



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council (Part 2)

**Thursday 27 November 2025 at 11.15 am
or 15 minutes after the conclusion of PART 1**

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



Clackmannanshire Council

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

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

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

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

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

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

19 November 2025

A MEETING of the CLACKMANNANSHIRE COUNCIL (PART 2) will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 27 NOVEMBER 2025 at 11.15 AM or 15 minutes after the conclusion of PART 1.



CHRIS ALLISTON
Strategic Director, Partnership & Performance

PP. NIKKI BRIDLE
Chief Executive

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

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

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

Clackmannanshire Council – Councillors and Wards (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



MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 2 October 2025 at 9.30 am.

PRESENT

Councillor Phil Fairlie (Convener) (Chair)
Councillor Donald Balsillie (Provost)
Councillor Denis Coyne
Councillor Kenneth Earle (withdrew from meeting at 11.27am)
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor William Keogh
Councillor Fiona Law
Councillor Darren Lee
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie (joined meeting at 11.48 am Via Teams)
Councillor Jane McTaggart
Councillor Janine Rennie (withdrew from Chambers and joined via Teams from 1.45pm)
Councillor Bryan Quinn

IN ATTENDANCE

Nikki Bridle, Chief Executive (Via Teams)
Chris Alliston, Strategic Director (Partnership & Performance)
Kevin Wells, Strategic Director (Place)
Lorraine Sanda, Strategic Director (People) (Professional Adviser to the Chair)
Lindsay Sim, Chief Finance Officer (Partnership & Performance)
Colin Bruce, Chief Education Officer (People)
Michael Boyle, Improving Outcomes Business Manager (People) (Via Teams)
Andrew Buchanan, Housing Operations Manager (Place) (Chambers & Via Teams)
Veronica Cully, Senior Manager, Partnership and Inclusion (People) (Via Teams)
Alastair Hair, Team Leader/Senior Manager (Partnership & Performance)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance)
Joanna McDonald, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Ewan Murray, Chief Finance Officer, Clackmannanshire and Stirling Health and Social Care Partnership
Sarah Langsford, Team Leader/Senior Manager (Partnership & Performance)
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk)
Wendy Robertson, Senior Manager, Transformation (Via Teams)
Johan Roddie, Senior Manager, Permanence (People)
Gillian Scott, Senior Manager, Early Intervention (People)
Murray Sharp, Senior Manager, Housing (Place) (Chambers & Via Teams)
Pauline Elliot, Interim Chief Planner (Place) (Chambers & Via Teams)
John Hiscox, Principal Planner (Place) (Via Teams)
Kim Grieve, Operations Assistant, Housing (Place)
Stuart Cullen, Transportation Team Leader (Place)
Madeleine Muirhead, Partnership Officer/Employability Lead (Place)
Karen Payton, Team Leader Communications & Marketing (Partnership & Performance)
Melanie Moore, Committee Services (Partnership & Performance)
Gillian White, Committee Services (Partnership & Performance) (Minute)

CC(25)071 APOLOGIES

Apologies were received from Councillor Martha Benny and Councillor Craig Holden. The Convener passed on the best wishes of Council to Councillor Benny for a speedy recovery.

CC(25)072 DECLARATIONS OF INTEREST

Councillor Denis Coyne declared a non-financial interest in “Item 5 Integrated Joint Board Budget” as a substitute member of the Integration Joint Board.

CC(25)073 MINUTES OF CLACKMANNANSHIRE COUNCIL – 21 AUGUST 2025

The minutes of the meeting of the Clackmannanshire Council held on 21 August 2025 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 21 August 2025 were agreed as a correct record and signed by the Convener.

Action

Clerk to the Council

CC(25)074 REINFORCED AUTOCLAVED AERATED CONCRETE (RAAC) UPDATE

The report, submitted by the Strategic Director (Place), provided Council with an update on the engagement and governance arrangements agreed at the Council meeting in June 2025 and seeks further governance approval to enable officers to progress action and avoid any impasse that may impede the remediation and regeneration of the affected blocks and or area.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Noted the outcomes of actions taken by officers following approval at June Council at section 4;
2. Approved that, should owners not legally commit to any of the voluntary opportunities by 31 March 2026, or should the Council need to pursue further action (for example, under the Tenements Act), the Section 95 Officer may recharge the associated costs, as detailed in paragraph 3.13;
3. Approved a minor refinement to the voluntary acquisition offer as referenced in paragraph 3.14 and reaffirm the Council's overall position on the voluntary offer as agreed at the June Council meeting;
4. Approved that, where owners voluntarily commit to progressing the communal repairs, the Council will contribute up to (£500 exclusive of VAT) towards their legal fees for the sign-off of the relevant documentation. This gesture of goodwill would be withdrawn should the Council need to pursue any alternative course of action, as outlined in paragraph 4.3;

5. Approved the designation of the Strategic Director of Place as the Council's Proper Officer for the purposes of the Housing (Scotland) Act 1987 as detailed in paragraph 4.33; and
6. Approved that the Strategic Director of Place, in consultation with the Senior Manager (Legal & Governance), is granted authority to progress the governance arrangements as set out in this report, specifically those referenced in paragraphs 4.33 to 4.34.

Councillor McTaggart congratulated the Housing Team on being shortlisted for the Housing Award's 2025 Team of the Year.

Action

Strategic Director (Place)

CC(25)075 INTEGRATED JOINT BOARD BUDGET

The report, submitted by the Chief Executive, had been prepared to update Council on the report previously considered on the 20 March 2025, which set out a request from the IJB Interim Chief Officer for financial support, following the completion of a series of workshops aimed at addressing the financial deficit in 2025/26. It also sought confirmation of any available financial assistance, to mitigate the forecast adverse outturn for 2024/25. The report also provided an interim update on the work and progress in taking forward the Dispute Resolution process instigated by Stirling and Clackmannanshire Councils.

Councillor Coyne previously declared a non-financial interest in this item of business as he was a substitute member of the Integrated Joint Board. He advised he would participate in the item of business. Councillor Rennie advised that she was also an Integrated Joint Board member and would participate in this item of business.

Motion

To agree the recommendations in the report and confirm that the Council does require the sum of £1.744m in respect of the 2024/25 Integrated Budget to be repaid, in full or in part to the Council in 2026/27.

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

Decision

The Council agreed to:

1. Allocate £0.417m from the Council's planned 2024/25 £3.643m operating surplus to provide total additional financial support of £1.744m to the Clackmannanshire and Stirling 2024/25 Integrated Budget, noting that this reflects a voting share contribution in line with the historic precedent (paragraphs 4.1 to 4.7 and 4.11 to 4.13);
2. Confirm that the Council does require the sum of £1.744m in respect of the 2024/25 Integrated Budget to be repaid, in full or in part, to the Council in 2026/27 (paragraphs 4.11 to 4.14)
3. Monitor the position closely in respect of both the IJB and Council 2025/26 outturn positions to allow for a fuller and more reliable consideration of affordability and risk factors with regards any potential additional financial contributions at the end of the 2025/26 financial year (paragraph 4.18);
4. Delegate to the Section 95 Officer the authority to approve any non-material variation in the figures requested in recommendation 2.1 as a consequence of the IJB Integrated Budget outturn moving from draft to final and to ensure the voting share contribution is maintained;
5. Note the background and financial context to the operation of the Health and Social Care Partnership (paragraphs 3.1 to 3.4);

6. Note the positive progress being made in respect of the resolution of the Dispute(s) instigated by Stirling and Clackmannanshire Councils (Section 5).

Action

Chief Executive

CC(25)076 BE THE FUTURE UPDATE – SUSTAINABLE TRANSPORT

The report, submitted by the Strategic Director (People), provided the latest update in Respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. The report provided the highlights on the top three themes and an update on progress on the Sustainable Transport Theme.

The Strategic Director (People) advised that the Mott Macdonald Feasibility Report listed as a background paper on the report, will be made available on-line.

Motion

To agree the recommendations in the report.

Moved by Councillor Scott Harrison. Seconded by Councillor Ellen forson.

Decision

The Council:

1. Approved the Wellbeing Economy approach to Transport Strategy as set out in Appendix 1 (Executive Summary pages 5-11);
2. Approved the Short-Term Actions as set out in Appendix 2 (summarised in para 3.10);
3. Noted that a more detailed implementation plan will be developed setting out resources and project detail; and
4. Noted the key strategic highlights from the Be the Future top three priority themes.

Action

Strategic Director (People)

CC(25)077 GRANT AWARD TO CLACKMANNANSHIRE FAMILY SUPPORT COLLABORATIVE

The report, submitted by the Senior Manager, Early Intervention, (People), updated Council on the development of the Family Support Collaborative and sought approval for the next phase of activity, including funding arrangements.

Motion

To agree the recommendations in the report.

Moved by Councillor Fiona Law. Seconded by Councillor Graham Lindsay.

Decision

The Council:

1. Approved the consolidation of funding from the existing Council core budget and WFWF fund as a Grant fund to the Family Support Collaborative with CTSI being the administrator of the Grant fund through the Family Support Collaborative; and

2. Noted that arrangements will be implemented once grant agreements are finalised and signed.

Action

Senior Manager, Early Intervention, (People)

CC(25)078 GOVERNANCE AND DECISION MAKING – EXIT PACKAGES

The report, submitted by the Strategic Director (Partnership & Performance), outlined the findings of the Accounts Commission's scrutiny of senior officer exit packages at Glasgow City Council and provided an overview of Clackmannanshire Council's current governance arrangements and policies in this area. It aimed to support the Council in considering the implications for local practice and assurance.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Noted the overall report;
2. Noted that, in accordance with Clackmannanshire Council's approved discretionary policy, early retirement is only authorised where there is no financial cost to the Council. In such cases, any actuarial reduction is borne by the individual staff member;
3. Noted that internal audit will add a review of early retirements and Voluntary Severance/Redundancy decisions for senior staff to its programme of review for the 2026/2027 cycle;
4. Approved that while the Controller of Audit's report recommends elected member involvement in early retirement decisions, Clackmannanshire Council's approach, where no cost is incurred, supports this remaining an operational decision, consistent with the existing approval process outlined in the discretionary policy; and
5. Approved that an annual report be submitted to the Audit and Scrutiny Committee detailing the number of early retirements, voluntary severances, and flexible retirements approved during the previous financial year, including associated costs and savings.

Action

Strategic Director (Partnership & Performance)

The Convener adjourned the meeting at 11.27 am for a comfort break. When the meeting resumed at 11.45 am, 14 members remained present, Councillor Kenneth Earle having withdrawn from the meeting during the break.

**CC(25)079 MAINSTREAMING EQUALITY, DIVERSITY AND HUMAN RIGHTS
OUTCOMES 2025-2029**

The report, submitted by the Senior Manager, Partnership and Transformation (Partnership & Performance), presented the Council's Mainstreaming Equality, Diversity and Human Rights refreshed outcomes for 2025-2029. The report also provided employee data relating to Equality and Diversity and the Council's Equal Pay Statement all of which are required under the Equality Act 2010 and related Public Sector Duties.

Councillor Mark McLuckie joined the meeting at 11.48 am during questions to this item of business.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Noted the report;
2. Agreed the Equality Outcomes and priority actions set out at in the report; and
3. Noted the requirement to publish on the Council's website.

Action

Strategic Director (Place)

CC(25)080 PLACE BASED INVESTMENT PROGRAMME UPDATE

The report, submitted by the Strategic Director (Place), provided an update to Council on activity around the Council's Place Based Investment Programme. The report described the process that officers have undertaken and outputs to create a plan for the appropriate use of the Scottish Government's Place Based Investment Funds for the year 2025/26. The report updated the Council and provided a platform for discussion to give officers direction for future funding opportunities.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Agreed the allocation of the Place Based Investment Fund 2025/26 for projects to support the improvement of Sauchie Hall and The Ben Cleuch Centre in line with sections 5.2 and 5.3 of the report.

Action

Strategic Director (Place)

CC(25)081 PLANNING ENFORCEMENT CHARTER UPDATE 2025

The report, submitted by the Strategic Director (Place), sought Council approval of the updated Planning Enforcement Charter, required to be published and updated every two years in accordance with Planning Circular 10/2009. Enforcement Charters must be prepared in the light of Section 158A of the 1997 Planning Act. The last Charter was published three and a half years ago; therefore an update was overdue.

Motion

To agree the recommendations in the report.

Moved by Councillor Denis Coyne. Seconded by Councillor William Keogh.

Decision

The Council:

1. Approved the draft Enforcement Charter and enabled it to progress to adoption as policy.

Action

Strategic Director (Place)

CC(25)082 POLLINATOR STRATEGY 2024-2029

The report, submitted by the Strategic Director (Place), provided details of the positive steps that have been taken towards meeting the objectives of the Pollinator Strategy. A summary of the strategy was produced as Appendix C. The report highlighted the positive inroads that have been made across services to deliver on the goals and targets incorporated within the strategy and sought Council approval of the pollinator strategy.

Councillor Coyne noted that on page 274 of the Council Agenda (page 7 of the strategy), paragraphs 2 and 3 were two different versions of the same paragraph and asked for clarification as to which was correct. The Strategic Director (Place) confirmed that paragraph 3 was correct, and paragraph 2 should be removed.

Amendment

An amendment was put before the motion was moved.

“To amend the title of the Strategy to “Pollinator Strategy 2025 – 2030”.

Moved by Councillor Bryan Quinn. Seconded by Councillor Denis Coyne.

The Council agreed the amendment.

Motion

To agree the recommendations in the report as amended.

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

Decision

The Council:

1. Acknowledged the vital role of biodiversity in enhancing climate resilience and recognise nature’s capacity to absorb greenhouse gas emissions;

2. Supported Council Services to increase local pollinator populations and connecting habitats, aligning with Council's emission reduction targets to reach net zero.
3. Amended the title of the Strategy to "Pollinator Strategy 2025 - 2030;
4. Approved the draft Pollinator Strategy 2025 - 2030 set out in Appendix A (as amended with the removal of paragraph 2 on page 274 of the Council Agenda/page 7 of the strategy); and
5. Endorsed the Pollinator Action Plan set out in Appendix B as a live document (which will be subject to changes in legislation and funding) and supported services to deliver the proposed actions.

Action

Strategic Director (Place)

CC(25)083 CLIMATE CHANGE STRATEGY

The report, submitted by the Strategic Director (Place), provided details of the positive steps that have been taken towards meeting the objectives of the Climate Strategy. The report highlighted to Council the positive inroads that have been made across services to deliver on the goals and targets incorporated within the strategy and sought final approval of the Climate Change Strategy.

The Strategic Director (Place) advised of a typographical error that in paragraph 6.2, it states that "The next iteration will cover the financial year of 2023/24 and is due to be submitted on 30 November 2022". He advised it is due to be submitted by November 2025.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Noted the positive steps that services have been taking to fulfil the targets and objectives laid out with the Climate Change strategy and the associated Climate Emergency Action Plan (CEAP);
2. Approved the proposed Climate Change Strategy and the summary document, provided in Appendix A;
3. Approved the finalised Climate Emergency Action Plan (CEAP), as set out in Appendix B, and delegated responsibility for monitoring its delivery and progress to the Climate Emergency Board;
4. Agreed that the Climate Change Strategy will be reviewed, updated, and presented to the Council every five years;
5. Noted the contents of the report; and
6. Recognised the substantial contributions that Council Services have already made towards meeting the objectives of the Climate Change Strategy.

Action

Strategic Director (Place)

The Convener adjourned the meeting at 1.07 pm for a meal break. When the meeting resumed at 1.45 pm, 15 members remained present with Councillor Rennie withdrawing from the Council Chamber and re-joining via Teams.

**CC(25)084 THE SCOTTISH HOUSING REGULATOR ANNUAL ASSURANCE
STATEMENT 2025**

The report, submitted by the Strategic Director (Place), referenced the 2019 changes to the regulatory framework for social housing in Scotland and asked Council to approve the submission of Clackmannanshire Council's Annual Assurance Statement to the Scottish Housing Regulator (SHR) due to be submitted by 31st October 2025.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Approved the 2025 submission of the Annual Assurance Statement (AAS) (Appendix 1) to the Scottish Housing Regulator (SHR);
2. Noted that two areas of service delivery are highlighted as being materially non-compliant with regulatory requirements (outlined in section 4.1);
3. Noted the improvement actions outlined to redress areas of material non compliance. (outlined within the Annual Assurance Statement at Appendix 1);
4. Noted one area of service delivery highlighted as being non-materially non-compliant with regulatory requirements (outlined in section 4.6);
5. Noted the improvement actions outlined to redress this issue of non-material non compliance (outlined in sections 4.7 and 4.8);
6. Note the development of a Year 2 action plan (Appendix 2) as part of the approved Tenant Participation Strategy 2024-28 and the service intention to deliver the various actions contained within it; and
7. Approved to revoke from use the current Short Scottish Secure Tenancies (SSST) Policy as outlined in sections 4.22 to 4.25.

Action

Strategic Director (Place)

CC(25)085 STRATEGIC HOUSING INVESTMENT PLAN (SHIP) 2026-2031

The report, submitted by the Strategic Director (Place), sought approval of the Strategic Housing Investment Plan 2026–2031 (SHIP) at Appendix 1. The SHIP set out the operational framework for affordable housing development in Clackmannanshire over the next 5 years, establishing the investment priorities.

Motion

To agree the recommendations in the report.

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

Decision

The Council:

1. Approved the Strategic Housing Investment Plan for 2026-2031, including the summary 5 year programme of housing sites, detailed in Appendix 1;
2. Approved extending the Council off the shelf programme for 2025/26 from 20 to 40 units by approving the amendments to the HRA Capital Budget (section 7.2);
3. Approved the Council financial contribution to enable Engelen Drive Site to proceed as per paragraph 5.1 in the report;
4. Noted that from the Council paper approved in October 2024, the RPA for Clackmannanshire was cut in 2024/25 from £5.73 million to £4.523 million and was expected to reduce by 80%, 60% and 40% over the following years; and
5. Noted that an RPA of £3.48 million for 2025/26 was estimated and approved based on this information. The RPA letter from The Scottish Government was received in May 2025, advising the RPA allocation for 2025/26 at £5.879 million, an increase in the 2024/25 year allocation of £4.523 million. Solutions to maximise spend to overcome the unexpected increase in budget is detailed at paragraph 7.4 in the report.

Action

Strategic Director (Place)

CC(25)086 MOTION TO COUNCIL – KEEPING THE PROMISE IN COUNCIL POLICIES

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

Motion

“Keeping The Promise in Council Policies

Council notes the national commitment to Keep The Promise, ensuring that care- experienced children, young people, adults, and their families are supported to live happy, healthy lives, with love and respect at the heart of all public services.

Council further notes that Clackmannanshire Council formally made its commitment to Keeping The Promise on 30 March 2022.

Council recognises that fulfilling The Promise requires reviewing all existing and future policies through the lens of its principles. Council acknowledges that this will be a complex and ongoing process, taking time to complete comprehensively across all service areas. Council therefore affirms its commitment to:

1. Ensuring that The Promise will be explicitly considered in the development of Every new Council policy.
2. Reviewing all existing Council policies through The Promise lens in accordance with Keeping the Promise Plan 2023-2026.
3. In the meantime, where existing policies risk conflicting with, or may not fully reflect, the spirit or principles of The Promise, officers may be empowered to exercise flexibility and discretion. In such cases, senior managers should refer matters to the Extended Senior Management Team ensuring that decisions remain consistent, legally sound, and appropriately documented.
4. Ensuring that any such flexing of policies will be recorded to inform future policy reviews and to maintain transparency.

By adopting this approach, Council reaffirms its determination to ensure that all decisions and services support the wellbeing, rights, and aspirations of care-experienced people in Clackmannanshire.”

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

Decision

The Council agreed the motion as set out above.

Action

Chief Executive

CC(25)087 MOTION TO COUNCIL – OPPOSITION TO CLOSURE OF FORTH VALLEY COLLEGE ALLOA CAMPUS

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

Motion

“Opposition to Closure of Forth Valley College Alloa Campus

Clackmannanshire Council expresses its deep concern at the potential closure of Forth Valley College’s Alloa Campus.

Council recognises that the Alloa Campus is far more than just a building, but a vital resource for our community which provides accessible opportunities for learning, skills development, and personal growth. Council believes that its closure would have a serious and disproportionate impact on Clackmannanshire, particularly for vulnerable learners, working adults, carers, and those seeking to re-enter the workforce, many of whom would be unable to travel to Stirling or Falkirk.

Council further acknowledges the commitment and contribution of staff at the Alloa Campus and notes that the loss of their jobs would be a further blow to our community. Council recalls the assurances given at the time of the merger which created Forth Valley College— that there would always be a college presence in Alloa—and affirms that this commitment should be honoured if trust between our community and public institutions is to be maintained.

Council therefore records its unanimous cross-party opposition to the closure of the Alloa Campus, notes the collective letter already sent to Forth Valley College and the Scottish Government signed by all elected members of this Council, and reaffirms its commitment to working constructively with Forth Valley College, the Scottish Government, and other partners to secure a sustainable and permanent future for further education provision in Clackmannanshire.”

Moved by Councillor Ellen Forson. Seconded by Councillor Bryan Quinn.

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 items of business on the grounds that they involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraph 8.

CC(25)088 EXEMPT MINUTE OF CLACKMANNANSHIRE COUNCIL – 21 AUGUST 2025

The exempt minutes of the meeting of the Clackmannanshire Council held on 21 August 2025 were submitted for approval.

Decision

The exempt minutes of the meeting of Clackmannanshire Council held on 21 August 2025 were agreed as a correct record and signed by the Convener.

Action

Clerk to the Council

At the conclusion of the meeting, the Convener gave early notice that a Special Meeting of Council is being called at 2.00 pm on Thursday 6 November 2025.

Ends: 2.51 pm

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Audit and Scrutiny Committee on 30 October 2025.
- 1.2. Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending of money not budgeted for (Scheme of Delegation 3.20).
- 1.3. Standing Order 8.4 requires that where a Committee passes a report to Council, the full Committee report shall not be included again on the Council agenda and that officers should prepare a brief report that refers to the relevant Committee report and recommendation(s).

2.0 Recommendations

- 2.1. From the **Audit and Scrutiny Committee of 30 October 2025**, in relation to the "*Audit & Scrutiny Committee Annual Report*" report, where the Audit and Scrutiny Committee noted, challenged and commented on the report and agreed to submit the report to Council for comment, challenge and approval:

It is recommended that Council:

- 2.1.1. Comment on, challenge and approve the Audit and Scrutiny Annual Report 2023/2024 which includes the self assessment actions set out in paragraphs 12.2.1 to 12.2.4 of the Annual Report that:

To support reflection, review, and self-development, members agreed that, on a voluntary basis, Committee members would be invited to remain briefly after each meeting to reflect on what went well and identify areas for improvement.

Members requested that quarterly financial information from the Health and Social Care Partnership (HSCP) be presented to the Committee to enable robust scrutiny. The Strategic Director for Partnership and Performance will liaise with the Chief Officer and Chief Finance Officer of the HSCP to ensure regular reporting is provided.

Members expressed a preference for year-end accounts to be presented to the Audit and Scrutiny Committee prior to submission to Council, where possible. It was acknowledged that this may not always be feasible; however, where accounts are first presented to Council, they should subsequently be brought to Committee for further scrutiny and review.

- 2.2. The [“Audit & Scrutiny Annual Report”](#) is available on the Council's website.
- 2.3. From the **Audit and Scrutiny Committee of 30 October 2025**, in relation to the *“HRA Financial Performance 2025/26 as at June 2025”* report, where the Audit and Scrutiny Committee having commented on and challenged the report, noted and recommended for Council approval, the request to vire £0.450m from the safe electrical testing programme to the window replacement programme as set out in paragraph 5.2 of the report.

It is recommended that Council:

- 2.3.1. Approve the request to vire £0.450m from the safe electrical testing programme to the window replacement programme
- 2.4. The [“HRA Financial Performance 2025/26 as at June 2025”](#) report is available on the Council's website.

3.0 Sustainability Implications

- 3.1. None

4.0 Resource Implications

4.1. Financial Details

- 4.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. N/A
- 4.3. Finance have been consulted and have agreed the financial implications as set out in the report. N/A

5.0 Exempt Reports

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

6.0 Declarations

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

(1) **Our Priorities**

- 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 Impact Assessments

- 8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) No ☒

- 8.2 If an impact assessment has not been undertaken you should explain why:

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been prepared as this is a review report and does not relate to a new policy or strategy.

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".

