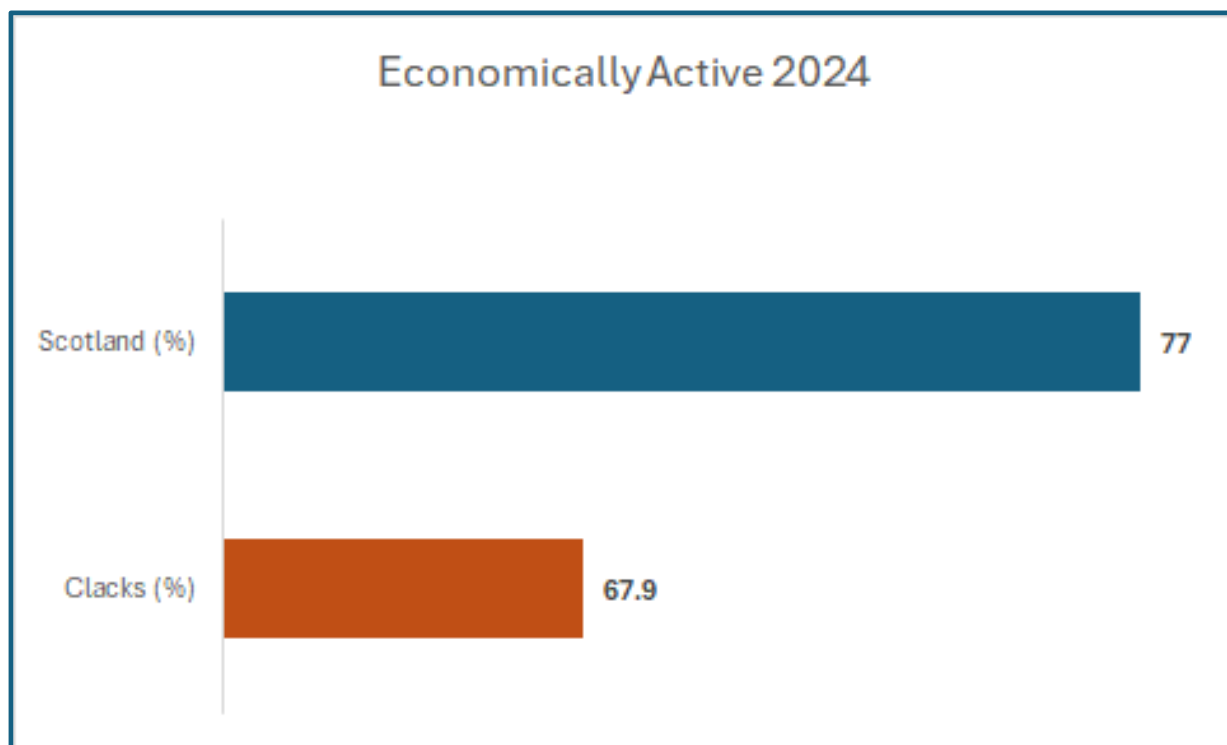
The biggest gap to the Scottish average in Clackmannanshire is among the male cohort with only 69.6% economically active compared to 80% across Scotland; for the female cohort, 66.3% were economically active compared to 74.1% across Scotland.

The percentage of population across Clackmannanshire "economically inactive" was 32.1%; this equates to 10,600 people, higher than the Scottish rate at 23%; with 44.4% of the figure [4,700 people] reported as "long-term sick" compared to 33.7% across Scotland.

Professional occupations across Clackmannanshire are much lower than the Scottish average with employment in less skilled occupations such as caring, leisure, sales, customer service and plant and machine operatives being higher in Clackmannanshire.

The gross weekly pay for women is lower in Clackmannanshire than across Scotland at £665.70, yet the gross pay for men is higher at £813.50[xliii].

Child Protection

Across Scotland 2,129 children were on the Child Protection Register, an increase of 3% on 2023 [2,077 children] but a fall of 26% on 2014 [as of July 2024]. During 2023-24, 3,167 children were registered onto the Child Protection Register, a fall of 2% on 2022-23 [3,234 children] and a fall of 31% on 2013/14.

Around half [48%] of children added to the child protection register in 2023-24 lived in one of the 20% most deprived areas in Scotland. This compares to 3% in the 20% least deprived areas in Scotland.

The most common concerns identified at Case Conferences remain domestic abuse [45%], neglect [42%], parental substance use [39%], parental mental health problems [37%], and emotional abuse [33%].

Of those children on the child protection register, 49% were male, 47% were female, and 4% of children were not yet born. The proportion of children on the register under the age of 5 years was 47%, equal to the proportion in 2023, but lower than 53% in 2014. The proportion of children on the register in 2024 aged 5 years and over was 53%, equal to the proportion in 2023 but up from 47% in 2014.

The number of children on the Child Protection Register across Clackmannanshire on 31st July 2024 was 24, a rate of 2.4 per 1000 children. The national rate across Scotland was 2.1 per 1000 children.

Almost two thirds [65%] of children added to the child protection register in 2023-24 lived in one of the 20% most deprived areas in Clackmannanshire, higher than the Scottish average of 48%. This compares to 2% in the 20% least deprived areas in Clackmannanshire.

Across Clackmannanshire the main concern identified is linked to neglect followed by parental mental ill health and emotional abuse. This differs from the year before when the main concern was linked to domestic abuse. In the year 2023-24, 55 children were registered with the main concerns identified at case conferences being domestic abuse [56%], emotional abuse [55%], parental mental ill health [45%], parental substance use [40%] and neglect [40%][xliv]. Note – more than one concern can be reported at each case.

Referrals to Children's Reporter

In 2023-24, 10,197 children and young people in Scotland were referred to the Children's Reporter: 1.1% of all children and young people in Scotland; a slight fall compared to the previous year. Most children and young people [8,196] were referred due to concerns about them [care and protection grounds].

Lack of parental care remains the most common reason assigned by Reporters when a child or young person is referred. The most common ages for children and young people to be referred to the Reporter has not changed at 14 and 15 years. The number of children and young people with Child Protection Orders in 2023-24 was 478. Proportionately, more Child Protection Orders are granted for very young children (especially new-born babies), than any other age, reflecting their high risk and vulnerability and requirement for immediate protection[xlv].

Across Clackmannanshire 123 children were referred to the Children's Reporter in 2022-23, an increase of 4% compared to last year [equates to 5 children]. The most common reason for referral remains '[he]/[she] is likely to suffer unnecessarily, or [his]/[her] health or development is likely to be seriously impaired, due to a lack of parental care'; just over half of all referrals for 2023-24[xlvi].

Local Crime Rate

Across Scotland there was an increase in the number of crimes reported [299,780], an overall increase of 4%. Crimes of dishonesty remain the highest yearly increase [same as last year] although the percentage increase is less at 7%.

Cybercrime is an increasing threat: in 2023-24, an estimated 16,890 cyber-crimes were recorded by the police in Scotland. This was an increase of 2,000 crimes [or 13%] when compared to the estimated volume for 2022-23 [14,890]. Cyber-crimes accounted for an estimated 30% of Sexual crimes in 2023-24, 9% of Crimes of dishonesty and 4% of Non-sexual crimes of violence.

Across Clackmannanshire, in 2023-24, the number of crimes and offences *increased by 7%* to 2873; higher than the overall increase across Scotland of 4%. Crimes of violence continue to fall at 3%, however crimes of dishonesty increased by 20% with *shoplifting accounting for the highest increase;* sexual crimes increased by 10% with the highest proportion relating to 'Causing to view sexual activity or images' and drug supply offences increased by 38%.

In 2023-24 the clear up rate [detection rate] across Scotland was 54.1%, up from 53.3% in 2022-23. crimes against society [91.4%], non-sexual crimes of violence [68%] and Sexual crime [57.2%] continued to have higher clear up rates in 2023-24 than crimes of dishonesty [33.1%] and damage and reckless behaviour [29.6%][xlvii].

Domestic Abuse

The police recorded 63,867 incidents of domestic abuse in 2023-24, an increase of 3% compared to the previous year. This is the first year this figure has shown an increase since 2020-21. In 2023-24, 38% of domestic abuse incidents recorded by the police in Scotland included the recording of at least one crime or offence.

The type of crime or offence that was most frequently recorded as part of a domestic abuse incident in 2023-24 was common assault, accounting for 31% of all crimes and offences recorded. This was followed by crimes against public justice and threatening and abusive behaviour, each accounting for 20% of crimes and offences.

Crimes recorded under the Domestic Abuse (Scotland) Act 2018 accounted for 5% of crimes and offences recorded as part of a domestic abuse incident in 2023-24.

Where gender information was recorded, just over four-in-five [81%] incidents of domestic abuse in 2023-24 involved a female victim and a male suspected perpetrator; this was the same as in 2021-22 and 2022-23.

In 2023-24, 15% of domestic abuse incidents involved a male victim and a female suspected perpetrator [where gender information was recorded]; this decreased slightly from 16% in 2022-23.

In 2023-24, the 31 to 35 years old age group had the highest incident rate for both victims [267 incidents recorded per 10,000 population] and suspected perpetrators [233 incidents recorded per 10,000 population].

Just under a third of incidents [31%] occurred at the weekend in 2023-24; this was a slight decrease from 32% in 2022-23.

In 2023-24, nine-in-ten [90%] of all domestic abuse incidents occurred in a home or dwelling.

Across Clackmannanshire the number of domestic abuse incidents recorded in 2023-24 was 732, *an increase of 12%,* higher than the average across Scotland [3% increase].
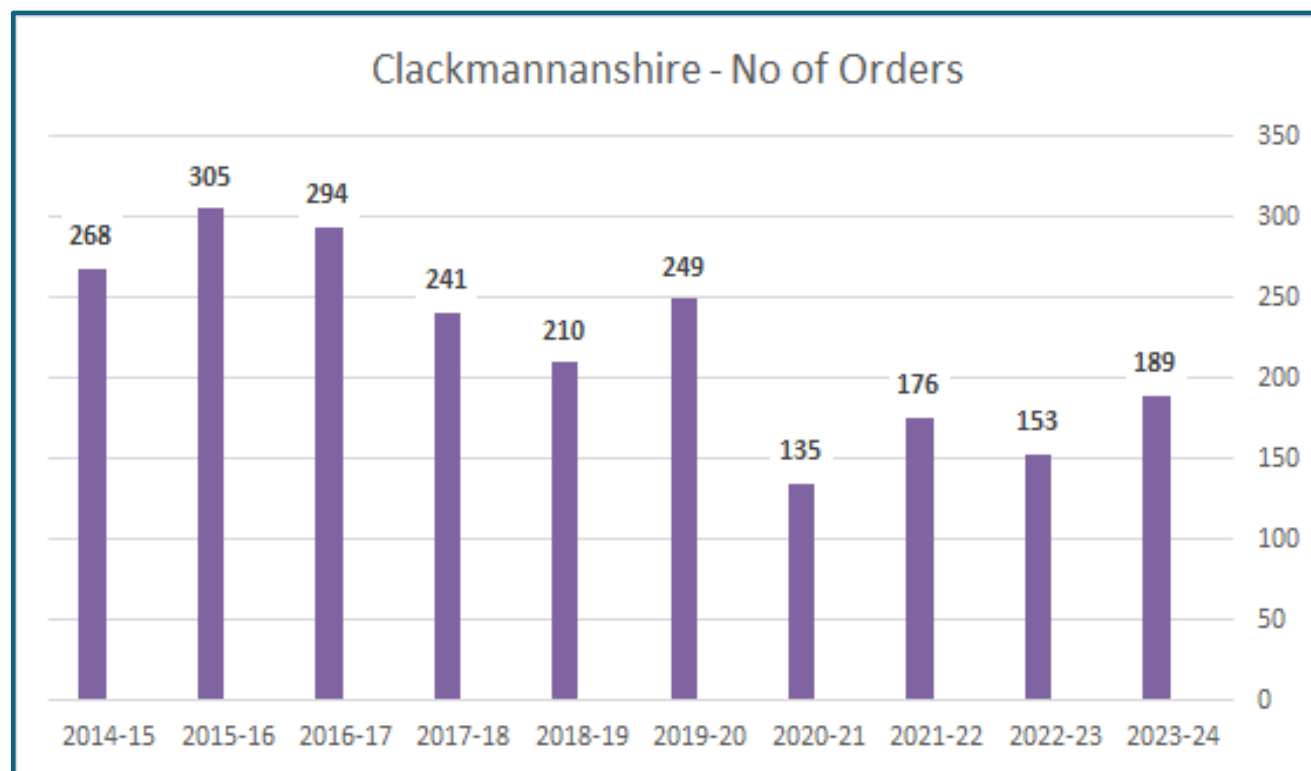
Until 2023-24 Clackmannanshire was reporting a decreasing trend in domestic abuse incidents; 37% resulted in the recording of a crime or offence.

The rate of domestic abuse increased to *141 incidents per 10K population,* higher than the Scottish average at 116: *4th highest* in Scotland[xlviii].

Community Sentences

There were 189 Community Payback Orders [CPOs] commenced in 2023-24 across Clackmannanshire involving 176 individuals. This equates to a rate of 48.8 individuals per 1000 population, *much higher than the Scottish rate* at 33.8. This is an increase on the year before when a fall was reported; an increase was also reported across Scotland. Graph 9 illustrates the number of CPOs. Prior to the pandemic the number of CPOs was much higher.

Graph 9: Number of Community Payback Orders, Clackmannanshire 2014-15 to 2023-24

Clackmannanshire - No of Orders

Year	Number
2014-15	268
2015-16	305
2016-17	294
2017-18	241
2018-19	210
2019-20	249
2020-21	135
2021-22	176
2022-23	153
2023-24	189

A small number of CPOs involved young people aged under 20 years; accounts for 6% of the total CPOs, slightly less than across Scotland where it was 8%. The age group 31-40 years continues to contain the largest proportion of CPOs commenced since 2016-17, roughly about a third of all CPOs are in this age group[xlix].

Prison Population

The average daily prison population in Scotland was 7,860 in 2023-24. This is an increase of almost 6% from 2022-23 and is primarily driven by an increase in the sentenced population [+8%]. The overall average daily remand population remained stable between 2022-23 and 2023-24, falling by just 0.5% to 1,796.

The average daily population of women in prison increased by almost 13% in 2023-24 [from 282 in 2022-23 to 318]. This is a greater rate of increase than the overall average daily prison population, although women still comprised just 4% of the prison population in 2023-24. The proportion of women held on remand on the average day in 2023-24 was 32% [fall of 1 percentage point from 2022-23].

For the first time since 2009-10 the average daily population of young people [under 21 years] rose slightly in 2023-24 [from 160 to 168]. The increase in the average daily population of young people [under 21 years] in prison in 2023-24 occurred entirely among 18 to 20 year olds

[an increase of 13 from 2022-23]. The average daily population of under-18s in custody fell in 2023-24 from 9 in 2022-23 to 5.

The number of offenders who entered the prison system [arrivals] from the Clackmannanshire area in 2023-24 increased to 3.6 per 1000 population [184 individuals]; this is the *second highest rate* across Scotland with only arrivals from Dundee being higher [the rate across Scotland was 2 per 1000 population][l].

Youth Employment

Table 5: Youth Employment Rate – Comparison January - December 2024 to January – December 2023

Across Scotland, in January to December 2024:	Across Scotland, in January to December 2023:
the estimated employment rate for 16 to 24 year olds was 55.0%	the employment rate for 16 to 24 year olds decreased by 1.0 pp
the estimated unemployment rate for 16 to 24 year olds was 10.4%	the unemployment rate for 16 to 24 year olds increased by 0.5 pp
the estimated economic inactivity rate for 16 to 24 year olds was 38.6 %	the inactivity rate for 16 to 24 year olds increased by 0.7 ppli

Participation Measure

> The data set used to produce the APM is managed by Skills Development Scotland (SDS) and combines data from a range of data sharing partners including local authorities, colleges, the Department for Work and Pensions (DWP) and SAAS, to help identify what young adults between the ages of 16-19 are 'participating' in during the reporting period.

The Annual Participation Measure [APM] reports on the education and employment activity of 16-19 year olds in Scotland and is the source of the Scottish Government's National Performance indicator "Percentage of young adults [16-19 year olds] participating in education, training, or employment". In 2024, participation was highest amongst 16 year olds [99.1%] and lowest amongst 19 year olds [85.3%]. This mirrors all previous years.

In 2024, this national indicator stood at 92.7%, the highest percentage using the current methodology. This is an increase of 0.1 percentage points [pp] compared to 2023 [92.6%].

The APM in 2024 in Clackmannanshire *is second lowest in Scotland* at 90.3% with the highest "not participating rate" across Scotland at 7.5%. Clackmannanshire has the lowest percentage participating in education at 63.4% with the Scottish average being 71.2%; but is above the Scottish average for participating in employment at 24.3% [Scottish average was 19.6%].

The gender participation gap [the difference between the APM for men and women] for young people grew to 1.8pp with young women continuing to participate more than young men. The Scottish average was 0.9pp.

The participation gap between those who live in the 20% most deprived areas [Q1] and those in the 20% least deprived areas [Q5] in 2024 was 10.9pp. Despite being the fifth largest gap across Scotland, this gap has narrowed since 2023 where it was 13.2pp[lii].

Health Risk Behaviours

This National Performance Framework [NPF] indicator measures the proportion of adults [aged 16+] with two or more health risk behaviours [current smoker, harmful or hazardous drinker, low physical activity and obesity].

Smoking and Vaping

Smoking: The most recent 5-year rolling average of smoking rates in Clackmannanshire for people aged 18 and over is 17.3%; higher than the Scottish rate of 14.7%. This is the *fifth highest* across all the other Scottish local authorities [North Lanarkshire, West Lothian, Glasgow City and West Dunbartonshire are higher].

People aged 25 to 34 years of age continue to have the highest smoking prevalence rate[liii].

Vaping: Action on Smoking and Health (UK)[ASH] found that there are more smokers [6.2 million] than vapers [5.6 million] across the UK[liv]. [ASH Smokefree GB Youth Surveys, 2013-2024]

- 11% of adults currently vape

- Rise has been steady over the past decade

- More than half [53%] of current vapers are ex-smokers

- Nearly four in ten [39%] of current vapers also smoke

- 8.0% of people who vape have never smoked

- Young People – in the age range 11 to 17 years:

- 7.6% currently vape compared to 5.5% currently smoke cigarettes

- 4.5% regularly vape [more than once a week]- slight increase

From 1st June 2025 it became illegal to sell single use vapes; the aim being to cut down the number of young people vaping [evidence of single use vapes being found discarded in school playgrounds and surrounding areas].

Alcohol

In 2023 alcohol specific deaths remained stable with an increase of one death across Scotland, giving a total of 1277 deaths; 861 were male, 416 were female.

Across Scotland, the age profile of alcohol-specific deaths has become older over time, with the average age at death increasing from 56 to 60 years in the last decade. In 2023, the alcohol-specific mortality rates for those aged 65 to 74, and 75+ were at their highest since the series began in 1994.

Male deaths continue to account for around two thirds of all alcohol-specific deaths. The gap between alcohol specific mortality rates in the most and least deprived areas has narrowed

over time. However, alcohol specific deaths continue to be more common in more deprived areas[lv].

Across Clackmannanshire there were 18 deaths, *an increase of 5 deaths* on the year before. The 5 year average is 67 deaths, 10 more than the previous 5 year average. The latest five year average-standardised mortality rates in Clackmannanshire is now higher than the Scottish average at 23, compared to 21.5[lvi].

Drug Use

In 2023, there were 1,172 drug use deaths registered in Scotland, an increase of 12% [121 deaths] compared with 2022. Whilst drug use deaths in Scotland have generally been increasing over the last two decades, this is the second lowest number in the last six years.

Males were twice as likely to have a death linked to drug use as females. Most of the increase in the past year was due to male deaths. Since 2000, the average age of drug use deaths has increased from 32 to 45 years.

People in the most deprived areas of Scotland are more than 15 times as likely to die from drug use compared to people in the least deprived areas. The association of deprivation with drug use deaths is much greater than with other causes of death.

The most common type of drugs implicated in drug use deaths in 2023 were opiates/opioids which were implicated in 80% of all deaths. The majority [88%] of drug use deaths were classified as accidental poisoning, with only 7% classed as intentional self-poisonings[lvii].

Regretfully, across Clackmannanshire there were 11 drug related deaths in 2023, one more than in 2022; 7 deaths were male whilst the remaining 4 were by females. All 11 deaths were classified as accidental poisonings with evidence of polydrug use with no deaths by young people aged under 24 years. The highest risk age group is in the older age range of 35 to 54 years.

Despite the number of deaths, the 5 year average age standardised death rate was eighth highest in Scotland at 26.2 and higher than the Scottish average of 23.6.

Police Scotland produces quarterly figures with the latest figures reporting a fall in the number of drug related deaths. Taking the yearly total, there were *43 drug related deaths* in C Division [covers Clackmannanshire] in 2024 compared to 47 in 2023; **a fall of 12%**, nationally the fall was 11%. Drug related deaths among the male 45 to 54 year age range continues to be the highest risk category[lviii].

Life Expectancy

This National Performance Framework [NPF] indicator estimates the average number of years a person spends in good health. Healthy life expectancy is analysed at birth and at 65 years.

In 2021-2023, life expectancy in Scotland was 80.8 years for females and 76.8 years for males; it has increased by almost 5 weeks for females and 13 weeks for males since 2020-2022 although remains lower than before the pandemic. Scotland continues to have the lowest life expectancy of other UK countries[lix].

- Female life expectancy in the most deprived areas of Scotland was 10.5 years lower than in the least deprived areas in 2021-2023
- Male life expectancy in the most deprived areas of Scotland was 13.2 years lower than in the least deprived areas in 2021-2023

According to the latest ScotPHO data, the healthy life expectancy for females in Clackmannanshire is similar to the Scottish average at *80 years* however the healthy life

expectancy for males in Clackmannanshire is one year lower at *75.8 years* [2021-2023, 3 year aggregate data][lx].

Mental Wellbeing

Poor mental health is an important public health challenge, and significant mental health inequalities exist in Scotland. *Improving the mental health and wellbeing of the population is a national priority.*

Mental health is defined by the World Health Organisation as a state of well-being in which every individual realises their own potential, can cope with the stresses of life, can work productively, and is able to contribute to their community[lxi]. Approximately *one in four people* in Scotland will face a mental health problem during their lifetime[lxii].

- *Loneliness* can contribute to the onset and continuation of poor mental health, and which is likely to be exacerbated by increases in the cost of living and the ability of some individuals to maintain connections with others.
- *Employment status* also has repercussions for mental health; being unemployed or economically inactive is linked to higher rates of common mental health problems.

Table 6 details the difference in the percentage of loneliness by area of deprivation with adults living in the most deprived areas more than double experience loneliness compared to adults living in the least deprived areas[lxiii].

Table 6: Loneliness of Adults By SIMD

Adult (aged 16+) loneliness (age-standardiseda), 2023, by area deprivation and sex					
How often felt lonely in last week?					
Scottish Index of Multiple Deprivation	5th (Least deprived) %	4th %	3rd %	2nd %	1st (Most deprived) %
Males					
Most/all of the time	5	9	6	12	14
Some of the time	22	22	30	27	27
None/almost none of the time	73	68	64	61	58
Females					
Most/all of the time	5	9	8	10	14
Some of the time	29	23	33	31	31
None/almost none of the time	65	68	59	59	55
All adults					
Most/all of the time	5	9	7	11	14
Some of the time	26	22	31	29	29
None/almost none of the time	69	68	61	60	57

Suicide

'About one in four of all deaths among young people is caused by suicide'

In 2023, there were *792 probable suicide deaths* in Scotland, an increase of 30 [4%] on the previous year. Male suicides increased by 34 to 590 deaths in 2023, while female suicide deaths decreased by 4 to 202 deaths in the latest year.

The rate of suicide mortality in males was 3.2 times as high as the rate for females. Rates have been consistently higher for males.

The rate of suicide mortality in the most deprived areas in Scotland was 2.5 times as high as in the least deprived areas in Scotland. This is **h**igher than the deprivation gap of 1.8 times for all causes of death.

Over half of all probable suicide deaths in 2023 were due to hangings, strangulations or suffocations. Almost 1 in every 4 probable suicides were due to poisoning.

The overall number of suicides across Clackmannanshire has remained the same for the last two reporting years at **7** [both in 2022 and 2023]. The rate of deaths from suicide has *fallen to 15.7 per 100,000 population,* slightly higher than the Scottish rate at 14.6 [2019- 2023 5 year aggregate][lxiv].

Teenage Pregnancies

Across Scotland, the teenage pregnancy rate rose for the first time in over ten years, increasing from 23.2 per 1,000 women in 2021 to 27.1 per 1,000 women in 2022. This is equivalent to 535 more pregnancies [3,756 compared to 3,221]. This increase was mostly driven by pregnancies in those aged between 17 and 19 years.

Teenage pregnancy rate increases were reported across all levels of deprivation in 2022. However, increases were greater in less deprived areas [SIMD 2 to 5] than in the most deprived [SIMD 1].

Despite this, *teenage pregnancy rates were more than three times higher for those living in the most deprived areas compared to the least deprived areas* in 2022.

Across Clackmannanshire, the rate of teenage pregnancies [under 20 years] increased from 30.5 per 1,000 women to *33.6 per 1,000 women* in 2022, this rate remains higher than the Scottish average and is fourth highest across all local authorities [no change from 2021][lxv].

- Pregnancy rates for 16 and under rose from 2.3 per 1,000 women to 2.7 per 1,000 women [average 2020/2022] - 7 women
- Pregnancy rates for under 18 years fell to 14.4 per 1,000 women from 18.6 per 1,000 women [average 2020/2022] – 36 women

Breastfeeding

Supporting breastfeeding is an important public health activity, with strong evidence that breastfeeding protects the health of children and mothers and reduces inequalities in health*.*

More than two thirds [68%] of babies reviewed in Scotland in 2023-24 were breastfed for at least some time after their birth. Of babies reviewed at 6-8 weeks, *33% were* exclusively breastfed*,* 16% mixed breast and formula fed and 51% formula fed.

Over the past 10 years the proportion of babies receiving some breastfeeding has increased at both First Visit [59%] and 6-8 week reviews [49%]. There have been increases both in the proportion of babies receiving mixed formula and breastfeeding and in those being exclusively breastfed.

Across Clackmannanshire this figure is lower than the Scottish average at *53.8%,* also lower than the year before [56%]; *28.2% were exclusively breastfed*, again lower than the Scottish average[lxvi].

Healthy Start

The National Performance Framework uses the indicator "the perinatal Mortality Rate per 1,000 births [the rate of stillbirths and deaths of babies in the first week of life] as a measure for children and young people having a "healthy start". Scotland's perinatal mortality rate increased in 2023 *to 5.7 per 1,000 births* [from 5.3 per 1,000 births in 2022]. In Clackmannanshire this rate was lower at 2.3 per 1,000 births in 2023.

The rate of infant deaths was higher than the Scottish average in 2023 at 4.6 per 1,000 births [equates to 2 deaths][lxvii].

Early Years

Early child development is influenced by both biological factors [being born premature] and environmental factors. Problems with early child development are important as they are strongly associated with long-term health, educational, and wider social difficulties. The pre-school development indicator is "the percentage of children with a developmental concern at their 27– 30 month child health review".

In 2023-24, 16.7% of children at 27-30 month review had a concern noted about at least one area of their development; these findings represent a small decrease in the percentage of children with a concern noted about at least one area of development; it was 17.9% in 2022-23.

There are marked and persistent socioeconomic inequalities in the percentage of children recorded as having a concern about their development at these reviews. The gap between those living in the most and least deprived areas is greatest at the 27-30 month review [16 percentage points].

Across Clackmannanshire, the percentage of children with a concern about any developmental concern at 27–30 month review is *continuing a decreasing trend*. In 2023-24, 17.6% were reported to have a concern, slightly more than the Scottish average.

There are persistent inequalities in the proportion of children who are found to have a developmental concern. At 27-30 months, this proportion is 2.5 times higher among children living in the most deprived areas [25.5%] than those in the least deprived [9.9%], although the gap narrowed in 2023-24.

Four in ten children [40.1%] who are Care Experienced [Looked After] are found to have a developmental concern at the 27-30 month review. This is much higher than the Scottish average[lxviii].

Childhood Obesity

A child's Body Mass Index [BMI] is calculated by dividing their weight by their height squared. Children are then allocated to a healthy or unhealthy weight category by comparing their BMI to the range of BMIs seen among a reference group of children of the same age and sex.

Across Scotland in the school year 2023-24, 76.5% of Primary 1 children measured had a healthy weight, 22.3% were at risk of being overweight or obesity and 1.2% were at risk of underweight.

Marked socioeconomic inequalities in child healthy weight persist, particularly in the percentage of children at risk of obesity. In 2023-24, 14.0% of children living in the most deprived areas were in this category, compared with 6.4% of those living in the least deprived areas.

Boys in Primary 1 remain slightly less likely than girls to have a healthy weight, but a similar proportion of boys [22.3%] and girls [22.2%] were at risk of being overweight and obesity.

25

Across Clackmannanshire, in school year 2023-24, 80.1% of Primary 1 children measured had a healthy weight, *17.3% were at risk of overweight or obesity* and 2.6% were at risk of underweight. This is illustrated in Graph 10. Overweight or obesity rates are lower than the Scottish average however *the percentage of young people at risk of underweight is increasing*[lxix].

Graph 10: Obesity Rates - Clackmannanshire

Young Carers

Young Carer Grants are a payment that can be applied for annually by young carers aged 16, 17, and 18 who care for someone normally paid a qualifying disability benefit.
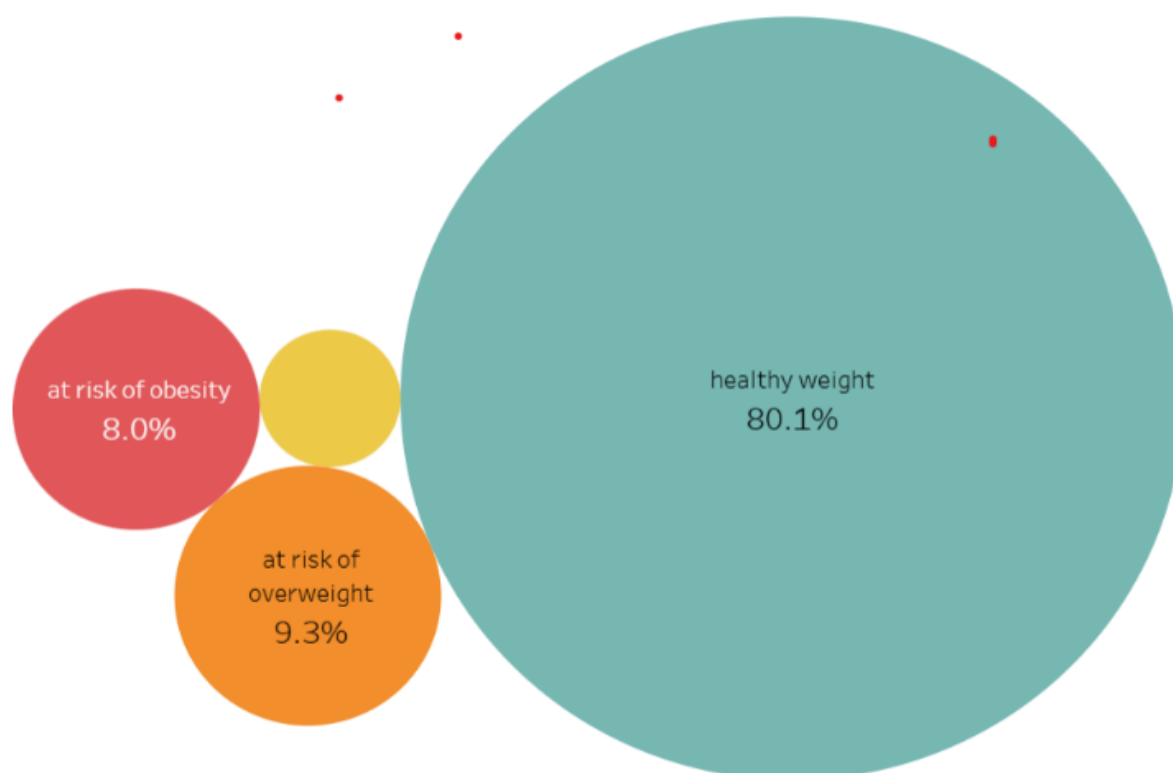
In the 2024-25 financial year:

- 6,380 applications were received,
- 6,240 applications have been processed, of which 67% were authorised,
- 33% were denied and less than 1% were withdrawn.
- 4,135 Young Carer Grant payments were made, highest number of payments in a financial year since launch
- *More applicants are younger:* of the applications received from launch, 36% were for an applicant aged 16 years, 37% for aged 17 years, and 25% for aged 18 years.
- Around 98% of all applications received were for applicants *caring for one person.*
- Less than 1% of applications were for applicants caring for two or three people.

The Carers Census for 2023–24 reported *52,000 unpaid carers* were supported by local services across Scotland, marking a *17% increase* from the 44,310 carers supported in 2022–23.

Almost three in five carers [58%] in the Carers Census were working age [18-64 year old] adults in 2023-24. Adults aged 65 plus made up a quarter of carers identified [26%], whilst young carers aged under 18 accounted for 16% of the carers.

Around three-quarters of carers in the 2023-24 Carers Census were female [73%], similar to the previous year. In 2023-24, 15% of young carers lived in areas within the most deprived Scottish Index of Multiple Deprivation [SIMD] decile, while 5% lived in areas within the least deprived SIMD decile[lxx].

According to SEEMiS [education system] there are currently *131 young carers* across Clackmannanshire schools. This number has steadily increased over the last few years due to increased awareness and confidence of young people to identify as being a young carer and the introduction of The Promise recognising young carers as children and young people who need extra support.

Care Experienced Children and Young People

Across Scotland, there were 11,844 children looked after on 31 July 2024, a fall of 240 children [2%] compared to July 2023. The rate of children looked after per 1,000 children was 11.7 in 2024. This is the lowest rate since 2005.

A total of 2,313 looked after children were looked after at home on 31 July 2024. This is down 5% on 31 July 2023 and down 44% on 2013-14. This accounts for 20% of looked after children.

On 31 July 2024, the most common placements away from home were kinship care [35%], foster care [32%], and residential accommodation [11%].

According to Children's Social Work Statistics, across Clackmannanshire, there were *221 children looked after* on 31 July 2024: 4 less than in July 2023; equates to 4% of the overall population; higher than the Scottish rate which is 2%. The number of looked after children in Clackmannanshire has fallen from further to 217 in 2024-25. This is representative of 21.9 per 1000 (0-17 years) of local population.

More males continue to be looked after than females with a split of 56% to 44% across Clackmannanshire. There continues to be an increase in the number of children looked after under 5 years in Clackmannanshire, higher than the Scottish average.

It continues to be the case that the highest proportion of looked after are with friends/relatives, 39% in 2023-24 and 35% in 2024-25; as is the case across Scotland, although the proportion in Clackmannanshire is higher than the average across Scotland. A greater increase in the number of children looked after at home is attributed to the small reduction in kinship care in 2024-25.

Care Leavers

Across Clackmannanshire there were 31 care leavers during the year [2024] with only 39% with a Pathway Plan [much lower than the Scottish average of 74%], and over half had a Pathway Coordinator. This continues to be a focused area of improvement.

In 2025 100% of young people in continuing care have a pathway plan and pathway coordinator [7]. 100% of young people under 19 eligible for aftercare have an allocated pathways coordinator [27], 55% have a pathway plan with the remaining either underway or declined.

There are 12 young people in receipt of discretionary aftercare between ages of 19-25. 100% have a pathway plan and pathway coordinator. 39 young people between the ages of 19-25 are eligible for a service, these young people do not have a named pathways coordinator

however are open to the team and receive support on a duty basis as well as access to the Care Experience Hub.

Of the 45% receiving continuing care, *60% were in employment, education, or training*; higher than the Scottish rate of 55%.

During the year 2023-24, 80 children and young people were ceased as being looked after with more than half [57.5%] returning to biological parents, more than the Scottish average [45%]. A tenth ceased to be looked after due to adoption orders being granted with adoptive parents, almost double the average across Scotland.

Education

Clackmannanshire has 18 publicly funded primary schools, 3 publicly funded secondary schools, 2 ASL Schools [Secondary School Support Service and Lochies], 4 Specialist Provisions [Alloa Academy [EASN], Alva Academy [ASD], Alva PS [ASD] and Primary School Support Service] and 4 standalone extended year Early Learning and Childcare [ELC] establishments.

School Roll: across Clackmannanshire, there were 6483 pupils registered in 2024 [3,621 primary school pupils, 2,755 secondary school pupils and 87 pupils who attend our Specialist Provisions], continuing a decreasing trend[lxxi].

At the latest annual school staff survey, Clackmannanshire is reporting 560 teachers [excluding ELC]. The overall pupil teacher ratio changed very little at 11.6, lower than the Scottish average of 13.3. The average class size for primary schools across Clackmannanshire in 2024 was 21.7 pupils, smaller than the Scottish average of 23.3[lxxii].

Early Years Education

In 2024, there were *132 parents* who were on qualifying benefits for their two year olds to have a free place in an ELC Establishment in Clackmannanshire. There was a total of 137 two year-olds, 265 three year-olds, and 474 four year olds across Clackmannanshire's ELC establishments.

A smaller percentage of all ELC registrations were assessed as having Additional Support Needs in 2024 at **14%;** 7 percentage points lower than in 2023.

Free School Meals [FSM]

All pupils in primary one to five in Scotland, and all children in specialist schools, currently receive free school meals, reporting to save families who take up the offer an average of £400 per child per year. From 3 March 2025, pupils in Primary 6 and 7 whose parent or carer receives Scottish Child Payment are now also eligible for free school meals.

According to SEEMiS records, 27.4% of primary school pupils were entitled to FSM in 2023-24 [not including the automatic inclusions for FSM]; this is a fall compared to the previous year, but the overall trend is increasing. Scottish Government published statistics on free school meals is taken from the School Living Healthy Survey and it reports across Clackmannanshire, the uptake for free school meals for primary school pupils was 76.7% 2024, slightly more than the Scottish average of 72.1% and more than the year before where the uptake was 64.1%[lxxiii].

Additional Support Needs [ASN]

Scotland has an inclusive educational system which focuses on overcoming barriers to learning and "Getting it Right for Every Child" [GIRFEC]. Some children and young people need additional support to benefit fully from their education. Additional support needs can arise, in the short or long term, from a variety of circumstances including the learning environment, family circumstances, health or disability needs, social and emotional factors.

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There continues to be an increase in the percentage of primary school children recorded as having an Additional Support Need [ASN]. Across Clackmannanshire, in 2024, 34.6% of pupils were recorded as having an ASN, up from 30.1% in 2023. Secondary school pupils are reporting higher rates of ASN, in 2024, 43.1% of secondary school pupils in Clackmannanshire reported to have ASN; although lower than the Scottish average at 46.1%.

The most recorded reason for support for ASN at primary school is "social, emotional and behavioural difficulty" [29%]. The most recorded reason for support for ASN at secondary school is dyslexia with more than a quarter [27%] of secondary school pupils followed by "social, emotional and behavioural difficulty" [23.3%].

Deprivation Profile – Educational Establishments

Across Scottish schools, 22.3% of pupils live in the most deprived areas [Q1] and 19.1% live in the least deprived areas [Q5]. The deprivation profile for primary and secondary schools has changed little over the last five years as illustrated in Graph 11. Across Clackmannanshire, 32.2% of pupils live in our most deprived areas [Q1] and 13.7% live in our least deprived areas [Q5] in 2024[lxxiv].
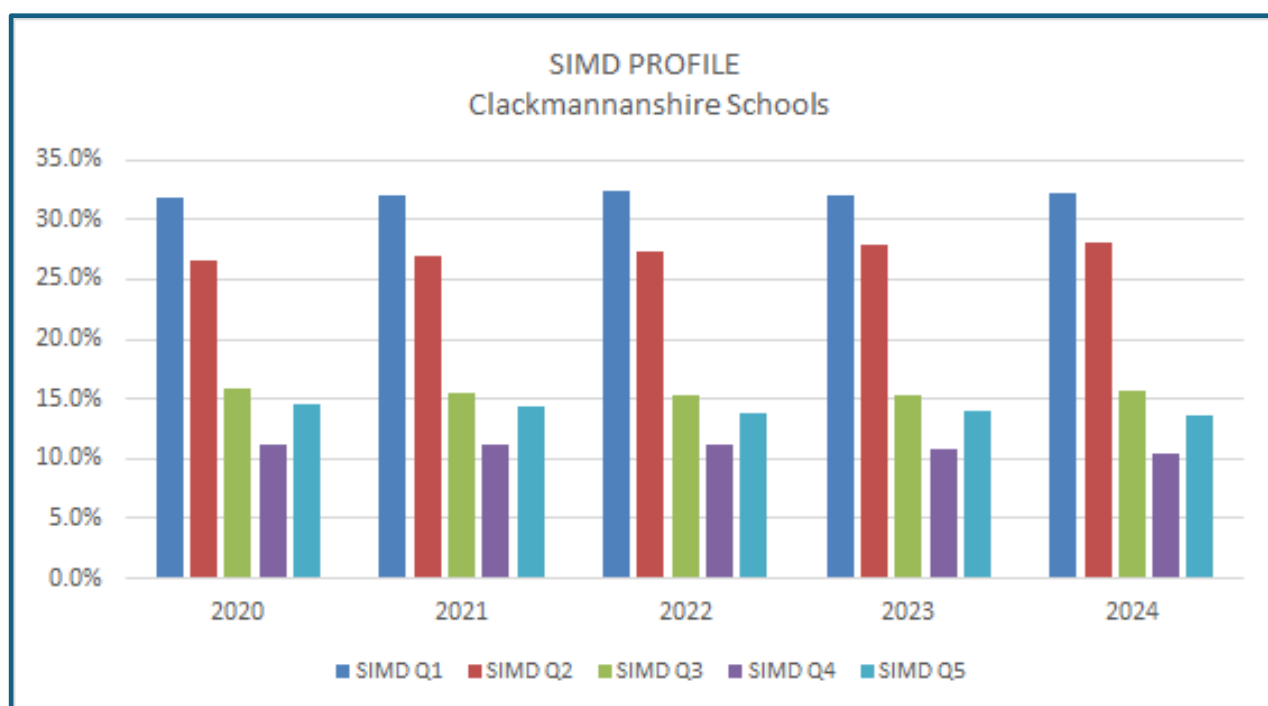

Graph 11: SIMD Profile – Clackmannanshire Schools

School Attendance

In 2023-24, the overall attendance rate across Scotland was 90.3%, similar to the rate in 2022-23. Across Clackmannanshire the overall attendance rate recovered slightly after the dip in attendance linked to the pandemic to 91.1%. This is illustrated in Graph 12.