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 ☐

Audit and Scrutiny Committee of 30 October 2025 (Item 10) – report entitled ["Audit & Scrutiny Committee Annual Report"](#)

Audit and Scrutiny Committee of 30 October 2025 (Item 12) – report entitled ["HRA Financial Performance 2025/26 as at June 2025"](#)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lee Robertson	Senior Manager, Legal and Governance	2087

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director (Partnership & Performance)	
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 25th November 2025

Subject: Be the Future Update: Digital and Data Transformation

Report by: Chief Executive

1.0 Purpose

- 1.1. This paper provides the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. This paper provides an update on progress on the Digital and Data Transformation Theme.
- 1.2. This paper sets out the proposed Be the Future Corporate Priorities for 2026/27. These priorities are agreed before the start of each financial year to ensure alignment with business and operational plans.
- 1.3. This paper also provides an update on the Clackmannanshire Transformation Space.

2.0 Recommendations

It is recommended that Council approves :

- 2.1. The Be the Future Corporate Priorities for 2026/27 and agrees that these will continue to be reported to the Strategic Oversight Group and the Be the Future Board with thematic updates provided to Council each cycle. (paragraph 3.48-3.55 and Appendix C)
- 2.2. That the priorities moved to implementation will be reported to Council when updates on progress need to be highlighted, to allow for continued transparency and scrutiny.(paragraph 3.51 and Appendix C)

It is recommended that Council notes:

- 2.3. The strategic direction of the Digital and Data Transformation programme as outlined in the 5-year roadmap (paragraphs 3.1-3.11 and Appendix A).
- 2.4. The progress across each of the workstreams which reflect the Council's ongoing drive to innovate, enhance efficiency, and put people at the centre of its services—supported by digital tools, continuous learning, and partnership working (paragraphs 3.12 – 3.47).

- 2.5. The progress on the Clackmannanshire Transformation Space (paragraph 3.56-3.59)

Considerations

2.6. **Digital and Data Transformation Programme**

- 2.7. Progress on the Digital and Data Transformation Programme was last presented to Council in February 2024, with highlights as part of the top three themes reported each cycle.
- 2.8. The Digital and Data Transformation Programme is a key initiative under the Council's Be the Future Transformation Programme, aimed at modernising service delivery through digital innovation, data-driven decision-making, and a focus on person centred design. At its core, the programme seeks to enhance operational efficiency, improve customer experience, and build a digitally confident workforce.
- 2.9. Significant progress has been made in putting in place the foundational systems and skills needed to grow and enhance the programme.
- 2.10. The Council has successfully brought together several digital tools (the Customer Service Hub, Automation technology, and the Data platform) to create a single, easy-to-use framework for delivering services.
- 2.11. By using several different technologies, the Council can address a broader range of challenges, enhance flexibility, and deliver more tailored services. This way, each tool is used for what it does best, helping improve how things are done, and supporting innovation across departments. Importantly, this milestone marks a significant advancement in our digital journey, as it demonstrates our commitment to using modern solutions that empower both staff and the communities we serve.
- 2.12. Other accomplishments include the enhancement of staff digital literacy through targeted learning and training sessions on emerging technologies like Automation and Power Bi. The development of a robust programme methodology, and establishing a "Build it once, use it many times" approach which ensures solutions are shared and benefited across multiple projects. Our strategic partnerships with the Scottish Government and University of Stirling have supported initiatives such as the comprehensive Data Maturity Assessment and are fostering open innovation through graduate placements and regional collaborations aligned with City Region Deal projects.
- 2.13. **Roadmap**
- 2.14. Clackmannanshire Council's 5-year roadmap (Appendix A) articulates a bold and people-focused vision for digital transformation. It aims to create a more connected, efficient, and forward-thinking council by leveraging technology not just for operational improvement, but to empower communities and reform service delivery. The roadmap is structured across short, medium, and long-term phases, allowing flexibility to adapt to rapid technological advancements, particularly in generative AI and automation.
- 2.15. The roadmap is informed by various national frameworks, including collaborative initiatives led by the Chief Executive in partnership with Solace, the Improvement

Service, and the Digital Office. This collective effort articulates a commitment to transforming local government through digital innovation, inclusivity, and resilience, the “Digital to Be State”. The vision is implemented through blueprints encompassing three key areas—Community Empowerment, Service Delivery, and Service Reform—each aimed at integrating digital and data-driven approaches into local government operations. A white paper has been produced, and officers are continuing their collaboration with partners to further develop the vision design manual and delivery plans, thereby facilitating effective adoption by local authorities.

- 2.16. The roadmap’s strategic direction is also informed by national guidelines. It reflects the key characteristics of a digital council—digital leadership, user focus, collaborative working, technology and data enablement, and innovation—as defined by Audit Scotland.¹ It directly supports the national call for councils to build common solutions and enhance data-driven decision-making as proposed by Scottish Government.²
- 2.17. Customer Service Hub
- 2.18. The Customer Service Hub is designed to make experiences better for both customers and employees and bring new digital services to the workplace. Eleven applications have been launched across a range of council services exemplifying the Council’s commitment to people focused design, digital transformation, and efficient public service delivery.
- 2.19. Several digital solutions for School and Early Learning and Childcare enrolments, as well as Free School Meals and Clothing Grants, have been introduced. The purpose was to offer parents and guardians accessible online services, while improving administration, reducing response times, and providing up to date information to support decision making.
- 2.20. The new online forms have validation checks, reducing the number of follow-up calls required to clarify missing and incorrect information. They also allow parents and guardians to upload supporting documents, thereby removing the need for in person visits to complete the child’s enrolment. Parents and guardians receive automated updates on about their applications, reducing the number of queries received.
- 2.21. The new case management systems assist staff in managing applications through the different stages, standardising processes and providing increased visibility of the status of cases. The system helps flag issues, for example highlighting duplicate applications. Staff and parent feedback has been positive, with additional enhancements planned for the future.
- 2.22. The introduction of the new online Roads applications is providing substantial benefits to both partners and residents. A full set of online forms, enhanced with Ordnance Survey mapping functionality, now makes it easier and faster to apply and upload documents. Applicants can conveniently submit applications at any time, eliminating the need for repeated progress calls. This improved system ensures that customer service is seamless, with applications and queries handled promptly and efficiently. All correspondence and case management are

¹ Audit Scotland, (2021), ‘Digital progress in local government’.

² Scottish Government, (2021), ‘A changing nation; how Scotland will thrive in a digital world’.

safely maintained in one central location and can be viewed securely by all team members, which means enhanced data quality, faster responses, and improved communication. These solutions also allow staff to devote more time to proactive site visits, while offering robust case tracking, performance reporting and faster responses to public enquiries.

2.23. Automation

- 2.24. The Automation workstream is designed to streamline high-volume, repetitive tasks using Robotic Process Automation (RPA). Its core purpose is to enhance operational efficiency, improve accuracy, and free up staff time for more value-adding activities
- 2.25. The Council has delivered a focused programme of activity under the banner of *Automation September*, designed to promote awareness, generate ideas, and showcase opportunities for automation and wider Digital Transformation across services.
- 2.26. The month-long series of events included a dedicated stand in Kilncraigs, sessions at the Senior Leadership Forum (SLF) and Team Leader Forum (TLF), as well as several “lunch and learn” opportunities for staff. The programme was a significant success, generating high levels of engagement across services and resulting in more than 150 ideas submitted for consideration. These ideas are now being assessed by the Digital Transformation team to determine their viability for future delivery, with several opportunities already identified for implementation.
- 2.27. As a result, work has commenced on specific proposals, including the automation of licensing reminders, auto population of Sheriff Court forms, and a wider digital solution to improve the referral process within the Children’s Wellbeing Partnership.
- 2.28. The high level of participation has demonstrated the appetite across the organisation to embrace innovation and reinforces the Council’s commitment to smarter working practices.

2.29. Data Insights

- 2.30. The Data Maturity Assessment, commissioned by the Scottish Government and conducted in Spring 2024, aimed to establish a baseline understanding of Clackmannanshire Council’s data capabilities and identify priority areas for strategic improvement. Key findings highlighted significant gaps in leadership engagement, data skills, and tool usage.
- 2.31. As a result, a plan was developed to improve data governance and standards through the implementation of a refreshed Data Governance Framework, supported by strategic oversight from the Data Advisory Group (DAG). A series of audits have been conducted to identify gaps in existing policies and procedures, leading to the development of key resources designed to enhance data integrity, security, and usability, and are being embedded across services as part of the Data Insights platform roll out.
- 2.32. The platform represents a key milestone in strengthening evidence-based decision making and improving service delivery. It includes a powerful new data

tool with over 300 open-source datasets and links to council-held information, allowing staff to compare data by postcode and area. Initial efforts focused on factors influencing child poverty, this has now evolved to include data on environment, health, crime, housing, lifestyle with plans to add climate and sustainability information. The platform has been developed to make this intelligence accessible to council teams and local partners, with a future open-source public version planned. This work is already informing strategic planning, improving insight, and building a strong foundation for partnership working across the region. Please refer to **Appendix B** for examples of the type of dashboards in the new data platform.

- 2.33. Work has now commenced with Housing, Children's Services and Justice Services. All Housing data has been successfully onboarded to the platform, and collaboration with the team is underway to design and build tailored reporting. The first reports in development cover rent arrears and empty properties, which will provide managers with more timely and accurate insights to support service delivery.
- 2.34. Training is also being delivered to Housing colleagues, so they can manage their own reports and data. This approach will help embed a culture of evidence-based decision making across the service. Onboarding for Environment and Property teams is scheduled to begin shortly, further extending the reach and benefits of the new platform.
- 2.35. SMART Clacks
- 2.36. The SMART Clacks workstream aims to improve residents' health and service delivery using smart devices (Internet of Things, or IoT). Its primary purpose is to automate manual processes, monitor environmental conditions, and enable proactive maintenance, particularly within social housing, energy management, and air quality.
- 2.37. The Council's innovative use of sensors in homes aims to drive significant improvements in public health and housing quality across Clackmannanshire. By monitoring temperature and humidity, the Council is introducing an 'early warning system' that proactively prevents the development of damp and mould, safeguarding the wellbeing of residents. This pilot scheme, to be deployed in 61 properties, provides property managers with real-time insights, enabling swift interventions that protect both the health of tenants and the long-term value of the Council's housing stock.
- 2.38. This forward-thinking approach offers a host of benefits. Unlike traditional inspections, which are often resource-intensive and occur only after issues arise, smart sensors enable the Council to act before problems escalate. This not only reduces the need for costly repairs but also ensures homes remain healthy and comfortable for residents. The data-driven strategy allows for smarter decision making, ensuring that interventions are targeted, efficient, and effective.
- 2.39. Overall, this pilot highlights the Council's commitment to creating safer, healthier, and more efficient housing. By embracing cutting-edge technology and proactive maintenance, Clackmannanshire is setting a positive example for future housing initiatives and paving the way for broader adoption throughout the region.
- 2.40. Digital Champions

- 2.41. The Council's Digital Champion Programme is a key part of the Digital and Data Transformation work, designed to build a digitally confident and capable workforce. The programme empowers staff across service areas to support their colleagues in adopting digital tools-particularly Microsoft 365-through peer-to-peer learning, tailored support, and community engagement. Its purpose is to improve digital literacy, foster a culture of knowledge exchange, and ensure the successful rollout of new technologies by embedding support within teams.
- 2.42. The programme has made significant strides; the Digital Champions have played a pivotal role in the M365 migration, delivering one-to-one and group training sessions, creating help guides and videos, and supporting staff at remote sites and with varied work patterns. Their efforts have enabled IT teams to focus on technical delivery while ensuring staff receive accessible, ongoing support. The Champions also led a council-wide Digital and Data Skills Assessment, using creative engagement methods to achieve high participation and inform future training needs.
- 2.43. Be the Future – Benefits Realisation Update
- 2.44. The Be the Future update paper that was presented to Council in May 2024 noted the progress in developing the process for agreeing benefits realisation and the associated plan. To ensure the Be the Future programme is achieving its outcomes a Benefits Realisation Plan (BRP) was to be developed to track progress.
- 2.45. The BRP will identify, define, plan, and monitor the benefits for the Be the Future Programme. It will demonstrate how activities link to outcomes. The BRP aims to incorporate both quantitative and qualitative indicators.
- 2.46. The Digital and Data Transformation team is undertaking work to take this forward. Work is progressing to establish a robust approach to measuring and realising the benefits of the Be the Future (BTF) programme, ensuring that outcomes can be clearly demonstrated and reported.
- 2.47. A comprehensive analysis has been undertaken to draft a set of recommended Key Performance Indicators (KPIs) aligned to each BTF outcome and theme. These proposed measures are currently subject to internal review with Directors and will be presented to the BTF Board in due course. The intention is to agree approximately five high-level KPIs for each theme, providing clear oversight of progress and impact.
- 2.48. Alongside this, a supporting framework is being developed to ensure that every BTF workstream and project establishes its own short and medium-term KPIs. This will allow benefits to be measured consistently and transparently across the programme. Collectively, these measures will form the foundation of a future BTF dashboard, delivered through the Council's new data platform, providing elected members and officers with a clear line of sight on progress and outcomes.
- 2.49. Future Opportunities: National Robotarium
- 2.50. Discussions are progressing with the National Robotarium ([The National Robotarium | People Centred :: Intelligence Driven](#)) to identify how robotics could support service delivery for citizens. A partnership between Clackmannanshire

Council and the National Robotarium presents a transformative opportunity to embed cutting-edge robotics and AI into public service delivery, economic development, and community wellbeing. The National Robotarium, a globally recognised centre for robotics innovation based at Heriot-Watt University, offers tailored support through feasibility studies, technical proposals, and roadmapping services to help organisations assess and adopt robotics solutions. For Clackmannanshire, this could mean co-developing smart technologies for areas such as social care, education, infrastructure, and health, with potential pilot projects at sites like the Forthbank Living Lab, the Wellbeing Hub and Lochies School.

2.51. The collaboration would enable the Council to access expert knowledge, bespoke robotic systems, and funding opportunities, while also contributing to Scotland's ambition to lead in AI and robotics. By aligning with the Robotarium's mission to create community-informed innovation, Clackmannanshire can position itself at the forefront of the technological revolution, fostering local talent, attracting investment, and enhancing services for residents.

2.52. The Be the Future board meeting on 20th November will be hosted at The National Robotarium with a tour of the facilities and challenge session beforehand.

2.53. **Be the Future Corporate Priorities 2026/27**

2.54. The Be the Future Update report presented at Council in October 2023 approved *"that the traditional 4-year corporate plan approach was replaced by an annual Be the Future Statement of Corporate Priorities to be considered and approved by Council. This provided a thread of continuity over the long-term, consistent with the Be the Future. Additionally, it provided added agility to pivot and adapt our work and priorities annually, based on emerging events and threats and organisational learning, development and continuous improvement."*

This ability to adapt our work and priorities aligns with how the transformation programme is progressing over time

2.55. We propose four key priorities for 2026/27. These are:

- Digital and Data Transformation
- Asset Strategy
- Workforce Strategy.
- Collaboration Work – This is a new priority to be introduced to cover the Collaboration work with Falkirk and other partners that we are undertaking.

These will be our core Be the Future Corporate Priorities for 20/26/27 which will be reported to Council.

2.56. The remaining priorities of the Family Wellbeing Partnership, Sustainable Transport, Investment Strategy and Communication and Engagement will move to implementation and become part of how we deliver services.

- 2.57. Progress on these programmes of work will still be reported to Council as the work continues. This mechanism will allow for continued transparency and scrutiny and allow information to flow through as required.
- 2.58. Internally, updates on the City Region Deal (CRD) are reported to the Strategic Oversight Group and the Be the Future Board. Reporting on the City Region Deal will be added also.
- 2.59. Place based redesign has been superseded by the work progressing on the TOM and the Collaboration Work.
- 2.60. Appendix C sets out the proposed Be the Future Corporate Priorities for 2026/27 and the other programmes of work that will be reported as part of BtF.

2.61. **Clackmannanshire Transformation Space**

- 2.62. As agreed by Council in March 2024, the governance framework for the programme is now fully in place. An agreement has been concluded between the Council and Foundation Scotland as Fund Manager; the Citizens' Panel (Community Voice) has been convened and is operating in line with that agreement; and all Fund Administration and Governance requirements are being adhered to. Grantees are progressing activity against the Strategic Aims set out in the agreement. In parallel, the Transformation Space Community Interest Company (CIC) has been established and is operational, with a separate agreement in place between the CIC and Foundation Scotland. The Oversight Board has met and formally ratified the Panel's initial allocations.
- 2.63. Participation continues to grow, with over 50 residents now serving on the Citizens' Panel. The first topic—prevention of homelessness—saw the Panel meet four times, beginning in July to examine local need and develop a future vision. A subsequent call for proposals generated six investment opportunities; the Panel agreed to fund five projects, awarding £297k in total. A second Panel on Mental Health in Young People has met and issued a call for proposals (closing 7 November). A third Panel on Employability will convene in November, supported by a group of employers who will meet later in the month to inform priorities and delivery.
- 2.64. Feedback from Panel members indicates the process is challenging, enjoyable and rewarding, with participants citing increased understanding and collective purpose: *"Interesting to see how the process worked and how decisions are made"; "Great that local people are being asked to be involved"; "Proud to be part of this group... a warm, positive feeling that we can help change things in Clackmannanshire."* Others reflected on collaborative impact—*"One per cent from a hundred people beats 100% from one person"*—and on respectful deliberation: *"Lively debate, fair chance for everyone, good teamwork and a great mix of people; I'd encourage others to take part."*

The CTS will continue to test out the agreed processes for the remainder of Year 0 (until March 2025). Council will then be provided with a further update and any relevant decisions brought forward after that date.

3.0 Sustainability Implications

- 3.1. Digital solutions can facilitate more sustainable service delivery; these are on a case-by-case basis and are documented as part of the use case development.

4.0 Resource Implications

4.1. Financial Details

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

Staffing

- 4.4. The cost of operating the Digital and Data Transformation Programme are covered by annual capital budget provision.

5.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

- 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 Impact Assessments

- 8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) No ☒

- 8.2 If an impact assessment has not been undertaken you should explain why:

The progress updates contained within this report are part of a wider programme and do not require any decisions to be made.

The Be the Future Corporate Priorities will be included in the Council Budget for 2026/27 which will have an overall EIA.

9.0 Legality

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

10.0 Appendices

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

- Appendix A: Digital and Data Transformation Programme 5-year Roadmap
- Appendix B: Data Platform Example Dashboards
- Appendix C: BtF Corporate Priorities 2026/27

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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Alison Bonner	Digital Team Leader	2129

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Appendix A: Digital and Data Transformation 5 Year Roadmap

OFFICIAL-Non Sensitive

Digital Transformation 5 Year Roadmap



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Timeline:

Short-term

Medium-term

Long-term

Connected Communities

- Data self service
- Provide an open data platform, which allows communities to access & share data
- Online tools for idea generation and open innovation

Intelligent Automation

- Expand our Automation tools to use AI
- Use technology to identify opportunities for automation

Regional Digital and Data Collaborations

- City Region Deal opportunities: Digital Hub, SIEC, ILIH
- Explore opportunities for AI and Innovation hubs within the area

SMART Clacks

- SMART IoT Network
- SMART data hub & open data platform which allows the public to access sensor data

Empowering Digital Communities

- Deliver a new Citizen data portal
- AI for community needs
- Citizen engagement platform to share community needs and influence council decision making
- Online collaborative participatory budgeting

Fostering Strategic Innovation Partnerships

- Improve engagement with the local technology and innovation community
- Hold innovation and collaboration events such as "Hackathons"
- Offer graduate placements for Data and Technology Students

Data Insight Transformation

- Roll out our Data tools to all areas
- Create Data Portal for Council and Partners
- Data Personas and visual storytelling
- Data Governance system
- Benefits Realisation Dashboards

Modern Workplace

- Offer learning opportunities for emerging tech
- Copilot, Automation and PowerBI Lunch and Learn
- Improve the Councils Digital and Data literacy
- Workforce Development
- Digital Champions

Scaling the Programme

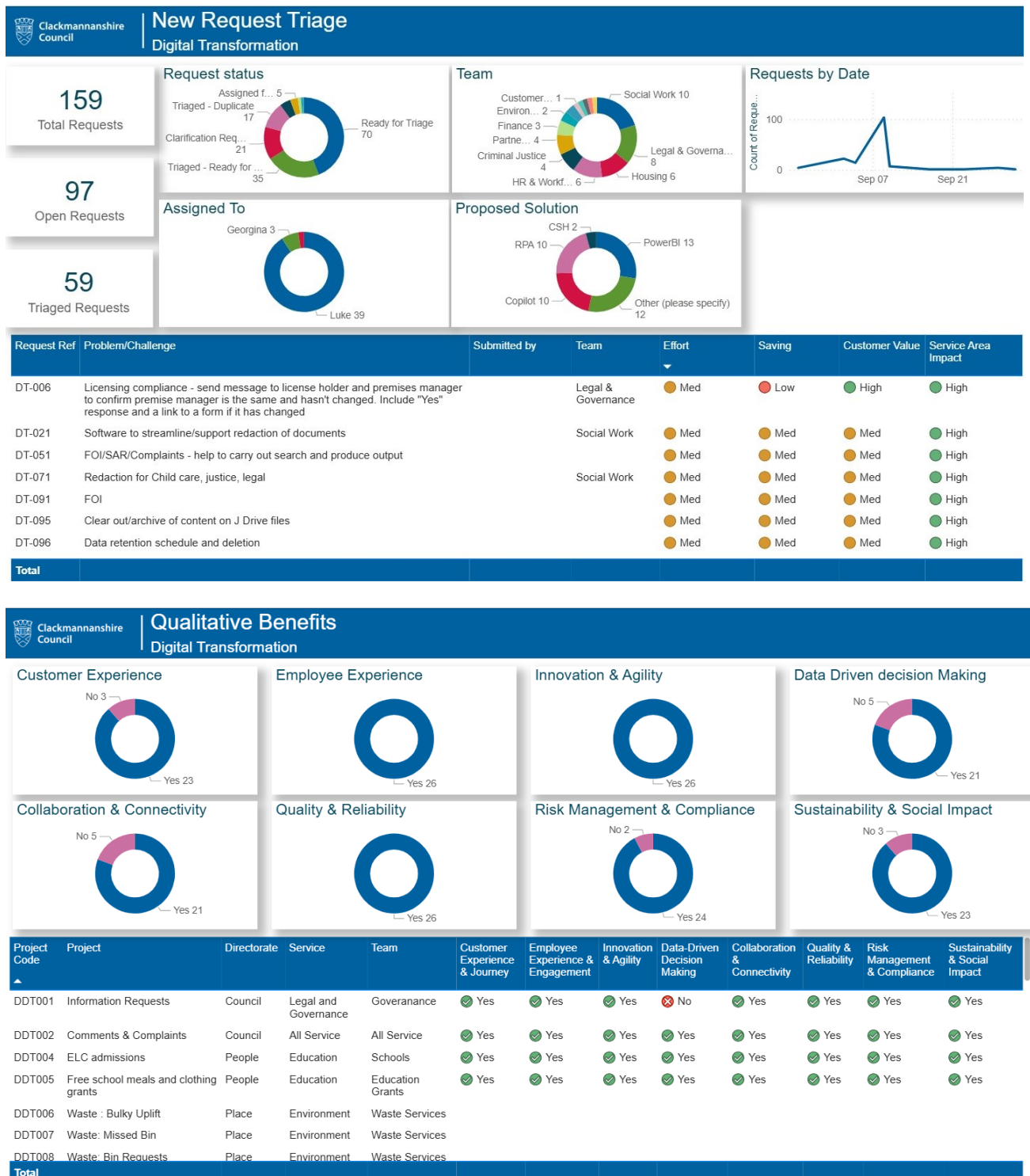
- Service Design
- Programme Delivery Methodology and Standards
- Design Governance & Standards
- Common Components that can be reused
- IoT Strategy & Refreshed Digital Strategy

Holistic Application Deployment

- Bring together our tools like the Customer Service Hub, Automation, Data and IoT to maximise benefits
- Create automation tools to improve efficiency
- Identify opportunities to use technology to improve how we work (i.e. Copilot Chat)

OFFICIAL-Non Sensitive

Appendix B: Data Portal Example Dashboards



Appendix C: Be the Future Corporate Priorities 2026/27

Priority Theme	Scope	Progress to Date
Digital and Data Transformation	The programme aims to create a more connected, efficient, and forward-thinking council by integrating technologies such as automation, IoT, and advanced data platforms. It is structured around four key themes—Customer Experience, Working Smarter, Colleague Journey, and Maximising Impact—and is underpinned by a five-year roadmap aligned with national frameworks and local priorities.	Work is ongoing to secure and modernise our IT infrastructure. The Digital and Data programme continues to progress at pace. The 5-year roadmap has been agreed and is aimed at creating a more connected, efficient, and people-focused council. The SWIT system and Reimagining Social Care programme of work is now underway. The new Housing Management IT system is also progressing.
Asset Strategy	Our Corporate Asset Management Strategy will help provide a structured approach to managing the physical assets of our Council within the context with the desire to maximise on our financial investment and in return the social and community benefits. The strategy will outline the alignment of our assets to the Council Priorities and Objectives, seek to provide a framework for optimal performance, managing risk and enhancing sustainability and resilience, followed on by a high-level Strategic Asset Management Plan.	The Asset Management Strategy is on track to be presented to Council at the November meeting. The strategy will outline the alignment of our assets to the Council Priorities and Objectives, seek to provide a framework for optimal performance, managing risk and enhancing sustainability and resilience, followed on by a high-level Strategic Asset Management Plan.
Workforce Strategy	In April 2025 the Council concluded its Interim Workforce Strategy, designed as a means to develop the Council's approach to workforce development, and workforce planning. It is expected that a revised Strategic Workforce Plan will be brought forward in conjunction with the TOM.	Work has begun to scope out a new Strategic Workforce Plan for the period 2025-28, which will align and be brought forward with the Target Operating Model (TOM). In addition to the above, work continues to offer structured programmes to enhance workforce development across Services, such as the ongoing SLF / TLF programme of events, Step Forward Mentoring Programme, and an imminent procurement exercise for formal leadership development programmes for both aspiring, and senior managers.
New- Collaboration Work	The focus of the Collaboration work is to delivering future efficiencies and savings to support the Council's agreed MTFS, as well as considering service sustainability. The work also linked to the Council's Target Operating Model and will help inform the next phase of the Council's transformation programme.	The discovery phase for the collaboration work with Falkirk has concluded, looking at the potential opportunities for transformation and shared delivery models across both Councils and with other partners in the longer term.
<u>Programme of Implementation</u>		
Family Wellbeing Partnership	Established in 2020 the Clackmannanshire Family Wellbeing Partnership (FWP) approach seeks to transform how Clackmannanshire communities are supported through a transformative shift away from crisis-driven service delivery towards one that is relational, community-led and focused on enabling families and individuals to thrive. This approach has reshaped how children, young people, and families access support through a co-ordinated network of services which, working together, reduce inequality, prevent statutory escalation, and empower families.	The Family Wellbeing Partnership continue to lead public sector reform, sharing good practice, and leveraging funding to continue achieving the following goals. -Develop the conditions to enhance wellbeing and capabilities -Create a community where everyone has the opportunity to flourish -Ensure a radical shift towards preventative and relational model of public services -Voice and agency of Clackmannanshire people and communities at the heart of decision making
Sustainable Transport	Sustainable Transport was introduced as a priority theme in the BtF update report to council in October 2023. The scope of the priority included: - Resilient local transport - Carbon Reduction and Net Zero - Regional Connections - Partnership Opportunities - Consolidating/ pooling opportunities	Council has approved the Wellbeing Economy approach to Transport Strategy and the Short-Term Actions. A more detailed implementation plan will be developed setting out resources and project detail.

Communication & Engagement Model	To transform the Council's approach to internal and external engagement and participation (including but not exclusively the Be the Future programme) as well as developing a transformed capacity and approach re engagement and participation. Consultancy firm Clark have been contracted to produce a new communications and engagement strategy for the Council.	Work is progressing well with Clark aiming to have first draft with Clackmannanshire Council for feedback by Christmas following survey and focus groups so the outcomes of these can be included.
Investment Strategy	Clackmannanshire's Investment Strategy is a long-term, place-based plan designed to transform the region through strategic investment, community engagement, and partnership working.	The next step is to create the strategic framework in which the Investment Strategy will operate, with key initial stakeholders to be proposed. An Investment Funding and Strategy Officer post was advertised but the post was not filled. Options are currently being evaluated in terms of readvertising or a potential strategic partnership model. A revised job profile has been produced to better reflect our aspirations.
Stirling & Clackmannanshire City Region Deal	A commitment between the Scottish Government, UK Government, Stirling Council, Clackmannanshire Council and the University of Stirling, to deliver a total investment of £214 million over ten years to support the economic development of the Stirling and Clackmannanshire city region The deal is based around 6 themes: Innovation, Digital, Culture, Heritage & Tourism, Transport, Connectivity & Low Carbon Infrastructure and Skills and Inclusion	In year 6 of the 10-year Investment Programme, within Clackmannanshire the current status of projects is as follows; -3 projects have been delivered, the Japanese Garden, the Regional Energy Masterplan and the Active Travel Phase 1 Alva to Menstrie route -2 projects are currently in delivery, the Flexible Skills Project and, led by the University of Stirling, Scotland's International Environment Centre (SIEC1) -6 projects are at the business case development and approval stage (or pre business case) including Active Travel, the Alloa Heritage & Enterprise Centre, Alloa Regional Digital Hub, Lone Parent Project and, led by the University of Stirling, SIEC2 Intergenerational Living Innovation Hub (ILIH)

Report to: Clackmannanshire Council

Date of Meeting: 27 November 2025

**Subject: Establishment of a Non-Domestic Rates (NDR)
Appeal Committee**

Report by: Senior Manager, Legal and Governance

1.0 Purpose

- 1.1. The purpose of this report is for Council to establish a body to hear appeals against rating liability under section 238 of the Local Government (Scotland) Act 1947 given that an appeal has been received; and to consider the consequential changes to the Standing Orders and the Scheme of Delegation.

2.0 Recommendations

Council is asked:

- 2.1. To approve the establishment of a Non-Domestic Rates (NDR) Appeal Committee to consider and determine appeals from ratepayers against rates claimed from them on the grounds that the ratepayers are being improperly charged in terms of section 238 of the Local Government (Scotland) Act 1947;
- 2.2. Should 2.1 be approved, the Council:
- 2.2.1. Agrees to make consequential changes to Standing Orders and the Scheme of Delegation;
- 2.2.2. Agrees that the terms of reference for the NDR Appeal Committee shall be:
- “To consider and determine appeals from ratepayers against rates claimed from them on the grounds that the ratepayers are being improperly charged in terms of section 238 of the Local Government (Scotland) Act 1947; in accordance with such rules relating to the lodging and hearing of appeals as the NDR Appeal Committee may from time to time determine.”
- 2.2.3. Agrees that the NDR Appeal Committee will be made up of three members to be drawn from the pool of 18 members of Clackmannanshire Council; and that substitutes may participate as required;
- 2.2.4. Agrees that the Chair of the Committee will be agreed by those members present at each meeting of the NDR Appeal Committee; and that the Chair shall hold a casting vote;

- 2.2.5. Notes that no political balance is required as there is no law around the establishment of the Committee;
- 2.2.6. Notes that any elected member sitting on the NDR Appeal Sub Committee should consider their responsibilities as set out in the Councillors' Code of Conduct, in terms of their involvement with any appeal submitted, particularly where the petition solely concerns their Ward; and
- 2.2.7. Notes that as set out in Standing Orders 9.21 to 9.25, should the matter solely relate to a single Ward, Ward Councillors may speak on a matter at a committee they are not a member of, subject to the Chair's approval;
- 2.2.8. Notes that an appeal has been received in respect of the amount of non-domestic rates claimed from a person who has received of a demand notice for non-domestic rates. The appeal requires to be determined; and
- 2.2.9. Notes that training will be provided to any members participating in any meetings of the NDR Appeal Committee.

3.0 Considerations

- 3.1. Clackmannanshire Council is responsible for the collection of non-domestic rates for the local government area of Clackmannanshire.
- 3.2. Section 238 of the Local Government (Scotland) Act 1947 provides that any person in receipt of a demand notice for non-domestic rates may appeal to the Council against the non-domestic rates claimed from them on the ground that they are being improperly charged.
- 3.3. Any person appealing must receive notice in writing of the date for the hearing of the appeal and the appellant must be given the opportunity of a hearing. Any such appeal must be based on an error as to the person to be charged or the property to which it relates, or the amount charged.
- 3.4. An appeal has been received in respect of the amount of non-domestic rates claimed from a person who has received of a demand notice for non-domestic rates. The appeal requires to be determined. It is recommended that Council agrees to establish a Non-domestic Rates Appeals Committee to determine this and any future appeals.
- 3.5. It is also recognised that councillors have an important role in representing ward matters, therefore they may wish to make representation on any appeals submitted solely relating to their ward. As set out in Standing Orders 9.21 to 9.25, Ward Councillors may speak on a matter at a committee they are not a member of, subject to the Chair's approval. Any Councillor using this right may speak for no more than 5 minutes unless the Chair determines otherwise. If the matter covers more than one ward, Standing Order 9.21 does not apply.

4.0 Sustainability Implications

- 4.1. None.

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) Yes ☐

8.2 If an impact assessment has not been undertaken you should explain why:

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been undertaken specifically for the NDR Appeals process. This is because the proposal is legally mandated, administrative and not policy shaping.

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: NDR Appeal Process

Appendix 2: NDR Appeal – Committee Hearing Process

11.0 Background Papers

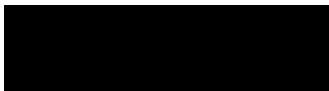
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

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Lee Robertson	Senior Manager – Legal and Governance (Monitoring Officer)	X 2087
Ben Watson	Team Leader – Revenues and Benefits	01259 22 6228

Approved by

NAME	DESIGNATION	SIGNATURE
Lee Robertson	Senior Manager – Legal and Governance (Monitoring Officer)	
Chris Alliston	Strategic Director, Partnership & Performance	

Clackmannanshire Council - Non-Domestic Rates

Appeals Process

Ratepayers or their appointed representatives can appeal against their rates bill if they think it has been assessed incorrectly by Clackmannanshire Council. Any appeals relating to the Rateable Value must be directed to the Assessor for Central Scotland.

Whilst an appeal is to be heard, payments should continue per bill instalments unless agreed otherwise.

Stage 1

Appeal to be made in writing by rate payer or representative detailing reason for disagreement with any supporting evidence. This will be reviewed and responded to by a Senior Officer or Supervisor. The target timescale is 14 days.

Stage 2

If appellant is not satisfied with the outcome from stage 1, they can request further review from Revenues Team Leader. The target timescale for response is a further 14 days.

Stage 3

If appellant remains unsatisfied, they can request their appeal to be heard by a committee consisting of elected members in line with the **NDR Appeal – Committee Hearing Policy**.

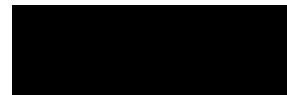
Further Stages

The appellant has the right to take their case to a court of session and their own expense.

Last Reviewed
November 2025



Ben Watson Team Leader – Revenues



Lindsay Sim S.95 Officer

NDR Appeal - Committee Hearing Procedure

Prior to the Hearing

1.1 Submission of Committee Hearing Request

Any committee hearing appeal request must be submitted in writing by or on behalf of the ratepayer to the Chief Finance Officer if the internal appeal process has been exhausted without resolution.

1.2 Scheduling of Committee Hearing

An appeal hearing should normally be held by the Committee within 60 days of the request. If it is not possible to convene within this period, the appeal hearing should be scheduled as soon as practicable thereafter.

The Committee may postpone an appeal hearing if the proposed date is unsuitable for either party.

1.3 Notice of the Committee Hearing

Both parties must receive at least 21 days' notice of the appeal hearing date, unless a shorter notice period is mutually agreed upon by the appellant and the Chief Finance Officer.

1.4 Submission of Documents

No later than 14 days before the scheduled appeal hearing:

- (i) The Revenues Team must provide the Committee with a copy of the decision under appeal and any supporting documents or written submissions considered relevant.
- (ii) The Appellant must submit their written representation to the Committee, including copies of all documents, reports, or evidence relevant to their appeal.

1.5 Circulation of Documents

The Clerk must ensure that the Committee and all parties receive copies of all submitted materials no later than 7 days before the appeal hearing.

During the Hearing

2.1 Right to Representation

The appeal hearing must provide the appellant with an opportunity to appear and make oral representations. The appellant has the right to:

- (i) Appear personally or be represented by another person;
- (ii) Submit written representations; and
- (iii) Rely solely on written representations if they choose.

2.2 Written Representations Only

If the Committee determines the appeal based solely on written representations, it may seek additional information from either party before reaching a decision, in accordance with paragraph 2.6.

2.3 Representation of Finance Service

The Revenues Team may be represented at the appeal hearing by another party, such as a Council Solicitor.

2.4 Order of Proceedings

Unless the Committee decides otherwise for good reason, the following order of business will apply:

- (i) Presentation of the case by the Revenues Team (or representative)
- (ii) Questioning by the Appellant (or representative)
- (iii) Presentation of the case by Appellant (or representative)
- (iv) Questioning by Revenues Team (or representative)
- (v) Summing up by the Revenues Team (or representative)
- (vi) Summing up by the Appellant (or representative)

2.5 Questions from the Committee

Members of the Committee may ask questions at appropriate stages, as determined by the Chair.

2.6 Requests for Further Information

If the Committee agrees that additional information is required to determine the appeal, it may request further written submissions from both parties.

A written notice specifying the required information will be issued, and both parties will have 14 days from receipt of the notice to provide their responses to the Clerk. The provisions in paragraph 2.9 regarding adjournments will apply.

2.7 Attendance

All parties should remain present throughout the appeal hearing unless the Chair permits otherwise for good cause.

2.8 Legal or Procedural Advice

The Clerk or legal adviser to the Committee may be called upon to provide advice on procedural matters or points of law during the hearing.

2.9 Adjournments

The Committee may adjourn the appeal hearing as necessary and will provide reasonable notice to all entitled parties of the new date, time, and venue.

2.10 Absence of a Party

The Committee may proceed with the appeal hearing in the absence of any party entitled to attend.

2.11 Conduct of Proceedings

If the Chair considers that any questioning or address involves undue repetition or elaboration, they may direct that it be curtailed.

After the Hearing

3.1 Decision of the Committee

Once the Committee is satisfied that it has sufficient information to determine the appeal, it may issue its decision without further procedure.

The Committee must provide written notice of its decision to the appellant.

Report to: Clackmannanshire Council

Date of Meeting: 27th November 2025

Subject: Non-Domestic Rates Discretionary Relief (Charities and Sports Clubs)

Report by: Senior Manager Partnership and Transformation/Senior Manager Finance and Revenues, (S95 Officer)

1.0 Purpose

- 1.1. This report presents the findings of a consultation on potential changes to the discretionary non-domestic rates relief currently offered by Clackmannanshire Council.
- 1.2. The paper highlights that, while the original Council decision was to consult Community Amateur Sports Clubs (CASCs), the scope was extended for reasons of fairness and transparency to include all organisations currently benefiting from non-domestic rates relief.
- 1.3. The report further invites Council to determine whether this relief should be withdrawn.

2.0 Recommendations

Council is asked to:

- 2.1. Note and consider the findings of the consultation conducted with groups currently receiving discretionary rates relief.
- 2.2. Note that the consultation was broadened to include the removal of non-domestic relief for all organisations currently receiving such relief, rather than being limited solely to Community Amateur Sports Clubs (CASCs).
- 2.3. Review, and take into account, the Equality and Fairer Scotland Impact Assessment.

- 2.4. Decide whether:
- (a) to withdraw discretionary non-domestic rates relief from Community Amateur Sports Clubs , as per the original 2025/2026 budget proposal, or,
 - (b) to withdraw discretionary non-domestic rates relief from all the organisations listed in Appendix 1, Table 1, or
 - (c) to maintain the provision of non domestic relief to all organisations.
- 2.5. Note that, if agreed, the removal of discretionary rates relief would take effect from December 2026, resulting in a partial saving in the Council's 2026/27 budget and a full saving in the 2027/28 budget.
- 2.6. Note that, if agreed, this decision would represent a change to the policy position previously adopted by Council in September 2023 (see paragraph 3.12).

3.0 Considerations

- 3.1. Since 2015, local authorities have had discretion to reduce or remove the rating liability of those organisations required to pay non-domestic rates, this is in addition to the statutory or mandatory discounts available. In making or subsequently amending any scheme around discretionary relief, legislation requires that regard be given to the authority's income and expenditure together with the interests of the Council Tax payer.
- 3.2. The consultation process was undertaken following agreement at Special Clackmannanshire Council on the 27th of February 2025 with a commitment to bring a report on the findings back to Council for consideration. Council specifically agreed, *'The removal of savings for year 2026/27 in respect of the removal of non-domestic rates discretionary relief for charities and sports clubs (£4000) to allow for a period of consultation to take place with those affected leading to a review and subsequent report which can be considered by Council prior to budget setting in 2026/27'*.
- 3.3. On review, it was considered fair and appropriate to consult all organisations receiving discretionary relief, rather than restricting consultation solely to those eligible for CASC.
- 3.4. The consultation with the groups in receipt of non-domestic rates discretionary relief took place over a period of 10 weeks from 18th August to the 27th of October.
- 3.5. Thirty-five charities and sports groups were identified as being in receipt of discretionary rates relief in 2025 and all were invited to provide information and evidence as part of the consultation. Of those invited to participate thirty-one chose to do so¹.

¹ For note not all 31 organisations responded to every question in the consultation.

- 3.6. Clackmannanshire Third Sector Interface (CTSI) were engaged as part of the process and offered support to the named consultees in preparing submissions to the consultation. CTSI also provided a response as part of the consultation, representing the voluntary sector in Clackmannanshire. This response, along with the full responses from named consultees have been provided to Elected Members in advance of the Council meeting. A consultation summary report is provided at appendix 1. An equality and fairer Scotland impact assessment is provided at appendix 2 to this report.
- 3.7. Through the consultation, it is evident that the range and nature of organisations in receipt of discretionary rates relief is broad within the context of the scope of services provided and the extent to which organisations are working to tackle inequality and social deprivation across Clackmannanshire. Many of the organisations are well embedded in preventative and partnership working approaches and many are already working together to reduce duplication and silo working. Several of the groups operate halls and premises including those which would return to Council ownership if closed.
- 3.8. The majority of organisations rely heavily on grant funding to cover overheads and running costs and report high impacts in the event that discretionary rates relief was reduced or removed. A smaller number of organisations, and in particular sports groups and Scouts groups charge subsidies to cover modest running costs. Many of the organisations are run by volunteers and trustees, with a smaller number employing paid employees.
- 3.9. Most organisations participating in the consultation have provided detailed information on the services they provide, their work to tackle inequality and advance equality and diversity and inclusion. This work extends across all protected groups and socio-economic themes including services based in known deprived communities, and work with those residents affected by poverty, low incomes, unemployment, financial insecurity and adverse life experiences including trauma.
- 3.10. Each organisation has provided information on the impacts of any changes to discretionary rates relief for them specifically. Around 19% of all groups have stated closure of venues or premises would be a likely impact and just over 22% of groups reported they would have to revise budgets to cover costs and/or cut activities or services with specific groups impacted including those targeted on equality and tackling inequality.
- 3.11. Specific detail is provided by each group on the impacts on services and service users, again with reference to equalities. Many groups reported that premises and services operate as a vital hub for social connection especially for older adults facing isolation, services for people disabilities and those with additional support needs, children and young people needing safe spaces to meet and access services, those from ethnic minority groups and LGBTQ groups.

- 3.12. Many groups already work in partnership from these premises with these dependencies having the potential to multiply local impacts. Services range significantly in type and nature but included provision of food, clothing equipment and essential household goods including foodbanks and petfood banks, financial advice and support, advocacy work, mental health support, sport and active living, community cohesion, connectiveness and tackling isolation and wellbeing through creative programmes.
- 3.13. There is a strong emphasis on advancing equality across protected characteristic groups, intergenerational activities and support groups, accessible and inclusive premises and services, open-door policies, inclusive and culturally sensitive services and provision of subsidized and free access to services and essential goods for people from low-income groups. Impacts also highlight the pressure on Council and other public sector authorities from any change or reduction in services provided by the consultees.
- 3.14. The Council agreed its policy on non-domestic rates discretionary relief for eligible Community Amateur Sports Clubs (CASC) in September 2023 and implemented the change shortly after. This policy changed the non-domestic rates discretionary relief threshold from 80% to 100% for eligible groups including sports clubs and charity organisations, bringing the Councils policy in line with the discretionary relief offered to Non CASC charities and sports clubs and that operated by other Councils. Following implementation of this policy the Council claims 75% of the additionality (that is, the element above the 80% mandatory element) from the national pool and funds the remainder from its own budget (that is, 25% of the additionality above 80% mandatory element).

A mixture of charities and amateur sports clubs are currently eligible for discretionary rates relief with 35 Clackmannanshire organisations benefiting at the time of the consultation. The cost to the Council is £31k (in 2025/26) with £4k of those costs associated with relief for community amateur sports clubs (CASC) made up of golf, bowling and rugby clubs.

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

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒

8.2 If an impact assessment has not been undertaken you should explain why:

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) Consultation Summary Report

Appendix 2) Equality and Fairer Scotland Impact Assessment

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 ☐

All consultation responses including letters and supplementary evidence provided as part of the consultation.

Community Amateur Sports Clubs – Non Domestic Rates Relief presented to Council in September 2023

Author(s)

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

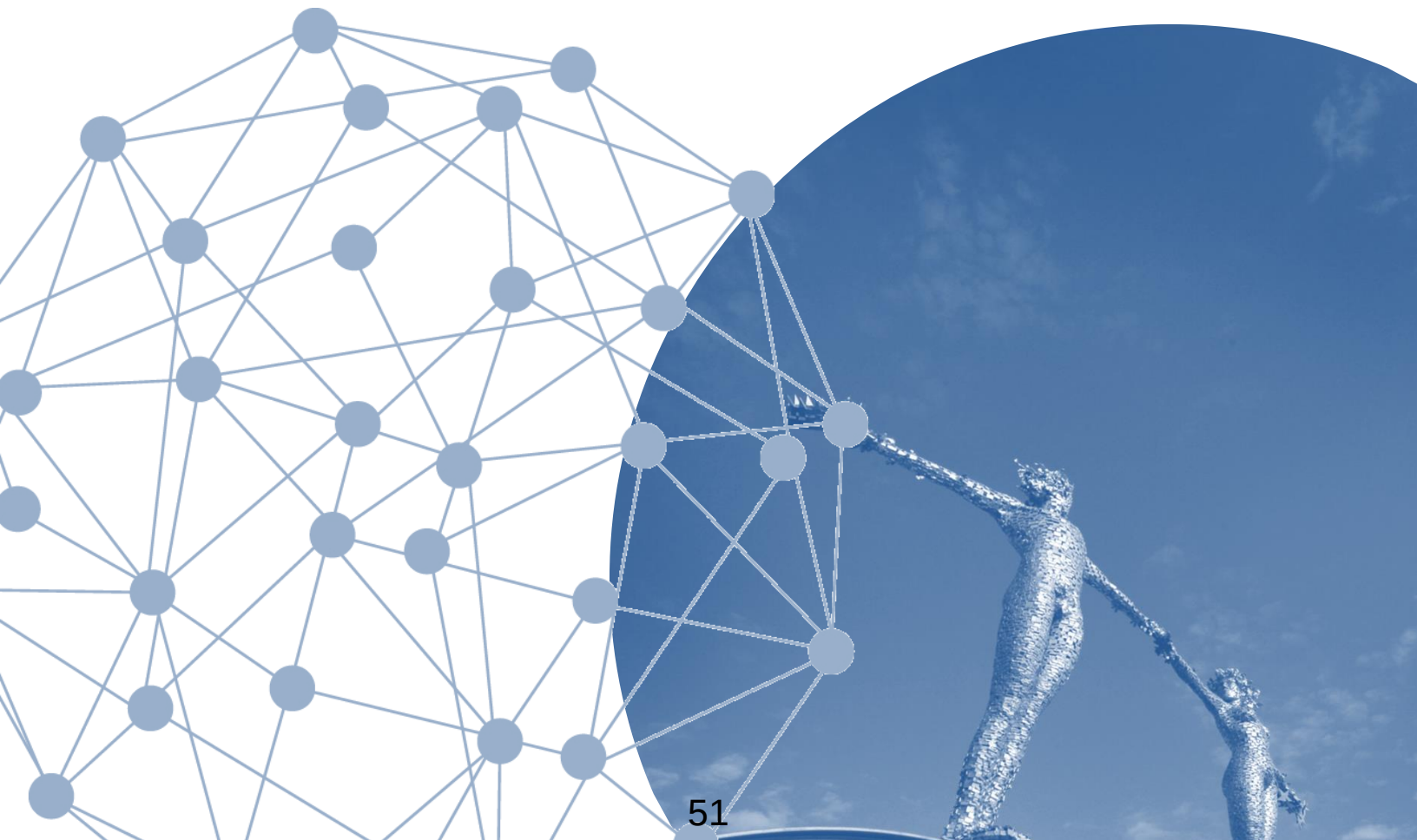
Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – Partnership and Performance	



Appendix 1:

Consultation on the Impact of Discretionary Rates Relief - Summary Findings



- 1.1 The period of consultation ran from 18th August to the 27th of October over a period of 10 weeks. 35 organizations were invited to participate with 31 choosing to do so. The consultation asked a series of questions and provided the opportunity for organisation's to provide open feedback, evidence and supplementary evidence on the impact of any change to the current provision of non-domestic rates discretionary relief. The consultation provided organisation's with the opportunity to provide information on the range and types of services they provide as well as the ways that they support equality and diversity and tackle inequality. The consultation also asked groups to detail any alternative support or opportunities which could mitigate the impacts of any changes to rates relief.
- 1.2 All responses and supplementary evidence submitted as part of the consultation have been provided to all elected members. This report and the tables below summarises the findings and themes captured through the consultation.