Graph 12: Overall Attendance Rate - Clackmannanshire
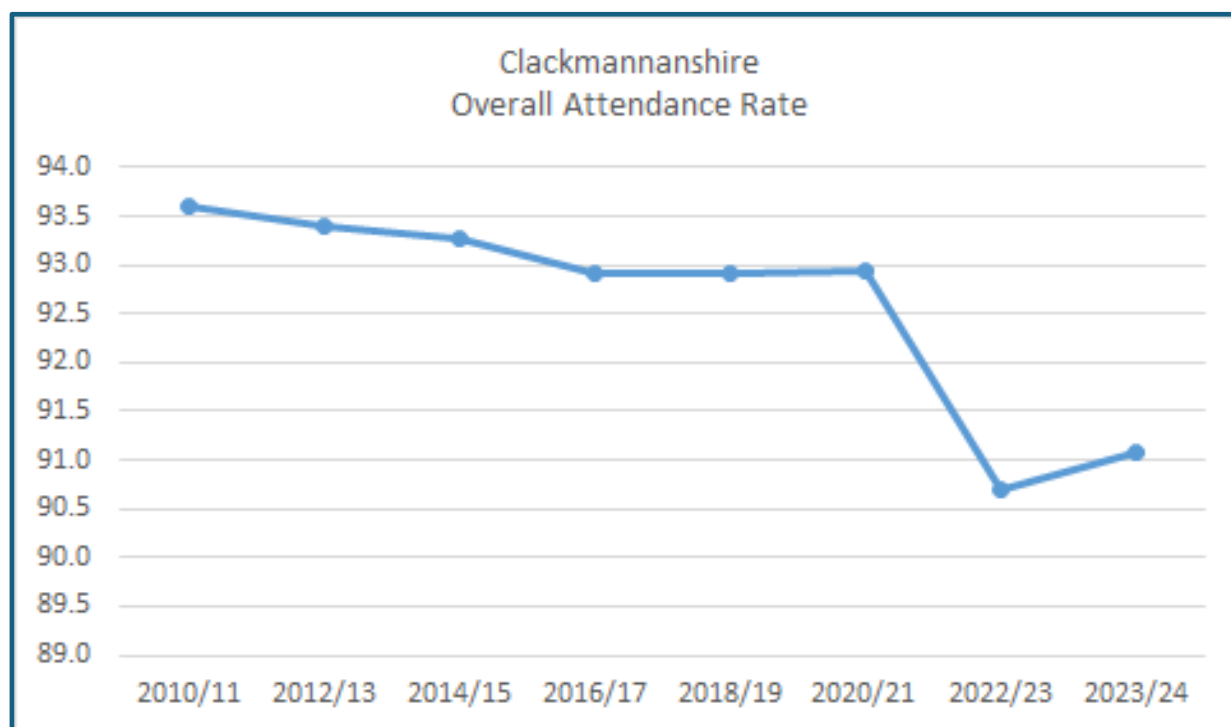
The attendance rate for primary school pupils was 92.4%, not far off the Scottish average at 92.5% and for secondary schools, it was 89.2%, higher than the Scottish average at 87.6%.

Figures in brackets are the Scottish attendance rates

- Attendance by gender: Female 90.8% [90.2%]; Male 91.4% [90.5%]
- Primary School: Female 92.5% [92.6%]; Male 92.3% [92.4%]
- Secondary School: Female 88.5% [87.1%]; Male 90.0% [88.1%]
- ASN: Yes 88.9% [87.4%]; No 92.3% [92%]
- SIMD Q1: 88.8% [86.9%]; SIMD Q5 94.1% [90.4%]; GAP 5.3pp [3.5pp]

Exclusions: Since the introduction of a new exclusion policy across the authority, there has continued to be no exclusions reported. The last reported exclusion was in 2020-21[lxxv].

Attainment – Curriculum for Excellence [CfE]
Scotland vs Clackmannanshire

Scotland: The percentages of primary school pupils achieving the expected CfE levels in 2023-24 increased across all stages and organisers compared to 2022-23. For primary pupils combined, the proportion achieving expected levels in literacy [74%] and numeracy [80%] were the highest on record.

Clackmannanshire: The percentages of primary school pupils in Clackmannanshire achieving the expected CfE levels in 2023-24 increased across all stages and organisers compared to 2022-23. This is detailed in tables 7 and 8.

Table 7: Literacy Achievement Levels [%]

PRIMARY 1, 4 & 7 COMBINED LITERACY						
	2017/18	2018/19	2019/20	2021/22	2022/23	2023/24
OVERALL	72.1%	71.2%	59.6%	63.3%	69.6%	74.0%
NATIONAL	71.4%	72.3%	66.9%	70.5%	72.7%	74.0%

Table 8: Numeracy Achievement Levels [%]

PRIMARY 1, 4 & 7 COMBINED NUMERACY						
	2017/18	2018/19	2019/20	2021/22	2022/23	2023/24
OVERALL	77.0%	76.8%	68.6%	71.7%	72.4%	77.3%
NATIONAL	78.4%	79.1%	74.7%	77.9%	79.6%	80.3%

For primary pupils combined, the proportion achieving expected levels in literacy and numeracy *increased* although the numeracy level remains lower than the national.

Scotland: The attainment gap among primary pupils combined was at its lowest ever level for literacy. As attainment among the most deprived has improved more than the least deprived in the past year, *the attainment gap has narrowed* slightly from 20.5pp in 2022-23 to 20.2pp in 2023-24.

The attainment gap in numeracy increased from 17pp in 2022-23 to 17.4pp in 2023-24. This is slightly wider than it was in 2017-18 and 2018-19. Attainment for pupils from the least deprived areas increased by 0.5pp; attainments for pupils from the most deprived areas did not change.

Clackmannanshire: The attainment gap for combined literacy among primary pupils in 2023-24 is smaller than the national gap at 15.6pp and *narrowed slightly* from the year before.

The attainment gap combined in numeracy *narrowed* to 16.4pp from 17.1 pp in 2022-23; the gap is also smaller than the national gap

Scotland: For S3 pupils, the proportions achieving third level or better in literacy [88%] and numeracy [90%] are at their *highest ever level*. The proportions of S3 pupils achieving fourth level were at their highest ever across all organisers and were markedly higher over the last two years.

For S3, the most deprived group has seen an increase in the proportion of pupils achieving the expected level for literacy to the highest since records began in 2016-17. As attainment among the least deprived pupils has remained stable, the S3 pupils' *attainment gap in literacy has narrowed* from 13.7pp in 2022-23 to 12.7pp in 2023-24. This is the lowest on record.

The proportion of S3 pupils achieving third level or better in numeracy in the least deprived areas has remained stable over the last three years. Over the same period attainment has improved in the most deprived areas, leading to a narrowing of the attainment gap to 12pp, representing the lowest level ever recorded.

Clackmannanshire: For S3 pupils, the proportions achieving third level or better in literacy [91%] and numeracy [94%] are also at their *highest ever level.* The proportion of S3 pupils in Clackmannanshire achieving fourth level was higher in numeracy [72.2%] however a slight fall was reported in literacy [51%].

Due to the small Q5 cohort size, the attainment gap cannot be calculated[lxxvi].

Senior Level Attainment [School leavers] – Literacy and Numeracy

Graph 11: Senior Phase [S3] Literacy Achievement Levels

Senior Level Literacy

	2020	2021	2022	2023	2024
% Level 4 Literacy	88.7	91.6	91.5	89.1	88.3
% Level 5 Literacy	74.6	79.8	79.1	76.4	75.3
% Level 6 Literacy	48.6	51.9	49.6	44.9	45.7
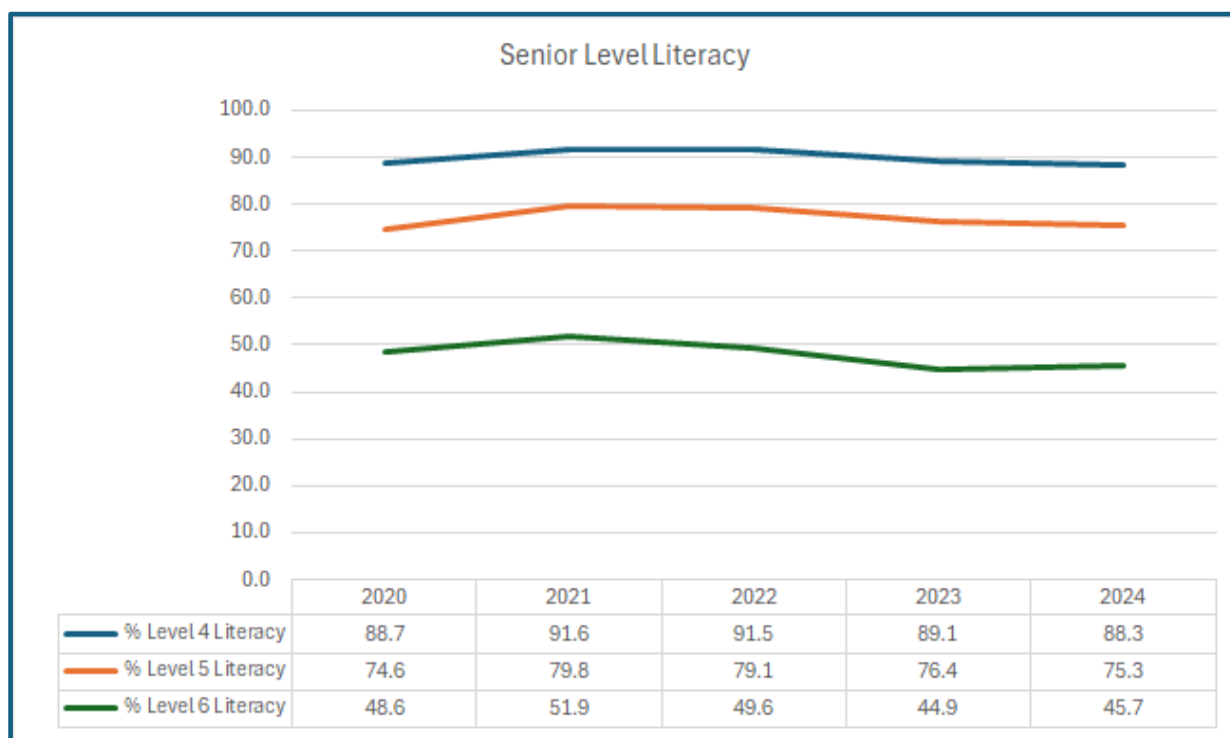
Graph 12: Senior Phase [S3] Literacy Achievement Levels – Most Deprived

SIMD Q1
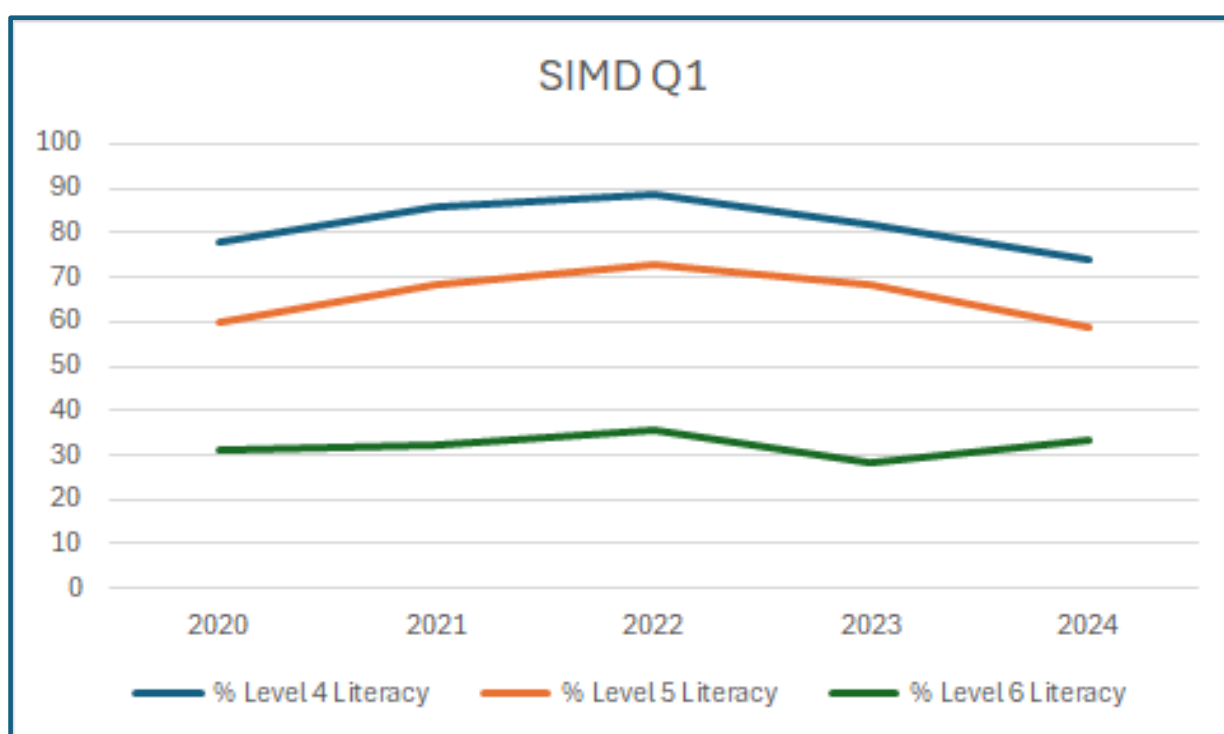
- Slight fall in the attainment rate for Level 4 and Level 5 Literacy in 2024
- Yearly increase in the attainment rate for Level 6 Literacy
- Lower attainment rate across all three levels for school leavers from most deprived area [Q1]

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Graph 13: Senior Phase [S3] Numeracy Achievement Levels

Senior Level Numeracy

	2020	2021	2022	2023	2024
% Level 4 Numeracy	85.3	89.5	87.6	85.9	86.9
% Level 5 Numeracy	63.5	67.6	67.0	67.3	68.9
% Level 6 Numeracy	22.0	19.7	19.6	18.4	20.4
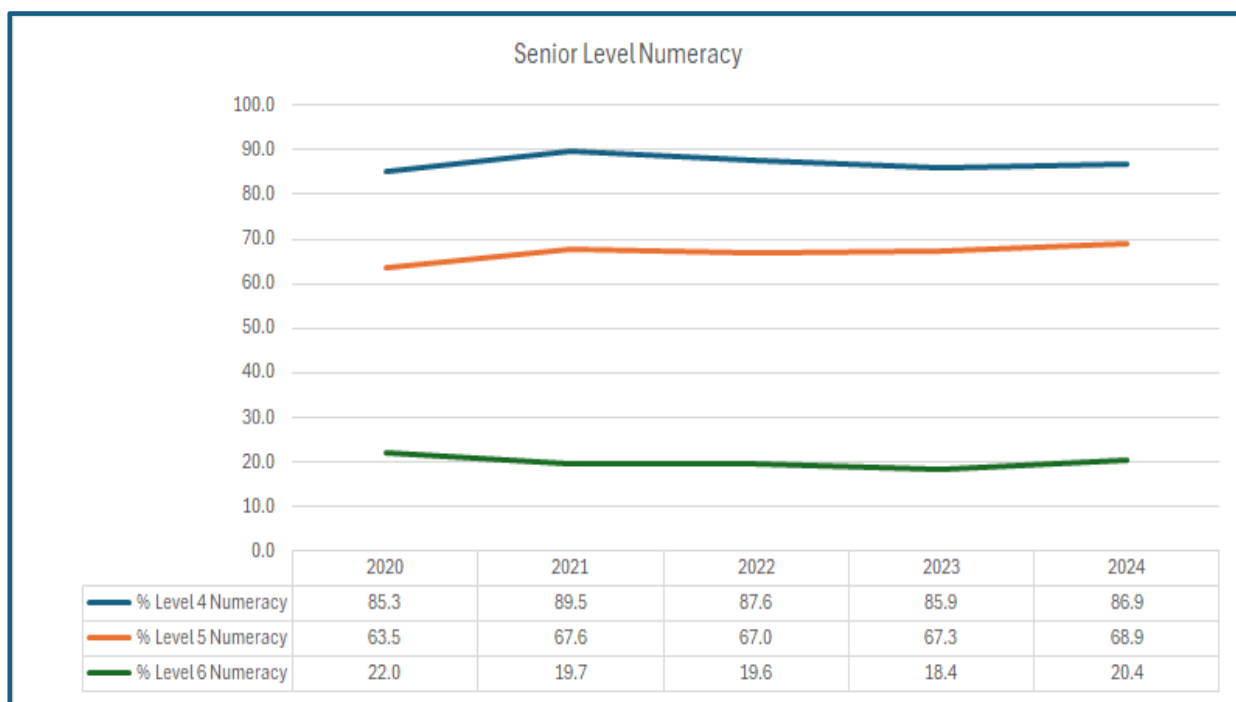
Graph 14: Senior Phase [S3] Numeracy Achievement Levels – Most Deprived

SIMD Q1
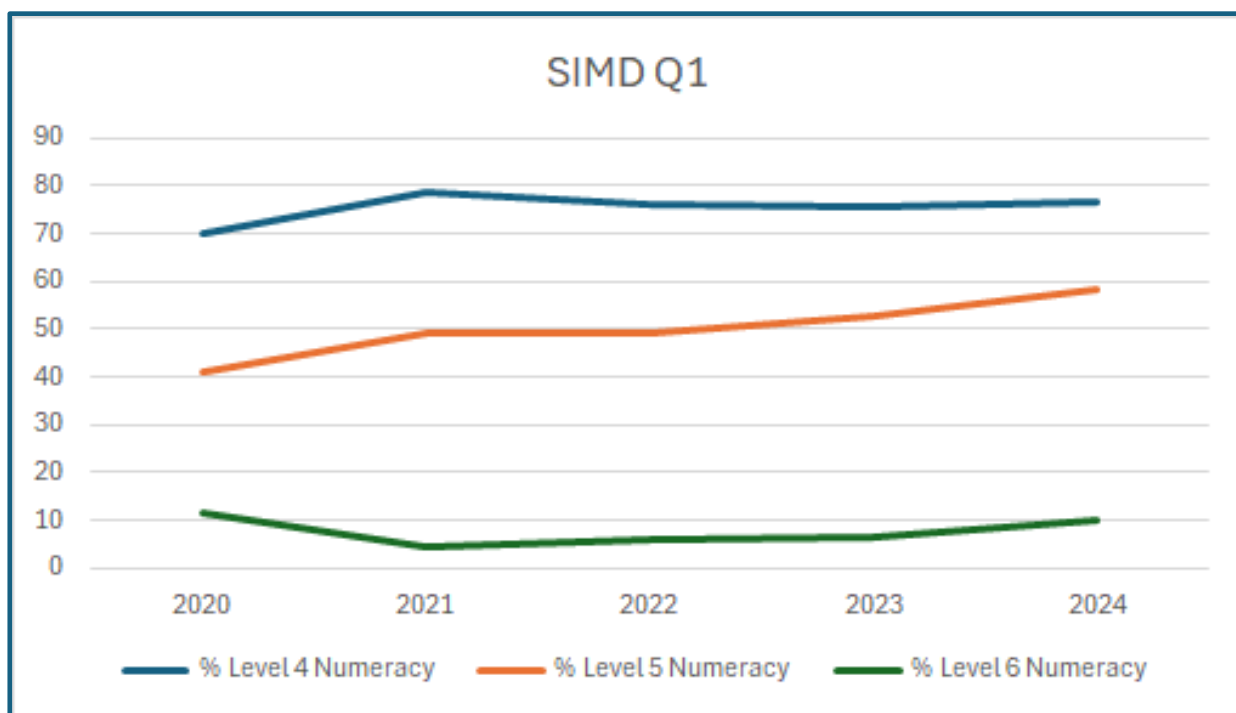
- Rise in the attainment rate for all 3 Levels in Numeracy in 2024

- Despite a lower attainment rate in Numeracy across all three levels for school leavers from most deprived area [Q1], the rate is also increasing in 2024

School Leaver's Attainment

The following Scottish Credit and Qualifications Framework [SCQF] level qualifications provide three of the key measures used by the Scottish Government in its National Improvement Framework to measure progress over time in closing the poverty related attainment gap.

Across Scotland:

- 87.4% left with one pass or more at SCQF Level 5 or better in 2023-24: more than in 2022-23 [84.8%]

- 66.5% left with one pass or more at SCQF Level 6 or better in 2023-24: more than in 2022-23 [57.9 %]

  Across Clackmannanshire:

- 89.8% left with one pass or more at SCQF Level 4 or better in 2023-24: fewer than in 2022-23 [91.6 %]

- 77.8% left with one pass or more at SCQF Level 5 or better in 2023-24: fewer than in 2022-23 [81.3 %]

- 48.5% left with one pass or more at SCQF Level 6 or better in 2023-24: fewer than in 2022-23 [49 %]

All the above attainment rates are lower than the Scottish average and in 2022-23.

Attainment Gap:

Across Scotland, the gap between the most deprived and least deprived areas in 2023-24 for leavers attaining 1 pass or more under the National Qualifications measure [total attainment] at:

- SCQF Level 4 or better is 6.4pp [gap has grown]

- SCQF Level 5 or better is 18.1pp [gap has narrowed]

- SCQF Level 6 or better is 31.8pp [gap has narrowed]

  Across Clackmannanshire, the gap between the most deprived and least deprived areas in 2023-24 is difficult to calculate as the SIMD Q5 cohort is so small; hence the attainment of leavers from the most deprived areas [SIMD Q1] is compared:

- 85.1% SCQF Level 4 or better in 2023-24; lower than in 2022-23 [85.8%]

- 75.2% SCQF Level 5 or better in 2023-24; lower than in 2022-23 [78.7%]

- 41.6% SCQF Level 6 or better in 2023-24; higher than in 2022-23 [33.7%]

Initial Positive Destinations

Across Clackmannanshire, **96%** of all young people entered an initial positive destination in 2023-24; an increase on the year before where it was 94.9%.

Graph 15: Initial Positive Destination Rate - Clackmannanshire
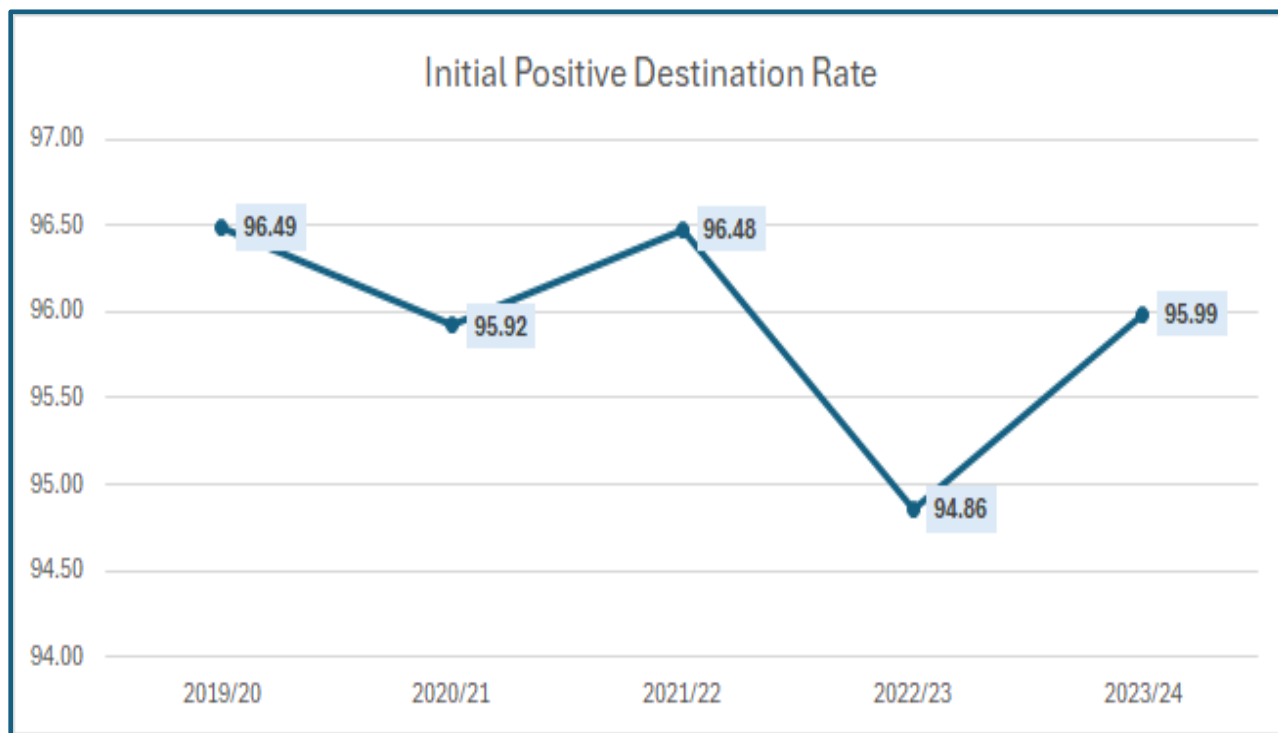
- 32.7% of young people moved on to higher education in 2023-24, an increase of 6.2pp [26.5%] compared to 2022-23
- 24.5% of young people moved on to further education in 2023-24, a fall of 3.9pp compared to 2022-23
- 23.9% of young people entered employment, a fall of 4.5pp compared to 2022-23 [28.4%]
- 2.2% of young people were "unemployed seeking", a fall compared to 2022-23 where it was 3.1%

The overall destination rate is *higher than the Scottish average*; however, a lower percentage of school leavers from Clackmannanshire are moving on to either higher or further education compared to the Scottish average.

Care Experienced Attainment, Attendance & Destination Rate

Attainment

Yearly comparisons for attainment for Care Experienced school leavers can be influenced by the size of the cohorts as this cohort tends to be small.

Graphs 16 and 17 illustrate the attainment for our Care Experienced school leaver cohorts in Literacy and Numeracy.

Graph 16: Care Experienced School Leavers – Literacy Achievement
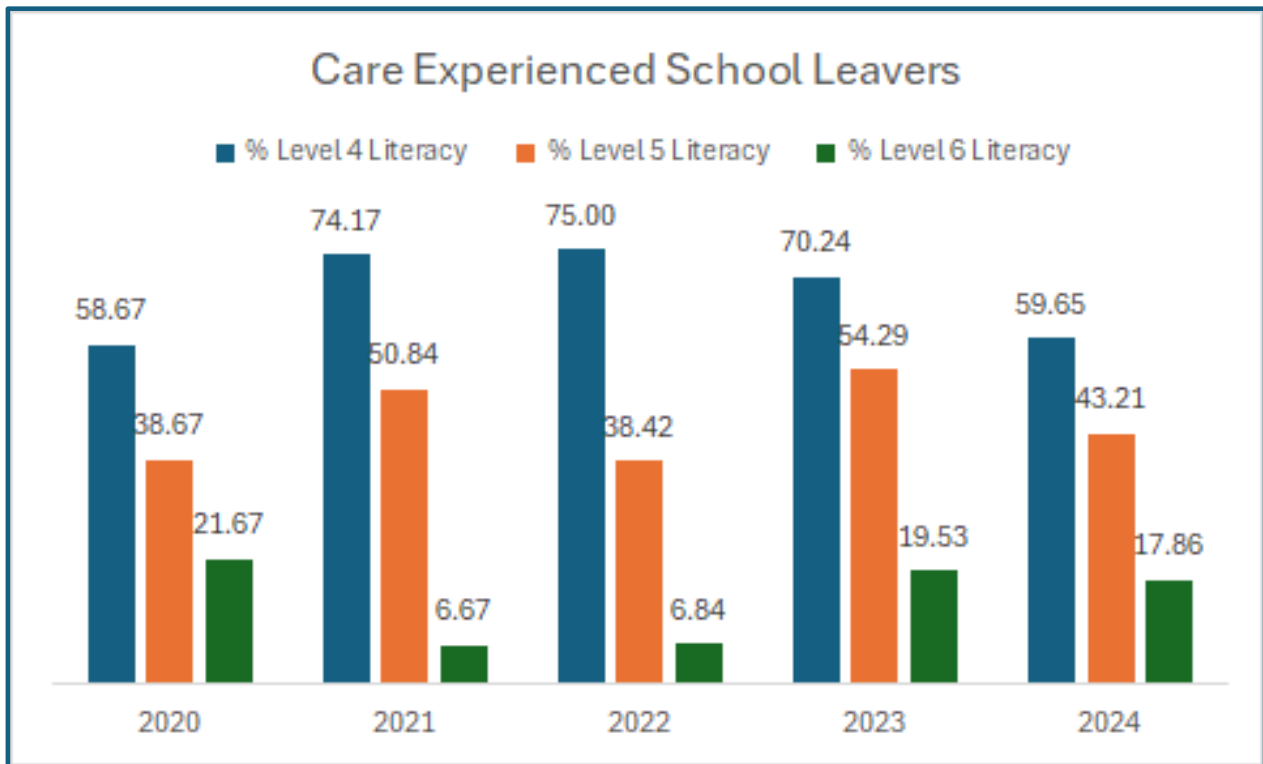
Graph 17: Care Experienced School Leavers – Numeracy Achievement
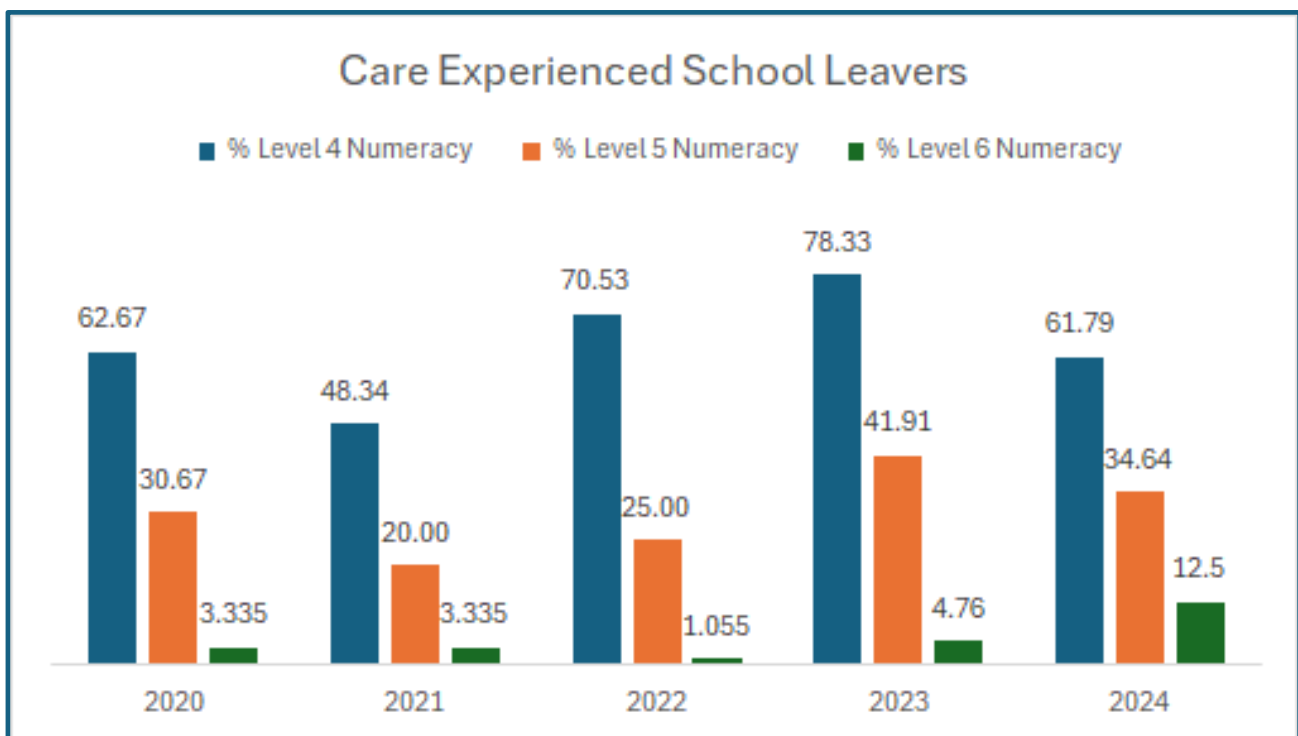
It is difficult to draw too many comparisons as the size of the cohort influences the percentage rate, as detailed in table 9.

Table 9: Cohort Size – Care Experience Number of School Leavers

Year	Number in Cohort
2024	14
2023	21
2022	19
2021	6
2020	15

The cohort size is included for each year, which may explain the difference in attainment rates.

Graph 18 illustrates the attainment rate of Care Experienced School Leavers whom, upon leaving school, achieve at least one SCQF qualification – Level 4, Level 5 and/or Level 6. This chart must be considered alongside the table where it details the different cohort sizes across the last 5 years.

Graph 18: Attainment Rate – Care Experienced School Leavers

Care Experienced Attainment
One or More @

	2020	2021	2022	2023	2024
Level 4	85.7%	87.5%	100.0%	76.5%	70.0%
Level 5	57.1%	50.0%	88.9%	70.6%	50.0%
Level 6	14.3%	12.5%	44.4%	29.4%	10.0%
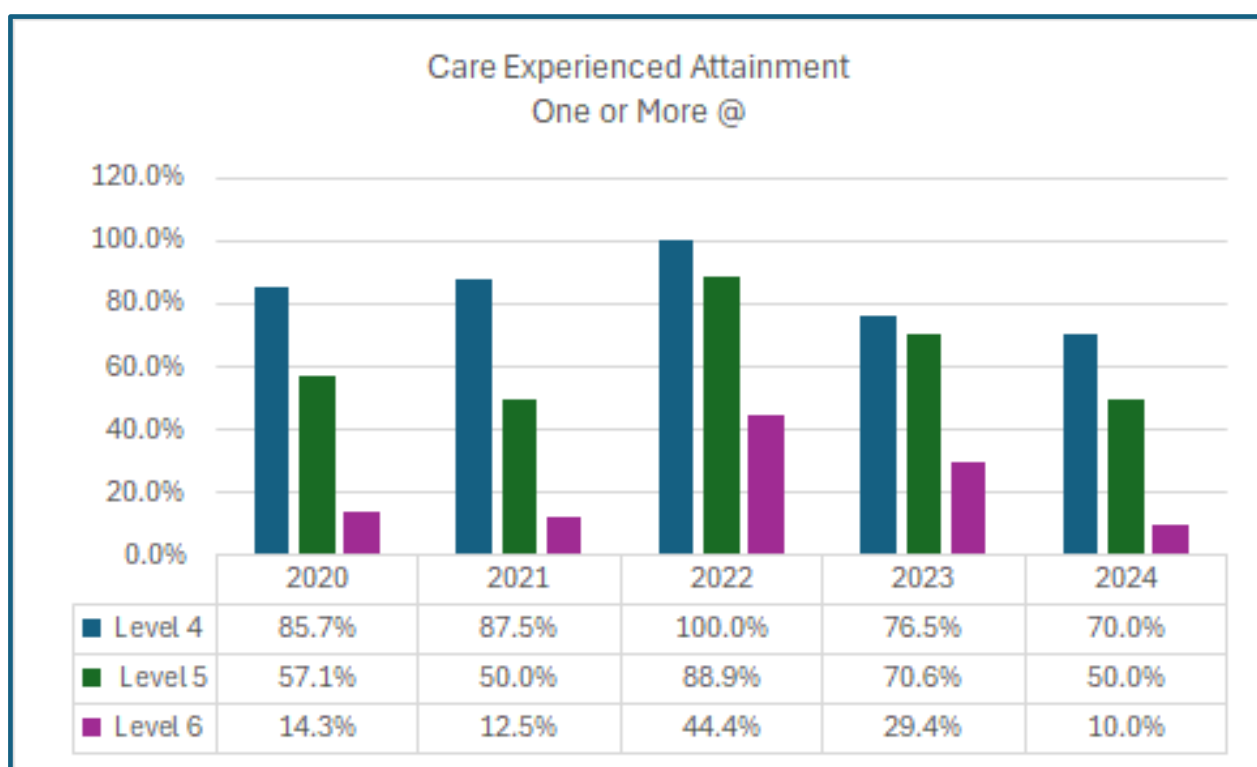
The leaver cohort in 2020 is almost the same size as in 2024. However, before making any comparisons it's worth noting that the year 2020 was during the pandemic. Location of the cohorts too can have an impact as they may be split across the three secondary schools or may be more in number in one school over another and this may affect attainment.