Participants

- 1.3 The organizations participating in the consultation are provided at table 1 along with a summary of their activities.

Table 1: Participating Groups with a Summary of activities and services

Organisation	Summary of Activities & Services
Hawkhill Community Association Ltd	Offers dementia support, ESOL projects, mental health groups, breastfeeding support, and a community shop.
Tullibody and Cambus Scout and Guides	Provides life skills and inclusive activities for youths/young people.
Clackmannanshire Citizens Advice Bureau	Offers advice on benefits, energy, housing, and socio-economic issues.
Clackmannan Town Hall Trust	Hosts exercise, dance, and toddler groups.
Tillicoultry Bowling Club	Promotes social inclusion and physical activity across generations.
Tullibody Civic Centre	Provides space for social, religious, and outreach services.
The Cats Whiskers	Operates a cat rescue, pet foodbank, and charity shop.
Alloa Bowling Club	Offers inclusive sports and social activities, especially for older adults.
The Japanese Garden at Cowden SCIO	Provides accessible garden experiences and outreach.
The Gate Charity	Delivers food, crisis support, and social inclusion services.
Lodge St Servanus No. 771	Hosts community events and supports charities.
Devonvale Hall Company Ltd	Community hall for events and activities.
Alva Scout Group	Offers inclusive youth activities.
Home-Start Clackmannanshire	Supports families with children under 12 through home visits and volunteer-led services.
Menstrie Community Action Group	Hosts wellbeing and support groups.

Reachout With Arts In Mind	Provides mental health support through arts.
Braehead Golf Club	Inclusive sports club supporting all ages and abilities.
Clackmannanshire Women's Aid	Offers safe spaces and advocacy for women
MCAG T/A Our Dumyat Centre	Provides senior-friendly activities and inclusive community space.
Ochils Mountain Rescue Team	Volunteer rescue service.
Play Alloa	Supports children and adults with disabilities and ASN.
Alva Development Trust	Offers space for charities and community services.
Wasp Community Club	Provides youth engagement and sports.
Alloa Gymnastics Club	Inclusive gymnastics training.
Connect Alloa	Youth charity offering inclusive sessions and support.
Parklands Community Centre	Pensioner-led centre offering social activities.
Alloa Community Enterprises	Furniture recycling and community support.
Clackmannan Guide & Scout Hall	Community hall supporting youth and local groups.
Scottish Autism	Specialist services for autistic individuals.
Resonate Together	Cultural campus offering inclusive creative and wellbeing activities.
The Hive (Dollar CDT)	Community hub with classes, events, and CAB services.

- 1.4 Participants were asked to provide information on the main beneficiaries of their group's activities. Table 2 shows the responses to this question with the majority (around 67%) of groups supporting older people, people with a disability and those experiencing socio-economic deprivation. Around a quarter of groups support women, pregnant and new mothers and people from an ethnic minority.

Table 2: Main Beneficiary Groups

Option	Total	Percent
older people	21	67.74%
people with a disability	21	67.74%
men only	5	16.13%
women only	8	25.81%
people who have had or are undergoing gender reassignment	1	3.23%
pregnant women and new mothers	10	32.26%
people from an ethnic minority	8	25.81%
people who share the same religion or belief	3	9.68%
LGBTQ+	6	19.35%
people from the same geographic community	19	61.29%
people experiencing socio-economic deprivation	21	67.74%
none of the above (please comment below)	4	12.90%
Not Answered	0	0.00%

Summary of Impacts - Themes

Overview

- 1.5 The range and nature of the participating groups and the services they provide varies significantly. A number of organisations included in the consultation directly support residents and communities facing significant inequality and a number of groups also work well in partnership together to offer services such as outreach and referrals to access equipment, furniture, clothing food and supplies, specific and targeted support, financial advocacy and support, volunteering opportunities and premises for community and voluntary led service delivery. Council services and other public sector agencies also refer residents into many of these services. These groups are often heavily reliant on grant funding.
- 1.6 A number of organisations included in the consultation are groups which rely on subsidies or charge residents and groups to access services or use facilities or premises. This includes sports groups and halls and venues, although some of these also rely on grant funding to cover ongoing overheads and running/operating costs.

Financial Vulnerability and Risk of Closure

- 1.9 Participants were asked to provide information and evidence on the impact any changes to rates relief would have on how they operate and deliver services (see table 7). Many reported ongoing financial vulnerabilities in the context of high operating costs with the majority relying on grant funding, donations and income from users of services to cover overheads. Rising costs (utilities, insurance, maintenance) are a common pressure across participating organisations and many reports operating at a loss or facing unsustainable costs without continued financial support.
- 1.10 Whilst the proportion of annual income that the 20% rates relief represents for participating groups ranges from 10-30%, many groups state that the removal or loss of rates relief could or would lead to closure of premises, reduction or elimination of key services and potentially leading to greater pressure on public services and impacts on vulnerable and protected groups.
- 1.11 Participants were asked what options they would have if existing rates relief was removed or changed (on a worst-case scenario basis). Groups reported they would have to revise budgets to cover costs (22.5% of all groups), cut activities or services with specific groups impacted (22.5% of all groups) or close operations from premises in Clackmannanshire (19.3% of all groups).

“If we had to find the full rates package, we would have to close and that would be disastrous for our community.” (Hawkhill Community Association Ltd)

“We would have to close operations from our premises in Clackmannanshire entirely.” (Tullibody and Cambus Scout and Guides)

“Additional costs of over £3k would be unsustainable for us in our current form.” (Tillicoultry Bowling Club)

“Discretionary relief helps us keep our services financially viable and inclusive, supporting social mobility and equal access” (Scottish Autism)

Community Impact, Social Inclusion and Equalities

1.12 Participants were asked to provide information on the types of services and benefits they provide to the people using services, with specific reference to equalities groups. Many groups reported that premises and services operate as a vital hub for social connection especially for older adults facing isolation; services for people with disabilities and those with additional support needs; children and young people needing safe spaces to meet and access services and those from ethnic minority groups and LGBTQ groups. Services ranged in type and nature but included provision of food and clothing including foodbanks, financial advice and support, advocacy work, mental health support, sport and active living and wellbeing through creative programmes. Venues facilitating community connections, engagement, volunteering and training were also highlighted through the consultation (see tables 5 & 6).

1.13 There is a strong emphasis on advancing equality across protected characteristic groups, intergenerational activities and support groups, accessible and inclusive premises and services, open-door, inclusive and culturally sensitive services and provision of subsidized and free access to services and essential goods for people from low-income groups.

“We provided advice to 5,113 clients with over 38,000 issues resulting in a financial gain for clients of £3.6m.” (Clackmannanshire Citizens Advice Bureau)

“We offer outreach services including a satellite food larder... and Citizens Advice Bureau Drop In.” (Tullibody Civic Centre)

“We provide a safe and welcoming space where [older adults] can access hot meals, food parcels, and social contact.” (The Gate Charity)

“From October to March we operate a ‘Winter Warmers’ initiative... providing a warm lunch and cosy environment.” (Alloa Bowling Club)

“We have created a Pet Foodbank... 54 pallets of Dog, Cat and Small animal food and Litter brought to Clackmannanshire.” (The Cats Whiskers)

Collaborative and Preventative Solutions

- 1.14 Participants were asked to suggest alternative means of support, concessions and opportunities which could help them and advance equality within the current financial climate. A range of suggestions were made by participants which include multi-year funding and simplified grant processes, shared community spaces and resource pooling, subsidised utilities and maintenance support, stronger partnerships with councils and local services and recognition of social value in funding decisions (see table 8).

Responses to all questions

Question 1: Thinking primarily about the cost of running your premises, what pays for most of this type of expense. Choose from the options below one answer that most closely matches your main sources of funding for overheads.

Table 3:

Option	Total	Percent
Mostly grant funding	7	22.58%
Mostly income from the people who use our services (our main beneficiaries)	14	45.16%
Mostly income from sales (not necessarily our main beneficiaries)	2	6.45%
Mostly donations, bequests etc	1	3.23%
Mostly our own fundraising in the wider community	2	6.45%
Mostly our head office / parent organisation	0	0.00%
A combination of the above	5	16.13%
Other	0	0.00%
Not Answered	0	0.00%

Question 2: If you know how much the Council's 20% relief was for your organization last year, what percentage of your annual income, roughly, did it represent?

Table 4:

Option	Total	Percent
About 30% or more of our annual income	7	22.58%
About 20% of our annual income	8	25.81%
About 10% or less of our annual income	12	38.71%
Not Answered	4	12.90%

Question 3: Thinking about the main activity you deliver from your premises in Clackmannanshire, which sectors of the community would you say are the main beneficiaries? Tick all that apply. We ask you to tell us a bit more in the next question.

See Table 2.

Question 4: For each category of people who make up your main beneficiaries (above), please tell us a little bit about how the activity you run from your premises advances equality of opportunity for them or tackles inequality.

Table 5: Summary of how each group advance equality or tackles inequality

Organisation	Equality Contribution Summary
Hawkhill Community Association Ltd	Sporting memories - group supporting men with dementia - stimulating respite for men who are socially isolated due to dementia. Carers group - older carers supporting the above group, receive support with benefits, peer support, access to respite etc About to start an ESOL project offering New Scots the opportunity to have practical work based experiences using English in our garden and caf. Conversation cafe - weekly ESOL support group in a relaxed setting offering help with learning English Womens craft and support group. Andys Men Club-supporting men with mental health issues Offering support to people with a mental or physical health issue in the garden, at groups with in the centre - above twice weekly breastfeeding and toddler support group 0-3 years Social Security Scotland based here offering help with ADP and other Scottish benefits. Community shop - offering low cost shopping
Tullibody and Cambus Scout and Guides	Scouting provides Young People with Lifelong Skills. Scouts are taught to respect people of all ages, including peers, leaders, and community members, promoting values like courtesy, kindness, and obedience and treating others with dignity regardless of age. Scouting programmes are open to all, regardless of race, religion, gender, or socio-economic background. Scouting promotes values such as respect, cooperation, and integrity, which are foundational to gender equality. These values are taught through the Scout Law and Promise, and reinforced in everyday activities It promotes working together, adapting activities, and valuing every member's contribution. Scouting organisation's uphold a principle of universal access, welcoming young people from all socio-economic backgrounds. This means that no child is excluded due to financial hardship and local groups are encouraged to adapt fees and uniform requirements to suit families' circumstances.
Clackmannanshire Citizens Advice Bureau Ltd	Advice and assistance related to age - including applying for and maintaining benefits (pension credit, disability benefits, attendance allowance, etc), income maximisation, energy (efficiency, CO safety, switching, Warm Home discounts, Priority Services Register etc), debt. Home visits and outreach services for those who have difficulty accessing the bureau in Alloa or using phone/email Advice and assistance related to disability - welfare benefits (ADP, CDP, PIP, Attendance Allowance) including assisting with appeals and representation at tribunals; help with applying for blue badge, etc. Home visits and outreach services for those who have difficulty accessing the bureau in Alloa or using phone/email Advice and assistance related to pregnancy and maternity covering - employment rights and pay, benefits and grants, etc. Receive referrals from health visitors and have outreaches in GP surgeries. Advice services for people in Clackmannanshire. We are the only advice agency in Forth Valley to have SNS Level III accreditation for benefits, debt and housing which enables us to also represent at court and tribunals. In 2024-25 we provided advice to 5,113 clients with over 38,000 issues resulting in a financial gain for clients of £3.6m. The main advice area is benefits (46%)

	and energy (11%), but also on housing, council tax, debt, income maximization, employment, health, consumer rights. Referrals are made to the local foodbank.
CLACKMANNAN TOWN HALL TRUST	Our regular users offer a wide range of activities which benefit all ages from, Now classes, Zumba classes, Chair exercise classes to dance groups from 3 years and above. Also, mothers and toddlers' group is in place.
Tillicoultry Bowling Club	The club engages with the local primary school; the sport offers a unique multi-generational opportunity where kids can play with both parents and grandparents. The club is fully inclusive and open to all and all members are treated equally with same access to the facility. The club has invested in ramped access to the main clubhouse and is currently seeking funding for an accessible toilet. Last year the club invested in making the area around the green fully accessible for a wheelchair and has ramped access onto the green. The club offers discounted and membership payment structures depending on circumstances.
Tullibody Civic Centre	Providing social space and activities to help with social deprivation and isolation, ie pensioners groups, community tea dances, pot luck lunches. providing space for religious groups for teaching and recreational activities. It provides disabled facilities to enable equal access to facilities, supports local Parkinsons Groups to deliver activities at our Centre, provides toddler and baby activities supported by Clackmannanshire Council's Child Wellbeing Partnership. It offers outreach services from our Centre including a satellite food larder for The Gate, Social Security Scotland advice service and Citizens Advice Bureau Drop In.
The Cats Whiskers	Our shop and Shelter are available during opening hours to the public. We have the ASN team from Alloa Academy and Alva Academy using the shelter as stress relief and educational in animal welfare with teacher and parent in attendance. Our shop is open to all. Promotes community feeling in Alva and has become a strong member of the community in Alva.
Alloa Bowling Club	Most of our members are retired age and lawn bowls is an excellent activity to help them stay active. In the winter, when bowls are not played, we have a series of events to help keep members connected and tackle loneliness. The club is inclusive to religion, race and gender. The clubhouse and green are fully accessible, and we have a wheelchair for disabled bowlers to use on the green. From October to March, we operate a 'Winter Warmers' initiative on Saturdays providing a warm lunch and cosy environment which is open to all.
The Japanese Garden at Cowden SCIO	Our Outreach programme works with all types of disability. Recently we had PAMIS visiting. The main garden is accessible for wheelchair users. Lots of people with other types of disability find it a calming environment. We have a very strong Outreach and Education programme - the main difficulty our E&O officer has is in getting different groups of people to the garden - transport is a real issue. Primary schools can't afford a bus to get here, and there is no public transport. We are committed to keeping costs as low as possible. and have a discretionary budget to enable us to do that. Our E&O officer gives talks and does activities out in the community for people who can't come to the garden. She also has disadvantaged groups come to the garden; she does Book Bug which is a free activity
The Gate Charity	The Gate Charity works actively to reduce age-related inequalities in Clackmannanshire. Older people in our community often face isolation, poverty,

	and difficulties accessing support. We provide a safe and welcoming space where they can access hot meals, food parcels, and social contact through our café and activities. This helps to reduce loneliness, improve wellbeing, and ensure older adults are not disadvantaged because of their age. At the same time, our services support younger age groups, including families, children, and young people, by addressing food insecurity and providing crisis support during difficult times. The Gate Charity ensures that people from all ethnic backgrounds have equal access to our services. We recognise that individuals from minority ethnic communities can face additional barriers, including language difficulties, social exclusion, and limited access to support networks. Our services, including food provision, crisis support, and community activities, are open to everyone regardless of race or ethnicity. By providing an inclusive and welcoming environment, we help reduce disparities and ensure that people from ethnic minority backgrounds receive the same practical support and opportunities to engage in the community as other residents. The Gate Charity welcomes people of all religions and beliefs, ensuring that no one is excluded from our services because of their faith. We provide support based on need rather than background, offering food provision, crisis support, and community activities to everyone in Clackmannanshire. By fostering an inclusive environment, we help reduce discrimination and barriers related to religion or belief. This ensures that all individuals can access practical help, social support, and community engagement regardless of their faith, promoting equality and cohesion within the local area. The Gate Charity ensures that our services are equally accessible to all genders. We recognise that men, women, and non-binary individuals can face different challenges, including barriers to accessing support, social isolation, or financial hardship. Our services, such as food provision, crisis support, and community activities, are designed to be inclusive, welcoming, and free from discrimination. The Gate Charity ensures that people with disabilities have full access to our services. We recognise that individuals with physical, sensory, or cognitive impairments can face barriers to support, social interaction, and community participation. Our premises and services are designed to be accessible and inclusive, allowing people with disabilities to access food provision, crisis support, and social activities without discrimination. The Gate Charity supports pregnant women and new mothers who may face additional challenges, including financial hardship, social isolation, or limited access to essential services. Our provision of food, practical support, and community activities ensures that expectant and new mothers can access the help they need in a safe, welcoming, and non-judgmental environment. The Gate Charity exists primarily to support individuals and families experiencing socio-economic disadvantages in Clackmannanshire. Many of our service users face poverty, food insecurity, unemployment, or housing challenges. We provide essential support, including food provision, crisis assistance, and community activities, to help alleviate these pressures and improve quality of life. By targeting our services to those most in need, we help reduce inequality caused by financial hardship and social exclusion. This ensures that all residents, regardless of income or circumstance, have access to vital support and opportunities to participate fully in their community.
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Lodge St Servanus No. 771	Members can join at the age of 21 (18 if immediate relation is already a member). All ages, including children, enjoy Kid's Christmas Party Day, Ladies Nights, Old Man's Christmas Treat, Rock Nights and other private hall let. To become a member under a 'regular' Grand Lodge, such as the Grand Lodge of Scotland, an applicant must however be male and express a belief in a Supreme Being. Freemasonry is open to people from all walks of life, regardless of their race, religion, sexual orientation or socio-economic position in society.
Devonvale Hall Company Ltd	We do not have an age restriction policy. However, we actively discourage underage adults from attending certain events due to licensing rules. As a community hall we have no restrictions on protected by groups and are inclusive when receiving bookings.
Alva Scout Group	We offer activities to all youngsters in our age Group. This is laid down in our programme.
Home-Start Clackmannanshire	Our focus is on families with children under 12, however, we are a volunteer-led service, and we have volunteers aged from 14 to 79. Our premises are our base for a limited number of activities for our families (as the focus of our work is supporting family homes, and/or in their community), however, the vast majority of our volunteer meetings, training, etc. take place in our premises. Over 60% of our volunteers have been supported families and so having a trusted space they feel safe in, and trust, is invaluable for us, and provides huge benefit to our recruitment and retention of volunteers. We strive to be as inclusive as possible in all our work and keep ourselves accountable to this through our Equity Equality Diversity and Inclusion Policy and Action Plan. In the last year, 67% of families referred were due to poor mental health (in parents/carers); 36% of referrals stemmed from poor mental health in children; 17% were due to poor children's physical health; 14% stemmed from parent/carer poor physical health. Our premises provide reassurance of a physical place they can come if ever they have an issue. Our in-home services have always offered pregnancy and maternity support for families. However, in February, we launched "Bumps to Babies" - a perinatal infant mental health group support for Mums either experiencing, or more at risk of experiencing poor mental health/mental health illness. Group is from pregnancy to infants aged two. Only 34% of the families we supported in the last financial year had one or more parent/carer employed and 14% reported having struggles with debt.. We received funding that allowed us to provide £3,500 in food vouchers to families, almost 30 memberships to the Hawkhill Community Shop, and over 50 hygiene and cleaning packs to families. Through other funding, we were also able to supply "heat the person" items to families (winter jackets, boots, hats, scarves, gloves etc). Our charity shop operates a Bairn Bank - where any family in need can access items for free.
Menstrie Community Action Group	Senior exercise groups - ensure health and well being are aided and allow a safe warm space for improving movement and social engagement. Safe warm meeting spaces for men's discussion group. Badminton men only groups, supporting both mental and physical well being. Woman only well being groups - mental health support and female health specific movements. Alternative forms of well being including sound bath and meditation. Accessible space. Autism

	group - safe and warm meeting spaces with low sensory area during events. Chair exercise classes, Arts and crafts separate sessions Mother and toddler group - peer support and guided play, bookbug library group. Reduced funding and free events, warm spaces and discussion group, free access to library.
Reachout With Arts In Mind	Reachout provides a warm and friendly space for those who are suffering from Isolation due to their age. Reachout With Arts In Mind is an innovative, inclusive and award winning charity with over 30 years' experience of facilitating creative experiences, opportunities, education and wellbeing to local communities of all ages. Using expressive arts as the vehicle, we help to support those experiencing life's challenges, mental ill health, and disability to practice informed wellbeing choices and mental health awareness to maintain well-being and prevent relapse. Our member-led self-help model encourages active participation in planning, facilitation, and management. This approach nurtures personal development whilst addressing community needs and improving employability.
Braehead Golf Club	As a club we do not discriminate where age is concerned, and the club is inclusive to those from equality groups.
Clackmannanshire Women's Aid	Providing services and safe spaces (for women), advocacy, awareness, and influencing policy; addressing economic inequality, Intersectional and trauma-informed approach and maintaining survivor-led or "by/for" models
MCAG T/A Our Dumyat Centre	We offer age-friendly activities—including chair exercise, senior circuits, and senior table tennis with a social coffee break—that support older adults' physical health, confidence, and connection. These sessions are designed to be safe, welcoming, and inclusive, reducing isolation and promoting wellbeing. By creating joyful, regular opportunities for movement and socializing, we advance equality of opportunity for older people to stay active, engaged, and valued in their community.
Ochils Mountain Rescue Team	Ochils Mountain Rescue Team is run entirely by volunteers and it exists to assist missing and injured persons in the hills and mountains. This voluntary service is completely free and there is no charge at any time for any person who is rescued or assisted from the hill. We are tasked by Police Scotland and we also work in conjunction with the Scottish Ambulance Service, Scottish Fire and Rescue Service and HM Coastguard.
Play Alloa	Our participants are mainly children, young people and adults with disabilities and additional support needs (ASN). We provide an opportunity for our participants to meet in a safe/secure environment (as per the UNCRC). We allow children to play freely: learning how to make choices, develop confidence, and regulate their emotions. We run youth clubs and adult social groups where our participants can, develop, and continue, their friendships, and discover ways to manage their wellbeing. We also provide a weekly Lifeskills group for S5 & S6 pupils which helps them to make the transition to adulthood out with school. All of our participants are disadvantaged economically due to their disability or additional support need. They may never be able to work and may have low income or live in poverty, limiting their ability to access basic needs such as food, housing, and healthcare. Our Children often face challenges in educational attainment, leading to a cycle of poverty and limited opportunities for upward mobility. Disability and ASN often result in poorer health outcomes, including higher rates of mental health issues. By providing a social network for our participants we can help to ensure they (and their families) stay active, informed, and supported in all areas.

Alva Development Trust	We hold events on a regular basis to help mitigate isolation and encourage socialization. We provide, at greatly reduced cost (or free of charge) space for charities, support groups and services and council departments to provide drop-in sessions, support groups and information sessions for the local (and Hillfoots) community. We provide a safe space (free of charge) for the likes of CAB, Carer's Support etc where local people can access much needed confidential support services. We work with both the local Primary School and Alva Academy to allow access to services, including our kitchen, and hold events and fundraising activities we work with organizations such as those working with refugees to give them a safe space to meet there are many people with refugee status or who have been displaced or given refuge in our Community who benefit from the groups and services who use the hall. We are a safe accessible space and as such can offer a venue for those with physical impairments of all ages from school age to the elderly - we have several regular groups who use the hall for this purpose, including council run activities. We offer reduced rates to other charities and organizations who work with those who are experiencing hardships and can provide a comprehensive list of our Partnership working.
Wasp Community Club	Our main youth activities are either Sport via Wasp Community Football Club or youth engagement via the Hive Community Hub. The latter is provided free via grant assistance and involves close cooperation with other organizations and schools. There is a focus on dealing with disengaged kids and the Club has worked with New Scots groups
Alloa gymnastics club	We accept any member of the community interested in learning our sport regardless of race or ethnicity. We offer classes for both male and female including mixed recreational classes as well as a boys gymnastics class and Girls competitive squads. Our club is currently supporting a number of young people with a range of learning disabilities, including but not limited to, dyslexia, ADHD & ASD, We run a toddler/young babies class twice a week where parents can come along and their child can play while parents get the opportunity to chat with other parents etc.
Connect Alloa	We have recently lowered the age that people can join our sessions to 8 and above, this allows us to help more young people within the local area, we are also taking on new volunteers and we will have anyone over 16 all the way up to retirement age. We at Connect are aware that a lot of the young people that attend our sessions come from areas of deprivation, we help to tackle this by offering free snacks/food/drinks during the sessions, creating a warm space from them to use in the winter. We give them t-shirts/jumpers to wear with provides them with clean clothes as well as makes them feel like they are a part of something bigger. Connect Alloa is fully inclusive to members and volunteers across all equalities groups.
Parklands Community Centre	Provides a safe and warm space where pensioners have the opportunity to socialise with people of similar age and help prevent loneliness. Also, the Centre is used by mother and babies exercise class, children's highland dance class, slimming world, carpet bowls plus other events. Action for Children also use this hall. There are now less halls available for hire of this size. The facilities in this Centre are suitable for wheelchair users with a ramped entrance and disabled toilet.
Alloa Community Enterprises	We have 5 volunteers who are elderly and have caring responsibilities and can volunteer and reduces their isolation through involving themselves with the work

	of the charity. However, the main beneficiaries of our work is older people. As outlined above we collect from older people from their homes and deliver to them also whereas the council will not collect from inside a home. This can cause real issues for older people so often we will take furniture that we do not want or know will not sell to help them out. We also get requests from social work when older people need specialist chairs or trolleys, and we step in to help. We also provide home clearance if necessary for social work. We have a large number of customers who are from ethnic minorities and New Scots and those from asylum programmes. We are one of the first places they come to to get cheap furniture, and we aim to help them to get settled and do packages of support for them with bits of free furniture. Nowhere in Forth Valley offers the level of help ACE does to ethnic minorities. We have a lot of single parents seeking our help. We work with a lot of families too. We provide work experience & volunteering opportunities to people with enduring disabilities and MH. We have young people from ESSS attending with complex needs; placements where 'school has not been for them' people volunteering who cannot work due to their disability and we provide a welcoming friendly supportive environment for them. We provide a hug amount of support to families and work with Clacks Women's Aid and Homestart to provide support as well as other organisations and housing associations. We help if we can provide free beds or other help like sheets and kitchen homeware so they can start in new homes when they are in crisis. We also provide a dignified way for referrals to come in for free furniture ' Ask Kevin' and that allows us to allocate more to families that they can choose. People know our staff well and they take a very dignified approach to ensure everyone is given the support they need. We offer warm clothes and blankets/curtains free to those in need too.
Clackmannan Guide & Scout Hall	The hall has been hired by the Church group who are from an older age range. They do not have somewhere to hold their external events & fundraisers outside of the church that is fully accessible for their members' needs. Our building is accessible for people with disabilities our facilities cover everyone's needs. And supports the many individuals, groups and organizations we are currently working with including all our volunteers on the hall committee and external hires across equalities groups.
Scottish Autism	We provide services across all age ranges, including children, young adults transitioning into adulthood and older adults Our services are specifically designed to meet the needs of autistic individuals, who are protected under the Equality Act 2010. Providing structured, low arousal environments to reduce anxiety and support meaningful engagement. Many autistic individuals and their families face ongoing disadvantages, including reduced access to employment and education. Our services are often the only specialist support available locally. Without accessible provision, these individuals risk exclusion.

Resonate Together	We provide creative, social, and wellbeing activities that reduce isolation and loneliness among older adults. Many attends weekly sessions, reconnecting with others and finding new purpose through creativity, conversation, and volunteering. Our heritage site offers dignity, belonging, and gentle structure that promotes positive ageing. Our inclusive spaces and adaptable activities enable people with physical and mental health challenges to participate fully. We prioritise accessibility, calm environments, and peer support. Creative and hands-on learning builds confidence and community connection, reducing barriers caused by stigma and mobility limitations. Resonate Together is open to people of all faiths and beliefs. Our inclusive ethos of kindness and respect encourages dialogue, shared learning, and mutual understanding through cultural expression and community collaboration. Our annual Cultural Explorations Festival invites local speakers to discuss faith, spirituality, and identity — including a dedicated Religion and Spirituality Session — building pride and understanding across our community. We support women rebuilding confidence after trauma, unemployment, or caring responsibilities. Programmes such as From Idea to Entrepreneur help women develop skills, leadership, and independence. We create safe, supportive spaces where women can share experiences and grow. We prioritise accessibility, calm environments, and peer support. Creative and hands-on learning builds confidence and community connection, reducing barriers caused by stigma and mobility limitations. Our partnership with Lochies School brought children with additional needs to our safe walled garden for an Apple Picking Experience, where even those in wheelchairs could harvest fruit independently. Resonate provides a safe, welcoming environment where everyone is respected. We host the Lavender Room SCIO, the only LGBTQ+ support group in Clackmannanshire. Several volunteer together at Resonate, building community through shared purpose. We adapt activities to meet people's needs — for example, supporting a couple where one partner has early-onset dementia. We support mothers through creative wellbeing sessions, gentle social connection, and opportunities to rebuild confidence after childbirth. Parents are welcomed into community life, helping reduce isolation and strengthen family wellbeing. We've built a caring network that quietly helps when a mother is in need — from furniture to food — and we advocate on their behalf with housing and other services when needed. We offer free and low-cost access to training, creative learning, and community space so people experiencing poverty or unemployment can learn, connect, and grow. Our programmes rebuild confidence, skills, and opportunity, supporting many into work, college, or self-employment.
The Hive (Dollar Community Development Trust)	Many of our main classes and events specifically benefit those of retirement age and onwards. The Lunch Club (for which we have a Volunteer Driver Service for those who struggle with mobility and transport); Seated Yoga; Tai Chi; Sporty Seniors; Dollar Dancers. For under-10s we have Bookbug; Baby and Toddler Group; Baby Massage; Rugby Tots; Infant and Toddler Spanish Class; Rainbows; Jo Jingles; a Nursery school visits our Children's Library; Centre Stage Performing Arts Class. Our Volunteer Driver's Service is run to help those with mobility issues and/or lack of or no transport get to The Hive for Lunch Club

	or any other class or event. We keep a small number of wheelchairs available for those who require them. We are also a supplier of hearing aid batteries, supplied by Forth Valley Community Hospital. We offer a range of events and classes for parents (expectant and working) and nursing mothers. This includes Baby and Toddler Group; Baby Massage; Infant and Toddler Spanish Class; Bookbug Sessions; Nursery School Visits to our Children's Library. Our CAB drop-in sessions are confirmed to be the most visited CAB drop-in service in Clackmannanshire and offers help to a wide range of people, including expectant parents. It offers invaluable support, advice and information to those seeking advice on benefits; housing enquiries; council and health services available to them. Active Dollar have bicycles available which makes cycling accessible to those with physical disabilities and/or any cognitive condition affecting mobility.
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Question 5: In theory, if the rates relief did not exist, what options would you have to cover the cost from a budgetary point-of-view? Choose the "worst-case scenario" below closest to what you envisage.

Table 6

Option	Total	Percent
We could revise our budgets to cover the cost	7	22.58%
We would have to scale down our activities and everyone would be affected almost equally	3	9.68%
We would have to cut out some activities entirely and specific groups would be affected	7	22.58%
We would have look for cheaper premises within Clackmannanshire	1	3.23%
We would have to close operations from our premises in Clackmannanshire entirely	6	19.35%
Other (please state in the comments box)	7	22.58%
Not Answered	0	0.00%

Question 6: Thinking more about the effect on your activities, in the longer-term, what do you envisage the impact on the people who use your premises would be? Please remember to mention the impact on people who share protected characteristics specifically.

Table 7

Organisation	Impact Summary
Hawkhill Community Association Ltd	We are constantly fundraising and applying for grants to support our activities. If we had to find the full rates package we would have to close and that would be disastrous for our community

Tullibody and Cambus Scout and Guides	Closure could mean fewer opportunities for these groups to connect, feel accepted, and thrive and could lead to a loss of community engagement and personal development for adults as well.
Clackmannanshire Citizens Advice Bureau Ltd	The relief currently equates to approximately 2 months salary costs (including NI and pension) for a full-time adviser but as many of our staff are part-time it would be over 3 months salary. This would reduce our ability to provide core general advice services thereby reducing the number of people that can be helped and the wider gain to the community.
CLACKMANNAN TOWN HALL TRUST	If we had to revise our prices to cover our cost of running the premises we would lose some, if not most of our regular users.
Tillicoultry Bowling Club	Older people would not be able to benefit from both gentle outdoor exercise, whilst also losing the aspects of social inclusion and wellbeing in the local community. The sport of bowls is generally an inexpensive sport, compared to others. The club provides equipment and a come and try opportunity for everyone and can support current and new members with financial support or free equipment if required. And for new people to the sport, membership is £20 for the full year.
Tullibody Civic Centre	We would have to increase the charges to users to hire the facilities or join any of our activities. This would impact most on those suffering from social and financial hardship and the elderly and would also have a negative impact on our bookings. Worst case scenario if we could not sustain enough income to cover our overheads we would have to close our centre.
The Cats Whiskers	Without our work with the rehoming of over 200 cats last year we would have even more of an issue with stray cats roaming the towns than we do now. I dread to think what would happen if, and Please God it doesnt happen, we couldnt afford to open our doors.
Alloa Bowling Club	If we cancelled any of the social activities it would impact on the health and well-being of members and guests. The first thing to cancel would be the 'winter warmers' lunch project. If we increased fees or introduced charges membership would fall and other groups who use the clubhouse would be adversely affected
The Japanese Garden at Cowden SCIO	We would maybe have to cut back on the amount of hours we pay our Education and Outreach officer - as that side of our business is purely charitable. Provision would have to be scaled back
The Gate Charity	Without Discretionary Rates Relief, The Gate Charity would face a serious risk of reducing or closing key services, with devastating consequences for the people who rely on us. Children from low-income families could lose access to school uniforms, creating barriers to education and participation. Peer support groups and safe spaces for social connection would have to close, leaving people, particularly older adults and those with disabilities, isolated and unsupported. Our food waste prevention projects, which

	reduce environmental impact while providing vital nutrition, would have to end. Essential services such as our food delivery and welfare check service for people over 65 would stop, leaving some of the most vulnerable members of our community without critical daily support. Our food van project, which delivers meals and emergency food supplies across the county to those in extreme need, would also be discontinued.
Lodge St Servanus No. 771	We offer private hall lets to members of the public for special occasions (tend not to be 18th birthday parties). It is a popular venue that tends to be much cheaper than other venues in Clackmannanshire. We are a Registered Scottish Charity and often hold Charity Nights and we have a Benevolence Fund, that we make donations from, to both local and national charities
Devonvale Hall Company Ltd	Local people in the Hillfoots area of Clackmannanshire would be let down badly by the Council if the Hall was to close. At the moment the Trustees work hard on a voluntary basis to keep it functioning.
Alva Scout Group	We would be unable to continue to operate - energy prices and insurance are all going up.
Home-Start Clackmannanshire	Thinking beyond our families and volunteers, it would have a huge impact on our staff team. They are supporting families who are sometimes experiencing incredibly hard times (children on the child protection register, in recovery, survivors of domestic abuse, children with disabilities, bereavement etc.) and naturally, there is vicarious trauma experienced. They need the safe space of our premises to come back to, and "let out" the feelings they have from doing their job.
Menstrie Community Action Group	Reduction in activities particularly seniors and disabled groups. Costs of sessions increasing would impact on the most vulnerable. The community struggle to run the center financially currently and are continuously fund raising. The potential closure of the center would impact many groups and individuals. The center is an emergency respite center for the Council. The Resilience Group, school and ELC nominated the center during serious incidents. The school operates PE classes from the center and would not be able to deliver their statutory PE hours. The cost to the Council if the center was to revert back to the Council following any closure, including security and empty building maintenance would exceed any savings from rates relief.
Reachout With Arts In Mind	In the long term, reduced funding and rising costs could limit the activities and services we're able to offer. Fewer sessions and reduced accessibility could increase isolation, reduce community participation, and limit opportunities for social connection, learning, and wellbeing. For some, our venue is the only local space where they feel welcome and represented, so any cutbacks could deepen inequalities and reduce access to essential support.
Braehead Golf Club	Our course is used by young and old. If we had to increase our membership this could exclude many people who could not afford to play.
Clackmannanshire Women's Aid	The impact would be minimal as we would revise our budgets to ensure our service could continue.
MCAG T/A Our Dumyat Centre	In the longer term, if we were unable to break even from other income sources, the centre could face closure—resulting in the loss of a vital, inclusive space for our community.

Ochils Mountain Rescue Team	Losing the rates relief would mean that our budget would have to be trimmed. This will have a knock-on effect on training courses and equipment purchases. As an organization we would have to decide between sending personnel on courses or spending money on vital personal protective equipment.
Play Alloa	I think if Play Alloa were to close services (as we would be required to do if any further financial pressure was imposed) it would be devastating for individuals and their families. For many we are their only option for support and this could leave their sons/daughters with nowhere to meet socially and feeling disconnected even further from their community.
Alva Development Trust	If we had to raise our costs to meet the new budget, then this would impact the most vulnerable groups. i.e. those in poverty, the elderly and the disabled. It would also have an effect on the services provide by the council such as the heavily discounted hire rate for the prescribed exercise classes. The impact of the retraction of the 20% rates relief would have far reaching consequences and would, we believe, have a knock on effect on Clackmannanshire Council who would have to find funding to support the groups we no longer could
Wasp Community Club	The Hive Community Club has been "pump primed" by assistance from the private sector and has run at a loss over the first year especially given that significant "front end loaded" capital monies had to be spent. Financial prospects are considerably improved with increased grant funding but running on a break-even basis is the likely scenario for the next 3 years. Any additional cost therefore means a slowdown in the provision of new services which are clearly in demand.
Alloa gymnastics club	Loss of specific classes such as our pre-school classes, impacting young children aged 3-5yrs. Classes may need to be more expensive to cover the expense which may impact lower income families that may not be able to afford to send their child to their class anymore.
Connect Alloa	If we had to change of set up for a smaller budget, we could scale back sessions, so they wouldn't run as long or as often, or we would have to lose a member of staff this would restrict our ratios so that less young people would be able to attend the sessions. This would reduce the amount of support we would be able to give.
Parklands Community Centre	The Centre is run by volunteers and is self-funded. Heating, lighting, insurance, building repairs will become a major monetary struggle for the Centre. The pensioners and groups who use this are not in a position to pay more money for hire and membership.
Alloa Community Enterprises	I hope this has already been made clear above but hundreds of people who use our services every week to collect, divert and purchase items at great prices would be lost without our service and shop. In addition, the impact to the environment would be horrific - fly tipping and landfill increases would be huge with a massive impact to carbon emissions. The Salvation Army in Stirling closed two years ago (and we took on two of their staff) and another one in Falkirk closed because the costs are too

	high - that is why now so many people rely on our service and come from so far. We work with the council already to divert through the Furniture Donation Station and are looking to set up a mattress cleaning arm to reduce the number going to landfill (60-80 every two weeks) all of this costs the council currently and if you remove ACE, you remove the mitigations of that and just move the problem elsewhere. We are also starting our B-ACE Academy and if the college closes it could become an essential training venue for young people. All this will do is add costs to the council far in excess of the amount that you will get in and 9 people will be jobless as well with little chance for them to be taken elsewhere due to their former circumstances.
Clackmannan Guide & Scout Hall	The hall would need to closed in the long term if the rates were taken away. Our own groups would suffer as much as our hires because the hall is there main space in Clackmannan of operation to support children, young people and adults. The groups using the hall are mainly third-sector groups who are all in the same boat applying for funding to be able to run the much needed activities that they provide the local community and Clackmannanshire as a whole.
Scottish Autism	Loss of discretionary relief may result in a reduced level of service, longer waiting times for referrals and potential closure of local programmes. For autistic individuals, who already face higher risks of social isolation, mental health issues and unemployment, this would potentially widen existing inequalities. Families would lose a vital support network, further increasing stress and pressure on public services.
Resonate Together	In the longer term, removal of the 20% rates relief would dismantle a unique ecosystem of inclusion and opportunity at Carsebridge. Free public access to our heritage buildings, gardens, and toilets would end; the safe, welcoming space where people meet, learn, and belong would be lost. For people with protected characteristics, the impacts would be severe: Disabled and neurodivergent people would lose calm, sensory-considerate spaces and accessible activities that build confidence, routine, and belonging; Older adults would face greater isolation and declining wellbeing without regular creative or social sessions, Women, pregnant women, and new mothers would lose supportive networks and confidence-building routes back into work and education, LGBTQ+ people (including the Lavender Room SCIO) would lose the county's only affirming community hub, People from ethnic minorities would lose an inclusive cultural space that celebrates diversity and fosters understanding. Those experiencing poverty would lose free and low-cost employability, trades, and digital programmes that lead to jobs, college, and enterprise.
The Hive (Dollar Community Development Trust)	We would have to close the Community Centre causing unemployment and the loss of highly beneficial social services we provide would be deeply felt by the community, both within Dollar in the wider Clackmannanshire area. The Hive is at the moment a thriving and necessary hub of the community and to wider Clackmannanshire.

Question 7: Please use the space below to suggest other ways of support, concessions and opportunities that local groups, clubs and organisations which help to advance equality here need to thrive in the current financial climate.

Table 8

Organisation	Other Support Suggestions
Hawkhill Community Association Ltd	The whole world is struggling right now it seems. I don't know how you fix this.
Tullibody and Cambus Scout and Guides	Subsidies or grants for groups in areas of socio-economic disadvantage.
Clackmannanshire Citizens Advice Bureau Ltd	Affordable premises to lease/rent, and under lease arrangements which are not commercial, full repairing leases; Grants for repairs to property.
CLACKMANNAN TOWN HALL TRUST	In this current financial climate we have to resource additional funding to promote the above issues along with other committees and groups within in our area
Tillicoultry Bowling Club	Creating at town centre sports hub, looking at funding for a warm space café, utilising the spare green for other multi sports could create a more accessible facility for the whole community to benefit from. Working with the council to create a list of community groups and a portal to promote engagement and use of the current facility would be mutually beneficial.
Tullibody Civic Centre	I can't answer this question, I'm not sure what you are asking?
The Cats Whiskers	Is there any way we can centralize the assets we all have and SHARE. A perfect example is Alloa in Bloom has a secure yard at the Rear of our shelter and is in process of building a Garden which means our weeding and baskets gets done. Foodbank, CLD, Home start, Transform, Clackmannan Dev Trust, Bowmar foodbank, Hawkhill Community Foodbank, are just some of who use our foodbank
Alloa Bowling Club	An indoor bowling facility should have been included in the new 'well-being hub'
The Japanese Garden at Cowden SCIO	Transport is the main drawback in being able to welcome diverse groups to the garden.
The Gate Charity	In addition to Discretionary Rates Relief, local organisations would benefit from increased grant funding and emergency funds to cover rising costs, subsidised access to premises and facilities, and reduced fees for utilities and services. Support for collaboration, volunteer programmes, and capacity-building would help maximize impact. Promotion and recognition by the Council would also raise awareness and engagement.
Lodge St Servanus No. 771	As mentioned before, we are struggling to keep Lodge Building open. We have also registered our Charity on a few Funds Sites to see if any funding is suitable/applicable to us
Devonvale Hall Company Ltd	Grants and donations are most welcome
Alva Scout Group	Scouting is an important activity for many youngsters. We give them live skills. Thus would be lost if we have to close our Scout Group.

Home-Start Clackmannanshire	More support and information for groups to explore sharing space - perhaps an interest list of those open to sharing spaces, what their needs would be etc. Although we know there are benefits, paying for Alloa BID, and Alloa First (due to our locations) is a bit of a strain. The cost of our bin collections at our shop is also a strain. We used to have 3 large household sized bins collected for free. Now, we're only entitled to one regular sized bin, and paying hundreds per quarter for uplift. We completely appreciate services cost, but if any consideration to a discount could be considered, it would be appreciated.
Menstrie Community Action Group	Grants provided to support groups that can demonstrate impact
Reachout With Arts In Mind	Provide more sustainable funding, including multi-year grants and simpler application processes. Offer free or reduced-cost venues for meetings, events, and activities. Create shared community spaces where groups can share resources and reduce costs. Give access to training and mentoring in fundraising, governance, and digital skills. Set up regular networking events or an online hub to help groups connect and collaborate. Promote and recognize local equality work through council channels and community awards. Involve local groups in policymaking and consultations to ensure lived experiences shape decisions. Provide practical support such as shared admin tools, subsidised transport, or access to equipment.
Braehead Golf Club	Not answered
Clackmannanshire Women's Aid	Not answered
MCAG T/A Our Dumyat Centre	To help local groups thrive and continue advancing equality, we need more flexible, long-term funding models that recognize the social value of inclusive programming. Concessions on utilities, insurance, and licensing costs would ease pressure, as would access free or subsidized venues for outreach. Support with digital infrastructure, volunteer development, and accessible marketing would help us reach those most at risk of exclusion.
Ochils Mountain Rescue Team	Not answered
Play Alloa	Not answered
Alva Development Trust	Unless funding could be made available to negate the effect of the loss of the 20% rates reduction we can see no way of avoiding the negative impact this would have on the most vulnerable users of the hall and services who use it - many user groups are themselves Charities or disadvantaged and would, in all likelihood, lose the ability to use the hall if we could no longer offer them a vastly reduced rate
Wasp Community Club	Groups need to work closely together. This involves getting likeminded people cooperating to produce an outcome. This is particularly effective when it is those at the sharp end of delivery
Alloa gymnastics club	Not answered
Connect Alloa	Not answered
Parklands Community Centre	If you can't heat the Centre and hire charges are increased pensioners, groups who use it e.g. mothers, babies and children, they will no longer

	use the Centre and it will no longer be a viable option. It is run by unpaid volunteers, who clean and set up the Centre for the Groups, so there are no outgoings to be saved there.
Alloa Community Enterprises	Sorry not sure what you mean here. Push Scottish Government to pay for our type of service would be the most valuable thing that is done. There is normally only one large scale furniture recycler in each LA usually of our size so fund them to do the work we need carried on. How can Nature Scot receive so much money to do peat restoration, but Zero Waste Scotland don't provide anything to the larger providers with much higher costs to continue - waste needs tackled as well as carbon capture - you need to fund both sides of the spectrum and yet that is not done. We can't even afford a manager at the moment so the trustees do all the work - if SG properly funded the sector so much more could be achieved to reduce waste and recycle and reuse more.
Clackmannan Guide & Scout Hall	Funding that supports the day-to-day running of groups, clubs and organizations. That is accessible to apply for by all abilities, help bring down the barriers that are faced by people filling them in. Open and honest communication between larger organizations like the council to support local clubs, groups or organizations as a whole in Clackmannanshire.
Scottish Autism	Ongoing access to concessions such as rates relief are required to maintain accessible, high-quality, community-based services. Other helpful supports could include: Multi year funding arrangements Priority for community premises allocation Grant support for sensory adaptations Partnership-building initiatives with local health services
Resonate Together	To help local organizations like ours continue advancing equality and community wellbeing, support needs to be flexible, partnership-based, and preventative. We believe the Council can make a significant impact through the following: Sustaining discretionary rates relief for organisations that clearly demonstrate equality and wellbeing outcomes. This is not a handout — it is an investment in social infrastructure that prevents isolation, poor mental health, and poverty. Providing small core grants to stabilize community anchors like ours. Capital funding repairs buildings: small unrestricted funding keeps the lights on and people connected. Developing partnership pathways between Council services and local organizations to deliver joint outcomes in wellbeing, employability, and inclusion. Local charities can deliver change faster and more personally when trusted as equal partners. Creating innovation spaces and pilot opportunities, such as our Carsebridge Cultural Campus, where community-led projects in trades, digital skills, textiles, and heritage tourism can grow into sustainable enterprises that strengthen the local economy. Recognising place-based equality work as a core part of Clackmannanshire's regeneration. Community wellbeing, cultural confidence, and economic renewal are deeply linked — we can build all three together through co-designed support structures.

The Hive (Dollar Community Development Trust)	Improvements to the local transport system would be essential, as unless you own your own transport and are still physically able to drive yourself, there is virtually no consistent public transport available. In addition, it would be in the Council's responsibility to provide more support for community and social centre groups such as The Hive. Social care has been widely acknowledged as necessary for reducing the burden on the NHS including mental health and social services, helps prevent social isolation and combats the mental health crises.
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Equality and Fairer Scotland Impact Assessment (EFSIA) Summary of Assessment

Title: Non-Domestic Rates Discretionary Rates Relief (Charities and Sports Clubs)

Name of your decision, activity, policy, strategy or proposal. Referred to throughout as 'proposal' in this document.