Graphs 19, 20 and 21 illustrate the attendance for Care Experienced young people in Clackmannanshire who are described as Care Experienced – Looked After Home [LAC Home], Looked After Away [LAC Away] or Previously Looked After [Previously LAC]– as per the descriptor field in SEEMiS

Graph 19: Attendance – All Care Experienced Young People

Care Experienced Young People
School Attendance - ALL

	2020	2021	2022	2023	2024
Away	94.34	92.74	91.77	91.63	92.11
Home	84.69	88.18	69.68	80.00	85.81
Previously	85.81	82.67	86.16	86.56	88.46
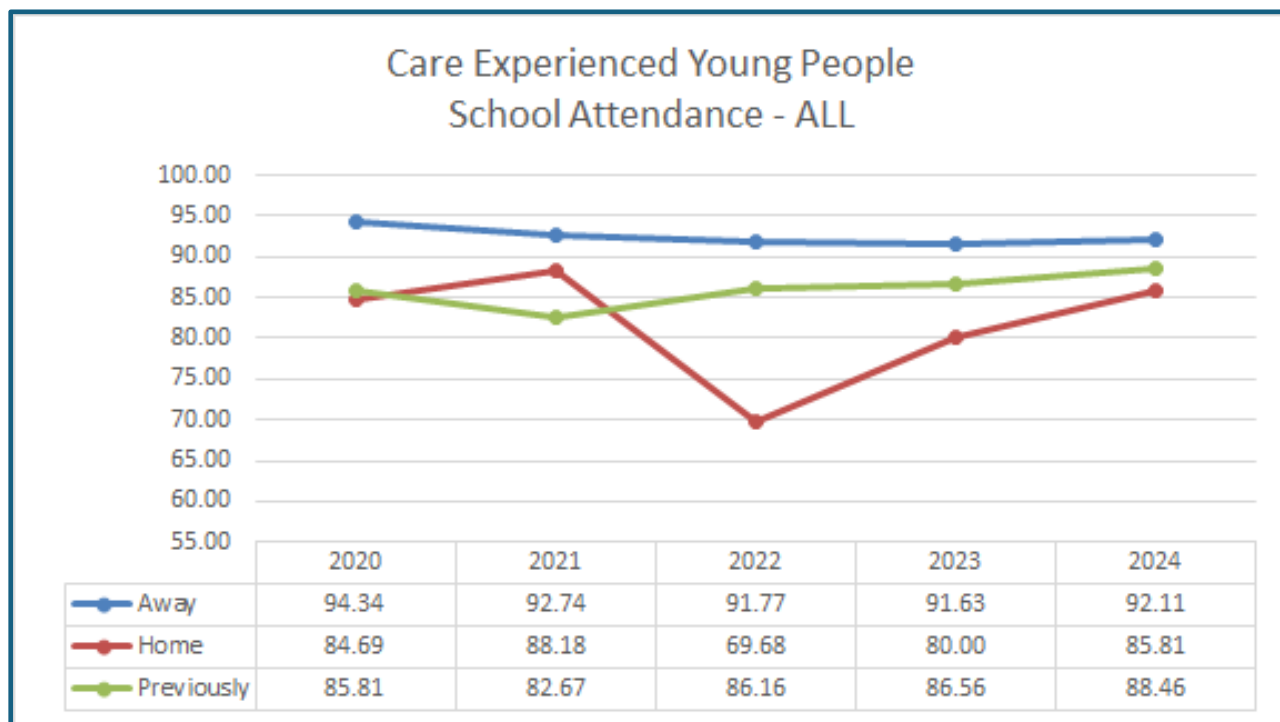
Graph 20: Attendance – Care Experienced Young People (PrimarySchool)

Care Experienced Young People
School Attendance - Primary

	2020	2021	2022	2023	2024
Away	95.99	94.80	92.89	92.37	93.00
Home	81.18	87.22	67.05	86.69	92.01
Previously	86.28	85.69	90.09	89.53	91.76
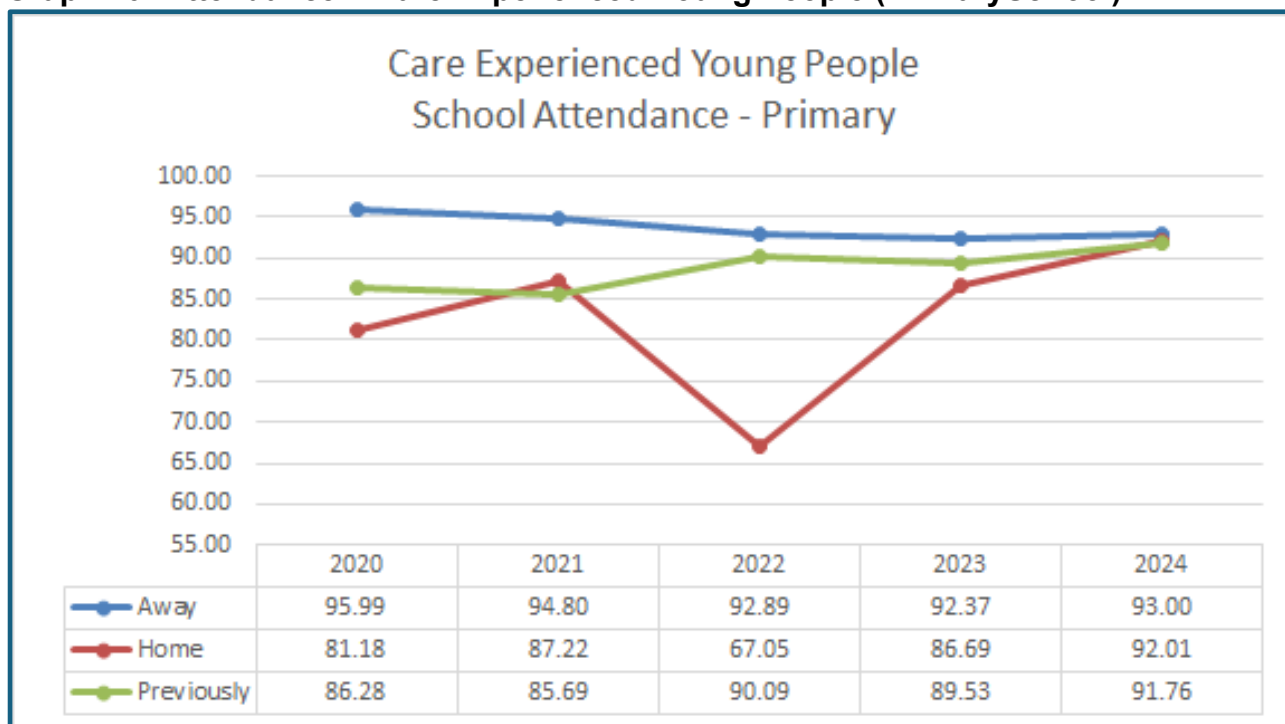
Graph 21: Attendance – Care Expereinced Young People (Secondary School)

Care Experienced Young People
School Attendance - Secondary

	2020	2021	2022	2023	2024
Away	92.83	90.21	90.57	90.64	90.23
Home	88.64	87.55	66.21	70.43	80.63
Previously	85.65	82.82	83.38	83.49	85.47
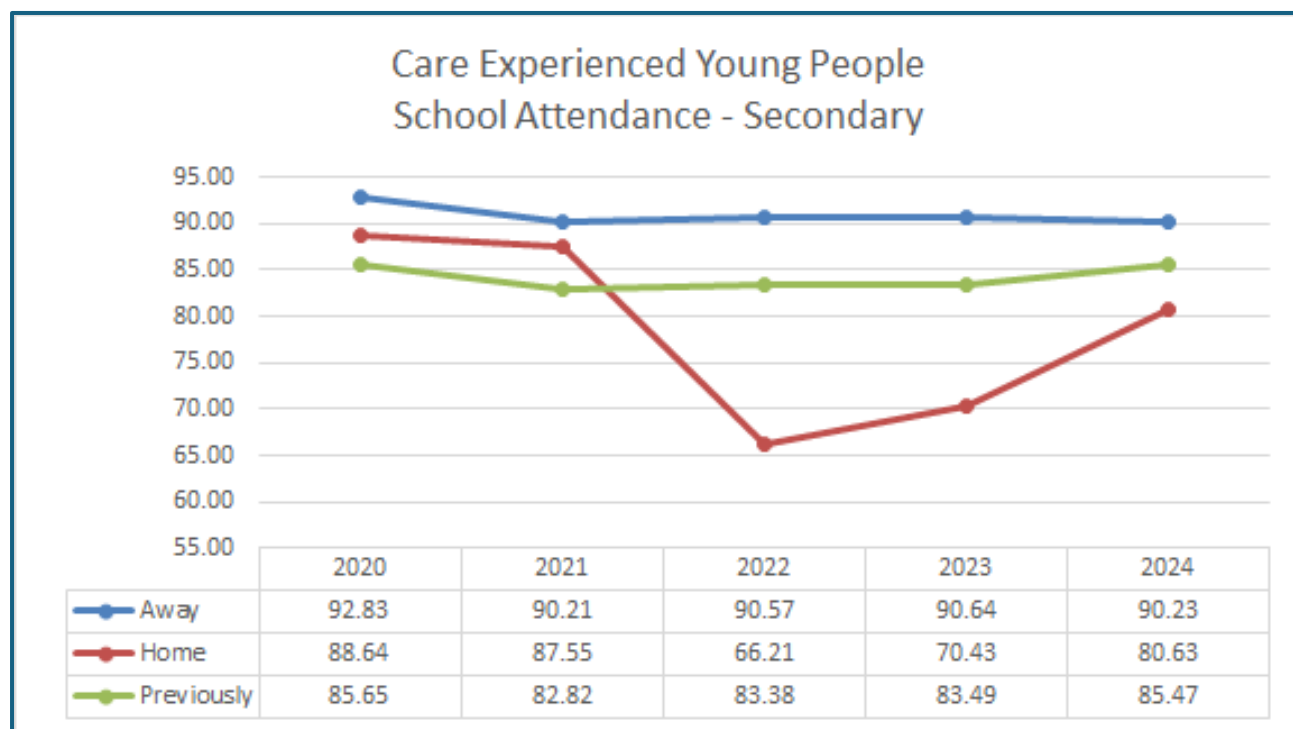
All three charts are illustrating *an increasing trend* in both those Loooked after at Home and Previously Loooked after at Home.

Destinations

Graph 22 illustrates the initial positive destination rate for Care Experienced School Leavers. The rate is influenced by the size of the cohort which is detailed as Table 10 alongside the initial destination of the school leavers.

Graph 22: CE School Leaver Destination Rate 2019/20 – 2023/24

Care Experienced School Leavers
Positive Destination Rate [initial]

2019/20	2020/21	2021/22	2022/23	2023/24
100.00	100.00	84.21	95.24	78.57

Table 10: Initial Destination of Care Experienced School Leavers

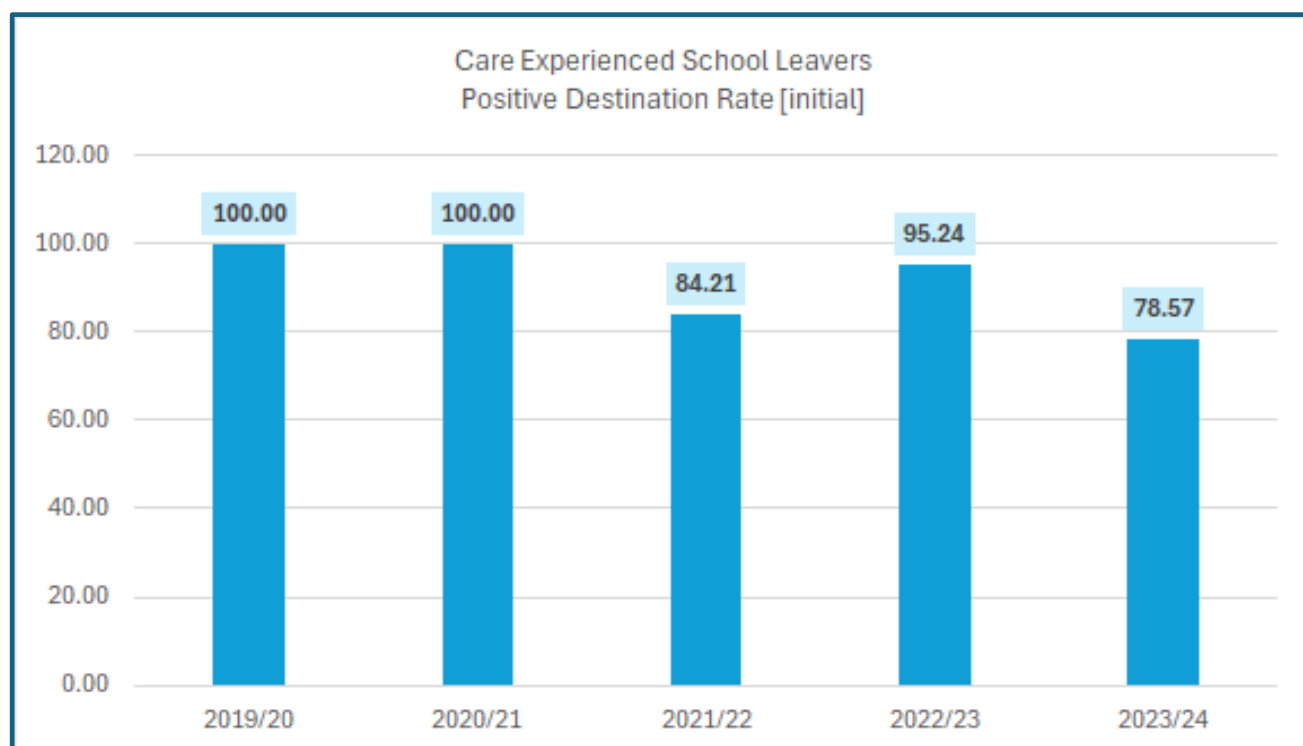| Year	Number in Cohort	% Employed	% Further Education	% Higher Education	% Not known	% Personal Skills Development	% Training	% Unemployed Not Seeking	% Unemployed Seeking	% Voluntary Work
2023/24	14		35.71	14.29	7.14		14.29	14.29		14.29
2022/23	21	33.33	38.1	4.76		4.76	9.52	4.76		4.76
2021/22	19	21.05	52.63				10.53	10.53	5.26	
2020/21	6		16.67				83.33			
2019/20	15		53.33	6.67		6.67	33.33			

The size of the cohort influences the rate.

Pathways for Care Experienced Young People

An interim report on the Scottish Mentoring and Leadership Programme which supports disadvantaged youths through MCR Pathways found that it was reaching young people in schools who would benefit most although was challenging to reach those care experienced young people who are most disengaged from school.

Aspects of implementation working particularly well included increased confidence particularly in relation to having increased social confidence and having more belief in their own abilities; increased academic confidence, increased attainment/achievement and confidence in doing well at a job in future. The most recent Impact Report [May 2024], 5109 young people were supported by MCR Pathways across Scotland.

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CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 21 August 2025

Subject: Partnership and Performance Directorate Business Plan 2025/26

Report by: Strategic Director – Partnership and Performance

1.0   Purpose

1.1.   This report presents the Partnership and Performance Directorate Business Plan for 2025/26 for Council consideration and approval. The plan sets out how the Directorate will enable the Council to deliver on its strategic priorities, respond to a complex and evolving operating environment, and drive forward transformation, innovation, and continuous improvement.

2.0   Recommendations

Council is asked to:

2.1.   **Note** the strategic context and key priorities outlined in the report.

2.2.   **Approve** the Partnership and Performance Business Plan 2025/26, attached at Appendix 1.

3.0   Considerations

3.1.   The Partnership and Performance Directorate Business Plan has been developed in line with the agreed business planning guidance http://connect/news/201-council-news/5184-business-planning-guidance-2.html

3.2.   The Directorate operates in a challenging environment marked by financial constraints, rising service demand, and workforce pressures. As the smallest mainland authority, Clackmannanshire faces unique challenges that require innovative, collaborative, and resilient approaches to service delivery.

3.3.   The Business Plan for 2025/26 reflects a shift towards a more planned and prioritised model of corporate service delivery, ensuring resources are deployed where they will have the greatest impact and ensuring alignment with the Councils strategic priorities. The Partnership and Performance Directorate continues to play a pivotal role in enabling the Council to deliver high-quality services, ensure robust governance, and achieve its corporate priorities.

3.4.   The 2025/26 Business Plan sets out a clear and ambitious programme of work aligned to the Council's *Be the Future* vision and transformation roadmap. Key themes of the 2025/26 Business Plan include:

Digital and Data Transformation: Continued implementation of the 5-year roadmap, including further M365 rollout, infrastructure upgrades and enhanced cyber security, digital solutions for customers and data led decision making.

Governance and Assurance: Targeted improvements to strengthen internal controls and compliance to shift the internal audit assurance rating from "limited" to "substantial."

Workforce Resilience: Delivery of the Strategic Workforce Plan, leadership development programmes, and succession planning to address demographic and capacity risks.

Collaboration and Innovation: Expansion of joint working with Falkirk Council, supported by PwC, to explore shared service models beyond audit, unlocking efficiencies and building critical mass.

Performance and Risk Management: Strengthening the "golden thread" between strategic plans and operational delivery, with a focus on continuous improvement and evidence-based decision-making.

Customer and Stakeholder Engagement: Implementation of refreshed communications and engagement strategies, including a new staff intranet and refreshed and accessible complaints system and supporting policies and procedures.

3.5.   The Partnership and Performance Directorate notes the previous recommendation for the Audit and Scrutiny Committee, approved by Council, to endorse the One Plan, One Report approach and to recommend its broader consideration across other Directorates and the Council. From our Directorate's perspective, we continue to maintain the agreed business plan approach, which provides a clear and structured framework for performance and delivery. However, we recognise the potential benefits of the One Plan model in terms of alignment, simplification, and enhanced strategic oversight.

3.6. As the Place Directorate progresses the development of the One Plan approach and the People Directorate continues to embed the approach, we will actively engage in the review process and consider how elements of this model may be adapted to ensure that the actions and priorities of our Directorate contribute to the overarching strategic outcomes in the One Plan, and can be included. We remain committed to continuous improvement and will ensure that any transition is informed by learning and collaboration across services.

3.7. The 2025/26 Business Plan reflects a Directorate that is both ambitious and pragmatic, focused on delivering core statutory functions while embracing transformation and innovation. In the face of financial constraint, workforce pressures, and rising demand, the Directorate's work will be pivotal in enabling the Council to remain resilient, responsive, and forward-looking. Approval of this plan will ensure that the Partnership and Performance Directorate continues to provide the leadership, infrastructure, and support required to deliver better outcomes for Clackmannanshire's communities.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0   Declarations

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

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

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

(2)   **Council Policies**

Complies with relevant Council Policies   Yes ☑

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 ☑

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been undertaken specifically for the Partnership and Performance Business Plan 2025–2026. This is because the actions and priorities outlined within the plan are primarily internally focused and operational in nature. However, in line with statutory obligations under the Equality Act 2010 and the Fairer Scotland Duty, any new or revised policy, strategy, or service change arising from the delivery of this business plan will be subject to a full and proportionate EQIA and/or Fairer Scotland Duty Assessment at the appropriate stage.

This approach ensures that equality considerations are embedded in the development and implementation of all relevant policies and practices. Where assessments are undertaken, they will be used to eliminate discrimination, advance equality of opportunity, and foster good relations, in line with the Council's legal duties and commitment to inclusive and equitable service delivery.

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".

Partnership and Performance Directorate Business Plan

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☑

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Strategic Director – Partnership and Performance	X2184

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	

Partnership & Performance

Business Plan 2025-26

Be the FUTURE

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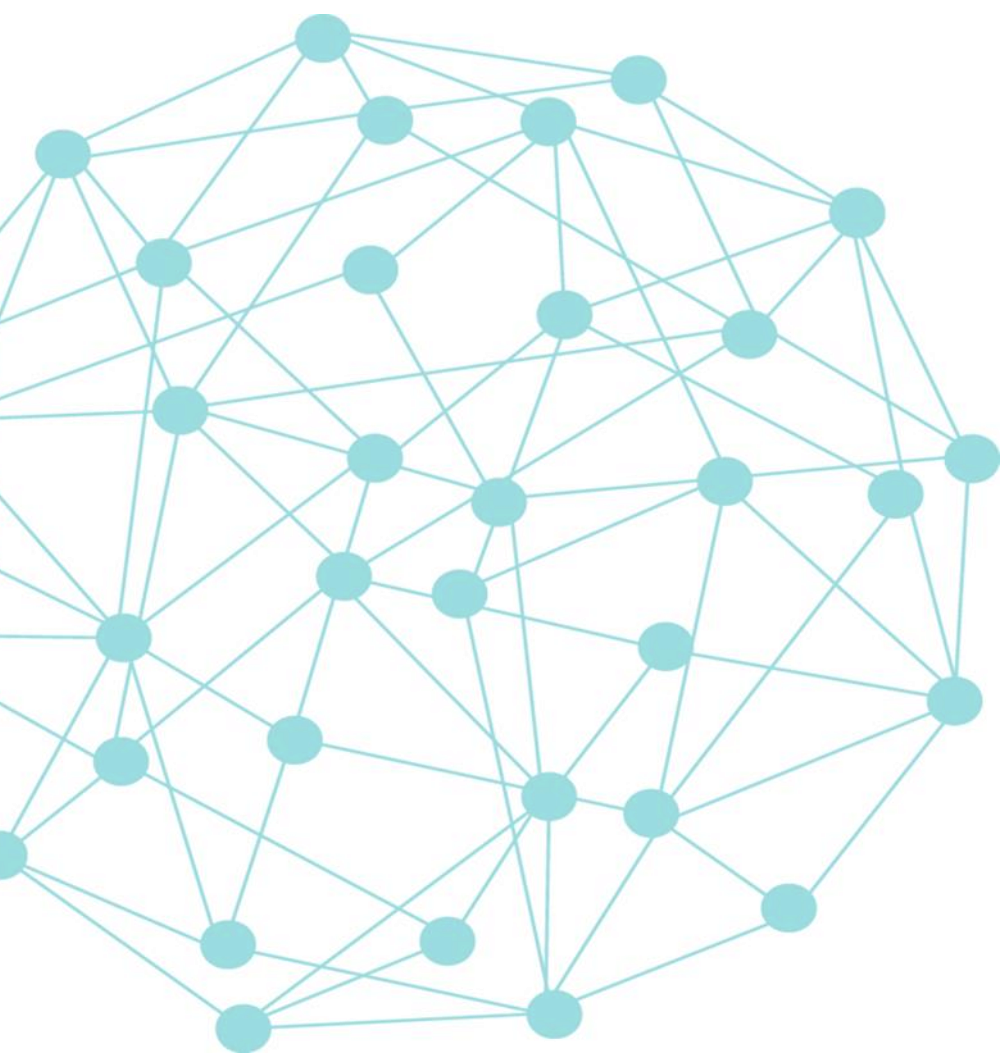
1 SERVICE OVERVIEW

1.1 SERVICE PURPOSE & OBJECTIVES

The Partnership and Performance Directorate delivers key enabling services such as HR, Finance, Legal and Governance, ICT, Communications, Customer Services, and Emergency Resilience. These functions are fundamental to achieving the Council's strategic priorities and ensuring strong governance, continuous improvement, and value for money.

We are committed to:

- Driving transformation through the Be the Future programme
- Ensuring compliance with statutory requirements and promoting robust governance
- Leading digital and data transformation
- Strengthening workforce development and resilience
- Facilitating effective community planning and engagement

Our focus on continuous improvement and best value is at the heart of everything we do. Within the constraints of limited resources, we are committed to delivering high-quality, professional services to both citizens and colleagues. We strive to embody the Council's values in all aspects of our work, supporting its vision and upholding high standards of performance and governance to foster trust, accountability, and excellence across all Directorates.

The Council's Vision – Be the Future

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

Our Values

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

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1.2   SERVICE STRUCTURE

Partnership and Performance management structure is:

The overall portfolio revenue budget for 2025/26 is £12.908M, with a savings target of £834K approved by Council. The budget is comprised of:

Service Area	Budget 2025/26
Director	£107,524
Partnership and Transformation	£4,196,145
Finance and Revenues	£4,792,073
HR and Workforce Development	£1,840,379
Legal and Governance	£1,972,233
TOTAL	**£12,908,354**

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1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

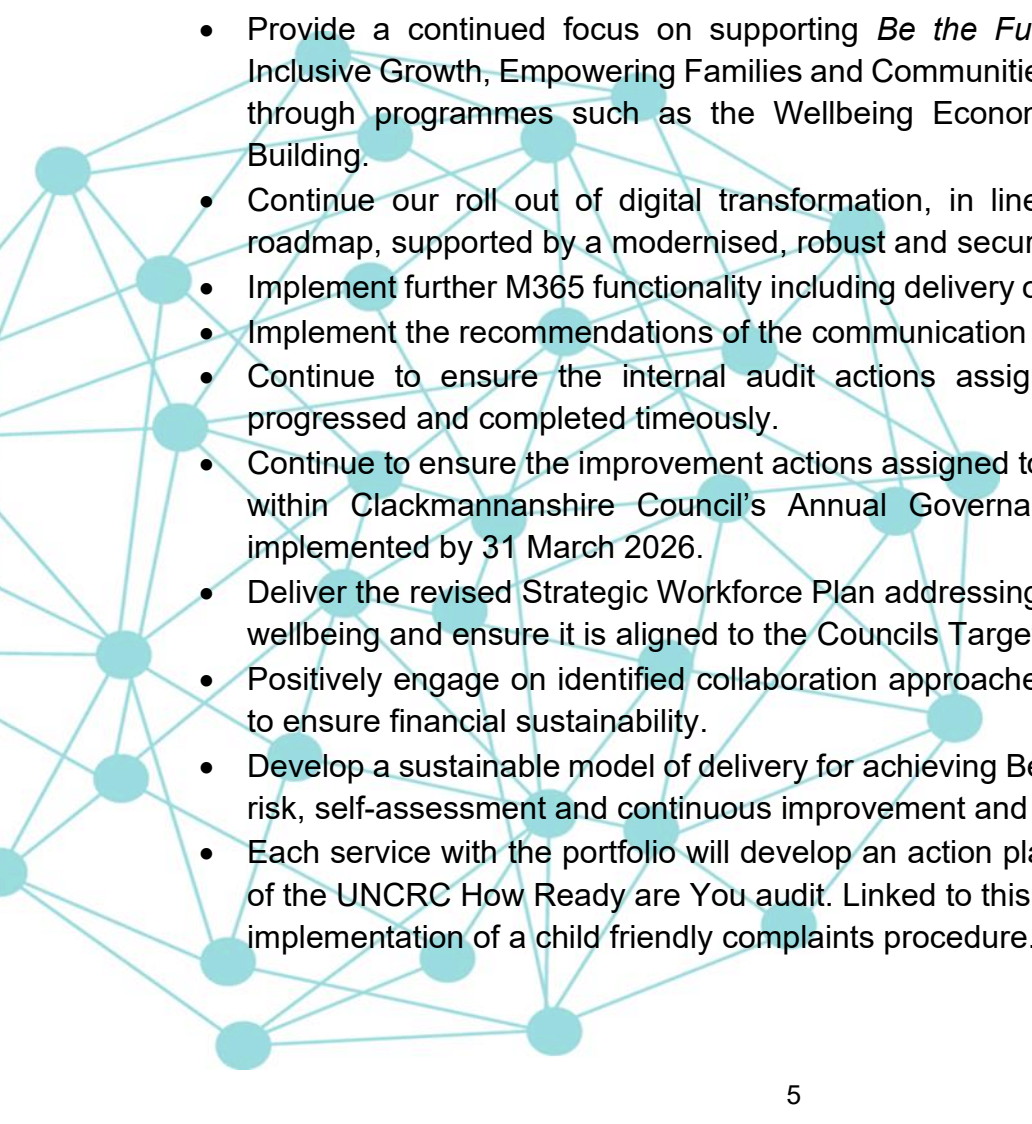| Strategy or Policy	Approved/ last reviewed	Date for review
Wellbeing LOIP	2024	2028
Annual Budget Strategy (reviewed on an ongoing basis)	2025	2026
Strategic Workforce Plan	2022	2025
Gaelic Language Plan for Clackmannanshire	2021	2025
Mainstreaming Equalities Report and Outcomes	2025	2029
Procurement Strategy	2018	2025
Digital and Data Transformation Strategy (including AI)	2019	2025
Corporate Communications and Marketing Strategy	2013	2025
Corporate Risk Management Strategy and Guidance	2023	2027
Major emergencies operational procedures and Civil Contingencies Guidance	2022	2025
Business Planning Guidance and Performance Management Framework	2019	2025
Consultation Guidance and Toolkit	2023	2026
Customer Charter	2023	2027
Council Complaints Handling Procedure	2021	2025
Customer Contact Policy	2023	2027
Standing Orders	2019	2025
Scheme of Delegation	2014	2025
Financial Regulations	2023	2026
Contract Standing Orders	2019	2025
Fraud and Anti-Corruption Policy		2026
Health and Safety Policy	2021	2025
Whistleblowing Policy.	2023	2026
Wellbeing Policy	2023	2025
Regulation of Investigatory Powers (Scotland)	2019	2025
Social Media Policy and Guidelines	2020	2025
Petition Guidance	2023	2026
Building Security Policy		2025

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2   KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2025-26

Clackmannanshire Council, like all local authorities, continues to face increasingly complex decisions around spending priorities. Ongoing financial pressures, including the cost of living crisis, reductions in core grant funding, and rising inflation, are significantly impacting the cost of delivering services and capital projects. At the same time, demand for our services continues to grow.

These challenges place immediate strain on our ability to maintain essential services and limit our capacity to drive forward change. They also affect the long-term resilience and sustainability of the Council.

Despite these pressures, by staying true to our values, fostering strong communication, and remaining focused on our *Be the Future* priorities, the Partnership and Performance Directorate remains committed to making meaningful progress and delivering positive outcomes for our communities.

During 2025/26 as part of our improvement agenda we will:

- Provide a continued focus on supporting *Be the Future* themes of Sustainable Inclusive Growth, Empowering Families and Communities, and Health and Wellbeing through programmes such as the Wellbeing Economy and Community Wealth Building.
- Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.
- Implement further M365 functionality including delivery of SharePoint and One Drive.
- Implement the recommendations of the communication and engagement review.
- Continue to ensure the internal audit actions assigned to our Directorate are progressed and completed timeously.
- Continue to ensure the improvement actions assigned to our Directorate, as detailed within Clackmannanshire Council's Annual Governance Statement (AGS), are implemented by 31 March 2026.
- Deliver the revised Strategic Workforce Plan addressing succession, skills gaps and wellbeing and ensure it is aligned to the Councils Targeted Operating Model.
- Positively engage on identified collaboration approaches with partner organisations to ensure financial sustainability.
- Develop a sustainable model of delivery for achieving Best Value including corporate risk, self-assessment and continuous improvement and performance management.
- Each service with the portfolio will develop an action plan to respond to the findings of the UNCRC How Ready are You audit. Linked to this will be the development and implementation of a child friendly complaints procedure.

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- Review our Emergency Planning Operating Plans; associated preparedness plans and implement a programme of testing and exercising commencing with COMAH exercise in 2025.
- Refresh the Digital Strategy which will include our policies on (Data, RPA & AI) which demonstrates aligned transformation.
- The newly appointed Fraud Officer will address and resolve any problems involving fraud or irregularity and prevent any adverse effects on the council's finances.
- Focus on continuous improvement through data insights to ensure data driven policy development.
- Strengthen the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.
- Improve compliance with the Council's local code of governance through review and targeted training and support. This will be implemented as part of the Councils focus on continuous improvement through self-assessment and the Annual Governance assurance process.
- Implement revised guidance, training and support to ensure the Council meets duties under the Equalities Act 2010.
- Implement revised guidance, training and support to ensure that the Council has robust and tested business continuity plans in place across all key service delivery areas.
- Ensure policies and procedures outlined at 1.3 are reviewed, approved and implemented within the stated timeframes.

As outlined in previous business plans, our models of service delivery must continue to evolve towards a more mixed economy approach to build resilience and sustainability. The challenges we face are not only financial but also demographic. Our workforce is aging, and we are operating in an increasingly competitive labour market that makes it more difficult than ever to recruit and retain professionals across key disciplines.

Within the Partnership & Performance Directorate, our relatively small teams and the presence of multiple single points of failure mean that recruitment and retention issues can rapidly lead to knowledge gaps and capacity risks. These pressures directly impact the delivery of our statutory and regulatory functions and place a growing strain on existing staff. Moreover, with a significant portion of our most experienced staff due to retire within the next 3–5 years, it is vital that we act now to build future capacity.

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To address these challenges, we are focused on developing clear career pathways, investing in skills development, and supporting workforce adaptability through new and innovative delivery models. We are committed to fostering a positive, empowered, and inclusive workplace culture that prioritises staff wellbeing, recognises contributions, and celebrates achievements. Our goal is to create an environment where every team member feels valued, motivated, and equipped to succeed.

As the smallest mainland authority in terms of our resident population, the challenge we face remains amongst the most significant in Scotland, even with the longstanding proactive and effective steps we have taken to protect frontline services to date. As a Council we have already implemented most measures that others are only now having to consider, reducing the scope for 'easy' solutions to the increasing demand and reducing real terms resourcing we are receiving. Our focus as a portfolio will remain on supporting organisational efficiency, monitoring budget performance, ensuring/complying with good governance and embracing continued transformation.

Our continued transformation journey will include roll out of further functionality of M365 as well as supporting the procurement and implementation of management information systems as they are renewed. We will also continue to ensure more of our transactional processes are digitally accessible to our citizens around the clock as well as improving how we communicate with staff through our employee intranet. We will also continue to have a focus on the security of our network and digital systems as part of our cyber security preparedness.

Digital transformation will play a critical role in enabling us to deliver services more efficiently, improve citizen experience, and support data-informed decision making. Our 5 year digital roadmap sets out a structured approach to modernising how we work, enhancing connectivity, and embracing innovation to support resilience and sustainability across the organisation. Through the delivery of our digital roadmap, we aim to embed innovation into the heart of our services, reduce operational risk, and create more agile and efficient ways of working, benefiting both our workforce and our communities.

Governance failures can have significant financial and reputational consequences, while also diverting valuable time and resources away from core service delivery and transformation initiatives. As such, a key focus for the year ahead will be on strengthening and continuously improving our organisational governance. Our ambition is to work towards improving the internal audit annual assurance rating from "limited" to "substantial" through a programme of targeted improvements and embedding a culture of accountability and compliance

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We will also continue to enhance our resilience and integrated emergency planning across the Council developing and maintaining effective partnership working relationships too. This includes ensuring that leadership and decision-making protocols during incidents are clear, that business continuity plans are robust and regularly tested, and that post-incident debriefs are used to capture learning and drive improvement. Building on our established community resilience models, we will strengthen our partnership working and mutual aid arrangements to ensure preparedness for both anticipated and unforeseen challenges. We will also maintain our focus on the safe and effective management of events, embedding lessons learned and best practices to improve processes where appropriate.

To support effective performance and risk oversight, we will review and refine our corporate performance and risk management frameworks, with a view to developing a sustainable, integrated model of delivery. A strengthened model of delivery will be designed to reinforce the "golden thread" between the Wellbeing Local Outcomes Improvement Plan (2024–2034) and the Council's strategic and operational plans, including Directorate Business Plans. This approach will also reinforce our commitment to best value, continuous improvement, and evidence-based decision-making, underpinned by self-assessment and robust performance reporting.

Given the increasing demands placed on the Partnership and Performance Directorate— and the reality of finite resources, we will move towards a more planned, prioritised model of corporate service delivery. This will require early and active engagement with the Place, People, and Health and Social Care Partnership (HSCP) Directorates to clearly identify their strategic priorities aligned with the Council's agreed outcomes. By shifting away from a largely reactive support model, we aim to deploy resources more effectively and ensure that efforts are targeted where they will have the greatest impact. Priority will be given to activities that support the delivery of key Council outcomes, transformation priorities, those which foster organisational resilience, and add demonstrable value.

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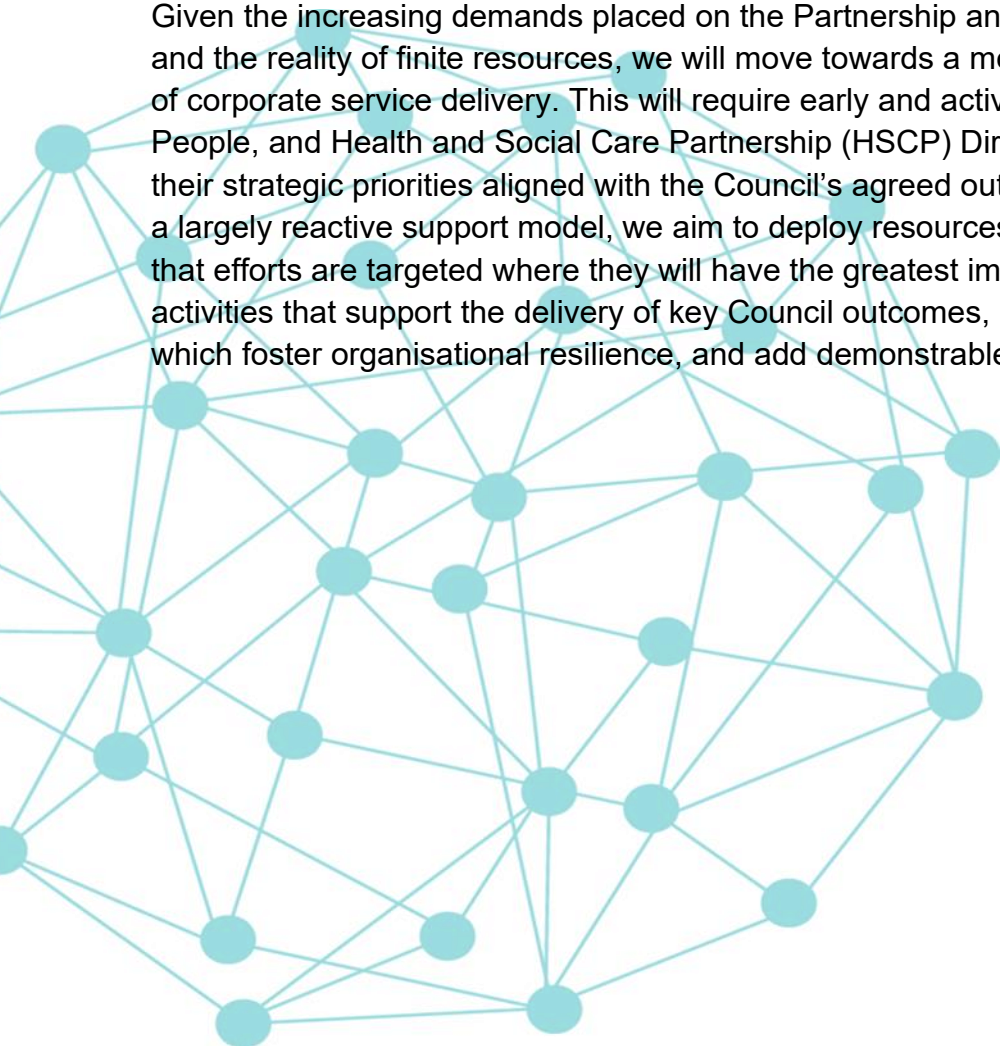
3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

Delivering sustainable public services—by improving the area's economic performance and creating the conditions for inclusive prosperity, is central to achieving our Be the Future ambitions. Our goal is to ensure that the people, businesses, and communities of Clackmannanshire benefit from long-term, meaningful improvements to quality of life and wellbeing.

However, we continue to face rising demand for services alongside sustained and growing financial pressures. In this context, we remain committed to driving forward Be the Future by prioritising business continuity and strengthening the delivery of our core statutory services. This business plan reflects the careful balance required to maintain essential services while continuing to innovate and transform for the future.

The Medium-Term Financial Strategy (MTFS), approved by Council in June 2025, consolidates a wide range of financial and contextual information to provide a clear and strategic approach to managing resources. The MTFS builds on a strong foundation of prudent financial management, successful delivery of savings, effective partnership working, and an increasingly mature approach to service innovation and design. These principles underpin our Be the Future Transformation Programme and Target Operating Model and corporate priorities which remain the cornerstone of our approach to change.

The landscape for local government continues to evolve through the ongoing agenda of Public Sector Reform (PSR) and the principles set out in the Verity House Agreement between COSLA and the Scottish Government. These reforms represent a fundamental shift in how local and national government work together, anchored in mutual respect, trust, and a shared commitment to improve outcomes for communities.

This agreement reinforces the importance of local autonomy, preventative approaches, and collaboration across public services. It places greater emphasis on community engagement and planning, place-based working, and reducing inequalities. For Clackmannanshire, these national developments create further conditions—and opportunities—for change. They provide a strengthened mandate to tailor solutions to local needs and to innovate in partnership with our communities and stakeholders.

As we continue to deliver transformation through Be the Future, our alignment with the PSR agenda and Verity House principles will support us to build on existing collaboration, drive inclusive growth, and unlock new models of service delivery that are more integrated, responsive, and resilient.

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In addition, a comprehensive 5-year Digital and Data Transformation Roadmap has been established as a core enabler of the Be the Future programme and our Target Operating Model. This ambitious programme spans a range of strategic and operational activities designed to drive efficiency in response to ongoing budgetary pressures, improve the customer experience, and deliver on the objectives set out in the Council's Digital Strategy.

The programme charts a clear path towards becoming a truly digital council, one that is agile, data-informed, citizen-focused, and resilient. It includes investment in modern platforms, process automation, improved data governance, and enhanced digital inclusion initiatives to ensure all citizens can engage with our services effectively. The Partnership and Performance Directorate will play a central role in leading and coordinating this transformation, helping to ensure the anticipated benefits are realised across the organisation and within our communities.

Internal collaboration across Clackmannanshire Council is fundamental to delivering the strategic outcomes of the "Be the Future" programme, and the Partnership & Performance Directorate plays a central enabling role in this effort. Corporate services work in close partnership with the Place, People, and Health & Social Care Partnership (HSCP) Directorates, not only to support long-term transformation but also to ensure the continuity and resilience of day-to-day operations. These services are embedded in the daily fabric of Council activity, providing essential support for business-as-usual functions such as recruitment, financial monitoring, legal compliance, digital infrastructure, and customer engagement.

For example, HR and Workforce Development collaborate with all Directorates to co-develop the Strategic Workforce Plan, ensuring succession planning, skills development, and wellbeing initiatives are tailored to service-specific needs. Finance and Legal teams work alongside service leads to deliver balanced budgets and uphold statutory governance, as reflected in the Annual Governance Statement and Medium-Term Financial Strategy. ICT and Transformation teams are enabling further digital redesigns across frontline services, with the rollout of M365 and SharePoint improving operational efficiency and citizen engagement.

Beyond planned initiatives, corporate services also respond swiftly to unanticipated demands—whether supporting emergency planning and incident response, facilitating urgent legal advice on major projects like the Wellbeing Hub and Grant Street development, or enabling rapid communications during service disruptions. The Communications team, in partnership with Clark Communications Ltd and service areas, is co-designing a refreshed Communications and Engagement Strategy to support both internal culture change and external participation. Legal colleagues continue to provide

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critical support on strategic developments including Westhaugh, Community Asset Transfers, and the Transformation Space.

The shared internal audit service with Falkirk Council exemplifies how collaboration extends beyond organisational boundaries, enhancing assurance and value for money. This is complemented by strengthened internal capacity through the recruitment of a Senior Auditor and Corporate Fraud Investigator, ensuring robust internal controls and risk management across all Directorates. The out of hours service provided in collaboration with Stirling Council, and mutual aid agreements across Forth Valley enabling support during emergencies, are further examples of partnership working.

In essence, corporate services are not merely administrative, they are strategic enablers that underpin innovation, resilience, and improved outcomes. Their ability to collaborate across the Council, adapt to emerging challenges, and deliver high-quality support ensures that Clackmannanshire remains agile, accountable, and focused on delivering for its communities.

As we continue to evolve and adapt to the ever changing environment we will actively embrace opportunities identified by PWC (engaged to explore different levels of joint working, potential benefits, implications and risk and the requirements to deliver and sustain a model of delivery) and which will be approved by Council, through the formal collaboration engagement with Falkirk Council. These opportunities will go well beyond shared audit services and will represent a strategic platform for greater joint working across key enabling functions, service innovation, and transformation. These collaborative efforts offer a significant opportunity to build critical mass, share knowledge and good practice, and unlock efficiencies that would be difficult to achieve in isolation, particularly for smaller councils like Clackmannanshire. In a constrained financial environment, working in genuine partnership enables both councils to remain ambitious, innovative, and focused on delivering the best possible outcomes for our communities.

As the landscape of public service delivery continues to shift under Public Sector Reform and the Verity House Agreement, this evolving relationship with Falkirk Council is an exemplar of how councils can respond creatively and constructively to national challenges by working together to do things differently.

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3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

The Partnership and Performance Directorate is committed to engaging meaningfully with customers, stakeholders, and staff in ways that reflect the Council's values, particularly the principle of **Be the Customer**. Our aim is to ensure that all interactions are honest, open, respectful, and conducted with transparency and integrity.

In 2023, the Council refreshed both its Customer Charter and Customer Contact Policy, reaffirming our commitment to consistent service standards and clear processes for engagement. These frameworks help ensure that we listen actively to both internal and external customers, understand their needs, and respond with professionalism and care.