Key findings from this assessment (or reason why an EFSIA is not required):

The Council has undertaken a consultation on a proposal to remove or change the current 100% discretionary rates relief which is currently provided to thirty-five charities and sports clubs in line the policy agreed in 2023. Thirty-one organisations have provided information and evidence as part of the consultation which includes specific information on the impact of equalities groups where organisations provide a direct service to people with a protected characteristic and provide activity which aims to reduce inequality or advance equality within Clackmannanshire. Whilst it is important to note that the proposal does not directly impact equalities groups, it may indirectly discriminate equalities groups due to the nature of the services provided by organisations in receipt of the 100% discretionary rates relief.

The organisations which have provided evidence through the consultation have provided information on the source of revenue income, which is comprised of grant funding, donations, charges for services, donations, subsidies and/or a combination. This varies for each organisation.

Based on the information provided through the consultation, which sought to understand equality and fairer Scotland impacts from the proposal, a full EQIA assessment has been prepared.

Summary of actions taken because of this assessment:

Review of all feedback received during the consultation and preparation of detailed findings and impact themes for consideration by Council (as agreed at Special Council in February 2025).

Ongoing actions beyond implementation of the proposal include:

Actions are not known at this stage and will be developed in due course.

Lead person(s) for this assessment: Cherie Jarvie

Senior officer approval of assessment: Lindsay Sim/Chris Alliston

DATE: 10th November 2025

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: ['NAME']. Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document).
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty.
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

The purpose of the proposal is to present the findings of the consultation agreed in February 2025, and to identify the potential impacts on residents and communities from any proposed change to the current 100% non-domestic discretionary rates relief for Charities and Sports Clubs. The proposal includes four recommendations as follows:

1. Note and consider the findings of the consultation conducted with groups currently receiving discretionary rates relief.
2. Note that the consultation was broadened to include the removal of non-domestic relief for all organisations currently receiving such relief, rather than being limited solely to Community Amateur Sports Clubs (CASCs).
3. Review, and take into account, the Equality and Fairer Scotland Impact Assessment.
4. Decide whether:
 - (a) to withdraw discretionary non-domestic rates relief from Community Amateur Sports Clubs, as per the original 2025/2026 budget proposal, or,
 - (b) to withdraw discretionary non-domestic rates relief from all the organisations listed in Appendix 1, Table 1, or
 - (c) to maintain the provision of non-domestic relief to all organisations.

2. Why is the proposal required?

The consultation was agreed at Special Council in February 2025 as follows:

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The removal of savings for year 2026/27 in respect of the removal of non-domestic rates discretionary relief for charities and sports clubs (£4000) to allow for a period of consultation to take place with those affected leading to a review and subsequent report which can be considered by Council prior to budget setting in 2026/27'. Ensuring a fair and transparent approach to the engagement all charities and sports clubs receiving the 100% discretionary rates relief were included in the consultation.

3. Who is affected by the proposal?

Thirty-five organisations who currently receive 100% discretionary rates relief.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

The Council's non-domestic discretionary rates relief policy agreed by Council in 2023.

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

Yes

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- help you to understand the importance of your proposal for those from equality groups,
- inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and
- provide justification for the outcome, including where it is agreed an EFSIA is not required.

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided through the consultation which highlights that older residents are likely to be impacted by the proposal within the context that there may be changes to the type and frequency of services provided by the organisations affected by the proposal. There may also be cost implications for these services with users asked to pay (or pay more) to access services. There is also evidence that some of the organisations provide direct services to children and young people with possible impacts on the type, frequency and cost of services being provided.
Disability	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided through the consultation which highlights that residents with both physical and mental disabilities are likely to be impacted by the proposal within the context of changes to services available to them.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Race	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided through the consultation which highlights that residents from ethnic minorities may be impacted by the proposal within the context of changes to services available to them.
Sex	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided through the consultation which highlights that females are likely to be impacted by the proposal within the context of changes to services available to them.
Gender Reassignment	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	There is minimal evidence to suggest that the proposal would impact this protected characteristic.
Sexual orientation	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided through the consultation which highlights that this characteristic may be impacted by the proposal within the context of changes to services available to them.
Religion or Belief	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	There is minimal evidence to suggest that the proposal would impact this protected characteristic.
Pregnancy or maternity	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided through the consultation which highlights that pre- and post-natal women are likely to be impacted by the proposal within the context of changes to services available to them.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	There is minimal evidence to suggest that the proposal would impact this protected characteristic.
Socio economic disadvantage (if required)	Consultation exercise with affected organisations carried out between 18 th August and 27 th October 2025.	Evidence has been provided which highlights that residents and communities experiencing socio-economic disadvantage are likely to be impacted from the proposal within the context of changes to services and potentially the cost of accessing some services. Many of the organisations are sited within known deprived communities in Clackmannanshire, and many provide specific and targeted services to residents who experience inequality (including financial, income, employment and health inequalities).

[Type here]

7. **Based on the evidence above, is there relevance to some or all of the equality groups?** Yes. This relevance is through the indirect nature of the proposal which may impact the ability of the affected organisations to deliver the services which they do so now.

If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

The objectives of the engagement were:

- To gather evidence from the organisations on the impact of any changes or removal of the 100% discretionary rates relief which they currently receive, and to highlight specific impacts on equalities groups as a result of this proposal.
- **Methodologies used:**
 - On-line citizen space consultation survey over a 10-week period
 - Direct contact made with the affected organisations offering an in-person meeting to discuss the proposal. Follow up emails were also sent to each group.
 - Independent support for affected organisations was also provided by CTSI who contacted the groups directly.

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

- Additional and supplementary evidence was submitted by some organisations included in the consultation.
- Clackmannanshire Third Sector Interface (CTSI), although not a formal consultee also submitted evidence.

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential for developing good relations		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential to advance equality of opportunity		X		There is a risk of indirect impacts on organisations which directly advance equality of opportunity through the services they provide, and which may necessitate a reduction in service delivery. The engagement exercise sought to understand mitigations that may be implemented to reduce these impacts should a decision be taken to change the policy. Additionally, not all organisations provided the view that the proposal would negatively impact their ability to deliver services, and others with the ability to raise income through revenue streams. Implementation of any decision to change the policy would be effective from

[Type here]

				December 2026, providing a period of 12 months for planning and mitigation.
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Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential for developing good relations		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential to advance equality of opportunity		X		There is a risk of indirect impacts on organisations which directly advance equality of opportunity through the services they provide, and which may necessitate a reduction in service delivery. The engagement exercise sought to understand mitigations that may be implemented to reduce these impacts should a decision be taken to change the policy. Additionally, not all organisations provided the view that the proposal would negatively impact their ability to deliver services, and others with the ability to raise income through revenue streams. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to

[Type here]

				change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential for developing good relations		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential to advance equality of opportunity		X		There is a risk of indirect impacts on organisations which directly advance equality of opportunity through the services they provide, and which may necessitate a reduction in service delivery. The engagement exercise sought to understand mitigations that may be implemented to reduce these impacts should a decision be taken to change the policy. Additionally, not all organisations provided the view that the proposal would negatively impact their ability to deliver services, and others with the ability to raise income through revenue streams. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential for developing good relations		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy

[Type here]

				would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential to advance equality of opportunity		X		There is a risk of indirect impacts on organisations which directly advance equality of opportunity through the services they provide, and which may necessitate a reduction in service delivery. The engagement exercise sought to understand mitigations that may be implemented to reduce these impacts should a decision be taken to change the policy. Additionally, not all organisations provided the view that the proposal would negatively impact their ability to deliver services, and others with the ability to raise income through revenue streams. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations				
potential to advance equality of opportunity				

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations				
potential to advance equality of opportunity				

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations				

[Type here]

potential to advance equality of opportunity				

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential for developing good relations		X		There is potential for discrimination if a decision is made which affects a select group of organisations and not others; or if a decision impacts organisations supporting equalities groups and not others. Options are included in the proposal on which a decision will be taken and the engagement exercise sought to understand mitigations that be implemented to reduce these impacts. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.
potential to advance equality of opportunity		X		There is a risk of indirect impacts on organisations which directly advance equality of opportunity through the services they provide, and which may necessitate a reduction in service delivery. The engagement exercise sought to understand mitigations that may be implemented to reduce these impacts should a decision be taken to change the policy. Additionally, not all organisations provided the view that the proposal would negatively impact their ability to deliver services, and others with the ability to raise income through revenue streams. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.

[Type here]

characteristic and only in relation to work matters)				
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Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?		X		There is a risk of indirect impacts on organisations which directly work to reduce inequalities through the services they provide, and which may necessitate a reduction in service delivery. Some of the organisations directly support tackling poverty, reducing health inequalities and reducing financial insecurity. Additionally, some of the organisations are sited in the most deprived communities in Clackmannanshire. The engagement exercise sought to understand mitigations that may be implemented to reduce these impacts should a decision be taken to change the policy. Implementation of any decision to change the policy would be effective from December 2026, providing a period of 12 months for planning and mitigation.

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

The proposal contains options as described above, and the report (appendix 1) sets out in detail the evidence submitted through the consultation. Council will decide which, if any of the options to progress.

Once a decision is made, this will be communicated in writing to the impacted organisations outlining the decision and timeframes for implementation (if applicable).

A range of suggested mitigations have been put forward by organisations through the consultation exercise. If these mitigations are supported, there may be additional costs and resources required, although the quantum is not currently known and further work would be required.

Timeline for implementation is from December 2026.

[Type here]

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

13. **You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

On-going discussion and review as part of the development of our Community Wellbeing Plan which contains our Library Service action plan.

Reviewing of data and creation of further consultation plan

Reviewing further consultation data alongside management information

Refining of proposal

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

14. Record any post-implementation actions required.

Should Council decide to progress with the modernisation of the Library Service delivery model, engagement and partnership working will be an integral part of both planning and implementation. This will include engagement with communities, community groups and third sector organisations.

15. Note here how you intend to monitor the impact of this proposal on equality groups.

Gather and analyse quantitative and qualitative data annually as referred to in Qu 9.

16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:

EFSIA as part of the Community Wellbeing Plan is reviewed annually

In addition, EFSIA will be incorporated into long term service improvement planning and reviewed every 3 years. To align with the current 3-year cycle already in progress, the next review will be financial year 2027/28.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Cherie Jarvie

Date: 19/11/25

Senior officer approval of assessment:

Signed: Chris Alliston

Date: 19/11/25

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.

Report to **Clackmannanshire Council**

Date of Meeting: 27 November 2025

Subject: **Annual Review of Debtors 2024/25**

Report by: **Chief Finance Officer (S95 Officer)**

1.0 Purpose

- 1.1. To provide council with the annual update on income collection and to propose the 'write-off' of those debts which are deemed irrecoverable.

2.0 Recommendations

- 2.1. It is recommended that the council;
- 2.1.1. Note the trends in income collection for 2024/25;
- 2.1.2. Approve the proposed debt write-off of £719,639 (paragraph 6.2 & Appendix B);
- 2.1.3. Approve the write-off of school meal debt held within Schools of £3,543 (paragraph 4.6 & Appendix C)
- 2.1.4. Note and comment as appropriate on the other matters raised in the report.

3.0 Background

- 3.1. Responsibility for the collection and recovery of income due to Clackmannanshire Council principally lies with the Finance and Revenues Service within the Partnership & Performance Directorate. All income collected by the service is done so in accordance with the Council's Corporate Debt Recovery and Write-Off Policy. The Council also uses Sheriff Officers to administer collection on the Council's behalf. Stirling Park continues to provide this service to the Council.
- 3.2. This report analyses collection performance, updates members on recovery actions taken and service developments, and proposes the write-off across all debt streams for the financial year.
- 3.3. During the year bills and invoices totalling £85.483m were issued by the Council. This is an increase from £80.101m issued in 2023/24. The following paragraphs set out the details for each income stream.

4.0 Income Streams

Council Tax Collection

- 4.1. In 2024/25, Council Tax bills totalling £37.142m were issued to 25,315 households. In 2024/25 the Council Tax charge was frozen in line with the 2023/24 charges. Total income received for Council Tax in 2024/25 was £35.313m. This includes income in relation to water and sewerage charges that are included in the annual council tax bill and collected by the Council on behalf of Scottish Water. Charges for water and sewerage are set by Scottish Water on an annual basis.
- 4.2. The key indicator of performance for Council Tax collection (excluding water and sewerage) is the in-year collection rate. This represents the total amount of Council Tax collected as a percentage of the total amount billed. In 2024/25 the in-year collection rate was 96.2%. This is an increase of 0.3% on the recorded collection rate of 95.9% in 2023/24 and 0.7% above the national average of 95.5% for 2024/25.
- 4.3 Throughout the year the Revenues team have continued to focus on processing applications for Council Tax Reduction (CTR). We have also continued to review processes and look for ways to improve efficiency. We work closely with the Department of Work & Pensions (DWP) and the Council utilises its ATLAS information system which is used to ensure that all CTR cases are identified and processed.
- 4.4 There has been continued development of our online services for Council Tax payers with our Citizens Access - Revenues Portal during 2024/25. This gives council tax payers the ability to view their Council Tax liability details, manage their payment methods, report changes and apply for various discounts and exemptions. A further development in 2025/26 will be the roll out of E-Billing, where Council Tax payers will be able to receive their Council Tax bills electronically rather than in paper form.

Sundry Debt Collection

- 4.5 During 2024/25 sundry debtor invoices totalling £5.024m (£5.678m 2023/24) were issued by the Council. A sundry debt is the name given for invoices raised for chargeable council services. Other chargeable services include; client contribution towards care, commercial waste and after school fees. However, large invoices for Health and Social care to the NHS and Stirling Council are also raised using the same approach. Individual services are responsible for raising their own invoices with payments monitored by Finance and Revenues.

School Meal Debt

- 4.6 Debt that is due to unpaid School meal income is initially attempted to be recovered by the school. However, once this balance reaches £50, it is then transferred to sundry debtors to raise an invoice. As at the 31 March 2025 there is a balance of unpaid debt within the schools of £3,543 for 2024/25. This is a significant reduction from 2023/24, mainly due to the changes in free school

meal entitlement. There were no invoices raised as sundry Debts in 2024/25. Detail of the debt by each school is included in Appendix C.

Non Domestic Rates (NDR) Collection

- 4.7 Clackmannanshire Council are required to bill and collect Non Domestic Rates (NDR) on behalf of the Scottish Government. Income is then pooled and distributed to Councils, under the rates pooling system. During 2024/25 the council billed businesses for rates totalling £20.549m (2023/24 £19.067m). The collection rate for 2024/25 as a percentage of the total billed was 95.97%. This is decrease of 1.4% on previous collection rate of 97.37%.
- 4.8 There have been a number of legislative changes relating to NDR administration in Scotland. The latest revaluation took effect from 1 April 2023 and the Small Business Bonus Scheme thresholds were amended. In addition to this, the relief for empty properties was removed from statute and is now determined locally from 1 April 2023. The Council approved a revised policy for 2024/25 which reduced entitlement to relief for various categories of empty rateable properties such as listed buildings etc.

Housing

- 4.9 The total gross rental liability for 2024/25 payable by approximately 5,000 council tenants and associated lock-ups was £22.768m (2023/24 £21.337m).
- 4.10 Overall, rent arrears decreased during the year by £0.501m to a total of £1.832m (2023/24 £2.333m). As a percentage of gross rental income, the arrears represent 7.16% (2023/24 10.6%) which is equivalent to approximately £361 (2023/24 £462) per house. Housing officers work closely with tenants to reduce the occurrence and build-up of arrears. The main comparison used by the SHR is Indicator 31 - Gross rent arrears, which has decreased by 3.99% to 7.16%.
- 4.11 In addition to the debtor for rents, the Housing debtor also includes unpaid invoices for rechargeable repairs and Housing Benefit Overpayments. The following sections sets out details for each of the categories of debts within Housing. Appendix A summarises the arrears position for Housing debts broken down by category for the years 2022/23 to 2024/25.

Current Rent Arrears

- 4.12 The tables below provide a breakdown of current rent arrears and the impact of Universal Credit (UC). It should be noted that the Scottish Housing Regulator (SHR), to allow for comparisons between Councils and Housing Associations, allow for some year-end adjustments to the arrears figures particularly dealing with UC Payments meant for the previous financial year.

- 4.13 Table 1 below details that in the last financial year, current arrears increased by £0.008m.

Table 1 – Current and Former Tenant Arrears

	2021/22	2022/23	2023/24	2024/25	Current / Last Year Increase (Decrease)
Gross rent arrears (current and former tenants) as a % (SHR indicator 31)	10.66%	11.51%	11.15%	7.16%	(3.99%)
SHR Current tenant rent arrears value	£873,255	£861,742	£601,708	£620,950	£19,242
SHR Current Tenant arrears as a %	3.63%	3.32%	2.42%	1.77%	(0.65%)
SHR Former Tenant arrears as a %	7.03%	8.19%	8.73%	5.48%	(3.25%)

- 4.14 The following table provides a breakdown of arrears cases by value band over the last three financial years and the movement in each of those bands.

Table 2 – Breakdown of arrears case load

	2022/23	2023/24	2024/25	Current / Last Year Increase (Decrease)
Total No of current rent accounts in arrears	1,895	1,527	1,863	338
Greater than £4,000	6	2	0	(2)
Between £3,000 & £3,999	13	0	2	2
Between £2,000 & £2,999	40	26	13	(13)
Between £1,000 & £1,999	172	130	99	(31)
Between £500 & £999	257	211	248	37

Between £0 and £499	1,407	1,158	1,501	345
Highest rent account balance	£7,438.24	£4,398.42	£3,465.94	(£932.48)

4.15 Table 3 provides a further breakdown of arrears value per case and the illustration between those arrears' cases claiming Universal Credit Housing Cost Assistance and those in arrears who are not.

Table 3 – Current arrears and UC cases

	2021/22	2022/23	2023/24	2024/25	Current / Last Year Change
Total Arrears Value	£873,255	£861,742	£601,708	£620,950	£19,242
Average value per case	£488	£454	£407	£385	(£22)
Total Number of UC cases in arrears at year end	1,226	1,398	1,213	1,484	271
Total Arrears value for UC cases	£637,562	£669,646	£493,835	£503,625	£9,790
Average value per case	£520	£479	£407	£339	£1
Non UC claimants in arrears at year end	564	501	314	379	65
Total Arrears value for non UC cases	£235,694	£192,096	£107,873	£117,325	£9,452
Average value per case	£418	£383	£344	£310	(£34)
Total Number of UC claimants at year end	2,049	2,204	2,409	2,713	304
% UC claimants in arrears	59.83%	63.43%	50.35%	45.45%	(4.90%)

Former Tenant Arrears

4.16 Tenancies end for a variety of reasons including abandonment, eviction or death. When there is a balance on the account these arrears can be difficult to collect if for example, there is no forwarding address, or the deceased has no estate.

- 4.17 The total former tenant arrears at the 31 March 2025 was £1.209m (including lock-ups) made up of 1,361 cases. This is a decrease from 2023/24 of £0.559m and over 1,200 cases.

Housing Benefit Overpayments

- 4.18 An overpayment of Housing Benefit (HB) occurs when an individual receives an award of benefit that is then deemed not to have been due. This can occur for a variety of reasons, including claimant error, fraud, a backdated change in circumstances or Local Authority (LA) error. For existing HB claimants any overpayment can be recovered from ongoing entitlement where possible, but for others, customers are required to make arrangements to repay. In 2024/25 the Revenues Team worked closely with the DWP to review processes around the collection of Housing Benefit Overpayments. This focused on utilising new methods of recovery such as the payment deduction programme in which the Council was able to collect an additional £15,271 in 2024/25.
- 4.19 At the end of 2024/25 there were outstanding Housing Benefit Overpayments relating to Council tenancies for both Former and Current Tenants of £0.841m. This is a decrease of £0.103m from 2023/24.

5.0 Overall Debt Position

- 5.1 The following table shows the current debt position for all income streams.

Table 4 – Overall Debt Position

Debtor	2022/23 £000	2023/24 £000	2024/25 £000
Council Tax	12,488	12,418	12,652
Sundry Debtors	3,408	2,589	2,366
HRA Debts	3,779	3,543	3,543
Total Gross Debtor	19,675	18,550	18,561

- 5.2 The Council's debtors' position reflects the total amount due to the Council.

6.0 Irrecoverable Debt for Write-Off

- 6.1 Each financial year the council is required to propose accounts for write-off from each income stream in accordance with the Corporate Debt and Write-off Policy.
- 6.2 The table below highlights the proposed write-off from each income stream along with a comparison of the accounts approved for write-off in financial year 2024/25.

Table 5 – Debt Write Off

	Approved Write Off 2023/24		Proposed Write Off 2024/25	
Type of Debt	Number of accounts	Value £	Number of accounts	Value £
Council Tax	1,332	444,128	729	264,029
NDR	66	139,190	67	225,400
Sundry Debt	876	114,600	1,260	147,703
Former Tenant Arrears (incl. Lockups and Recharges)	1,899	805,238	137	75,745
Housing Benefit Overpayments	142	6,078	36	6,762
Total	3,705	1,509,234	2,229	719,639

- 6.3 During 2023/24 there was a targeted exercise to review outstanding debt within Former Tenant Arrears which resulted in a large write-off for debt that due to its age was no longer deemed recoverable.
- 6.4 Accounts can be proposed for write-off for a number of reasons including;
- Deceased – where the customer has died and left no estate.
 - Sequestration – The customer has applied for and been awarded bankruptcy and there is unlikely to be any dividend for creditors.
 - Untraceable – No up-to-date contact information is available for the customer and all means of contacting them have been exhausted.
 - Small Balance – The balance outstanding on the account is small and it is not deemed cost effective to pursue.
 - Management Write-Off – Management have agreed to the write-off of the debt due on a particular case due to the individual circumstances of the customer.
 - Time Lapsed – Where the debt has prescribed under the Prescription and Limitation (Scotland) Act 2018 and it has been more than 5 years since last contact from the customer. This excludes debt relating to Council Tax, NDR and Housing Benefit Overpayment.
- 6.5 Appendix B provides a breakdown by reason for the proposed write-off of debts in each income stream.

7.0 Sustainability Implications

7.1. None.

8.0 Resource Implications

8.1. *Financial Details*

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

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

8.4. *Staffing*

9.0 Exempt Reports

9.1. 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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☐

8.2 If an impact assessment has not been undertaken you should explain why:

An Impact Assessment is not needed as there are no changes to existing service delivery and policy.

9.0 Legality

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

10.0 Appendices

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

Appendix A – Housing Debts at 31 March 2025

Appendix B – Proposed Write-offs at 31 March 2025

Appendix C – School Meal Debt by School at 31 March 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) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ben Watson	Team Leader – Revenues & Benefits	6228
Nicola Mack	Chief Accountant	2032
Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director – P&P	

Housing Debts at 31 March 2025

The Housing Debtor relates to all income collected in relation to the Housing Service, including residential, lock up and garage rents, re-chargeable repairs and Housing Benefit Overpayments. The Housing Debtor can be broken into the following different categories.

HRA arrears position 2022/23 to 2024/25

	2022/23 £000	2023/24 £000	2024/25 £000
Current Tenant Arrears (incl lock ups)	872	618	870
Former Tenant Arrears (incl lock ups)	1622	1,761	1,209
HB Overpayments (HRA only)	965	944	841
Rechargeable Repair	320	220	135
Miscellaneous	30	0	0
Total Gross Debtor	3,779	3,543	3,055
Provision	(3,446)	(3,416)	(2,829)
Total Net Debtor	333	127	226

* Figures for 2024/25 are draft, subject to audit of the annual accounts.

For 2024/25 the gross Debtor has reduced by £0.488m. This is mainly due to a decrease in Former Tenant Arrears following the targeted exercise to review outstanding debt and the subsequent write-off of £0.806m. This is partly offset by an increase in current tenant arrears of £0.252m.

Housing rent is managed by the Tenancy Management Team and Housing Officers work closely with tenants to help them to sustain their tenancy and pay their rent.

Proposed Write-Offs at 31 March 2025

- 1.1 The following paragraphs set out for each of the proposed debt streams, the total amounts and number of cases by reason for write-off showing comparison to the previous year. Full case records are retained by the Revenues Team for audit purposes.
- 1.2 Current Tenant arrears are managed by the Tenancy Management Team, within Housing. These debts are dealt with separately and are not included within the proposed write-off below.

Council Tax and Water Charges

- 1.3 The following table details the proposed write-offs for Council Tax and Water Charges by reason

	2023/24		2024/25	
Reason	No of Accounts	Total £	No of Accounts	Total £
Deceased	585	156,340	519	134,742
Sequestration	305	165,835	169	123,526
Untraceable	325	113,562	39	5,753
Small Balance	86	476	2	8
Time Barred	31	7,915	-	-
TOTAL	1,332	444,128	729	264,029

- 1.4 The proposed write off for Council Tax has decreased from 2023/24 by £0.180m with a decrease of 603 cases.
- 1.5 51% of the council tax debt being proposed for write-off is due to death of debtors leaving no estate. A further 47% being proposed for write-off are due to people being sequestered or entering a Trust Deed. The remaining 2% are where there is no information to contact the rate payer to pursue the debt and small balances.