This customer-focused approach is embedded through regular team meetings, constructive conversations, and a systematic programme of supervision, learning, and development. These mechanisms support continuous improvement and help staff deliver the high standard of service that our citizens expect and deserve. Key indicators—such as complaints handling, Freedom of Information (FOI) requests, and Elected Member Enquiries—serve as important metrics to monitor performance and drive quality in our engagement practices, with these identified as improvement actions in 2025/26.

Our ongoing Digital Transformation Roadmap is further enhancing customer service by introducing new systems that provide clearer processes, improved data insight, and more robust reporting functionality. These developments are enabling better responsiveness and more tailored support for both customers and internal service users.

We remain committed to ensuring that engagement and consultation are integral to policy development. The continued rollout of our revised Equality and Fairer Scotland Duty Impact Assessment process helps ensure that our policies are inclusive, evidence-based, and reflect the views of those most impacted. In parallel, we are building capacity to gather and analyse service data to strengthen our customer insight and inform decision-making.

Working in partnership remains critical to our success. We will continue to collaborate closely with our community planning partners, including community councils, local groups, and organisations across the public, private, and third sectors, to deliver shared outcomes for the people of Clackmannanshire. These goals cannot be achieved in isolation; only through strong partnerships can we deliver sustainable and meaningful change.

The service will work alongside Clark Communications Ltd over the Summer 2025 to engage on and deliver a new Communications strategy and supporting approaches, in parallel developing an engagement strategy for the Council. This work is well underway and seeks to reset and re-establish mechanisms which support delivery of communication

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and engagement across the Councils transformation programme and service delivery. A key focus of this work is identifying innovative practice which meets the needs of our internal and external stakeholders as well as developing and upskilling and knowledge transfer with the Councils communication team.

In 2025/26, the Clackmannanshire Alliance Board will build on the opportunities presented by the new Wellbeing Local Outcomes Improvement Plan (LOIP) to strengthen the impact of community planning. There will be a renewed focus on ensuring that the partnership is more effective, inclusive, and accountable in delivering the refreshed LOIP priorities.

Equally important is hearing the voice of our workforce. While our formal staff engagement survey now takes place every two years, we remain committed to ongoing engagement with staff. We will continue to gather employee feedback through constructive conversations, trade union dialogue, targeted focus groups, and pulse surveys where appropriate. This feedback is essential in shaping the support we provide and maintaining a healthy, motivated, and empowered workforce

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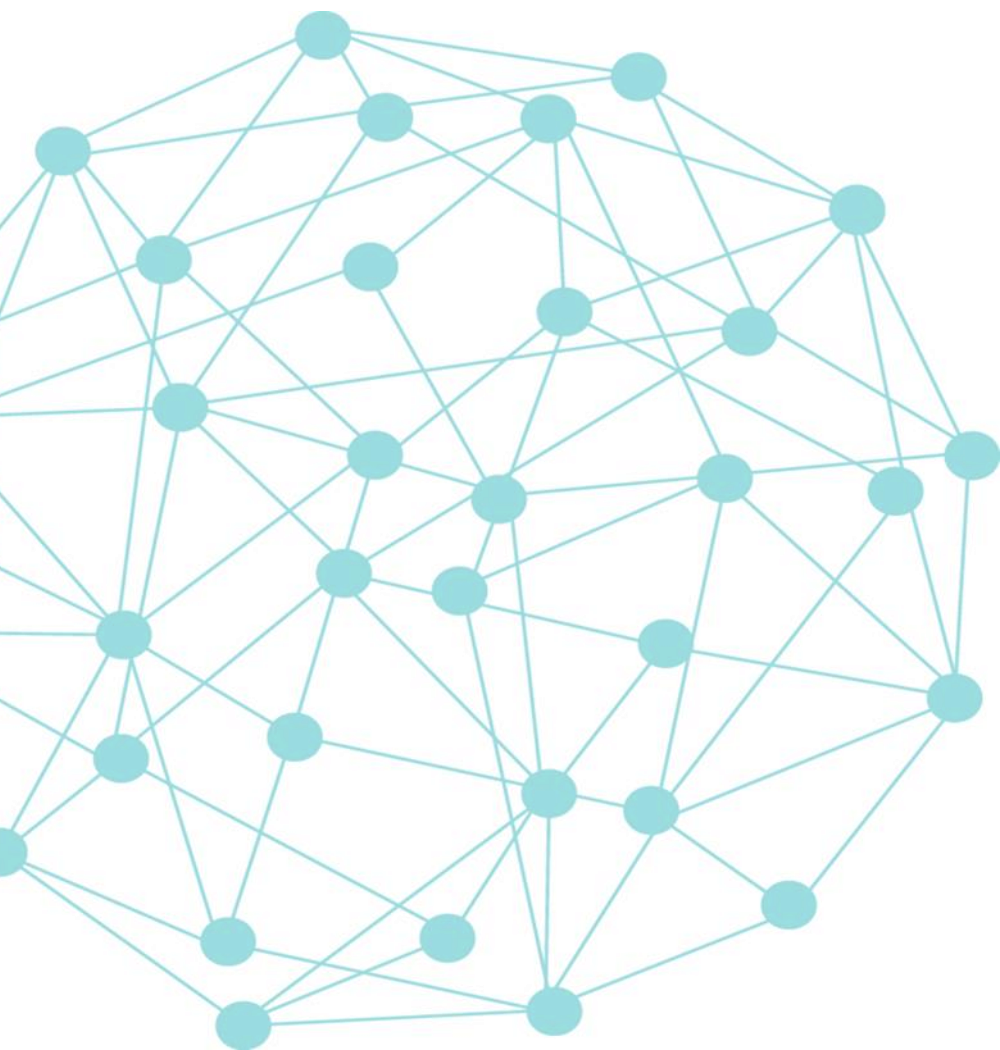
3.3 MANAGING SERVICE PERFORMANCE

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

All employees are expected to participate in regular constructive conversation meetings with their line managers. These conversations are not only a forum for reviewing objectives but are also an essential mechanism for supporting staff wellbeing, professional development, and alignment with the Council's values. Managers are expected to actively prioritise health and wellbeing as a standing part of these conversations, ensuring staff feel supported both mentally and physically in their roles.

We will continue to build and embed appropriate supports that promote a positive, healthy, and inclusive workplace culture, including accessible tools and resources that help staff maintain good mental and physical health. Wellbeing is not a standalone issue, it is fundamental to staff engagement, retention, and performance.

Objective setting and personal accountability remain key to our overall transformation journey. Demonstrating how we live out the Council's vision and values must underpin our performance at every level. This includes a focus on behaviours, innovation, and continuous improvement, not just outputs.

Senior managers will continue to maintain up-to-date service plans and risk registers aligned to their areas of responsibility, ensuring a clear line of sight between strategic priorities and operational delivery. Performance against business plan objectives and associated risks will be reviewed regularly through Directorate Senior Management Team meetings and in one-to-one sessions with the Strategic Director. In parallel, updates on delivery and performance will be reported to the Audit & Scrutiny Committee on a six-monthly basis to ensure transparency, accountability, and effective oversight.

To drive this culture of high performance, the Directorate will maintain a continued focus on delivering and exceeding core performance standards. This includes ensuring timely responses to Freedom of Information requests (FOIs), MP/MSP/Councillor enquiries, and a 100% compliance rate with mandatory corporate and health and safety training across all staff.

By supporting our people, prioritising wellbeing, and holding ourselves to high standards, we will create the conditions necessary for continued transformation, improved services, and better outcomes for the communities we serve.

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3.4 WORKFORCE PLANNING

Local authorities are facing relentless workforce challenges, including recruitment, retention, staff sickness levels and more frequently industrial action. Whilst there have been longstanding recruitment challenges in some professions, local authorities are now struggling to fill posts in senior and front-line roles across the full spectrum of council services. Hybrid approaches to working are also becoming common practice, with staff working between the office and remotely. Whilst this is creating opportunities to work differently and potentially to attract a wider talent pool, it is undoubtedly creating some cultural challenges too.

The main workforce characteristics and issues for the Partnership and Performance Directorate include:

- A gender split of 71% female and 29% male;
- An ageing workforce - 50% of the workforce is over 50, with 27% over the age of 55 with potential retirement options available to them.
- 75% of staff within the portfolio work full time
- For 2024/25 the portfolio had a turnover rate of 13.72% and an absence lost time rate of 3.42%
- There continue to be numerous single points of dependency in small teams within a small workforce, with particular risks in a number of areas where recruitment is known to be challenging nationally.
- Recruitment difficulties continue to prevail, particularly in highly specialised professions including finance, procurement, legal and health and safety.
- There are ongoing critical skills gaps placing pressure on services and staff with an ongoing reliance on agency workers.
- The above issues combined with pressures to make ongoing budget savings are seeing ongoing and significant capacity issues.
- Current workforce design in some areas has limited flexibility and therefore needs further review in line with the Council's Target Operating Model.

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3.5 LEADERSHIP AND MANAGEMENT

Delivery of the Council's transformation programme, and the ongoing management of Council services against a background of significant fiscal challenge, requires leaders both within Partnership and Performance, and Council wide, who have the skills and behaviours to meet our ambitions.

So as to meet this demand for a more creative, innovative and collaborative workforce, the Council is currently procuring a new leadership development programme, designed to be rolled out for aspiring senior leads. Wrapped around the principles of values-based leadership, the programmes will seek to draw on experiential learning and a relevancy to the 'Clacks context'. The programmes are currently undertaking market testing via a prior information notice, with a full tender exercise due in Q3 of 2025/26.

Sitting allied to this formal development route are the now well embedded SLF (Senior Leadership Forum) and TLF (Team Leaders Forum) groups. These regular face to face networking groups bring together leaders from across Council services to discuss, collaborate on, and contribute to key thematic work in the Council. For 2025/26 this has focussed on the Councils Local Code of Governance, with a full schedule of events around the code's themes underway.

Lastly, through the SLF and TLF we have recognised the need for further leadership development opportunities, and ones which emphasise personal and professional development at the Council. As such, for 2025/26 the HR & Workforce Development team has developed a new 'Step Forward' colleague mentoring programme, designed to open up less formal routes for mentoring and development between experienced and senior managers, with those looking to develop and grow their careers.

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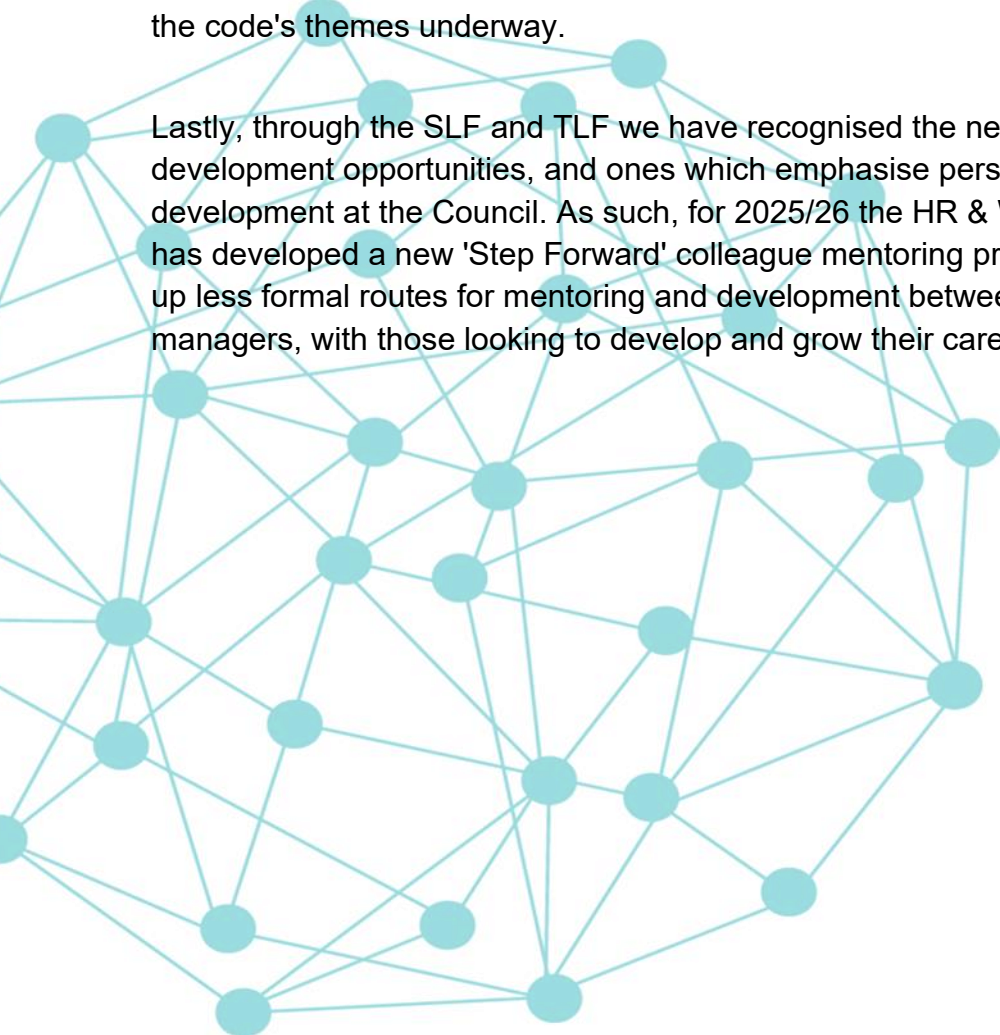
4	DELIVERY PLAN

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

Business Plan 2025-26

Service objective / priority

Key Organisational Performance Results

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
ALL FRD L&D	Instances of Fraud detected	0	0	1	0	0	Senior Manager Legal & Governance
ALL ICO L&D	Number of organisational data breaches reportable to the Information Commissioner	4	3	2	1	0	Senior Manager Legal & Governance
RAP CTA 002	Cost of collecting Council Tax (per dwelling)	£3.70	£5.27	£5.52	Not yet reported	24/25 Scottish average (not yet reported)	Senior Manager Finance & Revenues
RAP CTA 01a	Council tax collected within year (excluding reliefs & rebates)	96.2%	96.9%	95.9%	96.2%	24/25 Family Group median (not yet reported)	Senior Manager Finance & Revenues
ALL AB1 GOV	Average FTE days lost through sickness absence per employee (Teachers plus all other local government employees)	13.57	14.02	14.90	12.99	12.00	Senior Manager HR & Workforce Development
RAG CRD 003	Invoice Payment Within 30 Days	89.9%	88.6%	92.2%	91.7%	24/25 Scottish average (not yet reported)	Team Leader; Senior Manager Finance & Revenues
RAP PMT 001	Crisis grant decisions within 1 day	96.7%	99.3%	98.5%	99.7%	99.7%	Senior Manager Revenues & Finance

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Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
RAP PMT 002	Community care grant decisions within 15 days	95.8%	98.7%	99.5%	100.0%	100.0%	Senior Manager Revenues & Finance
GOV EQO 02b	The percentage of the highest paid 5% of earners among council employees that are women	59.8%	58.2%	50%	60.2%	51.1% (women in Scottish working age population)	Senior Manager Partnership & Transformation
GOV EQO 03a	The gap between the average hourly rate of pay for male and female Council employees	2.1%	1.0%	0.1%	0.2%	0.0%	Senior Manager Partnership & Transformation

Partnership & Performance: Financial Results

Code	KPI	2021-22	2022-23	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P SAV FRV	Percentage of Partnership & Performance budget savings achieved	83%	100%	43%	Not yet Reported	100%	Strategic Director - Partnership & Performance
P&P VAR FRV	Outturn variance based on budget - Partnership & Performance	-	(£294k)	£276k	Not yet Reported	0	Strategic Director - Partnership & Performance

Partnership & Performance: Customer Results

Code	KPI	2021-22	2022-2023	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P C03 CUS	% formal complaints dealt with that were upheld/partially upheld - Partnership & Performance	17%	54%	27%	33%	0	Strategic Director - Partnership & Performance

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Code	KPI	2021-22 Value	2022-2023 Value	2023-24 Value	2024-25 Value	2025-2026 Target	Lead
P&P C10 CUS	% formal complaints closed within timescale - Partnership & Performance	25%	33%	63.6%	67 %	100%	Strategic Director - Partnership & Performance
P&P CNQ BUS	% Councillor Enquiries responded to within timescale - Partnership & Performance	55%	62%	77.3%	66.66	100%	Strategic Director - Partnership & Performance
P&P FOI GOV	% Freedom of Information requests responded to within timescale - Partnership & Performance	73%	88%	73.5%	74.8%	100%	Senior Manager Legal & Governance
P&P MPQ BUS	% MP/MSP enquiries responded to within timescale - Partnership & Performance	24%	50%	25%	83.33	100%	Strategic Director - Partnership & Performance
NEW	% calls answered by Contact Centre	-	79%	83%	85.5 %	100%	Senior Manager Partnership & Transformation
NEW	Average waiting times for calls to be answered (in minutes)	-	1.59	1.19	1.35	0	Senior Manager Partnership & Transformation
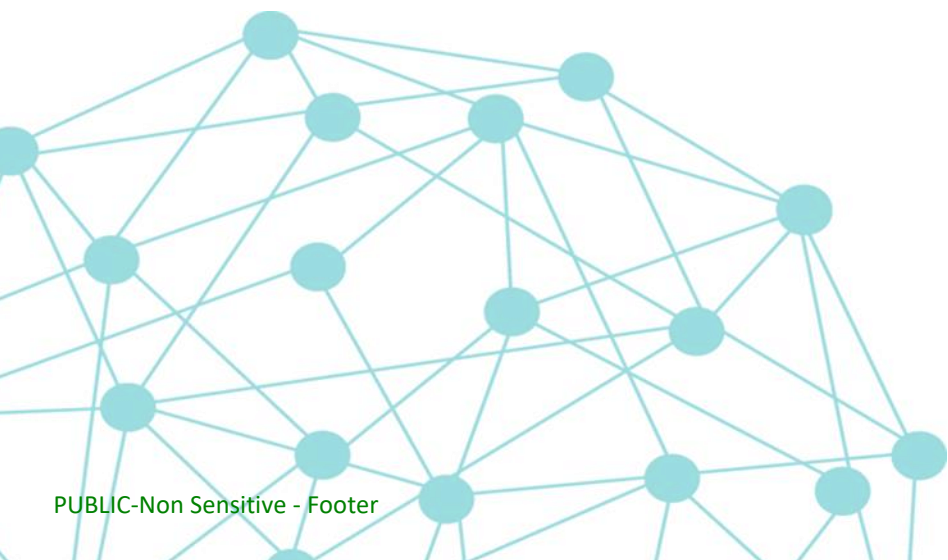
Partnership & Performance: People Results

Code	KPI	2021-22	2022-2023	2023-24	2024-25	2025-2026	Lead
		Value	Value	Value	Value	Target	
P&P MDT HWD	Percentage of employees who have completed mandatory training by the due date	24%	50%	52%	100%	100%	Strategic Director - Partnership & Performance
P&P AB1 GOV	Average FTE Days Sickness Absence (Partnership & Performance)	8.19	8.85	9.99	8.88	5.00	Strategic Director - Partnership & Performance

Code	ACTION	Impact	By When	Lead
New	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Sustainable Inclusive Growth	31-Mar-2026	Strategic Director - Partnership & Performance
New	Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Sustainable Inclusive Growth	31-Mar 2026	Senior Manager Partnership & Transformation
P&P 20 003	Continue to support consultation and engagement activities (budget and corporate strategies).	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	Senior Manager Partnership & Transformation
New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	Senior Manager Partnership & Transformation
P&P 20 013	Conclude the P&P Redesign, including implementation of immediate workforce plan priorities	Improve corporate governance Corporate risk mitigation	31-Mar-2026	Senior Manager Finance & Revenues Senior Manager Legal & Governance
	Approval of 2023/2024 and 2024/25 Annual Accounts	Enable meeting of statutory requirements Improve corporate governance	31-Mar-26	Senior Manager Finance & Revenues

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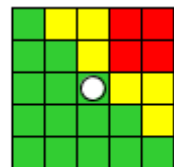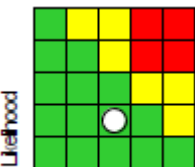
Code	ACTION	Impact	By When	Lead
	Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee	Enable meeting of statutory requirements Improve corporate governance	Ongoing	Strategic Director - Partnership & Performance
	Enable an approved balanced budget 2026/27	Enable meeting of statutory requirements Improve corporate governance Corporate risk mitigation Empowering Families & Communities Health & Wellbeing Sustainable Inclusive Growth	31-Mar-2026	Senior Manager Finance & Revenues
New	Review, streamline and integrate Performance Management and Best Value approaches and delivery models.	Enable meeting of statutory requirements Improve corporate governance	31-Mar-2026	Senior Manager Partnership and Transformation
	Continue to deliver a focused programme of SLF and TLF sessions	Improved Governance Reduced risk of governance breach Improved Internal Audit Assurance	31 Mar 2026	Strategic Director – Partnership and Performance
	Workforce Planning Sessions to be undertaken with all Directorates to inform the Strategic Workforce Plan 2025-2028 and creation of Directorate Workforce Plans.	Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff	31-Mar-2026	Senior Manager – HR and Workforce Development
	Training in combating fraud and corruption for relevant officers	Increased identification of potential fraud and corruption	31-Mar-26	Senior Manager Legal & Governance]
	Undertake a refresh of the Council's Digital Strategy	Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally	30-June- 26	Senior Manager Transformation and Capital

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Code	ACTION	Impact	By When	Lead
NEW	Develop a timetable for review of all key governance documents which form part of our Local Code of Governance	Ensure policies and processes are fit for purpose to ensure robust decision making and greater scrutiny	31-Mar-26	Senior Manager, Legal & Governance
New	Complete Annual Governance Statement actions	The AGS explains how the Council has complied with the terms of the Local Code for the relevant financial year, and is part of the Councils annual audit process. Improvements to our AGS process have been implemented throughout 2025/26, with the AGS actions forming part of a consolidated corporate improvement action plan.	Annually	Senior Manager of Legal & Governance Senior Manager of Partnership and Transformation
NEW	Provide regular updates on the Council's Medium Term Financial Strategy (MTFS)	MTFS sets out how the Council intends to manage its finances through the medium term (5 years) Supports Financial Resilience Regular updates through Budget Strategy Report	Nov & March	Senior Manager Finance & Revenues
NEW	Deliver the Council's Strategic Workforce plan, ensuring that it is tied into and reflective of the Target Operating Model	Improved workforce insights Improved workforce resilience Improved health and wellbeing of staff Improved ability to respond to changing demands	31-Mar-26	Senior Manager – HR &Workforce Development
NEW	Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy	Improved leadership resilience Upskilled leaders and managers More collaborative and innovative workforce	Nov 25	Senior Manager – HR & Workforce Development
NEW	Undertake preparations and ensure resourcing for any election	Where the Council is unable to deliver any election (which may include a bye election) then it would result in the following: - breach of its statutory requirements. - reputation damage (political discourse); - personal liability on the Returning Officer (currently the Chief Executive) in not delivering an election	Ongoing	Senior Manager of Legal & Governance

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Code	ACTION	Impact	By When	Lead
NEW	Undertake a review of, and deliver on the Directorate's responsibilities under the UNCRC	Ensuring legal compliance	Ongoing	Strategic Director – Partnership and Performance
NEW	Conclude work on a review of the Council's policy and strategic landscape, identifying opportunities for rationalisation	As part of work on the Councils ecosystem for best value, and linked with improvement actions in the AGS and business planning process, mapping and alignment of the Councils strategic and policy landscape will be completed.	31-Mar-26	Senior Manager of Partnership and Transformation
NEW	Subject to the completion, roll out the Council's Complaint system which includes review of the Council's policies and procedures	This new system will implement an improved Complaints Recording system, ensure a consistent approach to handling complaints supported by clear policies and procedures which are accessible and clearly articulated.	31 Dec 25	Senior Manager of Legal & Governance Senior Manager of Partnership & Transformation
NEW	Deliver a new staff intranet in line with the Council's digital transformation aspirations	In line with the Councils digital transformation, a new employee intranet will be delivered replacing Connect. This will make use of the latest technology available, but the content will also be shaped by employees through engagement ensuring that staff have access to the information to help them do their jobs and that key information is effectively communicated.	31 March 26	Senior Manager of Partnership & Transformation
NEW	Complete a programme to refresh ICT policies	Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance	Ongoing	Senior Manager of Partnership & Transformation
NEW	Deliver on the outputs of the Communications and Engagement strategy transformation programme.	Transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) Develop a transformed capacity and approach re engagement and participation.	31-Mar-26	Senior Manager Transformation and Capital Senior Manager of Partnership & Transformation

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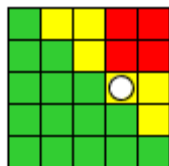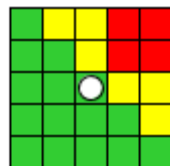
Code	ACTION	Impact	By When	Lead
NEW	Implement the 25/26 Risk Strategy Delivery Plan	Enable meeting of statutory requirements Improve corporate governance Reduced risk of governance breach Improved Internal Audit Assurance	31 Mar 26	Senior Manager of Partnership & Transformation
New	Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.	Improved Service Delivery Smarter Use of Data Promoting Digital Inclusion Investing in People and Infrastructure Empowered and Skilled Workforce Collaborating and Innovating Locally	31 Mar 26	Senior Manager Transformation and Capital
New	Implement further M365 functionality including delivery of SharePoint and One Drive.	Improved Service Delivery Smarter Use of Data Investing in People and Infrastructure Empowered and Skilled Workforce	31 Mar 26	Senior Manager of Partnership & Transformation
New	Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.	Collaboration, innovation and partnership working Improving outcomes for Clackmannanshire Improved service delivery	31 Mar 26	Senior Manager of Partnership & Transformation

Business Plan Appendix - Service Risk Register

ID & Title	P&P SRR 001	Catastrophic Business interruption	Status	✅	Managed By	Strategic Director - Partnership & Performance	Current Rating	9	Target Rating	6
Potential Effect	Breakdown or significant interruption in service provision for internal and or external customers as a result of catastrophic systems or knowledge loss or major incident.									
Related Actions	New New New	Co-ordinate major incident response/recovery and ensure that statutory plans for resilience are in place, updated and tested as part of a scheduled programme of work. This includes implementing workforce development around Integrated Emergency Management and Business Continuity Management, and a review of appropriate plans including our Major Emergencies Operational Plan (MEOPs). Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure. Ensure robust plans and processes are in place for managing CONTEST risks and ensuring compliance with statutory duties.	**Internal Controls**		Business Continuity Plans MEOPs Incident coordination structures and systems Emergency Response Plans ICT Policies					
Latest Note	Concurrent risks from supply chain and labour issues, , adverse weather, geopolitical events, cyber threats or major power outage continue to pose an ongoing risk to business continuity. IMTs continue to be convened as necessary and a substantial review of business continuity plans, response and recovery arrangements as well as testing and debrief activity continues. There is also significant effort being placed on upgrading systems and infrastructure to mitigate or minimise cyber threats. A review of relevant plans is also underway with partners, and a programme of testing and exercising is being taking forward through established structures. The RRP and LRP structures continue to provide the systems by which coordination of response and recovery to an incident is managed. A refreshed programme of resilience training is underway or scheduled including on business continuity management and incident management.									

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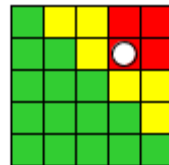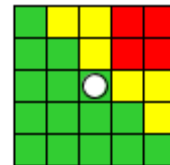
ID & Title	P&P SRR 003	Ineffective community engagement	Status	⚠️	Managed By	Senior Manager Partnership & Transformation	Current Rating	12	Target Rating	9
Potential Effect	Sub optimisation of community empowerment opportunities and the risk that we will not be able to achieve our corporate priority to empower families and communities. Ineffective communication and engagement with communities may result in poor relationships, breakdown of trust and loss of confidence which impacts on the Councils reputation.									
Related Actions	P&P 20 003	Support consultation and engagement activities (budget and corporate strategies).	**Internal Controls**		Customer Consultation & Engagement					
					Community Learning & Development Strategy					
	New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.			Mainstreaming Equality & Diversity and EQIA Process					
	New	Deliver on the outputs of the Communications and Engagement strategy transformation programme.			Customer Charter					
	New	Subject to the completion, roll out the Council's Complaint system which includes review of the Council's policies and procedures			Community Asset Transfer Guidance					
		Strengthening of the Community Planning partnership in to implement the refreshed Local Outcomes Improvement Plan, adopting a focus on continuous improvement, performance and partnership working arrangements.			Unacceptable Behaviour Policy					
		Undertake a refresh of the Council's Digital Strategy			Complaints Handling Policy					
		Undertake a review of, and deliver on the Directorate's responsibilities under the UNCRC			Customer Contact Policy					
					Local Outcomes Improvement Plan 2024/34					
					Communications Engagement and Participation Strategy					
					Communications Strategy					
Latest Note	P&P resources for this area of work are modest and delivery or implementation requires a multi-service, and partnership led approach. Implementation of agreed approaches and policies with guidance and support is key to mitigating risks. The communication and engagement transformation project will provide a renewed focus to ensure that the Council communicates and engages effectively with residents and communities, particularly in support of the Councils Be the Future programme and new services delivered through the digital transformation programme. This is particularly important where barriers to good communication exist, so work will be taken forward to									

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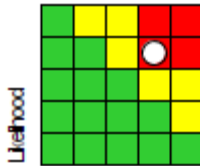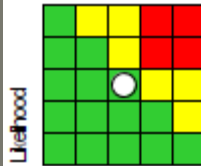
	ensure that the Council is compliant with the Equality Act 2010 and the United Nations Convention on the rights of the child. A revised approach to complaints handling will ensure that communication and engagement with customers can be resolved as quickly as possible.

ID & Title	P&P SRR 004	Poor Staff engagement		Status	🔴	Managed By	Senior Manager HR & Workforce Development	Current Rating	12	Target Rating	9
Potential Effect	Ineffective or poor engagement with staff resulting in poor relations and an inability to embed our values and achieve our vision. May also result in workforce gaps as a result of difficulties with recruitment and retention leading to difficulties in meeting statutory or regulatory requirements both now and possibly more acutely in the future.										
Related Actions				Internal Controls	Staff Survey						
	P&P 20 010	Undertake Staff Survey			Strategic Workforce Plan						
	New	Deliver a new staff intranet in line with the Council's digital transformation aspirations									
	New	Deliver on the outputs of the Communications and Engagement strategy transformation programme.			Communication and Engagement Strategy and internal communications approaches.						
Latest Note	Recent experience has shown a decline in engagement with the Council's staff survey, which suggests that survey fatigue may be impacting on our engagement levels. As agreed by A&S Committee, a year pause on the annual survey has been agreed whilst alternative staff engagement methods are scoped. The revised communications strategy and transformation project will also provide a renewed focus on improving internal communications approaches and channels.										

ID & Title	P&P SRR 006	Labour Shortages lead to Governance Failure		Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	There is a risk that the labour shortage environment amplifies the risk of a significant governance failure that could lead to a potential for serious financial, reputational or workforce harms.										
Related Actions	New	Ensure robust approaches are in place to comply with the Councils duties under the Equality Act 2010.		Internal Controls	Internal Audit Programme						
	P&P 20 012	Embed new Health & Safety Management System			External Audit Assurance & Improvement Plan						
	P&P 20 019	Lead on the approach to deliver approved Annual Accounts			Annual Governance Statement						
					Whistleblowing Policy						
	New	Review, streamline and integrate Performance Management and Best Value approaches and delivery models.									

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	New					
	P&P 21 007	Procurement Strategy Review				
	P&P 21 014	Financial Regulations Review				
	New	Continue to deliver a focused programme of SLF and TLF sessions				
	New	Complete Annual Governance Statement actions				
	New	Deliver leadership programmes as originally scoped within the Council's Interim Workforce Strategy				
	New	Ensure completion of identified Internal Audit Actions as reported to Audit and Scrutiny Committee				
	New	Develop a timetable for review of all key governance documents which form part of our Local Code of Governance				
Latest Note	Staff turnover and a stretched and ageing workforce has resulted in increased risks of failures of governance. Capacity remains variable across the directorate, and therefore this risk will require ongoing significant focus to mitigate where possible risks of non compliance. We have developed a workforce plan to identify and address a number of key areas of concern and a number of actions are focussed on improving compliance with governance within the Directorate and across the Council.					

ID & Title	P&P SRR 007	Financial Resilience	Status	🔴	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	Risk that current resource base cannot meet rising demand resulting from emerging environmental factors including the cost of living crisis, high inflation, financial constraint and climate change.									
Related Actions	P&P 20 023	Lead on the approach to deliver an approved balanced budget 2026/2027	Internal Controls		Budget Strategy & Monitoring					
	P&P 21 015	Contract Standing Orders Review			Financial Regulations					
					Medium Term Financial Strategy					
		Achieve savings for 2025/2026			Procurement Strategy					
		Regular Updates on Medium Term Financial Strategy								
Latest Note	Ongoing geopolitical events in Eastern Europe and the Middle East, previous high inflation, reduction in Government funding, increased Government priorities and cost of living crisis continue to impact on costs to the Council, it is also impacting on our communities, which in turn is increasing service demands. Given the extent of external environmental factors there is a large element of this risk that the Council may need to tolerate and react to in the short to medium term.									

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ID & Title	P&P SRR 008	Failure to deliver Digital Transformation	Status	🛑	Managed By	Strategic Director - Partnership & Performance	Current Rating	16	Target Rating	9
Potential Effect	The aftermath of the pandemic and increasing financial constraint have driven accelerated demand and expectation for increased digital service provision. There is a risk that the Council will not be able to meet these changes or that increased reliance on digital services increases the risks associated with outages or related to information security.									
Related Actions	New	Continue our roll out of digital transformation, in line with our Digital and Data roadmap, supported by a modernised, robust and secure digital infrastructure.	Internal Controls		Digital Strategy					
	New	Undertake a refresh of the Council's Digital Strategy			ICT Policies					
	New	Complete a programme to refresh ICT policies			Be the Future (and programme governance)					
	New	Further roll out of M365 functionality including Sharepoint								
Latest Note	The Council continues to make significant investment in digital infrastructure, including in M365 digital and decommissioning or aged systems. This work will continue at pace over the next 3 to 5 years to meet citizen demand and to sufficiently realise benefits. A number of actions provide a renewed focus on optimising the potential from M365 and other new systems within the digital transformation programme. A focus on ensure that technology and systems are robust and secure remains relevant against a context of rapid changes in technology and use of artificial intelligence.									

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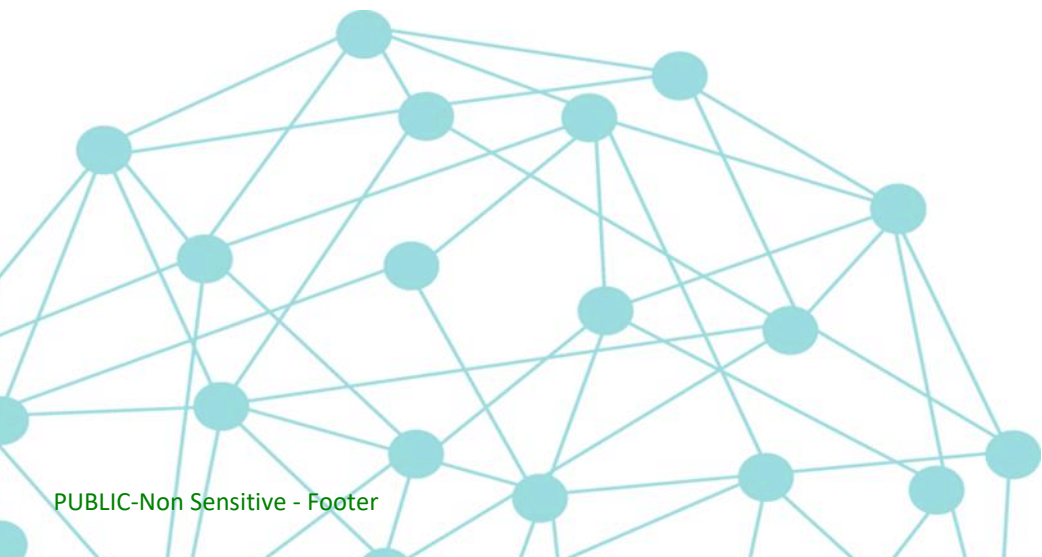
Report to:	**Clackmannanshire Council**
Date of Meeting:	**21ˢᵗ August 2025**
Subject:	**Missing Shares Policy (Housing)**
Report by:	**Strategic Director (Place)**

1.0 Purpose

1.1. This report provides Council with information on the work undertaken to develop a Housing Service Missing Shares Policy. The Policy supports Clackmannanshire Council's Private Sector Scheme of Assistance and adheres to the statutory guidelines and recommendations outlined within the Housing (Scotland) 2006 Act.

2.0 Recommendations

2.1. It is recommended that the Council:

2.1.1 Notes the powers provided to local authorities to contribute a missing share payment under section 50 of the Housing (Scotland) Act 2006.

2.1.2 Notes that where a local authority does contribute a missing share there is a requirement for the Council to front fund such payments, and to manage the process thereafter in the recovery of funding and associated costs.

2.1.3 Approve the Missing Shares Policy.

3 Background

3.1 Homeowners have an obligation to carry out necessary communal repair and maintenance works to the common parts and areas of blocks shared by more than one owner.

3.2 Where a majority of owners within a block agree to have works carried out, but a minority of owners do not contribute their share of costs, the homeowners may not be able to proceed with works because a share of the funds is missing.

3.3 Delays in the necessary works to ensure the repair and maintenance of the fabric and the stability of the building may lead to further deterioration and disrepair, in some instances this may mean a higher cost of works at a later

date and a risk of critical disrepair with buildings falling Below the Tolerable Standard (BTS) (as defined by the Housing (Scotland) Act 1987).

3.4 Under the Housing (Scotland) Act 2006, local authorities have the power, but are not obligated, to pay any missing share of costs on behalf of 'missing share' owners, this following an application by the majority of owners who wish to undertake the works.

3.5 In 2021 Clackmannanshire Council prepared and published a Private Sector Housing Assistance Scheme. The Assistance Scheme explains how the Council will provide advice, information and assistance to help homeowners improve the quality of private housing and adapt their homes. It also outlines the key areas of priority in which the Council will consider providing assistance. The Scheme sets out that payment of missing shares as one potential area of practical assistance that the Council will give consideration to.

3.6 The Missing Shares Policy aims to set out a framework by which the Council may consider providing support to private homeowners in carrying out necessary communal repair and maintenance works, and to consider paying missing shares, following an appropriate application by the majority of willing owners.

3.7 The Policy aims to:

- Help to prevent private sector housing from falling below the tolerable standard.

- Help improve the condition of private sector housing.

- Help reduce the potential for homelessness as a result of privately owned properties falling into serious disrepair and becoming uninhabitable.

- Improve awareness and understanding of private owner and local authority responsibilities associated with the repair and maintenance of common buildings parts.

3.8 The Policy will be supported by the development of robust and detailed internal procedures, which follow legislation and provide the detail on the means by which to progress:

- a missing shares application.

- to provide clarity over the payment amount able to be considered (and awarded).

- to ensure that the works which the payment relate to are undertaken, and to the required standard, and that the funds provided are used appropriately.

- to recover the missing share paid and any associated costs (from owner(s) awarded missing share(s) payments).

3.9 The Missing Shares Policy and draft procedures have been peer-reviewed by the responsible Officers within Glasgow City Council and Edinburgh City Council.

4 Considerations

4.1 The Policy sets out the requirements that owners have to fulfil before the application for the missing share payment is considered. Applicants will be required to fill out a missing share application form, and provide sufficient evidence to show that all necessary actions have been taken prior to the application being made. The necessary actions are set out within the Missing Shares Policy attached as Appendix 1, Section 5 to Section 5.4.

4.2 Clackmannanshire Council has no obligation to pay any missing shares. The payment is at the Council's discretion and will be subject to specific criteria, including the extent and the scale of property disrepair and the availability of resources to the Council at the time of an application being made.

4.3 The Council will consider works which will address tolerable standard issues, properties and buildings which are below the tolerable standard (BTS) or at risk of becoming BTS within 12 months (likely due to structural issues, need for wind and watertight repair and/or other maintenance works) will be priority.

4.4 Missing share contributions will be not considered retroactively. No works will have taken place prior to an application to the Council to consider a missing share payment.

4.5 Once the Council has received an application, it will assess the eligibility of the application and will decide whether to proceed with the payment of the missing share.

4.6 Priority for missing shares will be given to residential properties, payments for buildings which contain commercial units may be considered where there is a mixture of residential and commercial properties within the same building.

4.7 The Council will aim to contact any non-paying owners, encouraging and giving them another opportunity to pay their share of costs before proceeding with making a payment.

4.8 The Council will contribute a minimum of £500 per share and up to a maximum of £20,000 (exclusive of VAT) to cover the costs of any one missing share. The Council will pay the missing share into the existing joint maintenance account (set up by the majority of owners as part of their application) only upon satisfactory completion of the works and the submission of an appropriate invoice for payment.

4.9 Following the payment, the Council will start the cost recovery process from the non-paying owner(s). The Council will recover all costs associated with the missing share payment and will apply an additional 15% administration fee on top of the amount deposited for the missing share to cover all administrative, legal and professional costs.

4.10 The Council will issue an invoice to the missing share owner and will recover all costs associated with the missing share contributions via the debt recovery process in line with Clackmannanshire Council's Corporate Debt Policy.

4.11 The Council will also register a Notice of Potential Liability of Costs with Registers of Scotland and/or inhibition against the property and/or the owner of the missing share. The Notice will protect the Council in the event of any disposal of the property of the missing share prior to repayment of the invoice.

4.12 If the owner does not engage with the Council or fails to settle the invoice in full within 14 days, the Council will seek recovery of the full missing share debt and any costs associated with the recovery action, including any interest and administrative costs, via legal action.

4.13 The Council acknowledges that it may not be financially viable for every missing share owner to repay the missing share debt outright. Following an assessment of owners' financial circumstances, the Council may offer affordable repayment plans to repay the debt in instalments, this will incur an administration fee (detailed in 4.9) together with interest charged at a rate (to be determined) per annum above the Bank of England Base Rate on the outstanding balance.

4.14 Where the Council has offered a repayment plan (as detailed above) the Council will register a Repayment Charge over the missing share owner's property in terms of the Housing (Scotland) Act 2006 Part 7 Section 172, with the debt being payable over a minimum of 5 years up to a maximum of 30 years (from the date of the missing share invoice). The maximum term will be subject to financial assessment and relevant to the scope of works undertaken.

4.15 Debt owed to the Council will be sufficiently secured and pursued (as outlined above in sections 4.10 to 4.14) so that it is recovered in either the short, medium or longer term.

5 Sustainability Implications

5.1 There are no sustainability implications.

6 Resource Implications

Financial Details

6.1 Funding implications exist. Financial resources will be considered at the time of considering an application for missing shares.

6.2 The service have worked collaboratively with colleagues in legal and finance to set out the agreed means by which the Council may front fund and recover the costs associated with the payment of missing shares.

6.3 Staffing

Staffing resources will be reviewed at the time of considering any application for missing shares.

7 **Exempt Reports**

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

8 **Declarations**

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

(1) **Our Priorities** (Please click on the check box☒)
Clackmannanshire will be attractive to businesses & 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 they can thrive and flourish. ☒

(2) **Council Policies**
Complies with relevant Council Policies
Yes ☒

9 **Equalities Impact**

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

10 Legality

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

Yes ☒

11 Appendices

11.1 Please list any appendices attached to this report.

Appendix 1 Missing Shares Policy

12   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).

No X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Murray Sharp	Senior Manager (Housing)	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	████████████

Clackmannanshire Council

Housing Service

Private Sector

Missing Shares Policy

August 2025

**Clackmannanshire
Council**
Comhairle Siorrachd
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Contents

1. Scope of the Policy

Clackmannanshire Council encourages private homeowners to maintain and repair their own homes. In buildings with multiple owners, homeowners may have a shared responsibility to carry out repairs to the common parts and areas of the building.

Where an owner does not contribute their share of costs for the necessary common repair and maintenance works, the Council may cover the costs of the missing share, following an application by the majority of owners who wish to undertake the works, but cannot do so because a share of the funds is missing. The missing share payment will be at the Council's discretion and will depend on a number of factors, including the extent and scale of disrepair and the resources available. The Council will require evidence that the owners have exhausted all other avenues before approaching the Council for assistance and have provided the relevant evidence.

No work should have taken place or be instructed until the Council has given the approval to proceed. The Missing Share cannot have been applied for retrospectively.

This policy sets out a framework of how the Council may support private homeowners in carrying out the necessary communal repair and maintenance works by paying any missing shares.

The Clackmannanshire Council's Missing Share Policy links in with and supports the aims of Clackmannanshire Council's Scheme of Assistance.

2. Aims of the Policy

The overarching aim of the policy is to facilitate the necessary works to the common parts and areas of the building which have shared ownership, by paying the missing share of costs of the minority of owners who do not to pay their share of costs.

The specific aims of this policy are to:

- Have a clear and concise process of how the Council will assess the applications, pay for and recover the costs associated with any missing shares;
- Help prevent private sector housing from falling below tolerable standard;
- Help improve the condition of private sector housing in line with Clackmannanshire Council's Scheme of Assistance;
- Aid in providing advice and assistance to help homeowners improve, repair and adapt their homes, including the common parts and areas of buildings;
- Raise awareness of the responsibilities associated with the repairs and maintenance of the common parts and areas of multi-ownership buildings.

3. Legislative Framework

Clackmannanshire Council will ensure that this policy adheres to all legislative requirements under relevant legislation and gives due regard to statutory guidance.

The main legislative framework for the Council to assess, pay for and recover the costs associated with missing shares is set out in the following acts:

- Housing (Scotland) Act 2006;
- Tenements (Scotland) Act 2004;
- Title Conditions (Scotland) Act 2003.

4. Shared Responsibilities for the Common Parts of the Building

All owners have shared responsibilities for maintaining common parts and areas of buildings shared between multiple owners. Common parts of the building may include, but are not limited to:

- The staircase and the common close;
- Door entry system;
- The roof;
- Chimneys, stacks and vents;
- Gutters and down pipes;
- Foundations;
- External walls of the building;
- Common paths.
- Common area shared window and glazed panels

The property title deeds usually set out the common areas and parts of the building that the property owner is responsible for maintaining, how decisions about management and maintenance should be taken and how costs are to be split between the owners.

Where the title deeds are silent or unclear, the Tenement Management Scheme (TMS) under the Tenements (Scotland) Act 2004 or Title Conditions (Scotland) Act 2003 (in relation to semi-detached/terraced properties with shared communal parts) may replace or fill any gaps in the deeds by setting out the scope of responsibilities and the procedures that the owners of multi-ownership buildings need to follow when making decisions about maintaining and repairing common parts of the building, how agreements will be reached and how costs will be apportioned.

5. Applying for a Missing Share

Before submitting an application for the payment of a missing share, the owners must be able to evidence that:

1. Correct procedures for agreeing and paying for the necessary works have been complied with and followed;
2. The majority of owners have agreed to have the communal repair or maintenance works carried out by reaching a scheme decision;
3. The work being carried out is reasonable and meets the definition of maintenance[1], which requires evidence from an appropriately qualified RICS surveyor;
4. A joint maintenance account is open;
5. Each owner has been asked to pay their share of costs for communal repair or maintenance works;
6. Majority of owners have paid their share of costs into the joint maintenance account;
7. Attempts have been made to contact the missing share owner;
8. Alternative funding options have been considered before being rejected on the basis of being unsuitable. Please see appendix 2 for alternative funding options;
9. There is no outstanding litigation between the missing owners and other property owners within the building under section 5 of the Tenement (Scotland) Act 2004;
10. No works haven taken place or have been instructed prior to the Council giving the approval to proceed. The Missing Share cannot have been applied for retrospectively.

The owners who wish to undertake the common works should delegate an owner to take a lead in making the application for the missing share payment.

5.1.   Reaching a Scheme Decision

The owners within the building must reach a scheme decision to carry out the necessary works in accordance with the title deeds, the Tenement Management Scheme or Title Conditions (Scotland) Act 2003.

A scheme decision is reached when the majority of the owners have voted in favour of the common repair or maintenance works to be carried out.

Before proceeding with the necessary works, all owners must be notified of the scheme decision in writing, and all owners who are not satisfied with the decision must be given 28 days from the date of the meeting or the date they were given notice (whichever is earlier) about the decision to allow them to progress an appeal against the decision at the Sheriff Court.

5.2.   Section 50 Notice

To apply for the missing share, the delegate owner must serve all owners with a section 50 notice under the Housing (Scotland) Act 2006. The notice is a formal request to all owners to advise them that they are required to pay their share of the estimated costs for the common

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[1] As defined by section 194 of Housing (Scotland) Act 2006

works into a joint maintenance account. The notice gives homeowners the ability to make an application to the Council asking the Council to pay and recover any missing shares on behalf of any non-paying owners.

The notice must provide the following:

- Details of the common repair or maintenance works to be carried out;
- Proposed timescales for the works, including the commencement and the completion dates of the works;
- Date of the Scheme Decision reached to carry out the required maintenance;
- Names and addresses of all the owners who have agreed to the works;
- Details of the complete estimated costs and the share of costs for each owner, explaining how the costs have been reached and apportioned;
- Details of the joint maintenance account into which the share of owners' costs must be deposited;
- The final date by which the owners must pay their share into the maintenance account;

Section 50 notice should be issued to each property owner at their home address by recorded delivery or by email if the home address is unknown, with a read receipt obtained.

5.3.   Record of Service

Together with the Section 50 Notice, all owners must be issued with the Record of Service of the Section 50 Notice. The Record must be signed by another person who acts as a witness to the service of the notice.

5.4.   Missing Share Application Form

Once the deadline date for owners to pay into the maintenance account has passed following the service of the Section 50 Notice and the Record of Service, the owners must complete a missing share application form.

The form must include the following supporting information:

- Evidence of the Scheme Decision;
- Evidence of the notification of the scheme decision to the missing share owner;
- Copy of the Section 50 Notice served to each owner;

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- Copies of the Record of Service issued to each owner;
- Copy of the owners' deeds, which confirms the apportionment of costs and liabilities associated with the common parts and areas of the building. TMS may be used to fill any gaps in title deeds;
- Copy of the up-to-date contractor quotes for the works;
- Copy of the Joint Maintenance Account statement. The statement must show all payments and should match the contractor's quote for the estimated costs of the works, less the missing share(s). Any discrepancies between the quoted costs, shares paid in and missing shares must be documented and explained.

6. Assessment of the application

Once the application has been submitted and received by the Council, the Council will assess the application.

Any decisions following the assessment of the application for the missing share will be final.

If the Council rejects an application for a missing share, the owners may still progress with the works by covering the missing share between themselves and recovering their contribution from the owner through the process under the Tenements (Scotland) Act 2004 or the Title Conditions (Scotland) Act 2003.

For information on how to appeal the Council's decision, please see section 12 Appeals.

6.1.   Eligibility

Clackmannanshire Council has no obligation to pay any missing shares. The payment is at the Council's discretion and will be subject to specific criteria, including the extent and the scale of property disrepair and the availability of resources to the Council at the time of an application being made.

The Council will consider works which will address tolerable standard issues, properties and buildings which are below the tolerable standard (BTS) or at risk of becoming BTS within 12 months (likely due to structural issue, need for wind and watertight repair and/or other maintenance works) will be priority.

Priority to pay any missing shares will be given to residential properties. Missing share payments for commercial properties may be considered where there is a mixture of residential and commercial properties within the same building.

6.2.   Contacting the Missing Owner

After the application has been assessed, the Council will aim to contact any owners who have not paid their share of costs into the joint maintenance account. The Council will advise the non-paying owner that the request has been made by other owners asking the Council to pay any missing shares and will advise the non-paying owner of the associated costs of recovery of any missing share payments.

The Council will give the non-paying owner a period of up to 28 days in which to pay their share of the costs before proceeding with making a payment.

Where the missing share owner does not pay their share of costs, the Council will carry out a financial assessment to confirm the inability to pay before making a decision to contribute any missing shares.

7. Paying for the Missing Share

Once the Council has agreed to pay the missing share following the assessment of the application, the Council will advise the building owners of the decision in writing and the amount of the costs that the Council will cover.

Subject to available resources, the Council will contribute a minimum of £500 and up to a maximum of £20,000 (exclusive of VAT) to cover the costs of any one missing share. The payment excludes any professional cost.

The Council will pay the missing share into the existing joint maintenance account. The payment will be made upon satisfactory completion of the works and the submission of the invoice for payment.

8. Recovery of Costs

Following the payment, the Council will notify any missing share owners of the payment made and will advise how costs of any missing shares will be recovered.

The missing share owner will be charged an administration fee of 15% over and above the missing share total amount to cover the professional and legal costs and any other costs associated with the administration/processing/management of the missing share application. Any subsequent interest rates may be applied in the course of debt recovery in line with Clackmannanshire Council's Corporate Debt and Write-Off Policy.

The Council will issue an invoice to the missing share owner and will recover the costs associated with the missing share contributions via the debt recovery process in line with Clackmannanshire Council's Corporate Debt and Write-Off Policy. The Council will also register a Notice of Potential Liability of Costs with Registers of Scotland and/or inhibition against the property and/or the owner of the missing share. The Notice will protect the Council

in the event of any disposal of the property of the missing share prior to repayment of the invoice.

The Council acknowledges that it may not be financially viable for every missing share owner to repay the missing share debt outright. Following an assessment of owners' financial circumstances, the Council may offer affordable repayment plans to repay the debt in instalments which debt will include the administration fee (detailed above) together with interest charged (at a rate to be determined) per annum above the Bank of England Base Rate on the outstanding balance.

Where the Council has offered a payment plan (as detailed above) the Council will register a Repayment Charge over the missing share owner's property in terms of the Housing (Scotland) Act 2006 Part 7 Section 172 (or any other charging mechanism available to the Council) with the debt being payable over a minimum of 5 years up to a maximum of 30 years (from the date of the missing share invoice). The maximum term will be subject to financial assessment and relevant to the scope of works undertaken.

If the owner does not engage with the Council, fails to settle the invoice in full within 14 days or fails to keep to an agreed payment plan, the Council will seek recovery of the full missing share debt and any costs associated with the recovery action, including any interest and administrative costs from the owner of the missing share property.

Over and above the above where the Council pays any missing shares on behalf of a registered landlord, the landlord may be referred under landlord registration to the licensing committee for failure to repay debt and/or carry out necessary repairs, and their status as fit and proper landlord may be affected.

9. Equal Opportunities and Diversity

Clackmannanshire Council is committed to the elimination of unlawful discrimination, advancing equality of opportunity and fostering good relations between people.

The Council believes that equality of opportunity should be a guiding principle in all of its activities. The Council aims to ensure that its commitment to equality is embedded in all council services and in the organisations that it funds.

In accordance with the Equality Act 2010, the Council is actively working towards the elimination of policies and practices that discriminate unfairly on grounds including age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including colour, nationality, ethnic or national origin; religion or belief; sex; and sexual orientation.

10. Privacy Statement

Clackmannanshire Council must adhere with its legal obligations under Data Protection Legislation as set out in the Data Protection Act 2018 and UK General Protection Regulation (GDPR).

In order to provide the required and/or requested services, the Council will collect, store and process relevant personal information or data.

Personal information may also be shared with other partner agencies and organisations.

Personal information will be kept securely, as long as required by law and/or by specific service requirements. Once the data is no longer required, it will be securely disposed of. The Council has a Record Retention Schedule which sets out the period of time and reasons for keeping particular records. The Retention Schedule is available on request.

Under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002, individuals have the right to access personal information and data held about them by Clackmannanshire Council as well as the right to access information from records held by the Council.

To submit a Subject Access or Freedom of Information request, please follow the link.

To make a complaint in relation to the Council's handling and processing of personal data and information, please contact the Information Commissioner's Office.

For further information on Clackmannanshire Council's data protection practices, please visit the Council's Data Protection Statement. For the Council's Data Protection Policy, please follow the link. For further information on freedom of information laws, please visit the Scottish Information Commissioner webpage.

11. Complaints

If the customer is dissatisfied with the provided services and/or the standards of service, please follow the Council's Complaints Procedure. Complaints can be made in person, in writing, by email or online. For further information on the Complaints Procedure and how to make a complaint, please visit the Council's Complaints Procedure webpage.

If the customer remains dissatisfied with the final decision or the way the complaint has been handled following the Council's Complaints Handling Procedure, they can make a complaint to the Scottish Public Services Ombudsman (SPSO) by completing a complaints form found online or calling on 0800 377 7330.

For further information on how to make a complaint to SPSO, please visit the SPSO website.

12. Appeals

If any of the owners are dissatisfied with the Council's decision following the assessment of the application, they may wish to appeal the decision to the Court of Session.

For further information on how to appeal the decision, please visit the Scottish Courts and Tribunals Service website.

13. Monitoring and Reviewing

The policy will be continuously monitored to ensure that it is performing efficiently against the aims set out in the policy.

The Council will review and evaluate this policy every 3 years to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

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14. Appendix 1. Missing Share Process Flowchart

The majority of owners reach a **scheme decision to carry out communal or maintenance works** in line with title deeds, the Tenement Management Scheme or Title Conditions (Scotland) Act 2003

↓

Wait 28 days to allow all disagreeing or absent owners to appeal the decision

↓

All willing owners to **delegate an owner** to take a lead in applying for missing share

↓

Delegate owner to **serve all owners with a Section 50 Notice** and under the Housing (Scotland) Act 2006 **and Record of Service** to their home address by recorded delivery or email with read receipt obtained (where the home address is

Notice to provide the following:

- Details of works to be carried out
- Proposed timescales for the works
- Date of the Scheme Decision Reached
- Names and address of all owners in agreement for works
- Complete estimate costs and share of costs for each owner, explaining how costs have been reached
- Details of joint maintenance account into which share of owners' costs must be deposited
- Final date by which the owner must pay their share into maintenance account

↓

Owners to **complete** the missing share **application form** and **submit it** to the Council

The form must include the following support information:

- Evidence of scheme decision
- Evidence of the notification of the scheme decision
- Copy of the Section 50 Notice served to each owner
- Copy of the owners' deeds, confirming apportionment of costs and liabilities
- Up-to-date contractor quotes for the works
- Copy of the Joint Maintenance Account statement

↓

Council **assesses** the application

↓ (left) Application approved

↓ (right) Application not approved

→ Owners can appeal the decision to the Court of Session

Application approved →

Council will attempt contact non-paying owners and **give up to 28 days to pay their share of costs**, before proceeding with any payments

↓

If owner does not pay, Council **will carry out financial assessment to confirm inability to pay**

↓

Council advise building owners of the decision and the amount of the costs the Council will cover

↓

Council will pay the missing share into the existing joint maintenance account, upon satisfactory completion of the works and submission of the invoice for payment

↓

The Council will seek recovery of costs from the missing share owner

15. Appendix 2. Tolerable Standard Definition

In line with Housing (Scotland) Act 1987, a house meets tolerable standard if the house:

1. is structurally stable;
2. is substantially free from rising or penetrating damp;
3. has satisfactory provision for natural and artificial lighting, for ventilation and for heating;
4. has satisfactory thermal insulation;
5. has an adequate piped supply of wholesome water available within the house;
6. has a sink provided with a satisfactory supply of both hot and cold water within the house;
7. has a water closet, or waterless closet, available for the exclusive use of the occupants of the house and suitably located within the house;
8. has a fixed bath or shower and a wash-hand basin, each provided with a satisfactory supply of both hot and cold water and suitably located within the house;
9. has an effective system for the drainage and disposal of foul and surface water;
10. where electricity is supplied to the property, the house has a supply of electricity that complies with the relevant electrical installation requirements for that supply, and is adequate and safe to use;
11. has satisfactory facilities for the cooking of food within the house;
12. has satisfactory access to all external doors and outbuildings;
13. has satisfactory equipment installed for detecting, and for giving warning of, fire or suspected fire;
14. has satisfactory equipment installed for detecting, and for giving warning of, carbon monoxide present in a concentration that is hazardous to health.

A house will not meet the tolerable standard if it fails to fulfil one or more of the criteria above as set out within the legislation.

16. Appendix 3. Providing Evidence for Identifying and Contacting Owners

The owners are required to keep a record of contact and any responses received in order to evidence that contact has been made with any missing share owners. Contact may be made in-person, via telephone call, posted letter, e-mail or other forms of electronic communication.

Where ownership details for an individual property are not known or there are no contact details for the owner, the owners applying for a missing share payment must be able to provide evidence to the Council that they have taken all reasonable steps to identify and contact the missing share owner.

Possible avenues to identify and contact an absent owner may include, but are not limited to:

- Register of Scotland – The Register holds ownership details for all residential properties in Scotland, including contact details for the owner at the time of purchase and information on any outstanding mortgage or secured loan. For further information on the Register of Scotland, please visit www.ros.gov.uk

- Electoral Register – The Register lists the names of individuals who have registered to vote at a property and may hold information about the ownership of the property. For further information on Clackmannanshire Council's Electoral Register, please email registration@centralscotland-vjb.gov.uk

- Landlord Register – The Register holds the contact details for landlords and any acting agents for all let property within a local authority area. For further information on the Landlord register, please visit www.landlordregistrationscotland.gov.uk

- Companies House – Companies House may be used to identify and/or find contact details for property owners where they are linked to a business. For further information on the Companies House, please visit www.companieshouse.gov.uk

- The Insolvency Register – The Register may used to find contact details for the absent owner where the owner of the property has been declared bankrupt or has applied for bankruptcy. For further information, please visit https://roi.aib.gov.uk/roi

The owners must be able to provide evidence of reaching a scheme decision and notifying all owners of the scheme decision at the time of the application for a missing share payment to the Council. The owners should record the times, dates and the outcome of the meeting/consultation taken to vote and reach a scheme decision, including the names and addresses of owners who have agreed to have the works carried out.

Any subsequent actions taken as a result of the meeting must be notified to all owners in writing. The notification of the scheme decision should include the dates and times of the meeting, the outcome of the decision, the nature and details of the works, the owner's legal obligations, total estimates costs and the owner's share of costs and other relevant information.

As part of the due diligence, the majority of owners may also have a solicitor write to the non-participating owner setting out the owner's obligations and the additional costs incurred.

17. Appendix 4. Alternative Funding Options

The owners must have considered all other alternative funding options prior to applying to the Council for a missing share payment.

Common Alternative funding options may include to:

1. Agree to carry out the repair or maintenance works by reaching a majority decision and split the costs between the participating owners;

2. Agree to carry out the repair or maintenance works by reaching a majority decision and split the costs between the participating owners, and send the non-participating owner a formal invoice requesting payment. Raise an action in the Sherriff Court against the non-participating owner for recovery of any outstanding payments.

The owners must be able to explain the reasons for rejecting alternative funding options and detail these within the formal application for a missing share payment.

CLACKMANNANSHIRE COUNCIL

Report to:	**Clackmannanshire Council.**

Date of Meeting:	**21 August 2025.**

Subject: Housing Policies: Damp and Mould Policy, Housing Repairs Policy, Rechargeable Repairs Policy, Westhaugh Pitch Allocations Policy & Homelessness Applicant Area Choice.

Report by: Strategic Director (Place)

1.0   Purpose

1.1.   This report outlines the work undertaken to develop and review Housing Policies within the following areas -

- Damp and Mould,

- Housing Repairs,

- Rechargeable Repairs,

- Westhaugh Pitch Allocations,

- Homelessness Applicant Area Choice.

1.2.   These policies underpin the Council's commitment to maintaining its housing stock and travelling persons site to the latest required standards and in line with current legislation, ensuring homes are safe, secure, and well-maintained for tenants.

1.3.   The policies also ensure that there is clarity in situations where the Service may seek to recover the cost of repairs where applicable, and, in reference to homelessness, provide an efficient and effective service to our homelessness waiting list applicants.

2.0   Recommendations

2.1.   It is recommended that Council:

2.1.1. Approve the Housing Damp and Mould Policy (attached as Appendix 1)

2.1.2. Approve the Housing Repairs Policy (attached as Appendix 2),

2.1.3. Approve the Housing Rechargeable Repairs Policy (attached as Appendix 3),

2.1.4. Approve the Westhaugh Pitch Allocations Policy (attached as Appendix 8),

2.1.5. Approve the proposed amendments to the existing Housing Allocations Policy to enable changes in the allocating of properties to homeless waiting list applicants (as noted in section 4.40 to 4.48).

2.1.6. Note the child-friendly, plain English summary versions of the policies in line with the UNCRC requirements for all public bodies to present information in an accessible format for all children and young people (attached as Appendices 4,5 and 6).

3.0 Background

3.1. The attached policies were developed following consultation with tenants and our Registered Tenant Organisations (RTOs).

3.2. Policies relating to damp and mould and repairs/rechargeable repairs were consulted on via an online survey carried out on Citizens Space from 15th May to 15th June 2025. Online and in person sessions were also held with the Clackmannanshire Tenants and Residents Federation (CTRF) and the Sauchie Community Group. The feedback from the tenant and RTO consultations is attached as Appendix 7.

3.3. In developing the allocations policy for Westhaugh the housing service engaged and consulted with site residents and worked in partnership with representatives from the Minority Ethnic Carers of People Project (MECOPP), a national charity supporting Gypsy/Traveller communities across Scotland. The Service value the contribution of MECOPP in the consultation process and in supporting residents through the wider process of site redevelopment works.

3.4. The final policies were developed with recognition of the consultation responses received.

4.0 Considerations

Damp and Mould

4.1. From 1 April 2025, the Scottish Housing Regulator (SHR) introduced new reporting requirements for Damp and Mould, with the data collected being presented within the 2026/27 Annual Return on the Charter (ARC). The new indicators are as follows:

- Average length of time taken to resolve cases of damp and/or mould by case,

- Percentage of cases of damp and/or mould resolved during the reporting year that were reopened by cause,

- Number of open cases of damp and/or mould at the year end.

4.2. This information is actively being collected and the data used to help improve our understanding of the prevalence and recurrence of damp and mould across the Council's housing stock, it is also useful for benchmarking performance against other social landlords.

4.3. To proactively manage damp and mould issues the Service is embarking on a 12-month pilot involving over 60 properties, which will trial the use of IoT air quality sensors designed to monitor environmental conditions that contribute to damp and/or mould within properties. The technology aims to support early identification of a risk of damp and/or mould, enabling proactive investigation and maintenance, as well as promoting tenant-led maintenance through the knowledge and understanding of property use and operation.

4.4. The pilot's success will be assessed against outcomes such as tenant satisfaction, reduction in reactive repairs, improved maintenance planning, and cost efficiencies. Subject to positive evaluation, a wider rollout of sensor technology will be considered throughout the Council's housing stock.

4.5. With increasing scrutiny and concern over damp and mould within Scottish social housing, a clear and formalised policy is necessary to outline how the Council will respond and take appropriate remedial action to address such issues.

4.6. The Damp and Mould policy sets out reporting methods for tenants and details the Council's responsibilities toward investigation, response and remedial action relevant to the type and severity of the damp and/or mould issue.

4.7. Priority will be given to vulnerable households at enhanced risk of suffering negative impacts arising from prolonged exposure to damp and/or mould, such as households with children, those who are pregnant, or those with a medical condition which could be exasperated by damp and mould.

4.8. Whilst the Council acknowledges that damp and/or mould cases may result from structural issues outside of tenant control, tenant behaviours can also contribute to condensation, damp and/or mould issues.

4.9. Accordingly, tenants will be provided with the appropriate advice and support and guidance information on how best to control and manage condensation, including how and when to ventilate and heat a property. This will be done via various mediums of communication, in person, on-line and over the phone.

4.10. The Housing Service has improved its available online resources with additional information on managing damp now available on the Council's website and through informational leaflets to be distributed. All new tenants will also receive this information as part of their tenancy sign-up packs.

4.11. The Service continue to work closely with the Council's Home Energy Advice Team who can offer free and impartial energy advice and fuel poverty service.

<u>Housing Repairs</u>

4.12. The previous Housing Repairs Policy has been reviewed and updated to ensure continued alignment with current legislation, national guidance, service priorities, and tenant expectations.

4.13. The revised policy supports our aim to deliver a high quality, reliable, efficient and cost-effective responsive repairs service that ensures effective maintenance of the Council's housing stock and provides tenants with a safe, secure and comfortable living environment

4.14. The Housing Repairs Policy follows the terms set out within Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements.

4.15. The Policy outlines how the Council categorise repairs works and sets out that the responsibility for repair work lies with both the Council and the tenant.

4.16. The Policy also outlines the tenants' rights under the "Right to Repair Scheme" to have small urgent repairs carried out within legally prescribed timescales (as per the Housing (Scotland) Act 2001) and the potential for compensation to be paid to tenants should repairs not be completed in time.

4.17. In 2024/25 financial period, the Council carried out a total of 13,409 repairs (6,337 emergency repairs and 7,072 non-emergency repairs) with an overall tenant satisfaction rating of 91.56%. The updated policy aims to strengthen tenant understanding of the Council's approach to managing repairs.

<u>Rechargeable Repairs</u>

4.18. The Housing Service aims to ensure that robust process exists for recharging tenants the cost of works undertaken where these are deemed to be because of damage caused by the tenant/or are deemed to be the responsibility of the tenant.

4.19. The Policy provides the framework by which the service will progress to obtain payment for re-chargeable repairs either up front and in advance of repair or alternatively post repair (i.e. if the repair is an emergency repair).

4.20. In all circumstances, repairs responsibility will be assessed case by case, and where tenant liability is determined, the tenant will be notified of the associated costs in advance (where possible).

4.21. Before the repair works start, the Council will seek to obtain from the tenant a signed agreement for the repair cost, which acknowledges the tenant's responsibility for repairs, and includes the details of the rechargeable repair items to be completed and the costs associated with the work.

4.22. Where the identified rechargeable repairs are of non-emergency nature, the service will aim to secure the full payment in advance of the works proceeding. In some circumstances, repayment of charges in full may cause financial difficulties for tenants. In such cases, the service will seek to establish an affordable repayment plan with the tenant.

4.23. More information on the recovery of costs associated with rechargeable repairs can be found within the Policy document attached as Appendix 3, Sections 10 and 11.

4.24. To provide some context, over the past two financial years there have been a combined total of 349 rechargeable repairs undertaken at a cost of £35,598, these costs have not yet been recovered.

4.25. In order to reduce the requirement for follow on recovery action, it is proposed that methods be explored to obtain upfront payment for rechargeable repairs. The service will work with trade union colleagues to explore the potential for trades operatives to utilise mobile handheld devices to obtain upfront payment of rechargeable repair costs at the time of works being undertaken.

4.26. The below table (contained within Section 16 of the Policy) lists the various standard rechargeable repairs items and the costs associated with these for 2025-26. This list is not exhaustive and there may be (dependent upon circumstances) other repairs deemed to be re-chargeable. The schedule of standard rechargeable items and the costs associated will be reviewed annually.

Standard Rechargeable Repairs Costs 2025/26

Repair Item	Cost Inc. VAT	Work Required (Tick as appropriate)	Tradesman Initials
Gain entry and change locks (day time)	£50		
Gain entry and change locks (out of hours)	£157		
Install temporary door	£500		
Supply and fit UPVC door	£1,500		
Replace internal pass door	£110		
Board up window (day time)	£90		
Board up window (out of hours)	£135		
Replace glass window (depending on size and type of window)	£175 - £300		
Replace wash hand basin	£100		
Replace WC (toilet)	£200		
Replace bath	£100		
Clear internal & external choke	£60		

Clear internal & external choke (out of hours)	£80		
Replace damaged smoke detector	£90		
Cut grass or hedge (per hour rate)	£38		
Clear property (internal or external)	£Variable		
Replace temporary accommodation items	£Variable		

*Please note that the list of repair items is not exhaustive, costs are reviewed annually.

Tenancy Termination Incentive Scheme

4.27. The Housing Service intends to trial a tenancy termination incentive scheme which aims to encourage outgoing tenants to leave the property in satisfactory condition and avoid time consuming void property clearance and repair works.

4.28. The scheme will involve pre termination inspections with the outgoing tenant asked to commit to permitting access for necessary standard repair works to take place ahead of the property being returned to the Council. Crucially those repairs must be found to be in sound condition at time of return of the property by the tenant to the Council.

4.29. To qualify for the incentive, tenants will have demonstrated a clear effort to return the property in good condition and as a minimum fulfilled the following criteria:

- A pre-termination visit has been undertaken and the tenant has agreed to the Council carrying out early, pre-termination repairs.

- Any repairs undertaken are noted (at time of termination of the tenancy) to be in sound and adequate condition with no deterioration as a result of tenant damage/neglect.

- All Pre-payment fuel cards/keys are left in the property.

- Gas and electricity meters are left debt-free.

- The property is left secure, clean, tidy and in good condition, with all furniture, fittings and personal belongings removed.

- Where applicable and as reasonable, the garden is left in a neat and tidy condition.

- All door/window/outbuilding/store keys are returned to the Tenancy Management Team.

.

4.30. A monetary reward will be issued to the outgoing tenant after the keys have been returned to the Service and the final void inspection is signed off without any issue. Where the outgoing tenant owes the Service an outstanding debt, the incentive reward will be deducted from the final rent account and any remaining balance will be paid to the tenant

4.31. It is hoped that incentivisation of tenants will help to achieve a reduction in the volume of repair works required during void period, reduce void property turnaround times, reduce void rent loss and ultimately enable a greater number of properties to become available earlier for new tenant sign up.

4.32. This initiative will be trialled and if successful, a long-term rollout of the scheme may be considered.

Westhaugh – Pitch Allocations

4.33. In 2022, Clackmannanshire Council secured funding from the Scottish Government to support the redevelopment of the Westhaugh Gypsy/Traveller site, which had reached the end of its useful life. The redevelopment will replace the existing amenity blocks with larger, modern facilities designed to meet the cultural needs and current living patterns of the Gypsy/Traveller community. Additionally, the site will feature improved communal areas, a new community hub, and enhanced landscaping to promote safety and community cohesion.

4.34. The community hub will provide a useful space for the housing service to facilitate pro-active in person communication and engagement with residents, providing information and dealing with any issues that may arise. In addition, the service will seek to work with other Council services and third party providers to provide tailored support to residents where required and as appropriate, the hub will play a key role in facilitating this support.

4.35. This policy (attached as Appendix 8) aims to ensure that the allocation of pitches (on the newly redeveloped site) progresses in a manner that is accessible, consistent, efficient, and easily understood. It also seeks to be culturally appropriate and sensitive to the specific needs of Gypsy/Traveller households.

4.36. The Council operates a bands and points-based system for assessing applicant's need. Depending on the assessed need, the applicant will fall into one of four bands and will be awarded with the highest number of points available based on their housing need (greater detail is provided on this within Section 3.2 of the policy document, attached as Appendix 8).

4.37. When a pitch becomes vacant, the Council will offer the pitch to the applicant assessed as having the highest priority need taking into consideration local connection. Applicants in band 1 will be considered first, followed by bands 2 and 3 and band 4 respectively. Applicants in band 4 will only be considered once band 1, 2 and 3 have been exhausted. Applicants with a local connection will be given preference. Applicants must have a caravan at the point of sign up and provide evidence of this.

4.38. Existing residents to the site (who have been decanted during the process of redevelopment works) will be assisted in the process of being allocated a site pitch ahead of returning to their home.

4.39. This policy will be reviewed in future in parallel with the Council's general Housing Allocations Policy to ensure consistency and alignment across related policies and procedures.

Homelessness Applicant Area Choice.

4.40. Under the Housing (Scotland) Act 1987, as amended by the Homelessness etc. (Scotland) Act 2003, Scottish local authorities have a statutory duty to provide accommodation for applicants who are assessed as homeless or threatened with homelessness.

4.41. As part of the homelessness assessment, applicants are asked about their future and expected household's needs and preferences. Currently applicants must select three geographical allocation areas (from within the 7 in the County) where they would be willing to be permanently re-homed. In exceptional circumstances fewer areas will only be considered if there are specific support needs.

4.42. This practice is a reduction from the requirement that applicants needed to select all allocation areas up to around 2013/14. It is presumed that due to no specific Council policy decision being established, that this was a management alteration based on customer feedback and data analysis.

4.43. In 2024/25 the refusal rate for offers of permanent accommodation was 44%, an increase from the previous year. Refusals are time consuming for officers and trade staff conducting viewings and, in most cases, lead to an appeal being submitted which has to be reviewed by a Senior Housing Officer. A number of applicants, when refusing an offer, reference that they only chose a particular area as they had to pick three and did not actually want to live in that area where they had received an offer.

4.44. It is therefore recommended that, in line with the current council allocation policy (where applicants require to select only one area), that homeless applicants be allowed to select a minimum of one geographical area for permanent rehoming. However, applicants for homelessness can choose more than one geographical area should they wish. This should lead to a reduction in refusals, eliminate waste in the process and hopefully lead to increases in the sustainment of tenancies.

4.45. The impact of such a change, whilst beneficial, may mean some applicants face an increase in the wait time for an offer of permanent housing, especially for higher demand areas. However, those selecting multiple areas may be housed or receive an offer for consideration more quickly.

4.46. If approved, amendment will be made to the existing Housing Allocations Policy (Section 10.5) to state that "Homeless applicants who refuse an offer of permanent accommodation may have their case reviewed to determine whether the offer was reasonable. This is in accordance with Section 31(2) of the Housing (Scotland) Act 1987 and the Scottish Government's Code of Guidance on Homelessness. If the offer is deemed reasonable, the Council

will consider its statutory duty discharged. In such cases, the applicant will be required to vacate any temporary accommodation provided by the Council."

4.47. Changes will be made as required to the homelessness persons application form and applicant checklist and Housing Officers will contact all current homeless applicants to update their applications.

4.48. The Service will monitor and track future data on refusals, time in temporary accommodation, and tenancy sustainment to measure impact.

5.0 Sustainability Implications

There are no sustainability implications.

6.0 Resource Implications

Financial Details

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 ☒

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

Staffing

There are no staffing implications from this report.

7.0 Exempt Reports

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

(2) Council Policies
Complies with relevant Council Policies   Yes ☒

9.0 Equalities Impact

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

10.0 Legality

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

11.0 Appendices

Appendix 1. Housing Damp and Mould Policy

Appendix 2. Housing Repairs Policy

Appendix 3. Housing Rechargeable Repairs Policy

Appendix 4. Housing Damp and Mould Child-Friendly Policy Summary

Appendix 5. Housing Repairs Child-Friendly Policy Summary

Appendix 6. Housing Rechargeable Repairs Child-Friendly Policy Summary

Appendix 7. Housing Policy consultation feedback

Appendix 8. Westhaugh – Pitch Allocations Policy

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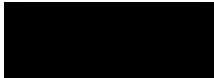
Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).

Yes   No ☒

(please list the documents below)

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Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	■

Clackmannanshire Council

Housing Service

Damp and Mould Policy

August 2025

PLACE – Housing Service
Kilncraigs, Greenside Street, Alloa FK10 1EB
01259 45000

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
www.clacks.gov.uk

Contents

1. Scope of the Policy

Clackmannanshire Council is committed to ensuring that its housing stock is well maintained, safe, secure and compliant with the Scottish Housing Quality Standard (SHQS), and that tenants live in warm, comfortable, safe and secure homes that are free from damp and mould. The Council recognises the negative impacts that damp and mould can have on tenants' health and well-being, and as such aims to respond to any damp and mould concerns raised by tenants quickly and effectively.

Clackmannanshire Council's Damp and Mould Policy provides a framework of how the Council will aim to prevent, respond to and manage any damp and mould concerns within Council-owned properties and any communal areas. This Policy should be read in conjunction with Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements.

2. Aims of the Policy

The policy aims to:

- Outline how the Council will respond to and implement a proactive and early intervention approach in the management of any damp and mould issues within Council properties;
- Outline how the Council plans to help prevent the occurrence of damp, mould, and condensation in Council properties by maintaining and improving the condition of Council housing;
- Outline the Council's and Tenants' responsibilities in responding to and managing any damp, mould and condensation issues;
- Support tenants to resolve any damp and mould issues and provide them with comprehensive advice on managing and controlling damp and mould within their homes;
- Provide clarity and improve collaborative working with Council tenants to resolve issues relating to damp, mould, and condensation.

3. Types of Damp

There are different causes of damp and mould which may require different solutions:

Penetrating Damp occurs when water enters the property through the external structure of the building, or where internal leaks cause damp, rot and damage to internal surfaces and structure.

Rising Damp is caused by moisture from the ground rising up through the fabric of the building, after being absorbed from the surrounding ground.

Condensation occurs when warm, moist air touches cooler surfaces such as tiles or windows. Condensation is often caused by high levels of moisture in the air, combined with poor ventilation and usually leads to moisture on walls, windows and ceiling if left untreated for a long period of time.

Environmental conditions that can increase the risk of condensation and subsequent damp and mould include, but are not limited to:

- Insufficient ventilation;
- Inadequate heating;
- Insufficient loft insulation;
- High humidity;
- Property overcrowding.

4. Council's Responsibilities

The Council is responsible for maintaining the tenant's home as set out in Clackmannanshire Council's Tenancy Agreement. It is responsible for repairing and maintaining the structure and the exterior of the property as well as any installations within the property which are provided by the Council. The Council will carry out repairs or other work necessary to keep the property in a liveable, wind and watertight condition which is reasonably fit for human habitation. This includes carrying out repairs relating to water penetration, rising dampness and condensation.

The Council will ensure that sufficient internal staffing resources are in place to effectively and efficiently respond to any issues of condensation, damp and/or mould concerns reported by tenants.

Where relevant and appropriate, the Council may undertake works to assist in managing and controlling damp and condensation such as the installation of extractor fans, upgrading heating systems and undertaking additional energy efficiency measures.

The Council will seek to maintain its housing stock to an acceptable standard so that tenants can heat their homes to a reasonable temperature and at a reasonable cost, this will aid in reducing instances of condensation and mould issues. Tenants will be offered appropriate advice and guidance on how to prevent and manage damp in their homes, such as improving ventilation and maintaining appropriate heating.

5. Tenant's Responsibilities

In line with Clackmannanshire Council's Tenancy Agreement, Council tenants are responsible for reporting any arising issues, damage, or required repairs to the property, including reporting any signs of damp and/or mould as soon as they are discovered as well as faulty equipment that may affect the effective management of moisture in the home, including faulty extractor fans or issues with the heating system.

Tenants must provide the Council with access to their property for any inspection and repair works following adequate notice. Tenants are also responsible for taking reasonable care of the property and all fittings and fixtures within it as set out in the Tenancy Agreement, including adequately heating and ventilating the property.

Tenants should follow guidance provided by the Council on preventing the build-up of condensation and mould.

6. Prevention and Guidance to Tenants in Managing Damp and Mould

Before the start of their tenancy, tenants will receive information on how to effectively manage and prevent condensation, damp and mould in their home.