Non Domestic Rates (NDR)

1.6 The following table details the proposed write-offs for NDR by reason.

Year	2023/24		2024/25	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	49	79,992	29	69,864
Sequestration/ Liquidation	3	12,837	27	95,907
Ceased Trading/ Dissolved	12	45,805	11	59,629
Small Balance	1	5	-	-
Deceased	1	551	-	-
Total	66	139,190	67	225,400

1.7 The number of cases proposed for write-off has increased slightly from 2023/24, however there has been a 61.9% increase in the total value of proposed write-offs indicating a higher average value per case than 2023/24.

1.8 The largest proportion of cases and debt values identified for write-off (42.5%) are attributable to ratepayers who have been sequestrated/placed into liquidation.

Sundry Debts

- 1.9 The following table sets out the detailed reasons for proposed write-off of Sundry Debts.

Year	2023/24		2024/25	
Reason	No of Accounts	Total £	No of Accounts	Total £
Ceased Trading	-	-	6	1,640
Deceased	-	-	744	71,599
Small Balances	191	1,153	30	233
Time Barred	685	113,447	480	74,232
Total	876	114,600	1,260	147,704

- 1.10 The majority of the debt proposed for write-off is within the categories of deceased (48%) and time barred (50%). For time barred, debt can only be pursued within 5 years and any debt older than this must be written-off.

Former Tenant Arrears

- 1.11 The following table sets out the detailed reasons for proposed write-off of former tenant arrears.

Year	2023/24		2024/25	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	25	15,910	1	1,001
Deceased	106	45,023	44	15,999
Small Balances	131	7,153	10	1,162
Sequestration	34	18,159	17	18,773
Time Barred	993	606,781	65	38,810
Total	1,289	693,026	137	75,745

- 1.12 As noted within the main report at paragraph 6.3, there was a targeted review of former tenant arrears during 2023/24 which resulted in a large write-off of debt that was no longer deemed recoverable due to its age.

Housing Benefit Overpayments

- 1.13 The following table sets out the detailed reasons for proposed write-off of Housing Benefit Overpayments.

Year	2023/24		2024/25	
Reason	No of Accounts	Total £	No of Accounts	Total £
Deceased	7	4,315	2	6,553
Management Write off (DHP)	10	862	-	-
Small Balances	125	901	34	209
Total	142	6,078	36	6,762

- 1.14 97% of the total value to be written off is due to death which is broadly in line with the previous year. However, the number of accounts is significantly less.

APPENDIX C

School Meal Debt by School

1.1 The table below shows the outstanding income due for school meals, by school, that is not yet passed to sundry debtors.

School	2023-24 £	2024-25 £
Abercromby PS	1,690	1,449
Alva Academy	74	-
Alva PS	2,698	-
Clackmannan PS	83	15
Coalsnaughton PS	355	169
Craigbank PS & ELC Sauchie	390	-
Deerpark PS	129	-
Lochies School	78	-
Menstrie PS	222	-
Muckhart PS	40	71
Park PS	1,059	781
Redwell PS	-	20
St Bernadettes RC PS	464	-
St Mungos RS PC	436	314
St Serfs PS	931	-
Strathdevon PS	893	55
Sunnyside PS & ELC	3,141	189
Tillicoultry PS	867	480
TOTAL	13,550	3,543

1.2 As noted within paragraph 4.6 of the main report, there has been a significant reduction in School Meal Debt from the previous year mainly as a result of the change in entitlement to free school meals.

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Implementation of Scotland Excel Care & Support Flexible Framework

Report by: Wendy Forrest, Head of Strategic Planning and Health Improvement, HSCP

1.0 Purpose

- 1.1. The purpose of this report is to seek Council approval for the procurement of care and support arrangements to cover the whole of the Clackmannanshire area using the Scotland Excel 2022 Care & Support Flexible Framework.
- 1.2. It has been considered prudent to bring this before Council due to the significant value of the contract over its lifetime.

2.0 Recommendations

- 2.1. Council is asked to approve the procurement of care and support under the Scotland Excel 20/22 Care and Support Flexible Framework and implementation of local terms and conditions.

3.0 Considerations

- 3.1. Establishment of this framework Agreement has been carried out by Scotland Excel, under the light touch regime for public procurement of social services contracts under the Public Contract (Scotland) Regulations 2015. Appropriate call-off mechanisms for individual packages of care will be put in place via the HSCP Commissioning and Business Support teams.
- 3.2. The Council are under a legal obligation to secure the provision of suitable care arrangements for persons assessed as needing it under sections 12 and 12A of the Social Work (Scotland) Act 1968. Failure to contract these services would place the Council in breach of its statutory duties. Robust contractual arrangements will ensure that care is not withdrawn at short notice, suitable arrangements are in place for adults at risk and that the Council secures best value in the provision of their statutory duties.
- 3.3. Approving the commencement of this procurement will ensure that there is capacity to facilitate hospital discharges and for providers to accept new

packages of care from the community ensuring higher levels of health and wellbeing for residents in Clackmannanshire.

- 3.4. The Council are required to carry out this exercise for the Integration Joint Board as a direction was made under the Public Bodies (Joint Working) (Scotland) Act 2014. The award of any contract requires to be approved by the Integration Joint Board in line with their governance arrangements as noted in the Council's Contract Standing Orders
- 3.5. It is expected that the new Scotland Excel Care and Support Flexible Framework will replace a) the existing Scotland Excel Care and Support Flexible Framework b) and the local Care and Support Framework and c) a small number of packages of care that are currently not under contract. The existing care and support providers that will be covered by this Framework contract currently provide around 750,000 hours of care and support per year to around 920 supported people at any one time.
- 3.6. The Framework commenced in October 2024 and will endure for 6 years to October 2030.
- 3.7. The new Scotland Excel Framework offers a process that is designed to allocate packages of care to the most appropriate and cost effective provider to ensure high levels of budget control and assist in securing best value from public resources. This is also the purpose of implementing local terms and conditions and local ranking tool. These additional levers enable Commissioners to manage the supply market effectively.
- 3.8. The new Scotland Excel Framework offers an opportunity for local care and support providers to offer a service within Clackmannanshire.
- 3.9. The proposed local terms and conditions and local ranking tool are annexed for information at Appendices 1 & 2

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

- 5.1. The projected spend between April 2025 and September 2030 is £94.73 million. The expectation is that a rate increase may have to be applied in April each year. Annual uplifts in recent years have been in order to support increases to the hourly rate paid to care workers supported by specifically policy funding from Scottish Government. Any rate increase requests require governance approval to ensure that any increase is within budget and complies with the reporting requirements set out in the Council's Contract Standing Orders.
- 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

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☐

8.2 If an impact assessment has not been undertaken you should explain why:

There is no equalities impact as the service delivery remains exactly the same. This change is purely a contractual change as required by Scottish procurement legislation.

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: Local Terms and Conditions; and

10.2 Appendix 2: Local Ranking Tool

11.0 Background Papers

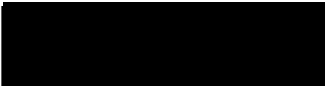
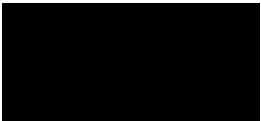
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☐

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Wendy Forrest	Head of Strategic Planning and Health Improvement	
Joanna MacDonald	Interim Chief Officer, HSCP	

Appendix 1: Local Terms and Conditions

Flexible Framework Agreement - Care and Support (2022)

Annexe 1 - Local Schedule (Additional Terms)

Annexe 1: Care and Support Framework - Additional Terms - Local Schedule

The Scotland Excel Care and Support Framework allows local authorities to include their own terms and conditions to packages placed under the Framework. On this basis, Stirling Council includes the following additional terms to reflect local arrangements:

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IDENTIFIED AND DEFINED TERMS:

“Business Matching Unit” (BMU) means a point of contact responsible for commissioning the Services for Stirling Council from the

“Call-Off Contract” shall be interpreted to have the meaning noted in Schedule 5 to this Framework- Interpretation and Defined Terms.

“Care Plan” and **“Support Plan”** mean the document that sets out the level of Care to be provided for the Supported Person based on the Single Shared Assessment. Over the course of this Framework, and in accordance with local operational changes - These terms may be used interchangeably.

“Enhanced Reception Services”(ERS) means the first point of contact for Stirling Council residents accessing Adult Social Care (Assessment and Partnerships). ERS is responsible for triaging and signposting calls from both Supported People and Providers.

“Individual Service Requirement” is the individual requirement based on the Care Assessment and

Provisions request, for an individual supported person, made by the Business Matching Unit

“Local Ranking Tool” means the system that BMU will use to support allocation of packages of care to an individual Provider.

“Local Schedule ” means the additional local terms and conditions permitted by Scotland Excel and added to the Framework at Annexe 1.

“Parties” means the Council and the Provider as identified in the Form of Tender.

“Partnership” means the Clackmannanshire and Stirling Health and Social Care Partnership (NHS

Forth Valley, Clackmannanshire Council and Stirling Council)

A. DISCONTINUATION OF SERVICES TO A SUPPORTED PERSON

1. Full termination provisions are as provided at **Part H**, Disputes, Remedies and Termination, Flexible Framework Terms and **Condition 37, Schedule 3**, Call Off Terms.
2. Provision of a service to a Supported Person shall be discontinued in any of the following events:
 - a) on the date of death of a Supported Person;
 - b) when after reviewing a Supported Person’s needs in conjunction with the Provider and in so far as possible a Supported Person and / or their Representative, the Council considers a Supported Person’s needs will be better met by seeking alternative arrangements. In all such cases the Council shall process the transfer to alternative arrangements to the satisfaction of all parties whilst safeguarding the interests of a Supported Person. In this instance provision of the Service to a Supported Person shall cease on the date specified in the Council’s notice to the Provider.

3. A Supported Person has the right to terminate the service at any time and for any reason without giving any notice to the Council. Where such termination by a Supported Person occurs the individual service will be deemed to have terminated the next day.
4. Where a Provider is first aware of the fact that a Supported Person has terminated or intends to terminate the service, the Provider will immediately inform the Business Matching Unit Manager. Such contact may be made by telephone, fax or email.
5. Unless with the prior agreement of the Council, provision of services to a Supported Person shall be suspended but not terminated by reason of a Supported Person's temporary absence from home. In the event the absence exceeds an agreed period (or 4 weeks if no other period is agreed), the Provider and the Council may review the continued provision of services to a Supported Person. The Provider will not be paid for any periods of absence.
6. The Council will give the Provider a minimum of two days' written notice where the Council is aware that a Supported Person does not require the Services due to planned absences. The Provider will not be paid for any such absences.
7. Having received, where possible, prior notice in accordance with **Condition A.4**, the Provider may terminate the Service to a Supported Person with no less than 2 weeks (two) week's written notice, if:
 - a) in the Provider's opinion and agreed in writing by the Council, a Supported Person's needs have changed to a point where a care at home service is no longer appropriate.
 - b) a Supported Person is denying the Provider's Staff access to carry out the Service. In such instances, having taken all reasonable steps to gain access, the Provider shall notify the Council of the situation as soon as possible, and not later than 1 (one) working day.
 - c) the behaviour of that Supported Person is unreasonable to such a degree that the Provider's Staff are unable to adequately deliver the Service. In such an event the Provider shall notify the Council of the circumstances within 1 (one) working day.
 - d) in the event of either b) or c) an urgent review of a Supported Person's needs will be arranged by the Council. Such a review will involve a Supported Person, Carer / Representative, Provider, Care Manager, and any other relevant professional as appropriate. For the avoidance of doubt any notice period shall not commence until after the completion of the review set out in this **Condition A.7(d)**.
8. In all other circumstances where a Provider wishes to terminate the Service to an individual Supported Person, for whatever reason this shall not take place until the completion of a Supported Person Review involving the Provider, the Council and as far as possible a Supported Person and / or their family or Representative. Prior to any agreement from the Council to the termination of the Service to an individual Supported Person, the Provider shall demonstrate to the Council that he has taken all reasonable actions to avoid termination of the service and thereafter, the Provider shall give 28 (twenty eight) days written notice to the Council of the intention to terminate the service.

9. In all instances of termination of the Service to a Supported Person, the Parties will at all times act in the best interests of a Supported Person. Without prejudice to the Provider's health and safety obligations to its Staff, no service will be withdrawn by the Provider until an alternative suitable service has been identified by the Council. Such period of withdrawal will be negotiated with the Provider.

B. PAYMENTS DURING RESPITE/SHORT BREAKS

1. The Council will give the Provider a minimum of two days' written notice where the Council is aware that a Supported Person does not require the Services due to planned absences including respite. This may include planned respite that is documented as part of a Service Request, Individual Support Agreement or similar instruction to the Provider.
 - 1.1 The Council must give the Provider 24 hours' notice to restart a package of care, which has been paused for a period of respite or other short break. Where a Supported Person wishes to return home and their package of care is required earlier than planned this notice period will remain, but the Provider may restart the package of care earlier where possible.
 - 1.2 The Provider will not usually be paid for any periods of planned respite where the minimum notice has been given.
2. Where there is unplanned respite, the Provider must hold the package for 14 days from the time a Supported Person goes into respite.
 - 2.1 If a Supported Person leaves respite within first 14 days of entering respite the Council must give the Provider 24 hours' notice to restart the package of care. The Provider may restart the package of care earlier if this is possible.
 - 2.2 Where a Supported Person leaves respite after more than 14 days the Provider may be offered the package of care to maintain continuity of care. However, the Provider does not have to accept the package of care.
 - 2.3 The Council will pay the Provider for any scheduled visits during the first 48 hour period when a Supported Person entered into respite. The Provider will not usually be paid for any periods of planned respite where the minimum notice has been given.

C. HOSPITAL ENTRY AND DISCHARGE

1. When a Supported Person goes into hospital and is either admitted or assessed for a *potential admission the Provider is required to attend at a Supported Person's home* for all scheduled visits for the next 48 hours. The Provider will be paid for the full planned time for each visit during the initial 48 hour period. The only exception will be if unless a member of staff from the Council, Partnership or Hospital formally confirms the person has been admitted to hospital and will not return home within the initial 48 hour period; in this case the Provider no longer needs to attend the visits.
2. The Provider must hold the package for 7 days from the time a Supported Person goes into hospital (for assessment or admittance).
3. If a Supported Person leaves hospital between 48 hours and 7 days of entering hospital (for assessment or admittance) the Council must give the Provider 24 hours' notice to restart the package of care. The Provider may restart the package of care earlier if this is possible.
4. Where the person leaves hospital after more than 7 days the package may be offered the package of care to maintain continuity of care. However, the Provider does not have to accept the package of care.
5. The Provider must inform the Council (unless otherwise advised), a Supported Person's Representative and any other person authorised to be advised in a Supported Person's Personal Plan of this and, if known to the Provider, the expected duration of the hospitalisation, as soon as reasonably practicable but in any event, no later than the working day following the Provider becoming aware of such hospitalisation.

D. UNSCHEDULED CHANGES TO INDIVIDUAL CARE PACKAGES

1. The Provider can increase or decrease the amount of care provided within a package of care by 15 minutes per carer *per visit without having an approved, amended care plan in place at the time of the change.*
 - i.e. if Supported Person receives 4 visits per day each visit can increase by 15 minutes.
 - The increase can be for a longer visit or an extra support worker.
 - If there are 2 carers the package of care can be increased or decreased for both carers by 15 minutes per visit.

2. For the avoidance of doubt an approved care plan is required to ensure payment of an increase arranged in this way, but this will be completed by colleagues in Enhanced Reception Services (ERS) upon receipt of notification from the Provider.
3. Providers should submit requests by email to: adultcare@clacks.gov.uk and copy email to: bmuclacks@clacks.gov.uk. Requests should include the client information, including PID details, the increase/decrease and the *start and* end date for *each* change.
4. If the social work team refuse permission the unscheduled increase should not go ahead and the provider will not be paid for any additional care delivered.
5. Any increase or decrease can be claimed in this way for up to maximum of 4 weeks.
6. Increases or decreases of more than 15 minutes per visit or for more than 4 weeks will be deemed to represent a change in care needs and will require review and should be referred for review in the normal way.
7. The Council will not pay for any other changes to packages of care that have not been authorised through the Business Matching Unit or in writing from the relevant Service Manager.

E. RETAINER FEES

1. The Council will not usually pay for care that is not delivered (a retainer fee) where appropriate notice has been given by the Council or Supported Person.

F. COMPLAINTS PROCEDURE (SPSO)

1. “Complaints Procedure” has the meaning set out in Regulation 25 of the Care Regulations and refers to the two stage procedure with the complainant having a right to escalate their complaint to the Scottish Public Services Ombudsman (SPSO) in the event of a complaint not being resolved at stage 2 as outlined in the Stirling Council Social Care Model Complaints Handling Procedure.

G. MEDICATION MANAGEMENT

1. Prompting and administration of a Supported Person's medication may be required where the Provider has an agreed medication policy in place, which has been approved by the Council. The medication policy shall remain under constant review and changes shall be reported to the Council.
2. The Clackmannanshire and Stirling Health and Social Care Partnership Community Medication Policy is currently under review. Once the revised medication policy has been implemented by both Councils, there is an expectation that the Framework Providers will adopt the revised policy.

H. ADULT SUPPORT AND PROTECTION

1. The Parties agree to adhere to the Forth Valley Adult Support and Protection Multi Agency Guidance in relation to the protection of adults at risk of harm. The Provider shall immediately notify the Council of allegations or evidence of harm or abuse.
2. The Provider shall ensure that information on its policies and procedures for the protection of Adults at Risk of Harm is made available to the Council, Staff, a Supported Person and their Representative and that all Staff are trained in these policies and procedures.
3. The Provider shall have in place, implement and regularly review and evaluate the effectiveness of policies and procedures designed to prevent harm or abuse and for responding to actual or suspected harm or abuse, neglect or exploitation.
4. The Provider shall have a policy and procedure for reporting details of any allegation of harm or abuse to a Supported Person including financial, physical, sexual, emotional, neglect or verbal harm or abuse. The Provider shall immediately inform the Intake Worker, Social Care Services of any such reports. Disclosure of such reports shall not be regarded as a breach of confidentiality.
5. The Provider shall produce written guidelines which shall be followed by all Staff in identifying, investigating and reporting (both internally and to other external agencies who have legal duties to protect adults at risk of harm), harm / abuse and or suspected harm or abuse of adults in the care of the Provider, which guidelines shall include guidance on:
 - a) identifying adults who are at risk of harm or abuse, neglect, or exploitation; or who are being or are suspected of being harmed, abused, neglected or exploited; or who have been or are suspected of having been harmed, abused, neglected, or exploited

- b) recognising risk from different sources in different situations and recognising harmful or abusive behaviour including that by other colleagues, family members or other

Supported Persons

- c) the duty of Staff to immediately report suspected harm, abuse, neglect, or exploitation
 - d) the duty of the Provider to investigate such reports immediately and communicate information to external agencies who have legal duties to protect adults at risk of harm, including informing the Council of the harm / abuse or suspected harm or abuse
 - e) inter-agency information sharing and clarity on confidentiality and disclosure of information in such circumstances
 - f) the procedures for reporting harm / abuse or suspected harm / abuse both internally and to other external agencies who have legal duties to protect adults at risk of harm
 - g) protection for whistle blowers
 - h) working within best practice as specified by this Contract
 - i) child protection guidelines including the guidance contained in the Protecting Children and Young People: Framework for Standards for Professionals (Scottish Executive 2004).
6. Staff shall be obliged to adhere to the above mentioned guidelines, which shall emphasise that all those who express concern shall be treated seriously and shall receive a positive response from management at all levels. These guidelines shall take into account of any interagency policies operational in the Council's area that relate to the protection of adults at risk of harm.
7. The Provider shall have in place and implement procedures to prevent Staff gaining any personal benefit when working with adults at risk of harm.
8. The Provider shall ensure that where there has been harm or abuse, any action plan including risk assessment in relation to victim care / support and dealing with perpetrators is incorporated into the Personal Plan. The Provider shall use appropriate independent services including advocacy, counselling or Victim Support. The action plan shall be constantly monitored.
9. The Provider shall ensure that prompt action is taken in response to individual complaints from or concerns of Staff, a Supported Person and or their representative or any other source. Any such action shall follow the timescales identified within the Provider's Complaints Procedure. The Provider shall ensure that any complaints or concerns which raise matters related to adult support and protection must be reported under the Provider's Adult Support and Protection procedures and adhere to the local procedures. For the avoidance of doubt, where a Provider is unclear about whether a complaint or concern is a matter which should be reported under Adult Support and Protection procedures the Provider shall seek the view of the Council on the matter.

I. INDEMNITY AND INSURANCE

1. Full provisions are outlined at **Part G, Liabilities**, Flexible Framework Terms and **Condition 34, Schedule 3**, Call Off Terms.
2. Except as may otherwise be expressly stipulated in this Contract, the Council shall not be liable to the Provider or to any Supported Person or to any third party for any loss, cost, expense, penalty or damage incurred or suffered including but not limited to any personal injury or death or damage to property arising directly out of or in consequence of or in connection with the delivery or provision of the Services to any Supported Person or the operation of this Contract.
3. The Provider shall indemnify the Council against all proceedings, costs, expenses, liabilities, injury, loss or damage arising from or incurred by reason of any claim, demand or action made or raised against the Council by or on behalf of a Supported Person, employee of the Provider or the Council, or any other third party which arises out of the breach or negligent performance or failure in performance by the Provider, its agents, sub-contractors, and employees, of the terms of this Contract. The Council shall act reasonably in relation to any costs, expenses or damages paid by it, shall take all reasonable steps to minimise its payments / costs / losses and shall only make payment in relation to legally valid claims or proceedings.
4. However, the Provider shall have no liability for and shall not be liable to indemnify the Council in relation to any matter, which occurs as a result of the breach, negligent performance or failure in performance of the terms of this Contract on the part of the Council, its agents or employees.
5. The Provider shall effect and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of cover in respect of all risks which may be incurred by the Provider arising out of the Provider's performance of the Contract, in respect of death or personal injury, or loss of or damage to property. Such policies shall include cover in respect of any financial loss arising from any advice given omitted to be given by the Provider.
6. The Provider shall on request provide evidence to the Council that such cover has been affected and all due premium payments have been paid. Such evidence shall be provided to the Council in a form as determined by the Council and intimated to the Provider from time to time.
7. The Provider shall take out and maintain public liability, employer's liability and professional indemnity / medical malpractice insurance at levels no less than the statutory minimum where applicable.

8. Without prejudice to the generality of Condition 34.3, Individual Support Terms 4, the insurance cover for professional indemnity / medical malpractice (covering the administration of medication) the insurance cover shall not be less than £2,000,000 (TWO MILLION POUNDS STERLING). Such insurance cover must remain in force for the period in which any claim may be raised by a Supported Person or any third party.
9. In the event of the Provider having motor vehicles which are used in the provision of the Services they shall maintain adequate vehicle and passenger insurance cover in respect of such vehicles and shall on request provide evidence to the Council that such cover has been effected and due premiums have been paid.
10. Where Staff use vehicles not owned or leased by the Provider to transport Supported Persons the Provider must ensure that such Staff have appropriate insurance, a valid MOT Certificate and an appropriate driving licence at all times.
11. The terms of any insurance or the amount of the cover shall not relieve the Provider of any liabilities under the Contract. It shall be the responsibility of the Provider to determine the amount of insurance cover that will be adequate to enable the Provider to satisfy any liability referred to in **Condition I.5**.

J. ALLOCATION OF BUSINESS AND SERVICE AREA

1. Packages of Care shall be delivered across 3 locality areas: Urban, Rural South and Rural North as outlined in the Map at **Appendix One**.
2. Business will be allocated using a Local Ranking Tool, based on a range of Provider indicators. A style example is attached at **Appendix One**.
3. This is intended to be a flexible tool, which will reflect performance against indicators and monitoring information. A Provider's rank may vary over time, and from locality to locality to reflect local circumstances as determined by the Clackmannanshire and Stirling Health and Social Care Partnership. A Planning and Commissioning Officer will confirm a Provider's ranking, by group, at the earliest opportunity and will notify the Provider of any changes as they arise.