To prevent mould and damp from becoming an issue which would require further intervention, tenants should:

- Maintain a warm living environment, between 18 and 21 degrees Celsius;
- Keep rooms well-ventilated and open windows, do not cover any air vents;
- Use extractor fans and close kitchen and bathroom doors when the rooms are in use to prevent the steam from escaping;
- Use lids on pans when cooking;
- Leave gap between furniture and walls;
- Regularly clean all vents and extractor fans to prevent build-up of dust and blockage;
- Wipe down any moisture and condensation from surfaces, including windows and sills;
- Do not dry clothes indoors unless the room is isolated and well ventilated.

The tenants should also regularly check for any issues. Signs of damp and mould can include:

- Damp and musty smell;
- Mould or mildew on walls, floor or ceilings;
- Excessive condensation on windows;
- Walls, floors or ceiling that feel cold or damp.

The Council is committed to ensuring effective systems are in place to prevent and address issues related to damp, mould, and condensation. To support this, the Council is adopting innovative technologies designed to identify and mitigate potential problems. This includes the trialling of indoor air quality monitors and smart sensors to measure humidity and CO_2 levels and identify areas that may be at risk of damp.

The data collected by these sensors will provide real-time insights into the condition of properties, enabling more proactive and predictive maintenance. This approach allows for better planning and informed decision-making to support tenants and protect their homes, and prevent any damp and mould issues from escalating.

At the stage where tenants move out and properties become void, the Council will conduct an inspection to assess the condition of the property. Any required repair and remedial works will be carried out, including addressing any damp, mould or condensation issues before re-letting the property to address the issue and reduce the risk of damp and mould from returning.

7. Tenant Support

Clackmannanshire Council recognises that some tenants may struggle to keep their homes warm, leading to damp and mould issues. In such circumstances, tenants will be provided support and guidance where possible and referred to the Council's Home Energy Advice Team who can offer free and impartial energy efficiency advice and a fuel poverty service for tenants struggling to pay their energy bills or where there are issues with energy supply.

If damp and mould is caused by overcrowding, the Council will support the tenant by exploring alternative housing options and will assist the tenants with applying for a tenancy transfer in line with Clackmannanshire Council's Allocations Policy, where appropriate and where the tenant wishes to do so.

8. Reporting Issues

Tenants should report any condensation, damp and/or mould issues and concerns as soon as they are noticed or identified. Reports can be made using the following methods:

- Online using the online contact form;
- By calling the Repairs Centre on 01259 452000;
- Directly to their Housing Officer.

When making a report, tenants should provide as much detail as possible, including:

- The extent and the location of the problem;
- Information about any children in the household;
- Any medical or health concerns of any members of the household.

Timely and accurate reporting allows the Council to assess and address issues quickly, and take action to prevent further damage to the property, as well as reduce health risks associated with damp and mould.

9. Responding to Reports

Once a report is received, the Repairs team will assess the urgency of the concern. Priority will be given to households with young children, pregnant individuals or those with a medical condition which could be exasperated by damp and mould.

Once at the property, a dedicated Council Officer will then carry out an initial, non-intrusive survey to assess and determine the extent of the damp and mould issue. If further investigation is required or the problem is deemed significant, an external contractor will conduct a more detailed survey to identify the extent of the issue and the required remedial action.

10. Remedial Action

Remedial action will depend on the type, severity and the extent of the condensation, damp and/or mould issue. Actions may include, but are not limited to:

- Advice and information to tenants on how to manage condensation and mould, including steps to improve ventilation and heating;
- Installing additional insulation or ventilation;
- Applying damp-proofing treatments to walls.

In severe instances of damp and mould within the property, the Council may temporarily decant the tenant to another property whilst the necessary works are being carried out.

Clackmannanshire Council is committed to addressing condensation, damp, and mould concerns promptly, ensuring that repairs are done effectively to prevent recurrence. Resolution timescales may depend on the severity and the extent of the issue.

11. Equal Opportunities and Diversity

Clackmannanshire Council is committed to the elimination of unlawful discrimination, advancing equality of opportunity and fostering good relations between people.

The Council believes that equality of opportunity should be a guiding principle in all of its activities. The Council aims to ensure that its commitment to equality is embedded in all council services and in the organisations that it funds.

In accordance with the Equality Act 2010, the Council is actively working towards the elimination of policies and practices that discriminate unfairly on grounds including age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including colour, nationality, ethnic or national origin; religion or belief; sex; and sexual orientation.

12. Privacy Statement

Clackmannanshire Council must adhere with its legal obligations under Data Protection Legislation as set out in the Data Protection Act 2018 and UK General Protection Regulation (GDPR).

In order to provide the required and/or requested services, the Council will collect, store and process relevant personal information or data.

Personal information may also be shared with other partner agencies and organisations.

Personal information will be kept securely, as long as required by law and/or by specific service requirements. Once the data is no longer required, it will be securely disposed of. The Council has a Record Retention Schedule which sets out the period of time and reasons for keeping particular records. The Retention Schedule is available on request.

Under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002, individuals have the right to access personal information and data held about them by Clackmannanshire Council as well as the right to access information from records held by the Council.

To submit a Subject Access or Freedom of Information request, please follow the link.

To make a complaint in relation to the Council's handling and processing of personal data and information, please contact the Information Commissioner's Office.

For further information on Clackmannanshire Council's data protection practices, please visit the Council's Data Protection Statement. For the Council's Data Protection Policy, please follow the link. For further information on freedom of information laws, please visit the Scottish Information Commissioner webpage.

13. Complaints

If the service user is dissatisfied with the provided services and/or the standards of service, please follow the Council's Complaints Procedure. Complaints can be made in person, in writing, by email or online. For further information on the Complaints Procedure and how to make a complaint, please visit the Council's Complaints Procedure webpage.

If the service user remains dissatisfied with the final decision or the way the complaint has been handled following the Council's Complaints Handling Procedure, they can make a complaint to the Scottish Public Services Ombudsman (SPSO) by completing a complaints form found online or calling on 0800 377 7330.

For further information on how to make a complaint to SPSO, please visit the SPSO website.

14. Monitoring and Reviewing

The policy will be continuously monitored to ensure that it is performing efficiently against the aims set out in the policy as well as against the new damp and mould indicators linked to the Scottish Social Housing Charter.

The Council will review and evaluate this policy every 3 years to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

Clackmannanshire Council
Housing Service
Housing Repairs Policy
August 2025

PLACE – Housing Service
Kilncraigs, Greenside Street, Alloa FK10 1EB
01259 45000

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
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Kilncraigs, Greenside Street, Alloa FK10 1EB
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1. Scope of the policy

Clackmannanshire Council is committed to ensuring that its housing stock is well-maintained, safe, secure and compliant with the Scottish Housing Quality Standard (SHQS), and that tenants live in warm, comfortable, safe and secure homes by delivering a high quality, efficient and effective responsive repairs service to tenants.

Clackmannanshire Council's Housing Repairs Policy provides a framework for how the Council will deliver responsive repairs to its housing stock. Responsive repairs are defined as repairs carried out in response to the tenant notifying of a problem or defect with their home.

The Housing Repairs Policy should be read in conjunction with Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements, Clackmannanshire Council's Damp and Mould Policy and Rechargeable Repairs Policy.

2. Aims of the policy

The overall aim of this Policy is to deliver a high quality, reliable, efficient and cost-effective responsive repairs service that ensures effective maintenance of the Council's housing stock and provides tenants with a safe, secure and comfortable living environment.

The specific aims of the policy are to:

- Comply with all legal and statutory requirements;
- Recognise a commitment to repairs being carried out "right the first time" and that they meet established target timescales;
- Ensure that the repairs service offers value for money to both the Council and its tenants;
- Ensure that the Council meets its repairing obligations in full;
- Ensure that tenants are aware of, and are supported in understanding, their rights and responsibilities in relation to housing repairs.

3. Legislative Framework

The Housing Repairs Policy follows the terms set out in the Repairs, Maintenance, Improvements and Alterations to the House sections within the Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements.

The Council will ensure that this policy adheres to all legislative requirements under relevant legislation and gives due regard to statutory guidance. The rules and regulations governing the Council's responsibilities in relation to carrying out repairs is set out in the following legislation:

- Gas Safety Management Regulation 1998
- Housing (Scotland) Act 1987
- Housing (Scotland) Act 2001
- Housing (Scotland) Act 2006

4. Council's Responsibilities

The Council is responsible for maintaining the tenant's home as set out in the Tenancy Agreement. It is responsible for repairing and maintaining the structure and the exterior of the property as well as any installations within the property which are provided by the Council. The Council will carry out repairs or other work necessary to keep the property in a liveable, wind and watertight condition which is reasonably fit for human habitation.

All repairs will be completed within a reasonable timeframe after the Council becomes aware that repairs need to be completed, meeting the required repair standards and using good quality materials.

Under the Right to Repair Scheme, certain repairs will be carried out within legally specified timescales. For further information, please see section 10 'Right to Repair Scheme.'

5. Tenant's Responsibilities

In line with Clackmannanshire Council's Tenancy Agreement, tenants are responsible for reporting any arising issues, damage, or required repairs to the property to the Council as soon as they are discovered. Tenants must provide the Council with access to their property for any inspection and repair works following adequate notice given in writing.

Tenants are also responsible for taking reasonable care of the property and all fittings and fixtures within it as set out in the Tenancy Agreement. This includes carrying out all repairs and maintenance which are not part of the Council's responsibilities such as keeping the property reasonably clean, repairing and maintaining improvements made by the tenant (after having sought agreement where applicable to install such improvement), replacing lost or broken keys or broken locks and adequately heating and ventilating the property.

In some instances, the tenant may be charged for any costs associated with required repairs to the property and to any fixtures/fittings within it which are deemed to be the tenant's responsibility and which the Council carries out on behalf of the tenant. For further information on rechargeable repairs, please see Clackmannanshire Council's Rechargeable Repairs Policy.

6. Repair Categories

The Council categorises repairs based on urgency, ensuring that the most critical issues are addressed first. Repairs are grouped into the following categories:

6.1 Emergency Repairs

Emergency repairs are defined as repairs which are necessary due to a threat or danger to health and safety, or where there is a risk of serious loss or damage to the property. Emergency repairs include, but are not limited to:

- Total failure of central heating systems;
- Loss of water, gas or electric supply;
- Significant water leaks from internal or external sources such as burst pipes.

Appointments for emergency repairs will be made within 8 hours of the repair being reported or by the next day. The Council will aim to complete the full repair during this visit. If this is not possible, a temporary repair will be carried out to make the property and the tenants safe, with any follow-up repair works arranged.

In response to an out-of-hours request, the attending tradesperson will assess the reported issue to determine whether it qualifies as an emergency repair. If the nature or severity of the issue has been inaccurately described and/or where the works are assessed to be the responsibility of the tenant, the tenant may be recharged the costs of works in line with the Council's Rechargeable Repairs Policy.

6.2 Non-emergency repairs

All other responsive repairs are classed as non-emergency or routine repairs. Examples of non-emergency repairs include, but are not limited to:

- Minor leaks and overflow;
- Superficial damage to floors, walls, ceilings;
- Faults in the central heating system;
- Non-emergency electrical issues.

An appointment for non-emergency repairs will be made within 20 working days of the repair being reported. However, the individual response timescales will depend on the urgency and nature of the repair reported as well as the right to repair timescales (Appendix 1).

In certain circumstances, the urgency of a repair and its response timescale may be flexible and subject to re-categorisation, which includes (but is not limited) to preventing non-urgent repairs (such as a minor water leak) from escalating to a more serious issue. Re-categorisation may also take place where the tenant has specific special need or identified vulnerabilities such as older people or individuals with medical needs.

6.3 Planned Maintenance Works

Planned maintenance includes large-scale internal or external upgrades carried out across multiple properties. These are not classified as reactive repairs but are delivered as part of a scheduled programme of works. Planned maintenance works include, but are not limited to:

- Kitchen replacements;
- Electrical upgrades;
- Window replacements;

- Roof and render works.

All planned maintenance works are identified ahead of time. Planned works are scheduled based on property condition, stock condition survey data and the established life cycle component replacement schedules currently in use. Tenants and any affected neighbouring residents will be notified in advance of works starting and be provided with relevant information as required to allow them to prepare for works commencement.

7. Reporting Repairs

In line with the Tenancy Agreement, tenants are required to report repairs that are the responsibility of the Council as soon as reasonably possible to prevent further damage to the property and ensure that the property does not fall into disrepair.

When reporting a repair, the tenant should provide the Repairs Team with:

- Their name and address;
- Details of the required repair;
- Any areas of vulnerability or impairment that may be adversely affected by the reported repair issue or that which may affect the arrangement of the appointment.

Before the repair visit, tenants must ensure that the following measures are taken to allow safe and effective access for Council staff to carry out the repair:

- An adult over the age of 16 is present during the visit;
- Clear and tidy the area around the repair to make it accessible. This may include, but is not limited to lifting carpets, laminate flooring, clearing work surfaces, moving furniture;
- Let the Council know in advance of anything that may stop Council staff gaining access to the property or to the area around the fault;
- Keep pets away from staff or representatives when they enter the home.

7.1. Emergency Repair

The Council operates a 24/7 emergency repairs service. Emergency repairs cannot be reported online. To report an emergency repair, the tenant must contact the Housing Repairs Team on **01259 452000**.

7.2. Non-emergency Repair

Non-emergency repairs can be reported by visiting a local Council Office, emailing the Housing Repairs Team at repairs@clacks.gov.uk or completing the online contact form. They may also be called in to the Housing Repairs Team on **01259 452000**.

7.3. Gas Leaks

In the event of a suspected gas leak, the tenant must immediately turn off the gas supply, open windows and contact SGN on 0800 111 999.

The tenant must then contact the Housing Repairs Team on 01259 452000 to report the leak, confirm that SGN have been contacted, and advise that the gas supply has been turned off.

8. Responding to Repairs

Upon receiving a repair request, a Repairs Officer will assess:

- The urgency of the repair;
- Whether the repair is a qualifying repair covered by the Right to Repair scheme and whether the tenant has been informed of this;
- Whether the responsibility lies with the Council or the tenant in line with the Rechargeable Repairs Policy;
- Whether further technical inspection is required.

8.1. Repairs appointment

Where appropriate, non-emergency repairs will be completed by appointment agreed with the tenant, or alternatively, a person reporting the repair on the tenant's behalf, within the relevant target timescale.

There are currently 2 appointment categories:

- Morning. Between 8.00am and 12.00pm
- Afternoon. Between 12.30pm and 4.00pm (excluding Friday)

If the repair is no longer required or the appointment time is inconvenient, the tenant should contact the repairs centre to cancel or rearrange the appointment. Failure to do so may result in a charge made to the tenant in line with the Rechargeable Repairs Policy.

8.2. Exceptions to scheduling appointments

In some instances, the tenant may not be given an appointment at time of reporting the non-emergency repair. This includes, but is not limited to the following circumstances:

- Council staff do not need access to the property to carry out the work;
- A larger repair is needed that will involve work by more than one trade.
- An inspection is needed to determine the work required.

In such circumstances, the Housing Repairs Team will contact the tenant to schedule the repair works once the necessary resources have been allocated and suitable arrangements in place.

8.3. Inspection visits

In certain circumstances, a Repairs Officer may need to carry out an inspection before proceeding with the works where there is a need for further information and/or technical decision has to be made regarding the repair. If an inspection is required, an appointment will be arranged with the tenant. The tenant will be informed if no repair is necessary following the inspection.

8.4. Refusal to carry out repairs

Council staff will always adhere to the Council's Health and Safety Policy when carrying out repairs, and will follow all relevant procedures and guidelines. Please note that there may be cases where Council staff may not be able to carry out the works or may reserve the right to refuse to undertake the repair. This includes, but is not limited to the following circumstances:

- There are people smoking to excess within the property;
- People within the property are engaging in antisocial behaviour;
- The operative fears for their personal safety;
- The tenant has failed to clear and tidy the area around the repair and the Council staff cannot gain access to the area around the fault.

9. Allowing access for repairs

In line with the Tenancy Agreement, the tenant is responsible for providing access to their property for any required repairs and inspections.

Where possible, the Council will provide reasonable notice requesting access to and will aim to carry out repairs by appointment, except for emergency works.

If the tenant does not provide access or has missed an appointment for repairs without a reasonable cause, the tenant may be charged for the cost of the call-out associated with the missed appointment.

10. Right to Repair Scheme

Under the Housing (Scotland) Act 2001, tenants have the right to have small urgent repairs carried out within legally prescribed timescales. If not completed in time, tenants may be entitled to compensation.

To qualify for the Right to Repair scheme, the repair must:

- have an estimated value of £350 or less;

- be a 'qualifying repair'. For the full list of qualifying repairs and the associated timescales, please see appendix 1.

At the time of reporting, the Repairs Team will advise the tenant if the repair is a qualifying repair covered by the Scheme.

The Right to Repair will not apply if the cost of the repair exceeds £350 and/or where the Council has been unable to gain access for inspection or for the repair to be carried out. In such circumstance, the tenant will need to make a new repair request and/or start the right to repair process again, or the repair will need to be re-categorised.

10.1. Compensations

If the Council has started but not completed the qualifying repair within the legally prescribed timescale, the tenant will be entitled to compensation of £15.

If the Council has not started the repair within the timescale, the tenant has the right to approach an alternative contractor nominated by the Council to carry out the repair, and the tenant will be entitled to £15 compensation.

The alternative contractor has the same length of time to carry out the repair as the Council's main contractor. If they do not carry out the repair within the timescale, the tenant will be entitled to another £3 compensation for each working day until the repair has been completed, up to a maximum payment of £100 for any one repair. If the tenant is in arrears or owes money to the Council, any compensation due will first be used to pay these debts with any remainder issued to the tenant.

11. Exceptional circumstances

In certain circumstances, it may not be possible to carry out the repair within the prescribed timescales. This could be due to factors such as severe weather conditions or delays in sourcing parts from suppliers.

In such cases, the Council may need to make temporary arrangement and extend the maximum time to complete the repair. The Council will notify the tenant if there is a need to do this, and an appointment will be offered as soon as the parts become available.

12. Gas Safety

The Council must carry out annual inspections of gas appliances to ensure all appliances are in safe working order. The Council will send a letter to tenants advising when the next gas service is due and will arrange a convenient appointment to access the property. If the proposed date is unsuitable, tenants must contact the Council to rearrange.

The tenant must allow access to their property for this work. If the Council cannot obtain access to a property after three attempts and the tenant has not made contact, the Council may force entry to the home. In such cases, the tenant may be liable for the cost of the forced entry, lock change, and any other associated charges.

Tenants who wish to install or replace their own gas heating system must obtain written permission from the Council beforehand. Any new gas appliance must be installed by a qualified and registered gas engineer.

Once installed, the appliance will be inspected by the Council and will then be included in the Council's future planned programme of maintenance and servicing (as required). If the tenant wishes to take the appliance with them at the end of their tenancy, the tenant must obtain a written permission from the Council in advance.

13. Circumstances where repairs service may be restricted

In certain circumstances, the Council may limit a tenant's access to the repairs service if the repair is not of an emergency nature. This will be as a last resort, and only after the tenant has been advised of this in writing. The repairs service may be restricted in circumstances where:

- The tenant, family or visitors pose a risk of violent or abusive behaviour towards Council staff or representatives;
- The tenant makes persistent and unreasonable demands for repairs which are not required, or are a result of malicious damage or wilful neglect;
- The home is scheduled for demolition;
- The fault reported is included in a planned maintenance programme to be completed in the next 12 months and there is no immediate risk or danger posed to the tenant.

14. Equal Opportunities and Diversity

Clackmannanshire Council is committed to the elimination of unlawful discrimination, advancing equality of opportunity and fostering good relations between people.

The Council believes that equality of opportunity should be a guiding principle in all of its activities. The Council aims to ensure that its commitment to equality is embedded in all council services and in the organisations that it funds.

In accordance with the Equality Act 2010, the Council is actively working towards the elimination of policies and practices that discriminate unfairly on grounds including age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including colour, nationality, ethnic or national origin; religion or belief; sex; and sexual orientation.

15. Privacy Statement

Clackmannanshire Council must adhere with its legal obligations under Data Protection Legislation as set out in the Data Protection Act 2018 and UK General Protection Regulation (GDPR).

In order to provide the required and/or requested services, the Council will collect, store and process relevant personal information or data.

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16. Complaints

If the tenant is dissatisfied with the provided services and/or the standards of service, please follow the Council's Complaints Procedure. Complaints can be made in person, in writing, by email or online. For further information on the Complaints Procedure and how to make a complaint, please visit the Council's Complaints Procedure webpage.

If the tenant remains dissatisfied with the final decision or the way the complaint has been handled following the Council's Complaints Handling Procedure, they can make a complaint to the Scottish Public Services Ombudsman (SPSO) by completing a complaints form found online or calling on 0800 377 7330.

For further information on how to make a complaint to SPSO, please visit the SPSO website.

17. Monitoring and Reviewing

The Council will monitor its performance in delivering the commitments set out in this policy through a range of key performance indicators. This will include assessing how effectively target

timescales are being met, alongside several indicators linked to the Scottish Social Housing Charter.

To ensure a high standard of workmanship, the Council will carry out post-inspections on a random sample of completed repairs. These inspections will cover work undertaken by both Council officers and sub-contractors.

The Council will also actively seek tenants' views through customer satisfaction surveys. The feedback gathered will help to identify any issues with the repairs service and inform future improvements.

The Council will review and evaluate this policy every 3 years to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

18. Appendix 1. Qualifying repairs under the Right to Repair Scheme and the associated timescales

Type of Repair	Timescales (days)
Blocked flue to open fire or boiler	1
Blocked or leaking foul drains, soil stacks or toilet pans where there is no other toilet in the house	1
Blocked sink, bath or basin	1
Electric Power	
• Loss of electric power	1
• Partial loss of electric power	3
Insecure external window, door or lock	1
Unsafe access to a path or step	1
Significant leaks or flooding from water or heating pipes, tanks, cisterns	1
Loss or partial loss of gas supply	1
Loss or partial loss of space or water heating where no alternative heating is available	1
Toilet not flushing where there is no other toilet in the house	1
Unsafe power or lighting socket, or electrical fitting	1
Water Supply	
• Loss of water supply	1
• Partial loss of water supply	3
Loose or detached banister or handrail	3
Unsafe timber flooring or stair treads	3
Mechanical extractor fan in internal kitchen or bathroom not working	7

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Clackmannanshire Council

Housing Service

Rechargeable Repairs Policy

August 2025

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1. Scope of the Policy

Clackmannanshire Council aims to recover any costs of repairs from current or former tenants where the repair is the tenant's responsibility under the terms of Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements, and Clackmannanshire Council's Temporary Tenancy Agreement.

The Rechargeable Repairs Policy provides a framework by which costs arising from works to the property may be recharged to the tenant where the required repairs are a result of the tenant's, members of the tenant's household, or invited visitors' direct or indirect actions. The policy will help to ensure that the Council's housing stock is well maintained, safe, secure as well as support the effective management of the Housing Revenue Account (HRA).

This policy and the recharge of repairs sits alongside and supports the aims of Clackmannanshire Council's Housing Repairs Policy and should be read in conjunction with Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements, as well as Clackmannanshire Council's Temporary Tenancy Agreement.

2. Aims of the Policy

This policy aims to:

- Ensure that Clackmannanshire Council has a clear, concise and accessible policy for rechargeable repairs;
- Deal with rechargeable repairs and the process for the recovery of costs in a consistent way;
- Consistently seek to ensure compliance with the conditions of Clackmannanshire Council's Tenancy Agreement;
- Help prevent further damage to council properties once defect has been identified and maintain the quality of the Council's housing stock;
- Aid in the task of providing an efficient, cost effective and affordable repairs service that provides value for money to Clackmannanshire Council and its tenants.

3. Legal Framework

The Rechargeable Repairs Policy follows the terms set out in the Repairs, Maintenance, Improvements and Alterations to the House section within Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements.

The Council will ensure that this policy adheres to all applicable requirements under relevant legislation and gives due regard to statutory guidance. Guidance may be sought within:

- Housing (Scotland) Act 2001

- Scottish Secure Tenants (Right to Repair) Scotland Regulations 2002

4. Council's Responsibilities

The Council is responsible for maintaining the tenant's home as set out in the Tenancy Agreement. It is responsible for repairing and maintaining the structure and the exterior of the property as well as any installations within the property which are provided by the Council. The Council will carry out repairs or other work necessary to keep the property in a liveable, wind and watertight condition which is reasonably fit for human habitation.

All repairs will be completed within a reasonable time frame after the Council becomes aware that repairs need to be completed, meeting the required repair standards and using good quality materials.

Under the Right to Repair Scheme, certain repairs will be carried out within legally specified timescales.

5. Tenant's Responsibilities

The tenant is responsible for reporting any arising issues, damage, or required repairs to the property to the Council as soon as they are discovered.

The tenant is also responsible for taking reasonable care of the property and all fittings and fixtures within it as set out in the Tenancy Agreement. This includes carrying out all repairs and maintenance which are not part of the Council's responsibilities such as keeping the property reasonably clean, repairing and maintaining improvements made by the tenant, replacing lost or broken keys or broken locks and adequately heating and ventilating the property.

Where the tenant is provided with accommodation on a temporary basis under Clackmannanshire Council's Temporary Tenancy Agreement, the tenant is not permitted to make any alterations to the accommodation and must take care and prevent damage to the accommodation, as well as the decoration, furniture, fixtures and fittings and communal areas of the accommodation.

6. Conditions for Recharges

In some instances, the tenant will be responsible and may be charged for any costs associated with required repairs or other works to the property and/or any fixtures and fittings within it which the Council carries out on behalf of the tenant. This includes the tenant's home, garden (including walls and fences) or any of the common parts of the block.

These works are called rechargeable repairs and may occur where:

- The damage is caused by wilful, accidental or negligent actions and inactions by the tenant, or members of the tenant's household or invited visitors to the property. This may include, but is not limited to, lock changes following the loss of keys, deliberate damage to doors, internal floors, walls or ceilings, replacing missing internal doors removed by the tenant, damage to bathroom sinks, unkept or overgrown gardens.
- The tenant has made changes to the property without the Council's permission and the Council asserts its right to carry out works to restore the property to its previous condition during/at the end of the tenancy.
- The Council had to force entry where the tenant has failed to provide access to the property for legally required repairs and inspections after having been given sufficient notice. The tenant may be charged for the cost of the forced entry, lock change and any other associated costs.
- The outgoing tenant has left the property in a state of disrepair, or the tenant fails to remove their belongings, and the Council must carry out works because of this to bring the property back to an acceptable standard before re-letting.
- The tenant has missed an appointment for repairs without a reasonable cause and has not notified the council in advance. The tenant may be charged for the cost of the call-out associated with the missed appointment.
- The tenant has requested an out-of-hours emergency appointment, but the attending tradesperson has assessed the repair and determined that the nature or severity of the issue has been inaccurately described by the tenant and does not constitute an emergency repair. The tenant may be charged for the costs associated with the out-of-hours call out.
- The tenant has caused damage to the accommodation or decoration, furniture, fixtures and fittings within the accommodation, or has removed any furniture, fixtures and fittings belonging to the Council, where the tenant is provided with accommodation under the Council's Temporary Accommodation Agreement.

For information on the list of standard rechargeable repairs and the associated costs, please see appendix 1. Please note that the list is not exhaustive.

7. Exceptions to Charging

The tenant will not be responsible for carrying out repairs and will not incur costs resulting from the damage caused to the property and/or any fixtures and fittings within in it in the following circumstances:

- Fair wear and tear;
- Vandalism or criminal damage which was reported to Police Scotland and the Council as soon as it is discovered, with the crime reference number obtained and checked;

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- Damage occurring because of domestic violence, harassment or hate crime which has been reported to the Council;
- There is a duty of care to secure and protect the health and safety of the tenant, such as forcing access to the property by emergency services.

Each individual case will be determined based on its own merit.

8.   Assessing Responsibility for Repairs

Where the tenant reports any required repairs, the Council will assess and advise the tenant whether the repairs are the responsibility of the tenant or the Council.

In response to an out-of-hours request, following an initial telephone assessment, the tradesperson will assess the required repair upon visiting the property and determine whether it is the tenant's responsibility and if it is rechargeable.

If the tenant is responsible for any repairs, they will be advised of any associated costs in advance of carrying out the required repairs.

In some cases, a repair may only be identified as rechargeable following the repair being carried out (such as in the case of an emergency repair carried out during out-of-hours and only after inspection by the tradesperson).

If the rechargeable repair is not deemed to be an emergency, the tenant has an opportunity to complete the repair themselves within 28 working days. On completion, an inspection will be carried out to confirm that the repair is completed and is to an acceptable trade standard. If the repair is not completed or is not to an acceptable standard, the Council will carry out any further required repairs and charge the tenant with the associated costs of such work.

If further information is required or where a technical decision has to be made regarding the repair, the Council may carry out an inspection before proceeding with the repair.

Where rechargeable repairs are identified following the termination of the tenancy, the outgoing tenant may be charged for the costs. All recharges will be pursued within the Council's capacity to do so and with the aim of maximising the amount of debt recovered and minimising the amount of debt being written off. Recovery action will be taken in line with the Council's Sundry Debts Policy.

9.   End of Tenancy Rechargeable Repairs

Where a tenant decides to terminate their tenancy, they must leave the property in good condition as set out in their tenancy agreement. The Council defines good condition to mean,

broadly, that the property has been left in an acceptable standard, is safe, secure, and in a good state of repair and decoration.

The Council will conduct a pre-termination inspection to assess the condition of the property and identify any outstanding repairs. This inspection provides the outgoing tenant with an opportunity to complete any repairs that are the responsibility of the tenant before the tenancy ends.

Rechargeable repairs may also be identified after the termination of the tenancy. In such cases, the outgoing tenant may be charged for the associated costs. This applies to repairs that were not apparent during the pre-termination inspection but become evident once the property is vacated.

If the outgoing tenant leaves the property in disrepair, fails to remove their belongings, or causes damage, the Council will carry out the necessary work to restore the property to an acceptable standard before re-letting, the tenant may be recharged for these costs.

Where the tenant is residing in temporary accommodation under the Council's Temporary Accommodation Agreement, the tenant may be recharged for the removal of any furniture, fixtures and fittings belonging to the Council.

10. Rechargeable Repair Costs

Before the repair work is carried out, the tenant will be reminded of their repairs and maintenance responsibilities (set out in the Tenancy Agreement) and will be provided with a list of charges, indicating the costs for and the types of rechargeable repairs. The tenant may be recharged for the full cost of the repairs. Charges are based on current repair costs, including material and labour costs for standard rechargeable repairs. Costs are reviewed annually.

In cases of emergency and out-of-hours repairs, an additional call-out charge may be made.

In cases where the tenant has missed a pre-arranged repairs appointment or does not allow access for the repair, an additional service charge may be made.

Before the repair works start, the Council will make attempt to ensure that the tenant signs a repair cost agreement, which acknowledges the tenant's responsibility for repairs, and includes the details of the rechargeable repair items to be completed and estimated costs associated with the work.

The Council recognises that in certain circumstances, it may not be practical or possible to obtain a tenant's signature before proceeding with rechargeable repair works. In such instances, and where the repair is of a non-emergency nature and does not constitute an immediate risk or danger to the tenant, surrounding neighbours or the property, the Council will issue a written notice to the tenant requesting that they complete the works within a reasonable timeframe.

If the tenant fails to carry out the works despite being given sufficient notice, the Council reserves the right to undertake the necessary work and recharge the tenant for the full cost of the associated repairs.

Where the identified rechargeable repairs are of non-emergency nature, the Council will aim to secure the full payment in advance of the works proceeding. Where a full pre-payment is not possible, a deposit for works may be sought.

11. Rechargeable Repair Payments

An invoice outlining the costs due to be paid will be issued to the tenant within 10 working days of the repair being completed. The tenant has 28 days to settle the invoice or make suitable arrangement to settle the invoice.

In some circumstances, repayment of charges in full may cause financial difficulties for the tenant. In such cases, the Council will aim to establish an affordable payment plan with the tenant.

If the tenant fails to settle the invoice in full, or fails to keep to an agreed payment plan, the Council may seek recovery of the full recharge debt and any costs associated with the recovery action.

12. Equal Opportunities and Diversity

Clackmannanshire Council is committed to the elimination of unlawful discrimination, advancing equality of opportunity and fostering good relations between people.

The Council believes that equality of opportunity should be a guiding principle in all of its activities. The Council aims to ensure that its commitment to equality is embedded in all council services and in the organisations that it funds.

In accordance with the Equality Act 2010, the Council is actively working towards the elimination of policies and practices that discriminate unfairly on grounds including age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including colour, nationality, ethnic or national origin; religion or belief; sex; and sexual orientation.

13. Privacy Statement

Clackmannanshire Council must adhere with its legal obligations under Data Protection Legislation as set out in the Data Protection Act 2018 and UK General Protection Regulation (GDPR).

In order to provide the required and/or requested services, the Council will collect, store and process relevant personal information or data.

Personal information may also be shared with other partner agencies and organisations.

Personal information will be kept securely, as long as required by law and/or by specific service requirements. Once the data is no longer required, it will be securely disposed of. The Council has a Record Retention Schedule which sets out the period of time and reasons for keeping particular records. The Retention Schedule is available on request.

Under the Data Protection Act 2018 and the Freedom of Information (Scotland) Act 2002, individuals have the right to access personal information and data held about them by Clackmannanshire Council as well as the right to access information from records held by the Council.

To submit a Subject Access or Freedom of Information request, please follow the link.

To make a complaint in relation to the Council's handling and processing of personal data and information, please contact the Information Commissioner's Office.

For further information on Clackmannanshire Council's data protection practices, please visit the Council's Data Protection Statement. For the Council's Data Protection Policy, please follow the link. For further information on freedom of information laws, please visit the Scottish Information Commissioner webpage.

14. Complaints

If the service user is dissatisfied with the provided services and/or the standards of service, please follow the Council's Complaints Procedure. Complaints can be made in person, in writing, by email or online. For further information on the Complaints Procedure and how to make a complaint, please visit the Council's Complaints Procedure webpage.

If the service user remains dissatisfied with the final decision or the way the complaint has been handled following the Council's Complaints Handling Procedure, they can make a complaint to the Scottish Public Services Ombudsman (SPSO) by completing a complaints form found online or calling on 0800 377 7330.

For further information on how to make a complaint to SPSO, please visit the SPSO website.

15. Monitoring and Reviewing

The policy will be continuously monitored to ensure that it is performing efficiently against the aims set out in the policy.

The Council will review and evaluate this policy every 3 years to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

16. Appendix 1. Standard Rechargeable Repairs Costs 2025/26*

Repair Item	Cost Inc. VAT	Work Required (Tick as appropriate)	Tradesman Initials
Gain entry and change locks (day time)	£50		
Gain entry and change locks (out of hours)	£157		
Install temporary door	£500		
Supply and fit UPVC door	£1,500		
Replace internal pass door	£110		
Board up window (day time)	£90		
Board up window (out of hours)	£135		
Replace glass window (depending on size and type of window)	£175 - £300		
Replace wash hand basin	£100		
Replace WC (toilet)	£200		
Replace bath	£100		
Clear internal & external choke	£60		
Clear internal & external choke (out of hours)	£80		
Replace damaged smoke detector	£90		
Cut grass or hedge (per hour rate)	£38		
Clear property (internal or external)	£Variable		
Replace temporary accommodation items	£Variable		

*Please note that the list of repair items is not exhaustive and that costs are reviewed annually.

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Damp and Mould Policy
Child-Friendly Version

4 MAKING RIGHTS REAL

12 RESPECT FOR CHILDREN'S VIEWS

17 ACCESS TO INFORMATION

24 HEALTH, WATER, FOOD, ENVIRONMENT

27 FOOD, CLOTHING, A SAFE HOME
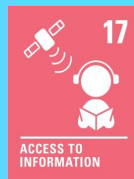
We want everyone to live in homes that are warm, safe, and dry. Damp and mould can make people feel unwell, so we work hard to fix problems quickly.

Damp happens when too much moisture gets into your home. It can come from rain or leaks, wet ground under the house, or steam from cooking or showers.

We will fix problems with damp and mould in your home. We will make sure homes are easy to heat and ventilate, give advice to help you keep your home dry, use smart tools to spot damp early, and help families who need extra support.
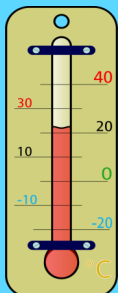
You can help stop damp and mould by keeping your home warm (between 18–21°C), opening windows and using fans, keeping furniture away from walls, using lids when cooking, wiping away moisture from windows and walls, and not drying clothes indoors unless the room is well-ventilated.

Look out for signs of damp and mould like a musty smell, black or green spots on walls or ceilings, wet windows, and cold or damp walls.

If you see damp or mould, tell us. Tell us where the problem is and if anyone in your home has health issues. We will try to fix the problem quickly and properly. How long it take depends on how serious the problem is.

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Housing Repairs Policy
Child-Friendly Version
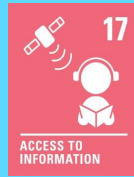
We want to make sure your home is safe, warm, and comfortable. If something breaks or needs fixing, we have a team ready to help. If you see something wrong in your home, like a leak or a broken heater, you should tell us as soon as you can. We will come and fix it. If you smell gas, turn it off, open the windows, and call 0800 111 999 right away!

There are two kinds of repairs that we can help with. Emergency repairs are very important and need to be fixed quickly. These include things like having no heating or water, or something that could be dangerous. Non-emergency repairs are less urgent. These might be things like a dripping tap or a broken tile. They still need to be fixed, but they don't need to be done right away.

Sometimes, we plan larger jobs to improve homes. This could be putting in new kitchens, windows, or other upgrades. If your home is going to be improved, we will let you know before we start.

You also have some responsibilities to help keep your home in good shape. You should tell us if something is broken or needs fixed. You need to let workers into your home so they can carry out repairs. It's also important to keep your home clean and tidy so that repairs can be done safely and easily.

We will try to fix things quickly and properly, using good tools and materials.

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Rechargeable Repairs Policy
Child-Friendly Version

We want to make sure all homes are safe, clean, and nice to live in. Sometimes things break or get damaged, and this policy helps explain who should fix them and when, and who has to pay for the works.

We will fix big things like walls, roofs, and pipes we installed. We will do this as quickly as we can and use good materials. You need to tell us if something breaks in your home. You also need to take care of your home – keep it clean, don't damage things, and make sure it's warm and let fresh air in.

If something is broken or messy, you might have to pay for it. This includes things like lost keys, broken doors, or messy gardens. If you change something in your home without asking, we might change it back and charge you.

If you don't let us in to do important checks or repairs, and we have to break in, you might have to pay for that too. If you're moving out, you need to leave the home clean and in good shape. If not, we will fix it and send you the bill.

You won't have to pay if the damage wasn't your fault – like if someone else broke it and you told the police and us.

If you do have to pay, we will tell you how much it costs. If you can't pay all at once, we can help you set up a payment plan. But if you don't pay, we might take action to get the money back.

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Appendix 7 – Policy Consultation Feedback

Damp and Mould, Housing Repairs and Rechargeable Repairs Policies. Online Survey Findings

To support the development of Clackmannanshire Council's Damp and Mould, Housing Repairs, and Rechargeable Repairs policies, an online consultation was carried out via Citizen Space between 15 May and 15 June 2025.

The consultation focused on key policy indicators, service standards, and tenant experiences with repairs and related services. Promotion of the survey included outreach to internal stakeholders, local Registered Tenant Organisations (RTOs), the Council website, and the Council's social media platforms. A total of 42 responses were received, of which 36 were from Council tenants.

Damp and Mould Policy

1. *Experience and Impact*

Nearly half of all respondents (20 out of 42) reported experiencing damp and/or mould in their home within the past year. For many, these were not one-off problems, over half (11 respondents) stated the issue to be recurring.

Resolution times were generally slow: only 3 respondents had their issue resolved within a month, while 8 waited longer, and 9 said their issue remained unresolved at the time of the survey.

2. *Satisfaction with the Council's Response*

Satisfaction with the Council's response was low. Of those affected, 90% expressed dissatisfaction, mainly due to delays, superficial repairs that did not address the core issues, or a lack of any response from the Council at all.

In several cases, repairs were carried out, but the issue persisted or returned. Communication was also a concern with only half of the affected individuals feeling that they were kept informed during the investigation and repair process. Many had to chase the Council for updates.

3. *Challenged in Preventing Damp and Mould and Information Gaps*

Ten respondents said they found it difficult or were unsure how to prevent damp or mould, citing poor property conditions, draughts, and in one case, the cost of heating. Despite this, a significant majority (71%) had attempted preventive measures, such as improving ventilation, using dehumidifiers, and applying anti-mould treatments. One respondent reported avoiding parts of their home due to asthma triggered by mould.

When asked about what kind of information or support would be most useful, respondents highlighted the need for practical guidance and advice when reporting an issue, as well as leaflets, home visits, and online resources. Individuals also emphasised that repairs carried out right the first time were more valuable than additional advice (figure 1).

Figure 1. What kind of information or support would you find most useful in preventing damp and/or mould?

Table 1. What kind of information or support would you find most useful in preventing damp and/or mould?

- Other 8%
- Leaflets 21%
- Advice when making a report 23%
- Visits 20%
- Online information 16%
- Videos 8%
- Workshops 4%
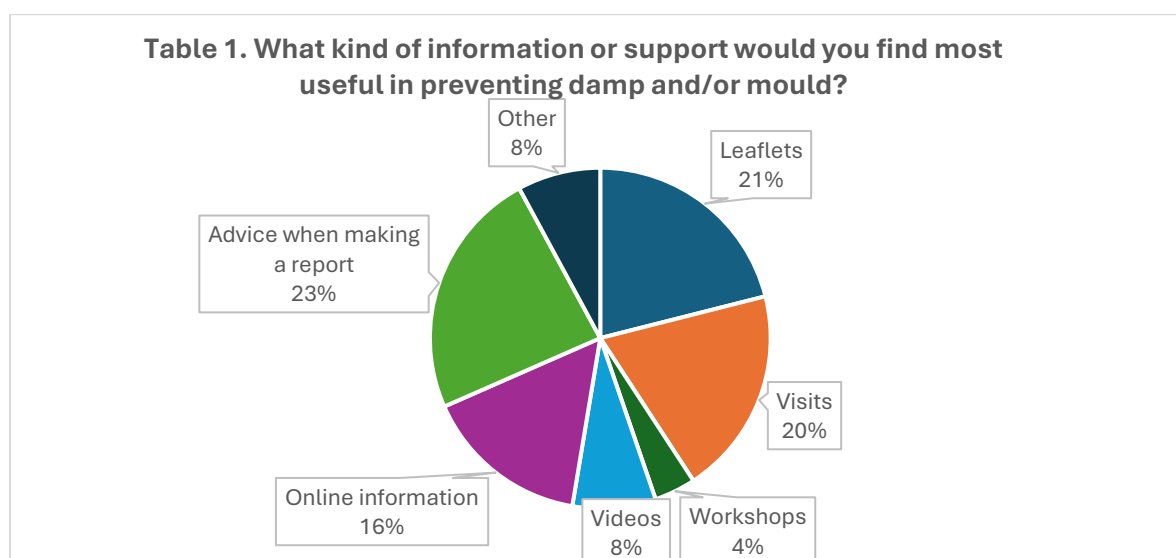
4. *Prioritisation of Cases*

When asked on how reports of damp and/or mould concerns should be categorised and prioritised, most respondents agreed that priority should be given to households with young children or health conditions (38 respondents), followed by cases, where properties are affected by black mould (35), unliveable rooms (34), and multiple-room issues (32). A few (5) respondents stressed that all cases should be treated seriously due to potential impact of damp and/or mould if left untreated (figure 2).

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Figure 2. When responding to damp and mould concerns, we want to make sure the most urgent cases get dealt with quickly. What do you think should be treated as most important?
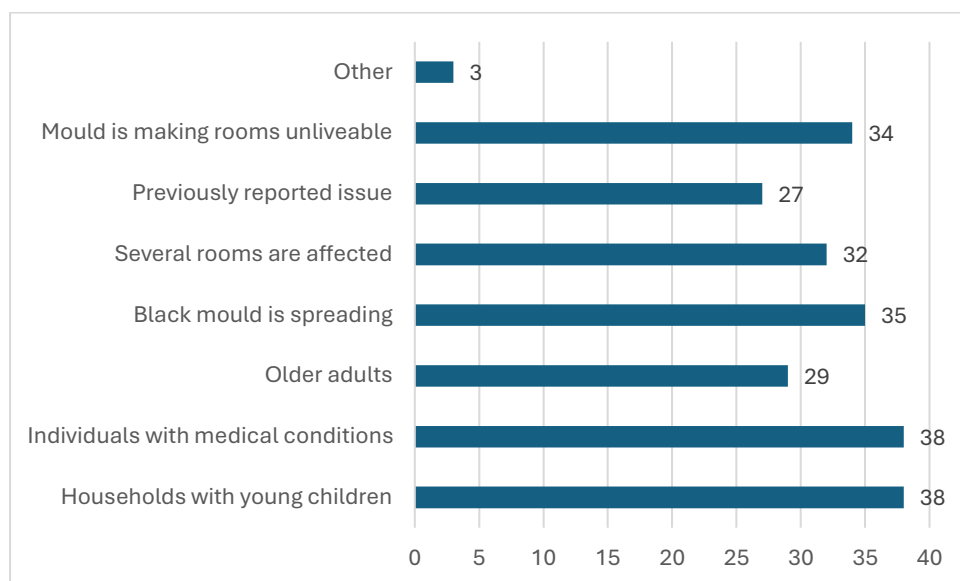
Repairs Service (Housing Repairs and Rechargeable Repairs Policies)

1. *General Satisfaction*

Of the 42 people who took part in the consultation, 27 had repairs carried out in the past year. Most were satisfied with how quickly the work was done, though 9 reported long or inconsistent wait times, including repeat visits for the same issue.

When asked to rate the overall repairs service, 40% of all respondents said it was good or very good, while a third (33%) rated it poor or very poor.

2. *Response Times*

Views on response times were mixed.

Emergency Repairs: 64% (27 respondents) thought the 8-hour target for emergency repairs was appropriate, but others felt it should be faster, with 5 recommending a 4-hour target.

Non-emergency repairs: For non-emergency repairs, only half (48%) agreed with the current 20-day target. Many suggested shorter timeframes, ranging from 5 to 14 days, depending on the severity of the issue.

Appointment slots: Appointment slots were generally viewed positively, with 74% of respondents saying they work well. However, there were suggestions for improvement, including more flexible times around school hours and the addition of a 4–7 pm slot to accommodate working tenants. A few respondents also suggested advance notice via text or a call 15–30 minutes before arrival.

3. Communication and Awareness

Communication remains a key area for improvement. Nearly two-thirds of respondents said they were not kept informed about the status or timing of their repairs. Awareness of tenant rights and responsibilities was also low, only 14% were aware of the Right to Repair Scheme, and fewer than a quarter understood the term "rechargeable repair" or knew that some repair costs could be recharged to the tenant.

4. Improving Understanding of Rights and Responsibilities

When asked about what could help understand the repair rights and responsibilities, 83% of respondents wanted a clear list of tenant vs Council responsibilities, 32 respondents requested examples of rechargeable repairs, and 21 wanted printed/online guides (figure 3).

One practical suggestion was for the Council to send out an annual email or newsletter summarising key repair rights and responsibilities.

Figure 3. What information would help you better understand your repair rights and responsibilities as a tenant?
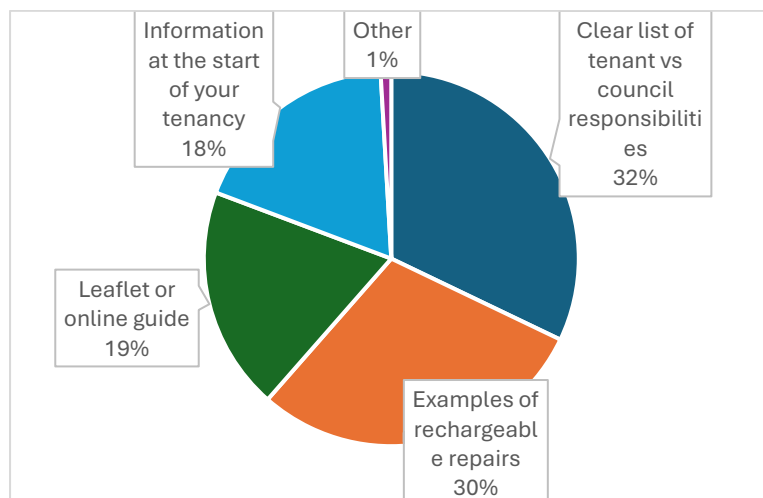
5. Views on Rechargeable Repairs

When asked about which repair types should be chargeable to tenants, over half agreed with recharges for clearing properties at the end of a tenancy, and nearly as many supported charges for garden maintenance or emergency callouts (figure 4). Some respondents emphasised that recharges should only apply when clearly justified, especially in cases of accidental damage.

Figure 4. Which of these repair examples do you think tenants should be charged for?

Repair example	Count
Other	4
Missed appointment	16
Emergency call out where the repair is not an...	18
Out of hours call out where the repair is not an...	15
Clear property at the end of tenancy	22
Cut grass or hedge	20
Replace internal door	8
Replace cistern	3
Clear blocked toilet	8
Clear blocked waste, sink or bath	7
Replacing glass	8
Lock changes	14
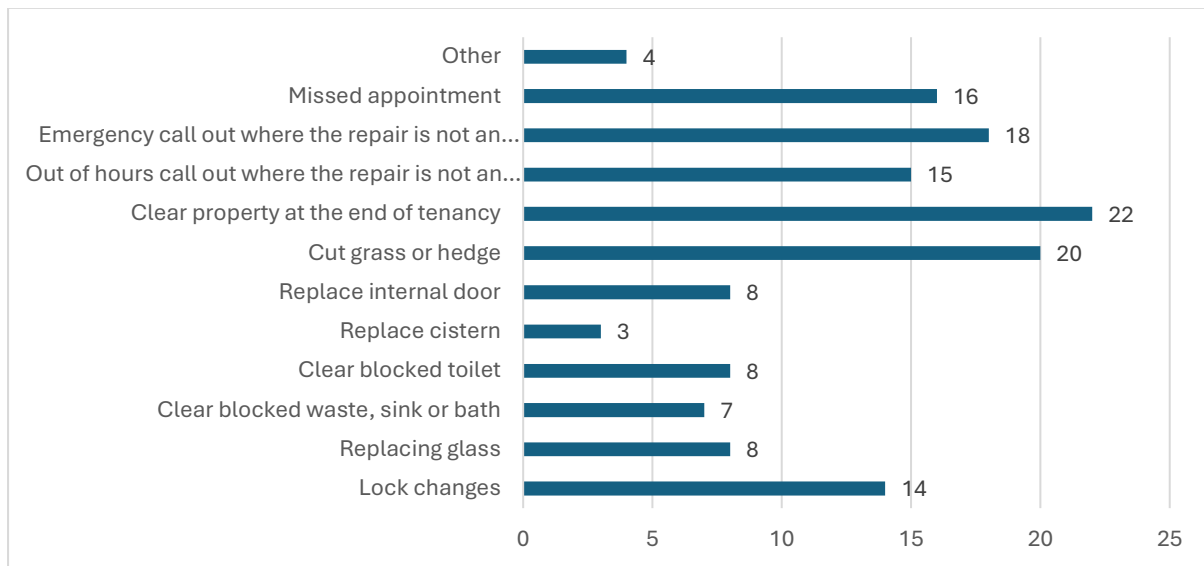
Damp and Mould, Housing Repairs, Rechargeable Repair Policies Consultation Summary

Sauchie Resource Centre 05/06/2025 15:00 – 17:00

An in-person consultation session was held at the Sauchie Resource Centre to gather tenant views on the development of Clackmannanshire Council's Damp and Mould Policy, Housing Repairs Policy, and Rechargeable Repairs Policy. The consultation also aimed to inform service standards, key policy indicators and key deliverables.

Session Structure

The session included a presentation on each of the draft policies and key service standards. This was followed by a series of questions aimed at understanding how the policies could be improved and how the overall service delivery might be enhanced.

The presentations were designed to be interactive, encouraging attendees to ask questions, provide comments, and share their views throughout.

While much of the discussion focused on the individual policies, several broader issues emerged that applied to all aspects of service delivery.

Key Consultation Findings

1. Lack of Communication

Participants identified a consistent lack of clear, transparent communication from Clackmannanshire Council. There was a general sense of confusion regarding the Council's performance and a desire for more accessible information.

Tenants consistently reported poor communication throughout the repair process. Key concerns included a lack of updates after trades operatives visited, unclear outcomes of repair work, and no indication of whether further action was needed.

Tenants experienced frequent missed appointments and had to repeatedly chase the Council for basic information, such as repair status or appointment times.

2. Quality and consistent of work

Tenants expressed ongoing concerns about the quality and consistency of repair work, highlighting repeated use of temporary or superficial fixes that fail to address root causes. This has led to recurring repairs issues.

3. Lack of Trust

Due to ongoing communication issues, tenants expressed a lack of trust in the Council's ability to deliver timely and high-quality services. This distrust appeared to be widespread and a significant barrier to positive tenant engagement.

Damp and Mould Policy

1.   Prevention

Tenants generally felt well-informed about how to prevent damp and mould and made efforts to manage these issues themselves. However, a key concern was the cost-of-living crisis, which makes it difficult to maintain adequate heating and ventilation, both essential for prevention.

2.   Ongoing Issues

Tenants highlighted the need for prompt, effective repairs and clear communication once a trades operative has been in the property. Often, tenants are left without any update on what was done, whether the issue was resolved, or if further follow-up is needed.

There was frustration with repeated, superficial repairs that fail to resolve the root cause of problems. In some cases, tenants felt the repairs caused additional issues. For example, concerns were raised about the unintended effects of anti-mould treatments and thermal insulation installations which have subsequently escalated the mould issues further.

Tenants also felt strongly that solutions should be tailored to individual needs. They expressed a desire for the Council to really listen to what tenants are experiencing in their homes and to adapt repair approaches accordingly, rather than applying the same generic fixes in every case. Participants felt that these quick, standard repairs often fail to resolve the underlying issues, leading to repeat problems and further disruption.

3.   Prioritisation of cases

While participants supported prioritising cases involving young children or individuals with medical vulnerabilities, there was consensus that all reports of damp and mould should be treated as urgent, especially where issues are recurring.

4.   IoT Smart Environment Sensor Pilot Project

The pilot project involving smart environmental sensors was discussed during the session. Although the potential benefits were acknowledged, concerns were raised about tenants declining participation due to a lack of understanding about what data the sensors collect and how it would be used.

It was noted that greater education and communication are needed to ensure tenants are fully informed and comfortable with the technology, including how their data will be protected.

Repairs Service (Housing and Rechargeable Repairs Policies)

1.   Initial Response

Tenants were generally satisfied with the Council's initial response timescales to repair requests and the availability of appointment times.

2. Ongoing Concerns

Tenants raised concerns about the quality and consistency of repair work. They felt that too often, temporary fixes were used instead of addressing the root cause of the problem. This led to the same issues recurring, which caused frustration and inconvenience.

There was perceived disparity in the quality of services provided and a sense that the standard of workmanship was not good enough, with some tenants feeling that Council homes were being treated as "second-class" compared to other housing, and subsequently receiving lower standards of care.

Communication was another key issue. Tenants said they were often left without updates on the status of their repairs or when someone would be arriving. Missed appointments were common, and attendees felt they had to chase the Council repeatedly just to get basic information or progress on the repairs.

3. Awareness of Rights and Responsibilities

Tenants were largely unaware of their entitlements under the 'Right to Repair' scheme. They felt that clearer information is needed about both their rights and responsibilities regarding repairs, including what constitutes a rechargeable repair.

Clackmannanshire Council

Housing Service

Westhaugh Traveller Site

Pitch Allocations Policy

August 2025

PLACE – Housing Service
Kilncraigs, Greenside Street, Alloa FK10 1EB
01259 45000

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Contents

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1. Scope of the Policy

Clackmannanshire Council operates one Gypsy/Traveller Site at Westhaugh, near Alva. The site has 16 pitches with a community hub and a play park. Each pitch has its own hardstanding for parking a caravan and another vehicle, with space for a second caravan, an amenity block with toilet, shower/bath, kitchen area, hot and cold water and storage, as well as a hook-up facility for electricity to the caravan.

This policy has been developed in order to allocate pitches fairly and transparently and sets out a framework of how the Council will process applications, assess accommodation need and allocate any vacant caravan pitches on the Westhaugh site.

2. Aims of the Policy

This policy aims to:

- Address and respond to the accommodation needs of the Gypsy/Traveller community;
- Provide a suitable means of allocating pitches and create a sustainable and balanced community;
- Ensure equality of opportunity and fair and transparent allocation of the pitches based on needs of the applicants;
- Ensure an accessible, consistent, efficient and easily understood allocation system;
- Comply with and adhere to the relevant legislation and associated codes of practice and guidelines, including the Equalities Act 2010 and the Council's equal opportunities policies.

3. Applying for the Pitch

3.1 Making an application

Anyone aged 16 and over who self-identifies as a Gypsy/Traveller, with the right to reside in the UK, can apply and be considered for a vacant caravan pitch.

Application form can be obtained by:

- Requesting by email at home@clacks.gov.uk;
- Collecting in-person from Place, Housing Services, Kilncraigs, Greenside Street, Alloa, FK10 1EB;
- Calling the Housing Department on 01259 225122 where a form can be posted out or where one of the housing officers can fill out on behalf of the applicant over the phone;
- Visiting the site office at Westhaugh, Alva, FK10 2AT.

Once obtained, the applicant should fill out the form and send it back by email or hand it in in-person.

The Council may request a tenancy reference from the applicant's previous or current landlord.

Applicants should notify the Council if there have been any changes in their living circumstances which may affect their pitch application, such as change in family circumstances, phone number or current address.

3.2 Assessing Accommodation Need

The Council will maintain a waiting list for the pitches on the site. The Council operates a bands and points-based system for assessing need, rewarding priority and allocating vacant pitches to the applicants. Depending on the applicant's needs and circumstances, the application will fall into one of the following categories, based on the criteria that the applicant fulfils:

Bands	Criteria	Points
Band 1	• The applicant has a caravan or access to a caravan which is their principal home but has nowhere to locate it*	-
Band 2	• The applicant has been assessed as unintentionally homeless or threatened with homelessness*	14
Band 3	• The applicant is living on a site/property which does not meet their medical or support needs*	12
	• The applicant is living on a site/property that is assessed as being below tolerable standard*	8
	• The applicant is living on a private site*	4
Band 4	• The applicant is assessed as adequately housed with no recognised accommodation need (clarify that this is highly unlikely of offer being made)*	-

*Applicants with the highest priority will receive an offer when a pitch becomes available. The applicants must have a caravan at the point of sign up and provide evidence of this.

3.3 Allocating a pitch

When the application form is received, the Council will assess the applicant's need, place the applicant into one of the four bands and award the applicant with the highest number of points based on the housing need.

Applicants in bands 2 and 3 are placed in points order. These applicants are also awarded 'time in need' points. Applicants in bands 1 and 4 are placed in order of date of application.

The applicant will be awarded with only one set of points. Where two or more sets of points apply, the Council will award the highest set of points available.

3.4 Time in Need points

	Time in Need	Points
Applicants in Bands 2 and 3 will be awarded points reflecting the time they have had the assessed accommodation need. These are referred to as 'time in need' points and the maximum number of points that can be accrued is 4 points.	3+ years	4 points
	2 years	3 points
	1 year	2 points
	6 months	1 point

When a pitch becomes vacant, the Council will offer the pitch to the applicant assessed as having the highest priority need taking into consideration local connection.

Applicants in band 1 will be considered first, followed by bands 2 and 3 and band 4 respectively.

Applicants in band 4 will only be considered once band 1, 2 and 3 have been exhausted.

Applicants with a local connection will be given preference. For further information on the definition of local connection, please see appendix 1 – Terms and Interpretations.

4. Managing Applications

4.1 Making an Offer

Applicants with the highest priority will receive an offer when a pitch becomes available. The applicants must have a caravan at the point of sign up and provide evidence of this.

Prior to extending any offers, the Council reserves the right to consider the needs of the broader community and the potential impact that the allocation may have on the site.

4.2 Refusing an Offer

If the applicant refuses the offer, the pitch will be offered to the next applicant who meets the criteria.

4.3 Suspending Applications

Clackmannanshire Council reserves the right to suspend an application for a specified period of time. If an application is suspended, this will be communicated to the applicant and followed up in writing explaining why the decision has been made regarding any suspension.

During the suspension period, the applicant will not be considered for any allocations of vacant pitches and will not receive any offers. Suspension may last up to 12 months but will be reviewed on an individual basis.

The application may be suspended in cases of:

4.3.1   Antisocial Behaviour

Where there has been antisocial behaviour established/under investigation either by a member of the applicant's household or the applicant themselves. Offers will be held pending the outcome of any investigation. Where antisocial behaviour has been established, the application will be suspended and the offer of a pitch withdrawn.

Where the applicant can show that an appropriate support package is in place and that they are working with others to improve their behaviour and change their actions, the application will be reviewed for active consideration for housing.

4.3.2   Previous occupancy/tenancy-related debts

This includes debt that has been accrued by the applicant from a previous tenancy within the last 3 years, relating to rent arrears, rechargeable repairs or other tenancy-related debt.

Exceptions apply where the debt has been paid in full; the debt is no more than one month's rent (4 weeks' rental charge); repayment plan has been agreed with the applicant and has been upheld for 3 months.

4.3.3   Previous/current tenancy has been neglected

This is following a tenant reference from the previous/current tenancy states that the property has been neglected and is in a poor condition.

Where the applicant can show that the condition of the property has improved to a reasonable standard, following updated tenancy reference, the application will be reviewed for active consideration for housing.

4.4 Cancelling Applications

The Council reserves the right to cancel the application, if the Applicant:

- Has supplied false information;
- Has persistently failed to respond to contact attempts made by the Council;
- Has failed to respond to the periodic review of the application list;
- Has requested to be removed from the application list;
- Has died and there are no joint applicants;
- No longer requires a pitch;
- Has been allocated a pitch.

4.5 Withdrawing an Offer

The Council will withdraw an offer of a vacant pitch if the applicant does not own or has no access to a caravan.

5. Equal Opportunities and Diversity

Clackmannanshire Council is committed to the elimination of unlawful discrimination, advancing equality of opportunity and fostering good relations between people.

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To submit a Subject Access or Freedom of Information request, please follow the link.

To make a complaint in relation to the Council's handling and processing of personal data and information, please contact the Information Commissioner's Office.

For further information on Clackmannanshire Council's data protection practices, please visit the Council's Data Protection Statement. For the Council's Data Protection Policy, please follow the link. For further information on freedom of information laws, please visit the Scottish Information Commissioner webpage.

7. Complaints and Appeals

If the applicant is dissatisfied with the provided services and/or the standards of service, please follow the Council's Complaints Procedure. Complaints can be made in person, in writing, by email or online. For further information on the Complaints Procedure and how to make a complaint, please visit the Council's Complaints Procedure webpage.

If the applicant remains dissatisfied with the final decision or the way the complaint has been handled following the Council's Complaints Handling Procedure, they can make a complaint to the Scottish Public Services Ombudsman (SPSO) by completing a complaints form found online or calling on 0800 377 7330.

For further information on how to make a complaint to SPSO, please visit the SPSO website.

8. Monitoring and Reviewing

The policy will be continuously monitored to ensure that it is performing efficiently against the aims set out in the policy.

The Council will review and evaluate this policy every 3 years or earlier, as necessary, to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

PLACE – Housing Service
Kilncraigs, Greenside Street, Alloa FK10 1EB
01259 45000

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9. Appendix 1. Terms and Interpretations

Antisocial Behaviour – behaviour as defined by section 143 of the Antisocial Behaviour etc. (Scotland) Act 2004. Antisocial behaviour occurs where a person "acts in a manner that causes or is likely to cause alarm or distress; or pursues a course of conduct that causes or is likely to cause alarm or distress to at least one person who is not of the same household."

Within this policy, antisocial behaviour applies to the following behaviour and circumstances:

- Annoyance, harassment, violent or intimidating behaviour towards staff, neighbours or others;
- Criminal convictions related to a tenancy such as drug dealing, prostitution, illegal gambling or betting and fire raising;
- Extensive damage caused to the landlord's property;
- Eviction decree previously granted for antisocial behaviour;
- Antisocial behaviour order has been granted;
- If you/any member of your household has been evicted for ASB, has current ASBO, waiting for a court decision on eviction or antisocial behaviour order (ASBO).

Local Connection – the applicant's local connection will be considered when assessing housing need and allocating pitches. Local connection includes, but is not limited to, being employed within the local authority area, living within the area, having family associations within the area (such as parents, siblings, grandparents, children) or any other special circumstances such as attending specialist health treatment within the area.

Unintentionally homeless or threatened with homelessness – the applicant will be placed into band 2 where they have been assessed as unintentionally homeless or threatened with homelessness. This means that the applicant has presented to the Council as homeless, and the Council has assessed the applicant as homeless or threatened with homelessness, and not intentionally homeless.

An applicant may be considered unintentionally homeless if they have been forced to leave their home due to abuse or harassment, including domestic abuse, or if they have been evicted or required to leave their accommodation through no fault of their own.

Tolerable standard is a minimum standard of housing that all residential dwellings must meet. To meet the tolerable standard, all dwelling houses should:

- Be structurally stable;
- Be substantially free from rising or penetrating damp;

- Have enough natural and artificial lighting, ventilation and heating;
- Have enough thermal insultation;
- Have adequate piped supply of water for domestic use;
- Have a sink with supply of both hot and cold water within the house;
- Have a toilet;
- Have a fixed bath or shower and wash-hand basin with a supply of both hot and cold water;
- Have effective system for the drainage and disposal of foul or surface water;
- Have a supply of electricity (where supplied to the property) that is compliant with relevant electrical installation regulations, and is safe to use;
- Have facilities for cooking food;
- Have access to all external doors and outbuildings;
- Have equipment installed for detecting fire and warning of fire/suspected fire;
- Have equipment installed for detecting and giving warning of excessive levels of carbon monoxide.

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CLACKMANNANSHIRE COUNCIL

Report to: Council

Date of Meeting: 21 August 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 Gender Based Violence and Domestic Abuse Procedure and the updated Health and Safety Policy.

2.0   Recommendations

Council are asked to:

2.1.   Agree that the policies and procedures, as tabled, are formally approved.

2.2.   Note the attached Equality/Fairer Scotland Impact Assessments.

2.3.   As per paragraph 2.1.1 contained within the Health and Safety Policy, agree to nominate an Elected Member as Health and Safety Champion.

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 Council recognises that gender-based violence and domestic abuse can have an impact on work. Managers are in a unique position to observe their team's performance and behaviours at work. The procedure provides guidance around 'first contact' responses and other support measures managers can use to support employees affected or if they have concerns. It also provides useful signposts to support available for staff and seeks to raise awareness of these issues.

3.4. The policy/procedure was fully agreed at Policy Group, with no comments received on the Equality Impact Assessment (EQIA). It was subsequently agreed at Tripartite on 11 June 2025 to progress to Council for approval.

3.5. Under the Health & Safety at Work Act 1974, the Council is required to maintain a written Health & Safety Policy that is kept up to date and relevant. The current policy, last agreed in 2021, outlines the Council's statement of intent, responsibilities, and arrangements for managing the health and safety of employees and others affected by its work.

3.6. The updated policy was reviewed and fully agreed at Policy Group, then discussed at the Executive Health and Safety Committee on 12 May 2025. It was agreed at Tripartite on 11 June 2025 to progress to Council for approval.

3.7. The policy requires Council to nominate an Elected Member as Health & Safety Champion. Their role is to ensure that Council and its Committees have due regard to the Health & Safety implications of any decisions they make.

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.   TU's have been consulted in the development of the policies and procedures.

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".

Gender based Violence and Domestic Abuse Procedure

Gender based Violence and Domestic Abuse EQIA

Heath and Safety Policy

Heath and Safety 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 452172

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – P&P	█████████████

Gender Based Violence and Domestic Abuse Procedure

2025
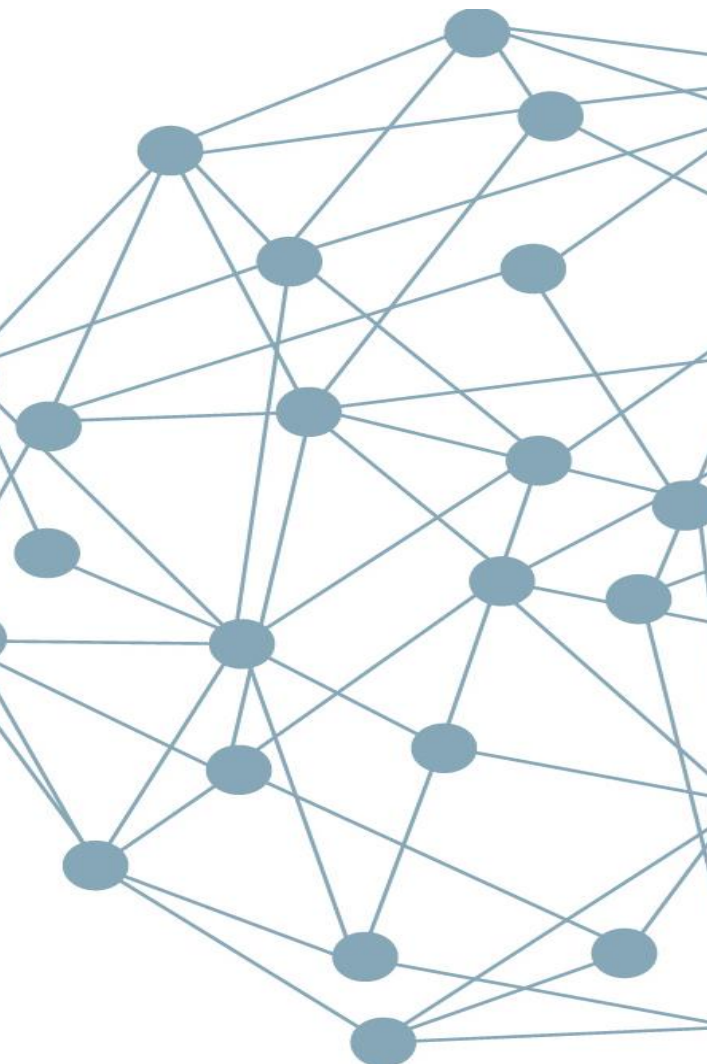
DOCUMENT CONTROL SHEET:

Key Information:

Title:	Gender- Based Violence and Domestic Abuse Procedure
Date Issued:	July 2025
Date Effective From:	
Version Number:	0.4
Document Type:	Procedure
Document Status:	Draft
Author:	Dawn Goodwin
Owner:	Human Resources
Approver:	Council
Approved by and Date:	
Contact:	Human Resources

Policy draft Dawn Goodwin - Clackmannanshire Council

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
0.1	March 2025	Draft	DG	N/A
0.2		Draft	DG	Incorp suggestions from J drive
0.3		Draft	DG	Incorp amendments agreed at Policy Group
0.4		Draft	DG	Version for Council

GENDER BASED VIOLENCE AND DOMESTIC ABUSE PROCEDURE

1. Introduction

1.1 Clackmannanshire Council recognises that gender-based violence and domestic abuse are serious issues that affect the lives of many adults and children. They are unacceptable and inexcusable. Domestic abuse is a form of gender-based violence, and references to gender-based violence in this procedure include domestic abuse.

2. Gender based violence

2.1 There are different definitions of gender-based violence, but it is generally considered to cover violence and abuse that is related to a person's actual or perceived sex, gender, sexual orientation and/or gender identity. It can be physical, sexual, psychological, emotional or financial. Examples of this include:

- Domestic abuse

- Rape and sexual assault

- Stalking

2.2 Gender-based violence can happen in person or remotely, for example, via abusive phone calls or social media. It can affect anyone irrespective of sex, sexual orientation; gender identity; age; disability; marriage/civil partnership status; race; religion or belief, economic status; seniority or role. However, some individuals may be more vulnerable to gender-based violence. Gender-based violence is extremely serious and may be a criminal offence.

3. Domestic Abuse

3.1 Domestic abuse is any incident or pattern of controlling, coercive, threatening, intimidating or violent behaviour, including sexual violence, between those aged 16 or over, usually by intimate partners or family members, regardless of gender or sexuality.

Once begun, the abuse and/or violence will repeat, and will often get worse over a period of time.

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3.2 Domestic abuse can be physical, sexual, psychological, emotional or financial. It could include, for example, behaviour that is intended to make, or makes, the victim:

- Dependent on, or subordinate to, the perpetrator

- Isolated from friends, relatives or other sources of support

- Controlled, regulated or monitored in terms of their day-to-day activities

- Deprived of, or restricted in, their freedom of action

- Frightened, humiliated, degraded or punished.

3.3 Domestic abuse can be a criminal offence, even if it does not involve physical violence.

This abusive behaviour may occur in a variety of relationships: married, separated, divorced, living together, dating, heterosexual, gay or lesbian, child on parent abuse and elder abuse.

4. Recognising the signs

4.1 The Council recognises that gender-based violence can have an impact on work. An employee approaching their manager for help may not be the first sign that the employee is suffering from gender-based violence. Managers are in a unique position to observe their team's performance, behaviour and demeanour at work and may have their own suspicions or have heard rumours from colleagues.

4.2 People experiencing gender-based violence may feel stigmatised and disempowered, which may discourage them from disclosing issues. They often do not want to admit or share their experiences because they feel some responsibility for their situation, they may feel shame or that they should be able to deal with the situation on their own. It is unlikely that an employee who feels this way will admit that they are experiencing gender-based violence if confronted by their manager. However, managers should still ask the employee in a sensitive manner if everything is fine at home. This may be the lifeline someone needs. Often for those experiencing gender-based violence at home, the workplace may offer a safe space and respite from a perpetrator.

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4.3 If an employee's work performance and/or attendance become a cause for concern, managers should ask for an explanation, as they would from any member of their team. It is then up to the employee whether they wish to disclose personal information during this or any future discussions. Managers should ensure that any discussion takes place somewhere private and try to ensure that there will be no interruptions. They should take time to listen, as they may be the first person the employee has told.

4.4 Out-with formal discussions, other things managers can do to spot the signs are:

- Look for sudden changes in behaviour such as an employee becoming withdrawn and quiet and/or changes in the quality of work performance for unexplained reasons.

- Look for changes in the way an employee dresses, for example excessive clothing on a hot day, changes to the amount of make-up used, which may indicate the covering up of signs of physical violence.

- Look for injuries such as bruises that are explained away; explanations for injuries that are inconsistent with the injuries displayed.

- Look for other possible indicators, for example employees with a high absenteeism rate without explanation, employees who seem overly secretive regarding home life, or employees who appear to be isolated from friends and family.

- Be aware of interruptions at work for example repeated upsetting calls/texts/emails or a reluctance to turn off mobile phone at work.

5. Providing Support and Responding

5.1 Managers are not trained counsellors and are not expected to counsel employees experiencing abuse, but if they suspect a colleague is experiencing, or has experienced, gender-based violence, they should listen and provide information regarding support mechanisms and encourage the employee to seek support from appropriate agencies. HR Business Partners can also provide further information and support.

5.2 Effective 'first contact' responding includes some simple measures Managers can take:

- Believe an employee if they disclose that they are experiencing domestic abuse – do not ask for proof

- Speak to the employee about their immediate and future safety and assist them to think through their options for example agree a safety plan, discuss support networks, protection strategies and provide telephone numbers for organisations that can help including the police, women's aid, men's aid and rape crisis.

- Be aware that gender-based violence may affect their work performance and of the support that can be offered.

- Undertake a risk assessment where relevant to ensure that the potential risk to employees and colleagues is lessened. Provide a range of practical workplace safety measures such as provision of temporary mobile phone, mutual agreement of a safe, confidential method of communication etc. This information will be kept securely and will only be discussed with others with the permission of the employee.

- Be aware of the parameters of their role as a manager, and make clear to an employee what they can and cannot provide

5.3 Providing support can include directing the employee to sources of support, both within the Council (e.g. Occupational Health Services, Employee Counselling Service, etc.) and out-with, as referred to above, for example, and considering work related adjustments such as:

- Diverting phone calls or changing their phone extension number if the employee is receiving harassing calls, with the consent of the employee.

- Agreeing with the employee what, if anything, to tell colleagues and how they should respond if their partner or former partner telephones or visits the workplace.

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- Ensuring the employee does not work alone or in an isolated area and checking that the employee has arrangements for getting safely to and from home.

- Keeping a record of any incidents of abuse in the workplace, including persistent telephone calls, emails or visits to the workplace. This information will be stored securely.

- Supporting the employee in a sympathetic, non-judgemental and confident manner.

- Granting reasonable paid or unpaid special leave for appointments where necessary and related to the employee's circumstances e.g. re-arranging housing or childcare, court appointments, solicitor, support agencies.

- Changing work patterns or adjusting workload for a temporary period to make it more manageable, or by giving favourable consideration to any requests for a change of workplace/work arrangements. Wherever possible, managers should endeavour to comply.

- Reviewing the security of information held such as temporary or new addresses, bank or healthcare details, next of kin contact details. The employee could be asked to provide their manager with emergency contact details for a trusted friend or family member and agree the circumstances in which they may contact that person. These might include, for example, if the employee is absent from work without explanation, or the manager is unable to contact them when they would expect to be able to do so. This information can also be recorded on itrent.

- With the employee's consent, advising colleagues of the situation on a 'need to know' basis and agreeing the response should the perpetrator/alleged perpetrator contact the workplace or present themselves at the workplace

- At times when the employee needs to be absent from work, mutually agreeing a safe, confidential method of communication and consider safety implications that may arise when working from home

- Implementing particular security arrangements that may have to be put in place to ensure the safety of the employee and colleagues

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6. Confidentiality and Recording

6.1 All advice, information and support should remain confidential as far as possible. No information should be disclosed without the express written consent of the employee. However, Managers need to explain to the employee that where issues regarding the protection of children or the protection of adults in need of support arise, the child protection and the adult protection services will need to become involved without consent. If a colleague has asked a manager to keep the information confidential, they should be advised that it will be kept confidential as far as possible, though it may have to be shared with HR staff or others within the Council for the purpose of providing support and/or to consider any potential health and safety risks.

6.2 Managers should not post a copy of any correspondence to the employee; they should give a copy to the employee in person, or agree where it should be sent to, as the abuser may have access to mail at home.

6.3 If any arrangements are made regarding changes to working hours/post/location the agreement and review date should be put in writing and a copy placed in the employee's Human Resources file. The reason for changes should be 'personal circumstance' and not include full details of the situation.

7. Perpetrators of Abuse

7.1 Any employees who are alleged perpetrators of abuse within the workplace may be dealt with in accordance with the Council's Dignity at Work Policy and Procedure and where applicable the Council's Disciplinary Policy and Procedures.

7.2 Any employees who are alleged perpetrators of abuse out with the workplace may be dealt with in accordance with the Council's Disciplinary Policy and Procedures, if the allegations are considered to fundamentally affect the employee's suitability for the post they hold with the Council.

7.3 Employees should inform the Council immediately of any cautions or convictions for domestic abuse. Failure to do so may itself be viewed as a disciplinary matter. An employee who is charged or convicted of a criminal offence may result in disciplinary proceedings being taken against them, up to and including summary dismissal.

7.4. If a malicious complaint is suspected this will be investigated and the person making it may be subject to disciplinary action.

8. Training

8.1 Courses are available on Clacks Academy to assist managers with developing soft skills to manage difficult conversations and help employees through difficult times. For further information contact Human Resources or OD staff.

9. Monitor and Review

9.1 Strategic Directors/Senior Managers are responsible for monitoring the progress of cases within their service area, on an ongoing basis, to ensure that the timescales contained in this policy are adhered to.

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

10. EQUALITY IMPACT ASSESSMENT

Policy Name	Gender-based Violence & Domestic Abuse Procedure
Department	HR&WFD
Policy Lead	HR&WFD
Equality Impact Assessment	
Full EQIA required	Yes [x] No* [ ]
* In no please provide rationale	
Date Full EQIA complete	July 2025
Date Approved	July 2025
Review Date	

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Equality and Fairer Scotland Impact Assessment - Screening

Title of Procedure:	Gender based Violence and Domestic Abuse
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**
CHRIS ALLISTON	Strategic Director – Partnership and Performance	31/07/25

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.

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Equality and Fairer Scotland Impact Assessment - Scoping

Purpose of the proposed policy or changes to established policy
To update the current procedure on Domestic Abuse and to incorporate Gender based Violence to ensure that employees of the Council are aware of the standards of behaviour expected from them and supports that are available to them, if they are victims. The new procedure aims to clarify what constitutes both domestic abuse and gender based violence and provide a clear framework for all which will ensure that there is guidance available if an employee is subject to domestic abuse or gender based violence (GBV). .

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**
The provision of the new Gender based violence and Domestic Abuse Procedure should assist with the elimination of discrimination for protected characteristics, as individuals who have a protected characteristic have a mechanism to support them should they feel are being subjected to gender based violence and/or domestic abuse
➢ **Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not**
Having due regard for advancing equality involves removing or minimising disadvantages suffered by people due to protected characteristics.   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 groups or not, have a mechanism to raise concerns although it is recognised that such a procedure could minimise disadvantage for staff members in a protected group.
➢ **Fostering good relations between people who share a protected characteristic and those who do not.**
This element of the Duty is more relevant to the Council's role in being a supportive employer, and there is relatively limited direct relevance to this particular procedure. Factors such as age, financial dependency, poverty, disability, homelessness and insecure immigration status can heighten vulnerability to abuse or further entrap people experiencing abuse. Also, many people experience more than one form of abuse e.g. sexual violence and domestic abuse within relationships.

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Fairer Scotland Duty -	
➢ **Reducing inequalities of outcome caused by socioeconomic disadvantage**	
This procedure could assist with the retention of staff given that they can see that the organisation ensures employees are treated in a fair and consistent way and they can raise concerns regarding any issues relating to gender violence or domestic abuse	

To which of the equality groups is the policy relevant?		
Protected Characteristic	**Yes/No***	**Explanation**
Age	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the procedure.
Disability	Yes	It is hoped that the procedure would encourage staff to disclose whether or not they have problems or concerns relating to Gender Violence or Domestic Abuse, as the procedure shows how proactive the Council is in supporting staff. Scottish Government figures highlight that disabled women in the UK are twice as likely to experience men's violence as non-disabled women
Gender Reassignment	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the procedure.
Marriage and civil partnership	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the dignity at work procedure.
Pregnancy and Maternity	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the procedure.

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Race	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the procedure. In the UK Black and minority ethnic (BME) and migrant women in the UK face higher levels of domestic homicide and abuse driven suicide.
Religion and Belief	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the Gender Based Violence and Domestic Abuse procedure.
Sex	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the procedure Scottish Government figures released report that in 2023/24 Police Scotland recorded 63,867 incidents of domestic abuse. Of those incidents recorded, 81% involve a male perpetrator and female victim, 15% featured a female perpetrator and male victim and 3% featured same sex couples. Men can also be abused by their partners, and it is important that their needs are recognised and addressed sensitively. They may be reluctant to disclose abuse because of the perceived stigma around this, or a fear of not being believed or being judged. Domestic abuse can adversely affect their health, relationships, self-esteem and ability to function.
Sexual Orientation	Yes	This characteristic is as relevant as the others in terms of individuals could raise any concerns through the procedure.

* Delete as required

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

The evidence referred to above includes statistics and information from Public Health Scotland and the Scottish Government.

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 who have been involved in the review of the draft procedure at policy group.

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.

Encouraging managers to be mindful of the Council's commitment to support staff and to take into account the needs of protected groups.

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Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings	

The evidence highlights that the introduction of this policy/procedure may have a positive impact on protected groups.

Statistically evidence shows that women are more likely to suffer from gender based violence or domestic abuse.

This new procedure should provide a comprehensive approach and awareness that staff can raise issues relating to gender based violence or domestic abuse and be confident that the council will deal with issues in a supportive and confidential way.

Details of engagement undertaken and feedback received

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 Council.

Decision/recommendation

Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:

Tick	
✓	**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.
	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.
	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.
	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.

Justification for decision

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.

APPROVAL

NAME	DESIGNATION	DATE
Chris Alliston	**Strategic Director – Partnership and Performance**	**31/07/25**

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Health and Safety Management System

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Health & Safety Policy 2025

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Health & Safety Policy
Date Issued:	
Date Effective From:	
Version Number:	2.0
Document Type:	Policy
Document Status:	Draft
Author:	Health & Safety Manager
Owner:	Health & Safety Manager
Approver:	Council
Approved by and Date:	
Contact:	**Health and Safety Team**

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
		Draft		**N/A**

1.   General Introduction

This policy sets out the way that Clackmannanshire Council will work to promote high standards of health and safety.

To do this, the Council uses a basic management approach of Plan-Do-Check-Act.

Plan:	establish the objectives and processes necessary to deliver results in accordance with the organisation's policy
Do:	implement the processes
Check:	monitor and measure processes against policy, objectives, legal and other requirements, and report the results.
Act:	take actions to continually improve performance.

The Health and Safety Team publish a series of arrangement documents in a collaborative approach with appropriate stakeholders setting out the framework for the management of health and safety throughout the Council. These documents will ensure that the Council meets all legal obligations under the Health and Safety at Work Act 1974, Corporate Manslaughter and Corporate Homicide Act 2007 and all associated regulations.

In addition, the team will provide ongoing guidance, support and assurance in relation to the implementation of this framework. This will provide the basis for the safety management system. It will however be for individual services to ensure that such arrangements are implemented within their areas of operation and are fully integrated within day to day service operational culture.

This Policy is supported by a Health, Safety & Wellbeing Strategy which sets out key developments of the Council Health and Safety system improve the Council's approach to the successful management of health and safety.

This policy applies to all employees and Elected Members of Clackmannanshire Council. It also applies to all consultants and agency workers employed or engaged by or on behalf of Clackmannanshire Council.

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Policy Statement

To maintain and further develop a strong council-wide health and safety culture, it is essential that all managers and employees are equipped with the skills, knowledge, confidence and capacity to deal effectively with health and safety issues. It is the policy of Council, so far as is reasonably practicable to:

- Provide safe and healthy working conditions to prevent work related injury and ill health.
- Fulfill our legal responsibilities as an employer and seek to achieve best practice in our work.
- Eliminate workplace hazards and reducing health and safety risks.
- Continually improve our safety management system.
- Engage and consult with our employees and their representatives on matters relevant to their health and safety.
- Ensure adequate resources are allocated to effectively control safety and health risks.

We will ensure that good health and safety management is an integral part of our services to the people of Clackmannanshire.

A good safety culture will be proactively achieved by the Council committing to support the implementation of the organisation, roles, responsibilities and arrangements outlined below.

In my role as Chief Executive, I have the responsibility of ensuring that the Council works towards these objectives.

Nikki Bridle
Chief Executive
August 2025

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2. Responsibilities

2.1 Elected Members

Elected Members, as decision and policy makers, have a duty to consider health and safety in the course of approving policy and strategy and reviewing the Council's performance. Elected Members have responsibility for:

2.1.1 nominating an Elected Member as Health & Safety champion

2.1.2 considering the health and safety implications of any decision made and policies approved

2.1.3 ensuring appropriate resources are available to effectively manage health and safety matters

2.1.4 reviewing the performance of the Council's safety management system

2.2 Chief Executive

The Chief Executive has the overall responsibility for the health, safety and welfare at work for all Council employees and also for those affected by the activities undertaken taken by the Council. The Chief Executive will ensure:

2.2.1. that so far as is reasonably practicable, adequate resources are made available to enable this policy to be fully implemented.

2.2.2. that competent advice is used to enable the Council to meet the statutory health, safety and welfare obligations placed upon the organisation.

2.2.3 a suitable, sufficient and structured health and safety management system is established which ensures alignment to the principles of HSG 65 "Managing for Health and Safety".

2.2.4 that health and safety is an integral aspect of the culture and decision making within the Council.

2.2.5 that corporate performance indicators for health and safety are set and reviewed.

2.3 Strategic Directors, Senior Managers & Chief Officers

Strategic Directors, Senior Managers and Chief Officers are accountable to the Chief Executive and have responsibility for the health, safety and wellbeing of the staff and the services delivered within the areas of their responsibility. They will ensure:

2.3.1 that the Council's health and safety policies and strategy are fully implemented in the area of their responsibility.

2.3.2 that adequate resources are made available to implement the Council's health and safety management system.

2.3.3 their actions demonstrate a positive commitment to achieving a high standard of health, safety and welfare and with a continuous improvement approach to achieving best practice.

2.3.4 that suitable and sufficient consultation with employees and trade unions within their service area on all health and safety matters.

2.3.5 that health and safety performance is reviewed on a regular basis with any action directed as required.

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2.3.6 that health and safety is an intrinsic part of the strategic business planning for their areas of responsibility.

2.3.7 that their service area is represented at the Executive Health & Safety Committee, Operational Health & Safety Forum and Healthy Working Lives group.

2.3.8 health and safety performance is included as part of their employees professional development and review process.

2.3.9 that they liaise with the health and safety team for competent advice and support to achieve compliance with health and safety obligations and strive towards best practice in their areas of responsibility.

2.4 Employees with Line Management responsibility

Managers are responsible for promoting good health and safety practices in the workplace, challenging inappropriate behaviours and recognising good practices within their teams. Managers will ensure:

2.4.1 that the Council's policies, guidance and other aspects of the health and safety management system are communicated, understood and implemented in their areas of responsibility.

2.4.2 they encourage an open culture that values proactive health and safety behaviour from all employees.

2.4.3 that health and safety risks are identified, assessed, controlled and reviewed as far as is reasonably practicable. Any issues which cannot be resolved should be reported to the appropriate Duty Holder or Senior Manager for further action.

2.4.4 relevant information, instruction and training is provided to all employees to enable them to carry out their duties in a competent manner and records of this are maintained.

2.4.5 there is adequate supervision and monitoring of work activity to ensure individual and group health, safety and welfare.

2.4.6 that they liaise with the health and safety team for competent advice and support to achieve compliance with health and safety obligations and strive towards best practice in their areas of responsibility.

2.4.7 contractors within their area of control are managed appropriately.

2.5 Premises Duty Holders

Each Council building/premise will have a manager appointed by the Chief Executive to be the Premises Duty Holders. A list of these people will be maintained by the Health & Safety team (hands@clacks.gov.uk or x2225). Technical support and advice is available through the Planned Works & Compliance team (pbrepairs@clacks.gov.uk or x5168).

Where the premises are shared with other organisations, the Premise Duty Holder will be responsible for ensuring effective communication with these organisations to ensure effective maintenance and emergency arrangements are established and maintained.

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The details of the responsibilities and guidance on how to carry them out will be provided in the Premise Duty Holders Handbook. Appropriate training for all Premise Duty Holders and Deputes will be provided to enable them to fulfil these duties.

2.6 Employees

Everyone has a responsibility for their own health and safety, as well as that of others who may be affected by their work, things they do or fail to do (acts or omissions). Everyone has the right not to proceed with any activity if they feel it poses imminent danger to their safety or that of others, and they must immediately raise their concerns with their line manager. Employees will:

2.6.1 follow the Council's policies, guidance and other aspects of the Council's safety management system.

2.6.2 take reasonable care of themselves and those who may be affected by their work.

2.6.3 report all incidents, near misses or health and safety concerns to their line management and/or the H&S team, using the corporate documentation where appropriate.

2.6.3 undertake health and safety training appropriate to their work and then work in accordance to the information received.

2.6.4 not misuse or fail to use anything that has been provided in the interests of health and safety.

2.6.5 seek advice and clarification from their managers if they are unsure of any health and safety requirement relevant to their work.

2.6.6 co-operate with the Council and other partners in the Council's endeavours to create and promote a positive health and safety culture.

2.6.7 participate in and cooperate with the Council's occupational health provider with regard to relevant and appropriate monitoring / assessment of their health and wellbeing.

All employees should be aware that they are personally responsible for their behaviour and may be held to account for their actions or omissions in disciplinary hearings and/or legal proceedings.

2.7 Health & Safety Team

Competent health, safety and wellbeing advice is provided to the whole of the Council from a central corporate Health and Safety Team. The Health and Safety Manager leads this team. The team are responsible for:

2.7.1 developing and maintaining a clear health and safety strategy and work plan in conjunction with the Senior Manager (Human Resources)

2.7.2 developing and maintaining a structured health and safety management system

2.7.3 the provision of health, safety and wellbeing advice and training to Services

2.7.4 ensuring consultation with employees and their representatives on health and safety matters

2.7.5 building and maintaining positive working relationships as the main contact for regulatory bodies, advisory groups and other partner organisations.

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2.7.6 ensuring new health and safety legislation and impending legislative changes that will impact upon the Council's work is highlighted to relevant managers and officers.

2.7.7 providing health and safety performance reports to support routine performance monitoring and the annual health and safety review process.

The Health & Safety Manager and Health & Safety Officers shall, on behalf of the elected members and Chief Executive, have full access to any record, document, person or premises and is authorised to take any reasonable emergency/critical actions thought necessary to ensure the health, safety and wellbeing of all persons, employed or engaging with the Council and for the protection of Council physical assets and reputation, at any reasonable time.

2.8 Union Safety Representatives

The Council acknowledges the importance of employee involvement in health and safety matters and welcome the involvement of trade union representatives in the development, implementation and monitoring of the health and safety management system. They will:

2.8.1 fully participate in the policy consultation and ratification process.

2.8.2 raise health, safety and wellbeing issues brought to their attention from within their areas of responsibility to the relevant manager and/or the H&S team.

2.8.3 assist with ensuring that employees receive clear information about their health, safety and wellbeing.

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3 Arrangements

Clackmannanshire Council recognises that in order to meet its statutory duties arising from the [Health & Safety at Work Act](#) and attendant legislation this main policy needs to be supported by supplementary policies, procedures guidance and other key documents which detail specific health and safety responsibilities and other essential actions required to achieve compliance. However, the following general arrangements should be present in all Council workplaces. These will allow the Council to champion a positive health and safety culture which ensures compliance with health and safety legislation including the [Health & Safety at Work Act](#) and the [Corporate Homicide & Corporate Manslaughter Act](#).

3.1 Communication

Clackmannanshire Council is committed to open and clear communication of all health and safety related information to all employees. All policies, guidance and other documentation must be readily accessible to all relevant employees.

3.2 Emergency Procedures

The Management of Health & Safety at Work Regulations 1999 requires procedures to be established where there is a serious and imminent danger to employees or other persons.

The Health & Safety Manager will be responsible for co-ordinating all serious health and safety incidents and will liaise with the appropriate regulatory authorities, the Council's Emergency Resilience Officer and Insurance Section. He/she will report directly to the relevant Director(s) on such matters.

The Emergency Resilience Officer will be responsible for integrated emergency management and co-ordination of all emergency planning and will liaise with the appropriate regulatory authorities, the Council's Corporate Health and Safety Team and Insurance Section. He/she will report directly to the relevant Director(s) on such matters.

Each Premises Duty Holder will be responsible for ensuring suitable systems and procedures are in place for the building(s) in their responsibility using the appropriate corporate template(s) as required.

Each employee has a responsibility to look after their own health and safety. If an employee feels that they are in serious or imminent danger, they should cease work, take whatever action is required to remove themselves from harm and report the issue to a manager immediately.

3.3 Information, Instruction and Training

The Council recognises the importance of having well informed and competent employees if it is to achieve a safe working environment. On commencement of

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employment all employees will receive health & safety training as part of an induction programme.

The training needs of all managers and employees will be regularly assessed using a risk based approach and where appropriate information, instruction and training on health & safety matters will be provided. It is **essential** that managers and employees attend and/or complete appropriate training.

The effective communication by managers of policies, procedures and safe working practice will assist in achieving high standards of health & safety performance.

Information, instruction and training will be provided in a way that is easily understood and takes into account the intended audience.

3.4 Addressing Health & Safety Concerns

The following escalation procedure should be followed as a means of resolving issues arising from the management and operation of Health & Safety across the Council: -

Stage 1	**Employee** raises issue with their **Manager or Supervisor**. (in serious circumstances it is appropriate to raise with Safety representative)
Stage 2	**Employee** raises issue with their **TU/Workplace Safety representative**. The **Safety representative** raises issue with an appropriate **Manager.**
Stage 3	**Employee** and/or **Safety representative** should consult the Corporate Health & Safety Team.
Stage 4	**Safety representative** raises issue at Service Bi-partite (or Service H&S meeting where these exist) for resolution.
Stage 5	**Senior Manager** consulted for resolution. If issue is wider than one service, or insufficient progress is being made a member of the **Senior Leadership Group** may be consulted for a decision.
Stage 6	The **Executive H&S Committee** consider and scrutinise the issue to ensure corrective actions are implemented.

Where appropriate, the above steps should be recorded and managed using the service risk register\risk management and escalation framework.

There will be situations where it is appropriate for the employee to raise an issue with their Safety representative without having raised it with their Manager first. In some cases it will be appropriate to raise at a senior level without going through earlier steps, although every effort should be made to ensure that all managers affected are aware of the issue.

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3.5 Contractor Management and Partnership Working

Throughout the Council's work there are situations where we use the goods or services of other organisations, or work in partnership with them. All employees and managers involved in the procurement or management of these provisions must ensure that health and safety standards are identified, agreed and maintained throughout the life of any contract in line with the appropriate corporate policy.

Where Council employees are working with other agencies, managers should ensure they are clear on any health and safety processes which may need followed to comply with the other agencies policies, provided this is no less than the standard set in Council policies. Any employees from partner agencies will also adhere to Council policies, and these should be drawn to their attention by the relevant manager.

4. Monitoring and Review

This document is subject to monitoring by management and Trade Unions on an ongoing basis. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Health & Safety Policy
Department	Partnership & Performance
Policy Lead	H&S Manager
Equality Impact Assessment	
Stage 1 EQIA completed	Yes ~~No~~*
Stage 2 EQIA completed	Yes ~~No~~*
* In no please provide rationale	
Date Approved	
Review Date	August 2027

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Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	Health & Safety Policy
Service:	Partnership & Performance
Team:	Health & Safety

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?	No
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**
	Strategic Director Partnership & Performance	

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
The purpose of the policy is to ensure that Clackmannanshire Council services are operated with due regard to the health and safety of staff, contractors and all others who may be affected by our work. The changes proposed in this policy seek to clarify and strengthen the Council's approach to this.

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**
The policy and procedure provides a framework which aims to ensure all employees are treated fairly and consistently in its application. Having a framework to ensure consistency should assist with the removal of potential harassment or victimisation by providing clear guidelines and transparency to processes.
➢ **Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not**
➢ **Fostering good relations between people who share a protected characteristic and those who do not.**
This element of the Duty is more relevant to the Council's role as a service provider, and there is relatively limited direct relevance to this particular procedure.
Fairer Scotland Duty -
➢ **Reducing inequalities of outcome caused by socioeconomic disadvantage**
This element of the Duty is more relevant to the Council's role as a service provider, and there is relatively limited direct relevance to this particular procedure.

To which of the equality groups is the policy relevant?		
Protected Characteristic	**Yes/No***	**Explanation**
Age	Yes	According to the HSE it has been found that those aged 16-24 face a 40% higher risk of accident than those aged 45-54
Disability	Yes	The policy aims to prevent the work of the Council causing accidents or ill-health with can lead to disability. Following the policy should help ensure that those with a disability are supported within the workplace.
Gender Reassignment	No	
Marriage and civil partnership	No	
Pregnancy and Maternity	Yes	Women who are pregnancy or breast feeding face particular risks which need to be considered to fulfil the responsibilities outlined in the policy.
Race	Yes	Different ethnic groups have different risk profiles and there may be cultural differences which affect how they engage with the health and safety policy.
Religion and Belief	No	
Sex	Yes	The different physiological make up of men and women mean that different genders have different risks, which is then exacerbated by different occupational groups where there are higher prevalence of one gender.
Sexual Orientation	No	

* Delete as required

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

As outlined above.

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 who 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 or the policy procedure and suggested amendments/additions will be agreed collectively. The policy has also been discussed at Executive Health & Safety Committee and Tripartite.

Next steps

The council will take steps to ensure that this procedure is understood and applied fairly by managers.

Briefing sessions will be available to managers. In addition, advice, guidance and support will be provided from our Health and Safety staff.

The Council will monitor the implementation of the policy so as to ensure fairness is its application.

Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings
The evidence available suggests that this policy will be helpful in addressing the needs of a number of different groups.

Details of engagement undertaken and feedback received
Discussion at Policy group, Executive Health & Safety Committee and Tripartite meetings has lead to no concerns being raised.

Decision/recommendation
Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:

Tick	
✔	**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.
	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.
	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.
	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.

Justification for decision
The policy seeks to provide consistency and support for a number of different groups. Implementation will be monitored and further revisions made as required.

APPROVAL		
NAME	**DESIGNATION**	**DATE**
Chris Alliston	**Strategic Director Partnership & Performance**	

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 21 August 2025

Subject: Equality Impact Assessment of Home to School Transport Policy

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Report by: Strategic Director (People)

1.0   Purpose

1.1.   The purpose of this paper is to provide an Equality Impact Assessment (EQIA) of the Councils Home to School Transport Policy.

2.0   Recommendations

It is recommended that Council:

2.1   Considers the findings of the EQIA and agrees that the current policy, while identifying a limited inequality, continues to support positive pupil transition and social inclusion. Given the small number of pupils affected and the wider implications of any policy change, it is recommended that the existing transport arrangements remain in place at this time

2.2   Agrees that a further paper be brought back to enable the Council to decide on the scope of any future public consultation on revisions to the home to school transport policy. The paper will outline the financial and equalities implications associated with the options to be considered as part of the consultation.

3.0   Considerations

3.1.   At its meeting on 30 January 2025, it was agreed that an Equality Impact Assessment of the Council's School Transport Policies would be undertaken and reported back to Council.

3.2.   The Council's home to school transport policy was last reviewed in 2011 and is based on the School Transport policy that was approved by Clackmannanshire Council Learning and Leisure Committee in December 2004.

The details of the policy are contained on the Council's website and can be summarised as follows

Free home to school transport is provided

- when a child lives a long way from his or her <u>catchment area school</u>,
- when a child has Additional Support Needs,

- for children who attended P7 in St Mungo's or St Bernadette's Roman Catholic Primary Schools and transfer to St Modan's High School at the start of S1.

Where there are unused spaces on school transport, pupils who are not eligible for free may apply for a concessionary pass.

3.3   The Equalities Impact Assessment has identified a potential inequality in the transport policy as free transport is provided to non-catchment children attending St Modan's High school, who previously attended St Mungo's and St Bernadette's Primary school but not to non-catchment children who attended other primary schools in Clackmannanshire. The reason why the Council provides free transport for the children leaving St Bernadette's and St Mungo's is to enable them to travel with their peers to St Modan's. The Equalities Impact Assessment highlights some measures which we consider will mitigate the impact of this potential inequality including where the Council has unused spaces on the buses to St Modan's. Where the Council has unused spaces on the buses to St Modan's it will provide free transport to any young person who applies until all places are used up.

3.4   The Council provides transport for approximately 210 pupils who are entitled to free home to school transport to St Modan's and receives applications from a further 15 who are not entitled as they attend the school by way of a placing request and had not attended St Bernadette's or St Mungo's. The Council has capacity for 216 pupils in total across 3 buses which means on average 9 applications per year cannot be accommodated. These remaining pupils can travel to St Modan's, without charge, by public transport using their National Entitlement Card.

3.5   While the number of affected pupils is small, the financial impact of extending free transport to all non-catchment pupils attending St Modan's would be significant, estimated at a minimum of £50,000 per year as the pupils come from across the Council area and would require several vehicles. Any change in the policy to provide free transport to all pupils attending St Modan's could lead to a request from parents of any pupil who attends another school by means of a placing request to be provided with free transport. This would have further significant financial implications for the Council.

3.6   In order to review the policy a consultation would be required under the 2010 Schools (Consultation) (Scotland) Act which would require consultation with all stakeholders which is all parents across Clackmannanshire and Stirling Council and 2 dioceses of the Catholic Church. Education Scotland would also be required to prepare a report on the outcome of the consultation where they would comment on whether the Council had demonstrated the educational benefits of the change in policy.

3.7   As a next step, officers will now consider a review of the policy, resource and implications and timescale for doing so.

4.0   Sustainability Implications

4.1.   None

5.0 Resource Implications

5.1. Financial Details

5.2. There are no financial implications of accepting the recommendation

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

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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   Appendix 1 - Equality and Fairer Scotland Impact Assessment - Screening

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
Michael Boyle	Education Business Manager	2454

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director (People)	

Equality and Fairer Scotland Impact Assessment - Screening

Title of Policy:	Home to School Transport
Service:	Education
Team:	

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

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**
Lorraine Sanda	Director	23 June 2025

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.

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Equality and Fairer Scotland Impact Assessment - Scoping

Purpose of the proposed policy or changes to established policy

Clackmannanshire Council has completed the following Equality and Fairer Scotland Impact Assessment on the Council's existing Home to School Transport policy, which can be accessed on Clacks.gov.uk. The Home to School Transport policy seeks to provide clear information on the provision of home to school transport in Clackmannanshire and be clear about eligibility, statutory requirements, the application process and the process for appeals.

In line with the Education (Scotland) Act 1980, the Council provides school transport to children attending their catchment school if they live a certain distance from the school as follows:

- primary pupils under 8 years at the start of the school session if the distance from home to school is more than 1 mile by the shortest suitable walking route.
- Primary pupils over 8 years at the start of the school session if the distance from home to school is more than 2 miles (by shortest suitable walking route).

For secondary aged pupils, the following criteria applies for the provision of school transport:

Alloa Academy: Any pupil resident in the catchment areas of the school's associated primary schools and whose residence is over 2 miles from the pupil entrance to the school on Lime Tree Walk by the shortest suitable walking route.

Alva Academy: Any pupil resident in the catchment areas of Menstrie PS, Tillicoultry PS, Strathdevon PS, Muckhart PS and Coalsnaughton PS.

Lornshill Academy: Any pupil resident in the catchment area of Clackmannan PS, Craigbank PS, Fishcross PS or Deerpark PS; or who is resident in the catchment areas of Abercromby PS, Banchory PS or St Serf's PS and his/her residence is over two miles from the school, or from the nearest designated transport pick-up point, by the shortest suitable walking route. Pupils' resident in Cambus will also receive free home to school transport.

There are a number of other provisions in the policy and where free home to school transport can be provided:

Additional Support Needs: Children and young people may be entitled to free home to school transport because they have additional support needs such as a disability or mobility issue, which can be short or longer term. These are assessed on a case-by-case basis.

Denominational Schools: The denominational secondary school for Clackmannanshire is St Modans in Stirling. As there is no safe walking route to the school home to school transport is provided   Home to school transport is provided in these cases when:

- Pupils attending St Bernadette's or St Mungo's RC primary schools, and who are eligible under religious grounds (ie baptised) transition to RC secondary education;
- Pupils attending St Bernadette's or St Mungo's RC primary schools and who are not eligible under religious grounds (ie baptised) transition to RC secondary education;

 Welfare and Safeguarding: In certain circumstances, children and young people may be entitled to home to school transport where there are welfare and safeguarding concerns, and

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where without additional support a pupil may be disadvantaged.

Home to school transport is **not** provided when:

- Placing requests are made for children/young people to attend a school outwith their normal catchment area.
- Placing requests are made for children/young people to attend non-catchment denominational primary schools.
- Placing requests are made for children/young people to attend denominational secondary school (unless they transition from St Mungo's or St Bernadette's).
- Pupils live within the minimum distance thresholds stated in the policy (as above).

Concessionary Travel on School Transport

The policy includes provision that where a vacant place is available on a contract vehicle (and where there is no additional costs) then a place may be offered to a pupil not normally entitled to free school transport. This is normally provided based on the date an application is made (ie first come first served), although an assessment on the affordability of these spaces can be considered when allocating vacant seats.

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**
here may be impacts on this part of the general duty, arising from the policy. This non-Roman Catholic children from 2 primary schools in the authority are be eligible for home to St Modans high school but non-Roman Catholic children from the other 16 primary schools are not eligible
➤ **Advancing equality of opportunity between people who share a relevant protected characteristic and those who do not**
There may be impacts on this part of the general duty, arising from the policy.
➤ **Fostering good relations between people who share a protected characteristic and those who do not.**
There may be impacts on this part of the general duty, arising from the policy.
Fairer Scotland Duty -
➤ **Reducing inequalities of outcome caused by socioeconomic disadvantage**
The Fairer Scotland duty requires the consideration and assessment of impacts on residents who may experience, or whose situation may be worsened by the implementation of the policy. This assessment should consider socio-economic factors including health; income; employment; poverty and areas of known deprivation. In relation to the Council's home to school transport policy, there may be impacts which arise when pupils (and their parents) are not eligible for this service, and where factors are prevalent which would have a disproportionate impact on some families. This could include low-income families, families where a parent has a disability or health inequality or families residing in areas of multiple deprivation. Young carers, looked after children and large families with several children attending nursery or school could also be impacted by the school transport policy.

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To which of the equality groups is the policy relevant?		
Protected Characteristic	**Yes/No***	**Explanation**
Age	n/a	The Public Sector Equality Duty does not apply to age in relation to the provision of school education and related benefits, facilities or services.
Disability	Yes	This policy impacts children with Additional Support Needs including those with a disability. This policy may also affect parents (and their children) with a disability who have children attending school who are not eligible for home to school transport.
Gender Reassignment	No	There is no evidence to suggest that this protected group is impacted by the policy.
Marriage and civil partnership	No	There is no evidence to suggest that this protected group is impacted by the policy.
Pregnancy and Maternity	No	There is no evidence to suggest that this protected group is impacted by the policy.
Race	Potentially	We have no data to indicate any discrimination against children from minority groups.
Religion and Belief	Yes	This policy may impact children and young people who are eligible to attend denominational schools in Clackmannanshire, and schools outwith the authority area.
Sex	No	There is no evidence to suggest that this protected group is impacted by the policy.
Sexual Orientation	No	There is no evidence to suggest that this protected group is impacted by the policy.

* Delete as required

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What evidence is already available about the needs of relevant groups, and where are the gaps in evidence?
At the time of the annual school census in September 2024, the Council's full primary school roll is 3,621 The secondary school roll is 2,775. 67 primary school children and 1,800 secondary school children/young people receive home to school transport to Clackmannanshire schools. Whilst this number changes year on year, these changes are normally proportionately low and reflect expected shifts in school roll numbers. The number of children with additional support needs, or a disability, receiving home to school transport in 25/26 is 162. The number of children attending denominational primary school education in Clackmannanshire is 92 (St Bernadette's) and 133 (St Mungo's). The number of primary school children attending Gaelic Medium Education(GME) is 5 pupils. The number of children/young people from Clackmannanshire attending denominational secondary school education is 195 (average over 3 years). The number of children receiving home to school transport to attend denominational schools is 180 The number of children requesting to attend St Modan's at the start of S1 from other primary schools in Clackmannanshire through a placing request and therefore not eligible for home to school transport is on average 15. After spare transport places are allocated, around 9 pupils per year from this group do not receive free school transport. 12% of pupils attending Clackmannanshire schools are from minority ethnic groups

Which equality groups and communities might it be helpful to involve in the development of the policy?
Clackmannanshire Council is undertaking an Equality and Fairer Scotland Impact Assessment on an existing policy and therefore this section is not relevant for the purposes of this review.

Next steps
As per previous section.

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Equality and Fairer Scotland Impact Assessment - Decision

Evidence findings	
The Council recognises that the home to school transport policy is of significant interest to children, young people and parents, as well as the wider school's community. Whilst this impact assessment is being undertaken on the existing policy, feedback has previously been provided about home to school transport through previous consultation, and Equality and Fairer Scotland impact assessments prepared as part of these proposals and published on the Council's website. This feedback has provided insight into the concerns that parents and young people have relating to any changes to the Home to School Transport policy which may be considered. Our evidence suggests that this predominantly relates to safe walking routes to schools, particularly in the winter months. The purpose of an Equality and Fairer Scotland Impact Assessment is to consider, assess and mitigate impacts on specific groups and to *pay due regard* to any impacts when making decisions. Where there are potential impacts, these are set out below, alongside any mitigating factors for the following protected characteristics: disability, religion or belief, race and socio-economic status. Disability – The provision of home to school transport for pupils with additional support needs is clearly set out in the policy. This provision ensures that pupils with multiple and complex additional support needs are transported to and from school to ensure their health and wellbeing and maintain their safety. This means they are able to travel safely, attend regularly, achieve their full potential and access their full entitlement to education. This provision includes pupils with a disability or mobility issue, which can be assessed as short or longer term based on need. This provision includes pupils attending school within the Clackmannanshire authority area and outwith the area. The policy acknowledges that additional support needs, or disability may also affect another person in the pupil's household, such as a parent or sibling. In situations where a pupil is adversely impacted by the disability of a family member living in the same household and which may limit their access to full entitlement to education an application for home to school transport can be made. This *could* include young carers, although this group is not explicitly stated in the policy. Religion and Belief – The provision of home to school transport for pupils attending denominational education is clearly set out in the policy. There are two Roman Catholic primary schools in Clackmannanshire and Catholic and non-Catholic pupils attend these schools, either through normal catchment rules or through placement request. In line with the policy, if a	

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Catholic pupil attends their catchment denominational primary and are distance eligible they will be provided with school transport on distance grounds. If a Catholic pupil applies to attend their non-catchment denominational primary, they will not receive free transport and they will fall within the exception relating to placing requests. Non-denominational pupils are not eligible for home to school transport to a denominational primary under the policy as they fall within the exception relating to placing requests.

Roman catholic education at secondary level is provided at St Modan's, and Stirling Council accepts placing requests from Clackmannanshire pupils under their own policies. Stirling Council have decided that the catchment area of St Modan's should be restricted to Roman Catholic children and that pupils who are not Roman Catholic will only be admitted by way of a placing request. Clackmannanshire's home to school transport policy includes the provision of home to school transport for pupils travelling from Clackmannanshire to St Modan's who meet the criteria on religious grounds (ie baptised children).   Non-Roman Catholic children attending St Modans if they have transitioned from St Bernadette's or St Mungo's are also eligible for free home to school transport. Non-Roman Catholic children from other primary schools in the authority would not be eligible for home to school transport. This is in line with the provision that any pupil attending any school by means of a placing request is not entitled to home to school transport.

Under the Education (Scotland) Act 2016 and Gaelic Language (Scotland) Act 2005, the Council has a duty to support pupils who wish to access Gaelic Medium Education (GME) and specific funding is provided to the Council for this purpose. Pupils can access GME by making placement requests to attend provision in Stirling. Although not explicitly stated in the home to school transport policy transport is provided for pupils attending GME which is funded by Scottish Government.

Clackmannanshire Council adheres to the Scottish Government's School Transport Guidance 2021. This reaffirms the relevant legislation that pupils are not eligible for school transport if their place at school was allocated through a placing request. In the case of denominational schools and Gaelic Medium Education (GME), local authorities' assessment of eligibility for free home to school transport (based on reasonable walking distances) should take into account the relevant catchment areas which such schools use, in this case those set by Stirling Council policy.

Whilst the Council is compliant with the guidance from Scottish Government, there is the *potential* for impacts on the basis of religion or belief in relation to school transport provision although there are complex statutory requirements involved. The Council's policy states that any child can access denominational or non-denominational education and will be eligible for home to school transport where the distance eligibility applies. An impact may arise where non-denominational pupils (who have not attended St Bernadette's or St Mungo's) do not qualify for school transport as they are attending St Modan's by way of a placing request.   This issue potentially engages all three 'needs' of the general public sector equality duty and in particular we have considered whether there is a risk that the policy could be

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relevant to the first need of the duty (eliminating unlawful discrimination and other conduct) and be indirectly discriminatory on the grounds of religion. However, the impact of this measure is mitigated by the free provision of alternative arrangements. For example, any ineligible pupil may be offered a vacant seats on the school transport.   .

The Council provides transport for approximately 210 pupils who are entitled to home to school transport to St Modans and receives applications from a further 15 who are not entitled as they attend the school by way of a placing request and had not attended St Bernadette's or St Mungo's. The Council has capacity for 216 pupils in total across 3 buses so rejects on average 9 applications per year. These remaining pupils can travel to St Modans ,without charge, by public transport using their National Entitlement Card. The journey by public transport is longer as it involves changing buses in Stirling or walking from Stirling bus station. The Council consider that this disadvantage is outweighed by the aim of the transport policy namely to ensure that non denominational pupils who attended St Bernadette's or St Mungo's may travel alongside their peers to attend secondary school together. The number of pupils in Primary 7 in each school is only around 15 and it makes their transition to secondary school easier if they are travelling with their peers. Clackmannanshire Council does not have any control over which pupils are accepted into St Modan's and can only make decisions on the provision of home to transport to the school. The majority of pupils from other schools will attend their Clackmannanshire secondary school after Primary 7 and so the pupils who attend St Modan's will not be transferring with their peer group. Although the number of pupils who do not access school transport to St Modan's is small (circa 9) the costs to the Council of providing free transport would be at least £50,000 per year as the pupils come from across the Council area.

Race – There is no evidence that the policy has a negative impact on children from ethnic minority groups.

Fairer Scotland status – There is provision in the home to school transport policy to assess pupils needs and where required to support specific groups including low-income families, pupils with welfare and/or safeguarding concerns, looked after children and children adversely impacted by the disability of a family member.   Mitigations are in place to help families on low incomes including through use of vacant transport seats and the promotion of the Free Bus Travel Scheme for under 22's.

Where home to school transport is not provided, families are encouraged to consider alternative active travel options for travelling to and from school, including cycling, walking. Safe walking routes are available for families to support walking to and from school and information provided via schools.

Details of engagement undertaken and feedback received	
This section is not applicable.	
Decision/recommendation	
Having considered the potential or actual impacts of this policy, the following decision/ recommendation is made:	

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Tick	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.	
	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.	
X	**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.	Any adverse impact on some non-Catholic pupils travelling to St Modan's is small and can be justified when balanced against the legitimate aim of the policy and the cost implication of extending the policy together with the need for Council to balance its budget. Any adverse impact can also be mitigated by offering vacant spaces on the school transport or otherwise the free provision of public transport.
	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.	
Justification for decision		

This impact assessment has been completed on the Council's existing home to school transport policy. It assesses the potential for impacts under the Equality Act general duty and the Fairer Scotland Act and assesses the extent to which there are mitigating factors in place to address any potential impacts on children and young people.

The recommendation is that the policy continues without major change or adjustment. This recommendation is based on evidence that a) the Council is meeting its statutory obligations in relation to home to transport provision, b) the evidence shows that any potential adverse impacts are likely to affect proportionately very low numbers, c) any adverse impact on some non-Catholic pupils travelling to St Modan's is small and can be justified when balanced against the cost implication of extending the policy (£50,000) in the context of the need for the Council to balance its budget and that d) mitigations are in place, including local discretion where a specific need is

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highlighted, and flexibility in approaches to support pupils where socio-economic factors are a barrier to accessing opportunities for Education.

This assessment highlights the potential for impacts, particularly relating to disability, religion and belief and fairer Scotland (or socio-economic) factors. This assessment also highlights a number of mitigating factors already in place and the degree of flexibility and discretion to enable Education services to assess needs and provide support on a case-by-case basis.

APPROVAL			
NAME	**DESIGNATION**	**DATE**	
Lorraine Sanda	**Director**	**23rd July 2025**	

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Councillor Ellen Forson
Leader of the Council
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Motion to Clackmannanshire Council Meeting
21st August 2025

Council notes that the current arrangement for clothes recycling bins across Clackmannanshire is delivered in partnership with the Salvation Army, under an agreement established in 2020.

While recognising the valuable contribution made by the Salvation Army, Council also notes that other organisations offer similar textile recycling services, including arrangements whereby a financial contribution is made for each bin uplifted.

In line with the principles of Community Wealth Building, and Clackmannanshire Council's commitment to maximising local social and economic benefit, Council believes there is potential to review the current model and explore options that could generate income for local priorities.

In particular, there may be scope to channel any income received through such schemes directly to support community organisations and initiatives at a ward level, thereby enabling local benefit from local recycling activity.

Council therefore instructs officers to:

- Review the existing clothes recycling bin arrangement with the Salvation Army, including current performance, benefits and limitations;
- Explore alternative or supplementary models offered by other textile recycling providers, including those that offer a fee-per-uplift or community benefit payment; and
- Consider mechanisms to allocate any future income on a ward basis, in line with the Council's Community Wealth Building approach.

Officers are requested to report back to a future meeting of Council or the relevant committee with findings and recommendations for next steps.
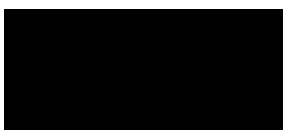
Councillor Ellen Forson
Ward 4, Clackmannanshire South

10th August 2025

Councillor Ellen Forson
Leader of the Council
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Motion to Clackmannanshire Council Meeting
21st August 2025

Investing in Inclusive Play: Refurbishment and Future Management of Public Toilets at West End Park, Alloa

Council Notes:

- The Scottish Government's £60 million Playpark Renewal Programme supports the enhancement of play spaces across Scotland.
- This funding may be used not only for play equipment but also for supporting infrastructure, including public toilets located within or adjacent to playparks.
- West End Park is Alloa's largest public park and a key community space, with **£372,000** already invested in play facility upgrades through this programme.

Council Recognises:

- The park's public toilet facilities are currently closed, limiting accessibility and reducing the overall impact of recent investment.
- Clean, safe, and accessible toilets enhance our parks inclusivity and sense of welcome — particularly for families, disabled users, and others with additional support needs.
- The Scottish Government has confirmed (letter dated 2 July 2025, attached) that toilet refurbishment is an eligible use of Playpark Renewal Programme funding.

Council Further Notes:

- The need to identify a **financially sustainable and community-led model** for the long-term operation of any refurbished facility.
- Contactless payment systems, as successfully introduced in Stirling, Arbroath, and North Ayrshire, offer a practical way to support ongoing operational costs while maintaining access and minimising misuse.
- There may be further opportunities to explore **community ownership and management**, including via a **Community Asset Transfer**, to ensure long-term sustainability and local empowerment.

Council Agrees:

- To progress with any required refurbishment of the public toilets within West End Park, Alloa, using eligible capital funding from the Playpark Renewal Programme.
- To consider a range of operational models for the future management of the facility, including:
    - Implementation of a contactless payment system;
    - A potential **Community Asset Transfer** to a suitable local organisation;
    - Other community-led or partnership models that ensure long-term sustainability.

- To engage with local stakeholders and community groups to shape potential options.
- To request a report by early 2026 outlining possible ownership or management models, and a proposed delivery timeline.

Councillor Ellen Forson
Ward 4, Clackmannanshire South

10th August 2025

Minister for Children, Young People and The Promise
Ministear airson Clann, Daoine Òga is An Gealladh
Natalie Don-Innes MSP
Natalie Don-Innes BPA

Scottish Government
Riaghaltas na h-Alba
gov.scot

Our Reference: 202500469644
Your Reference: EF/JD

2 July 2025

Dear Councillor Forson,

Thank you for your letter of 5 June 2025 enquiring if the play park renewal funding can be used for refurbishing public toilets within play parks.

The Scottish Government's £60 million play park renewal programme is for public, free-to-access parks and has been distributed to local authorities over the course of this parliamentary term. The intention behind this funding is to improve play opportunities for children everywhere in Scotland, so that they can experience more play and better play. Local authorities have a general responsibility to maintain play parks that serve their communities and this investment provides a boost in funding to accelerate local plans and improve play experiences for all children in Scotland.

As per the National Principles letter sent by the Cabinet Secretary in October 2021, the Scottish Government recommends that local authorities consider if work on play parks should include features other than play equipment that will support families to visit and enjoy the parks, and to make play parks more inclusive. This can include, for example, extra seating, suitable surfaces, toilet facilities, planting, improved access points and circulation routes, and water fountains which, as also highlighted in your letter, may all help to make parks more inclusive, welcoming and enjoyable. Therefore, the expenditure on refurbishing public toilets that are located within or immediately adjacent to public, free to access play parks would be considered eligible under the terms of this funding.

I wish to thank you for your continued support and commitment to deliver this programme within Clackmannanshire and I look forward to continuing to work together to achieve better outcomes for our children and communities.

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Yours sincerely

NATALIE DON-INNES

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