.K FINANCIAL ARRANGEMENTS

1. The Council shall pay any monies owed for the proper provision of the Services in the manner hereinafter provided.
2. Where the Provider provides services not covered in the Individual Service Requirement at the request of a Supported Person or their Representative, this shall be regarded as a private arrangement for which the Council has no liability to pay.
3. Any sum due to the Provider under this Contract shall be regarded as being exclusive of any VAT. The Council will pay to the Provider any VAT properly chargeable in terms of the relevant legislation on the supply to the Council under this Contract. The Provider shall issue a tax invoice in respect thereof.
4. The Provider shall be solely responsible for calculating the amount of VAT chargeable on accounts rendered by him under this Contract and shall indemnify the Council against any loss occasioned by any omission, error, overstatement or understatement of VAT on any invoice submitted by him under this Contract.
5. The Provider shall provide an annual management account to the Council for the delivery of the service funded by the Council. This may be required at a greater frequency, in which case the Council will provide reasonable notice of such a request.
6. Providers may apply for fee increases in line with Part B, Section 7 of the Flexible Framework Terms subject to the express approval of the Clackmannanshire and Stirling Health and Social Care Partnership Integration Joint Board (or the Senior Leadership Team or other appropriate persons if so delegated). Approval of fee increases is likely to be subject to funding from the relevant Local Authority, Health Board and/or the Scottish Government.

Method of Payment

6. The Council will issue, on an annual basis, a timetable of the Council's four-week payment periods to the Provider. The 2025/26 timetable is attached at **Appendix One** of this Schedule.
7. At the end of each 4-weekly payment period, the Council will send a Payment Pro-forma invoice as per **Appendix One**, to the Provider by the agreed method, which may include email, detailing a Supported Persons and the planned hours of service for each Supported Person, broken down by provision type for the previous 4-weekly period.
8. The Provider will complete the pro-forma invoice to confirm the actual detail of service provision for each Supported Person. Such detail must include detail of any failed or late appointments with an explanation of these, variations or breaks in the planned provision, the reason for the variation, and detailing the name of the officer authorising the variance.

9. For Stirling Council Supported Person(s) the completed pro-forma should be returned to the
Business and Finance Administration, Social Services, 4th Floor, Kilncraigs Building
Greenside Street, Alloa, FK10 1EB. SocialCareProvision@clacks.gov.uk .
10. The Provider will return the completed payment pro-forma invoice to the Council within 10 (ten) days of the end of the 4-week period by the agreed method.
11. The Council will verify the Provider's returned payment pro-forma invoice within 6 (six) days of receipt.
12. The Council will return any incomplete or incorrect payment pro-forma invoices within 6 (six) days of receipt. No element of the pro-forma invoice will be paid until the entire invoice is verified as fully completed or corrected.
13. The Council will pay the Provider's verified payment pro-forma invoices within 9 (nine) days of receipt. Pro-forma invoices will not be paid outwith the usual 4-week cycle. -
14. In the case of dispute with the regard to a Provider's invoice, **Condition 38** of the **Flexible Framework Terms** will be followed to resolve such.

General

15. On an annual basis the Council will issue to the Provider an Annual Statutory Return for completion by the Provider for the sample week specified by the Scottish Government. The style and format of this return will be communicated to the Provider in advance of this request for information.
16. Such annual statutory return must be completed within the timescale set down by the Council in order to comply with the return date set by the Scottish Government.
17. In the event that the Provider fails to return the accurately and fully completed statutory return within the timescale required, the Council reserves the right to withhold payment for the 4-week period in which the statutory return falls.

Recovery of Sums Due

18. Whenever under the Contract any sum of money is recoverable from or payable by the Provider (including any sum which the Provider is liable to pay to the Council in respect of any breach of this Contract), the Council may unilaterally deduct that sum from any sum

then due or which at any later time becomes due to the Provider under this Contract or under any other contract with the Council.

19. The Council shall give at least 7 (seven) days' notice to the Provider of its intention to make a deduction under Condition 28.1 giving particulars of the sum to be recovered and the contract under which the payment arises from which the deduction is to be made.
20. Any overpayment by the Council to the Provider, whether of the Contract Price or Value Added Tax, shall be a sum of money recoverable by the Council from the Provider.

Right to Set Off

21. The Council reserves its right at Common Law and in Equity to set-off against its indebtedness to the Provider any debt owed to it by the Provider and any liability, damage, loss, costs, charges and expenses which it has incurred in consequence of any breach by the Provider of this Contract or any other contract with the Council.

Right of Audit

22. The Provider shall keep secure and maintain until 3 (three) years after the final payment of all sums due under the Contract, or such longer period as may be agreed between the Parties, full and accurate records of the Services, all expenditure reimbursed by the Council and all payments made by the Council.
22. The Provider shall grant to the Council, or its authorised agents, such access to those records as they may reasonably require in order to ensure the Provider's compliance with the Contract. For the Purpose of:
 - a) the examination and certification of the Council's accounts; or
 - b) any examination pursuant to Section 6(1) of the National Audit Act 1983 or any reenactment thereof of the economy, efficiency and effectiveness with which the Council has used its resources, The Accounts Commissioner for Scotland may examine such documents as he may reasonably require which are owned, held or otherwise within the control of the Provider and may require the Provider to provide such oral and / or written explanations as he considers necessary. This Condition does not constitute a requirement or agreement for the examination, certification or inspection of the accounts of the Provider under Section 6(3)(d) and (5) of the National Audit Act 1983.

L. DATA SHARING AGREEMENT

1. A Data Sharing Agreement is being developed to support the regular sharing of personal information for the ongoing care and support of supported people and carers in the Stirling Council area. This Data Sharing Agreement will support information exchange between Stirling Council and the Provider and vice versa.
2. The style and format of the Data Sharing Agreement will be circulated to the Provider before the allocation of any business under this Framework. Once issued, there is an expectation that the Provider will adopt the Data Sharing Agreement and should confirm they have done so by returning the signed Data Sharing Agreement to the Planning and Commissioning Officer.
3. For the avoidance of doubt, business will not be concluded under this Framework without signed confirmation that the Data Sharing Agreement has been adopted by the Provider.

M. WAKING NIGHTS AND SLEEPOVERS

1. Waking nights and sleepovers may be charged at a different rate. Waking nights and sleepovers will be for 8 hours per night unless explicitly agreed in writing by an authorised staff member in the Partnership.

N. SELF DIRECTED SUPPORT OPTION 2

1. The Council retains the right to use Scotland Excel Care and Support Flexible Framework to place packages of care under Self Directed Support option 2.
2. Payment arrangements may vary from the terms set out in **Section K**.
3. Where a provider charges a rate that is more than the rate agreed by the Council, the Provider will be responsible for collecting any additional charges from the Supported Person or their representative, who will be solely responsible for paying any additional charge per visit to the provider. The Council will not be responsible for any arrears accrued by the individual for care or support delivered by the Provider.

O. CHANGES TO THE NEEDS OF THE SUPPORTED PERSON

1. Without prejudice to the generality of Part D. Unscheduled Changes to Individual Care Packages, where the support available to a supported person from family or community services changes, or the need or outcomes of the supported person change in a persistent or ongoing manner that requires a new Support Plan, the Provider must inform the Council's social work team in writing without undue delay.

P. CALL OFF CONTRACT DEFINITION

1. For the purposes of this Local Schedule, the term "Call-Off Contract" shall be interpreted to include both a "Call-Off Contract" and an "Individual Support Agreement," unless the context explicitly requires otherwise.

Flexible Framework Agreement - Care and Support (2022) - Annexe 1

Local Schedule (Additional Terms) - Appendix One:

1. *Map of Local Service Area (Localities))*
2. *Example of Local Ranking Tool*
3. *Payment Timetable*
4. *Payment Proforma (Style Example)*

I. ALLOCATION OF BUSINESS AND SERVICE AREA - Map of Local Service Area (Localities)

This appendix is the Map of the local area. There are no localities and all communities and neighbourhoods within Clackmannanshire are covered by a single geographical rate for each service offered by each provider.



I. ALLOCATION OF BUSINESS AND SERVICE AREA - Local Ranking Tool

This appendix is the Local Ranking Tool referred to at Part J. of the Local Schedule to the 2022 Framework. The Local Ranking Tool is the preferred tool for allocating packages of care to providers. The criteria for each group is below. Thresholds are determined by the Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) Management Board for Care and Support Providers or other senior officers within the Partnership. Decisions of the Partnership are final.

Any changes will be duly notified through routine monitoring communication from Planning and Commissioning.

Group A	• Pays Scottish Living Wage • Has Minimum Care Inspectorate Grades • No Complaints/Adult Support Protection/Monitoring/Financial issues • Rate is under Price £A	<i>Offer First</i> Availability and Price
Group B	• Pays Scottish Living Wage • Has Minimum Care Inspectorate Grades • No Complaints/Adult Support Protection/Monitoring/Financial issues • Rate is over Price £A and under Price £B	<i>Offer Second</i> Availability and Price
Group C	• Pays Scottish Living Wage • Has Minimum Care Inspectorate Grades • Rate is over Price £B and under Price £C; OR • Poor Care Inspection and not completed improvement plan; OR • Some Complaints/Adult Support Protection/ Monitoring issues.	<i>Offer Third</i> Availability and Price AND Chief Officer or Chief Finance Officer Approval
Group D	• Does not pay Scottish Living Wage; OR • Identified Issues with Complaints/Adult Support Protection/ Monitoring/ Finance; OR • Does not have minimum Care Inspection Grades; OR • Rate is above Price £C	<i>Agree not to use</i>

3 – Payment Timetable

Pro-forma Timetable



Pro-forma Timetable 2025/2026

Period	Covering Period		Pro Forma issued to Providers	Reminder issued if Non return of Pro Forma	Cut Off date for receipt of paperwork	Date for Load in of returned Pro-forma	Payment Date for Verified Hours (dependant on term)
	Monday	to Sunday	Monday	Monday	Wednesday	Thursday	Friday
1	17/03/2025	- 23/03/2025					
	24/03/2025	- 30/03/2025					
	31/03/2025	- 06/04/2025					
	07/04/2025	- 13/04/2025	14/04/25	21/04/25	23/04/25	24/04/25	01/05/25
2	14/04/2025	- 20/04/2025					
	21/04/2025	- 27/04/2025					
	28/04/2025	- 04/05/2025					
	05/05/2025	- 11/05/2025	12/05/25	19/05/25	21/05/25	22/05/25	30/05/25
3	12/05/2025	- 18/05/2025					
	19/05/2025	- 25/05/2025					
	26/05/2025	- 01/06/2025					
	02/06/2025	- 08/06/2025	09/06/25	16/06/25	18/06/25	19/06/25	26/06/25
4	09/06/2025	- 15/06/2025					
	16/06/2025	- 22/06/2025					
	23/06/2025	- 29/06/2025					
	30/06/2025	- 06/07/2025	07/07/25	14/07/25	16/07/25	17/07/25	24/07/25
5	07/07/2025	- 13/07/2025					
	14/07/2025	- 20/07/2025					
	21/07/2025	- 27/07/2025					
	28/07/2025	- 03/08/2025	04/08/25	11/08/25	13/08/25	14/08/25	21/08/25
6	04/08/2025	- 10/08/2025					
	11/08/2025	- 17/08/2025					
	18/08/2025	- 24/08/2025					
	25/08/2025	- 31/08/2025	01/09/25	08/09/25	10/09/25	11/09/25	18/09/25

7	01/09/2025	-	07/09/2025					
	08/09/2025	-	14/09/2025					
	15/09/2025	-	21/09/2025					
	22/09/2025	-	28/09/2025	29/09/25	06/10/25	08/10/25	09/10/25	16/10/25
8	29/09/2025	-	05/10/2025					
	06/10/2025	-	12/10/2025					
	13/10/2025	-	19/10/2025					
	20/10/2025	-	26/10/2025	27/10/25	03/11/25	05/11/25	06/11/25	13/11/25
9	27/10/2025	-	02/11/2025					
	03/11/2025	-	09/11/2025					
	10/11/2025	-	16/11/2025					
	17/11/2025	-	23/11/2025	24/11/25	01/12/25	03/12/25	04/12/25	12/12/25
10	24/11/2025	-	30/11/2025					
	01/12/2025	-	07/12/2025					
	08/12/2025	-	14/12/2025					
	15/12/2025	-	21/12/2025	22/12/25	29/12/25	06/01/26	07/01/26	14/01/26
11	22/12/2025	-	28/12/2025					
	29/12/2025	-	04/01/2026					
	05/01/2026	-	11/01/2026					
	12/01/2026	-	18/01/2026	19/01/26	26/01/26	28/01/26	29/01/26	05/02/26
12	19/01/2026	-	25/01/2026					
	26/01/2026	-	01/02/2026					
	02/02/2026	-	08/02/2026					
	09/02/2026	-	15/02/2026	16/02/26	23/02/26	25/02/26	26/02/26	05/03/26
13	16/02/2026	-	22/02/2026					
	23/02/2026	-	01/03/2026					
	02/03/2026	-	08/03/2026					
	09/03/2026	-	15/03/2026	16/03/26	23/03/26	25/03/26	26/03/26	02/04/26

4 - Example Provider Payment Proforma

Appendix 1 - Care at Home Pro-forma Invoice

4th Floor, Kilncraigs Building

Greenside Street, Alloa, FK10 1EB

Telephone: 01259 452498

Four weekly Provider Payment Control Pro-forma

Provider: {Provider Name}

mail completed pro-forma to SocialCareProvision@clacks.gov.uk

Period
From [DATE]
To [DATE]

mail Completed pro-forma to Social.Care.Provision@clacks.gov.uk

Surname	Fore name	Swift Id	Week	Start	End	PC/NCP	Unit Cost	Planned Weekly Use/Hours	Planned Weekly Cost	Actual Use/Hours	Actual Weekly Cost	Weekly Cost Variance	Weekly Hourly Variance	Reason for Variance
Client	Fint	1234	1	16/09/2013	22/09/2013	PC	60.00	80.00	80.00		60.00	80.00	80.00	
			2	23/09/2013	29/09/13	PC	60.00	80.00	80.00	60.00	80.00	80.00		
			3	30/09/2013	06/10/2013	PC	60.00	80.00	80.00	60.00	80.00	80.00		
			4	07/10/2013	13/10/2013	PC	60.00	80.00	80.00	60.00	80.00	80.00		
		1234	1	16/09/2013	22/09/2013	PC	60.00	80.00	80.00		60.00	80.00	80.00	
			2	23/09/2013	29/09/13	PC	60.00	80.00	80.00	60.00	80.00	80.00		
			3	30/09/2013	06/10/2013	PC	60.00	80.00	80.00	60.00	80.00	80.00		
			4	07/10/2013	13/10/2013	PC	60.00	80.00	80.00	60.00	80.00	80.00		
Grand Total								640.00	640.00	640.00	640.00			

No of Service users	1			
---------------------	---	--	--	--

1	Enter the actual hours in the columns coloured yellow
2	Please email the completed pro-forma to To ensure prompt payment this pro-forma should be returned no later than 3 days after the period end The care provider manager is responsible for providing accurate information regarding service provision and the Council's liability of payment on a 4 weekly basis. In the event that any information supplied by the care provider is not accurate and subsequently leads to overpayment by the Council, then the Council reserves the right to recover such sums as necessary

Provider	
Signed	
Print Name	
Designation	
Date	

Appendix 2: Local Ranking Tool

Group A	• Pays Scottish Living Wage • Has Minimum Care Inspectorate Grades • No Complaints/Adult Support Protection/Monitoring/Financial issues • Rate is under Price £A	<i>Offer First</i> Availability and Price
Group B	• Pays Scottish Living Wage • Has Minimum Care Inspectorate Grades • No Complaints/Adult Support Protection/Monitoring/Financial issues • Rate is over Price £A and under Price £B	<i>Offer Second</i> Availability and Price
Group C	• Pays Scottish Living Wage • Has Minimum Care Inspectorate Grades • Rate is over Price £B and under Price £C; OR • Poor Care Inspection and not completed improvement plan; OR • Some Complaints/Adult Support Protection/ Monitoring issues.	<i>Offer Third</i> Availability and Price AND Chief Officer or Chief Finance Officer Approval
Group D	• Does not pay Scottish Living Wage; OR • Identified Issues with Complaints/Adult Support Protection/ Monitoring/ Finance; OR • Does not have minimum Care Inspection Grades; OR • Rate is above Price £C	<i>Agree not to use</i>

Group A	Pays Scottish Living Wage; Has Minimum Care Inspectorate Grades; No Complaints/Adult Support Protection/Monitoring/Financial issues; and rate under Price £A	Offer First – Availability and Price
Group B	Pays Scottish Living Wage; Has Minimum Care Inspectorate Grades; No Complaints/Adult Support Protection/ Monitoring/Financial issues; and rate over Price £A and under Price £B	Offer Second - Availability and Price
Group C	Poor Care Inspection and not completed improvement plan; OR Some Complaints/Adult Support Protection/ Monitoring issues	CO/CFP Approval required
Group D	Does not pay Scottish Living Wage; OR Identified Complaints/Adult Support Protection/ Monitoring/ Financial risks Rate is above Price Cancial issues; OR Does not have minimum Care Inspection Grades; OR	CO/CFP Approval required

Report to: Clackmannanshire Council

Date of Meeting: 27th November 2025

Subject: Library Services

Report by: Adrienne Aitken, Senior Manager, People

1.0 Purpose

- 1.1. The purpose of this paper is to provide the Council with alternative library service delivery models as per the agreed amendment from Special Council Meeting February 2025:

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

2.0 Recommendations

- 2.1. It is recommended that Council:
- 2.2. review the three options presented in the Library Options paper (Appendix 1)
- 2.3. agree the preferred option presented in the Library Options paper (Appendix 1)

3.0 Considerations

- 3.1. Local authorities in Scotland have a statutory duty to provide "adequate library facilities" for all residents in their area - Public Libraries Consolidation (Scotland) Act, as amended in schedule 21 of the Local Government (Scotland) Act 1973.
- 3.2. The options presented provide an opportunity to modernise the Library Service in Clackmannanshire whereby the Speirs Centre would become the flagship venue supporting and co-creating more localised services and events in partnership with communities and third sector organisations.
- 3.3. Option 1 (Appendix 1) – supports a modernised community-based Library service model. Alloa Library as a central hub, would support community groups, schools and events flexibly in localities across Clackmannanshire. Services.

Library service would be withdrawn from Tullibody and Library and CAP service withdrawn from Alva.

- 3.4. Option 2 (Appendix 1) – As per option 1 + retention of Alva Community Access Point (CAP). In this option the Cap service would be retained. Opening times of the Cap would be reduced to achieve greater efficiency. There is potential for the CAP to be relocated to the Foyer of Alva Primary School.
- 3.5. In both Options 1 and 2, the space within the venues would be used for both school and community groups within the school day.
- 3.6. Option 3 (Appendix 1) – Cessation of Alva Library/CAP and Tullibody Library. Under this option services would be withdrawn from both venues. Alloa library would continue to operate as is from the Speirs centre with no change in delivery of service.
- 3.7. Data for Tullibody Library (FY 24/25) identifies an average daily issue or renewal of 9, with an average footfall of 38.26. The average footfall data includes visits made by school children from schools and ELCs in the local area of Tullibody. Based on staff salary, this equates to a cost of £1.34 per person per visit.
- 3.8. Data for Alva Library and Community Access Point (CAP) data (FY 24/25) identifies an average daily issue or renewal of 16 with an average daily footfall of 54.47. Based on staffing costs this equates to a cost of £1.73 per person per visit.
- 3.9. Alva CAP, financial year 24/25, completed 815 payment transactions with an average value of £144.85. In the period April – July 2025, 330 payment transactions were completed with an average transaction value of £134.55.
- 3.10. In both Tullibody and Alva venues, a number of community groups regularly use the venues. The options provided support continued community use of these spaces.
- 3.11. The £96,345 saving can be achieved through the implementation of the options provided. The saving could be achieved in financial year 2026/27.

4.0 Sustainability Implications

- 4.1. Option 3 which details cessation of Library and CAP services in Alva and cessation of Library services in Tullibody, will not support the co-creation of flexible, community designed service delivery due to further reduction in the overall staffing budget.

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

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website) Yes ☒

8.2 If an impact assessment has not been undertaken you should explain why:

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: Library Options

10.3 Appendix 2: EFSIA

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
Adrienne Aitken	Senior Manager, People Directorate	2378

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director, People	

Library Options

Amendment from Special Council Meeting – February 2025 – taken from meeting minute

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

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

Overview and Background

At Special Council meeting in February 2025, an amendment was agreed in respect of the cessation of Library and CAP from Alva and Tullibody as detailed above. The amendment has provided an opportunity for a review on options of an alternative model of delivery. The options outlined are based on:

- Library data sets
- Focussed consultation and engagement activity

Options 1 and 2 provided below are deliverable within the context of achieving the identified £96,345 saving. Option 3 would achieve a saving of £106,870.

Option details are provided in Section A. Data by venue, is provided in Section B

Section A - Options

Option 1 – A modernised community-based Library service model

This option would see Alloa Library, located in Speirs as a central hub of Clackmannanshire’s Library Service. From this hub, Library staff would support community groups, schools and events flexibly in localities across Clackmannanshire. This model of service delivery would not be restricted to the single locations of Tullibody, Alva and Speirs. Staffing in its current format, would be removed from Tullibody and Alva. Instead, the service would adapt to and reflect the needs of communities in a co-design approach. Community and third sector partnerships and collaboration is a key element to this modernised approach to service delivery.

Benefits

- A more efficient service delivery which provides opportunity to grow and deliver co-designed services flexibly to communities
- Opportunity to develop and grow partnership working and collaboration

- Continued provision and potential expansion of our Homebound service
- Flexible space retained by Tullibody South Campus for use by the schools, ELC and community
- Flexible space retained by Alva PS which provides school capacity reassurance in relation to any future housebuilding as detailed within the Local Development Plan. There is potential for the space to be used by both the school and community within the school day.
- No redundancies

Risks

- Without an effective communication strategy and plan and/or campaign:
 - the vision behind modernising the service and taking the service to communities could be lost
 - the service could be judged as below 'adequate' as outlined in 'Public Libraries Consolidation (Scotland) Act, as amended in schedule 21 of the Local Government (Scotland) Act 1973'
- Kilncraigs Reception would be the only CAP for payments in Clackmannanshire
- The approach is reliant on partnership working and collaboration

Option 2 – As per option 1 + retention of Alva CAP

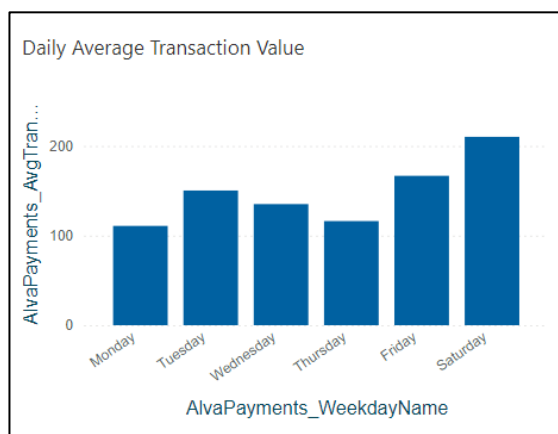
In addition to option 1 outlined above, Option 2 would retain a reduced CAP service.

- The CAP is currently integrated into the library desk function & staff by Customer Service Advisors
- The CAP is currently open 6 days a week, including Saturday mornings. (32.25hrs)
- 2024/25 815 transactions completed
- Total value of transactions £118,05k (last full financial year)
- Since closure of Ben Cleuch in April 25, venue has seen an increase in transactions for same period 24/25 to 25/26

There is potential to adapt the current foyer of Alva PS to accommodate the CAP service. Opening times of the CAP would be reduced. This would provide greater efficiency and be informed by our most current data collections. (please see Graph 1 below).

The current space would continue to be used by both the school and community, with a phased approach to reducing community access when the space was required by the school.

Graph 1



Benefits

- As per option 1 plus the retention of a CAP facility within the Hillfoots communities.

Risks

- Associated costs of re-configuring the foyer of Alva PS
- As per option 1, associated with the effectiveness of a communication strategy/campaign

Option 3 – Cessation of Alva and Tullibody

Under this option, services would be removed from both Tullibody and Alva venues. Alloa Library would continue to provide service from the Speirs Centre without the flexible approach to community-based service co-design and delivery as per options 1 and 2.

Benefits

- Additional £10k in budget saving
- Flexible space retained by Tullibody South Campus for use by the schools, ELC and community during the school day
- Flexible space retained by Alva PS which provides school capacity reassurance in relation to any future housebuilding as detailed within the Local Development Plan. There is potential for the space to be used by both the school and community within the school day.

Risks

- Clackmannanshire Library service could be judged below 'adequate' – *local authorities in Scotland have a statutory duty to provide "adequate library facilities" for all residents in their area* - Public Libraries Consolidation (Scotland) Act, as amended in schedule 21 of the Local Government (Scotland) Act 1973
- Kilncraigs Reception would be the only CAP for payments in Clackmannanshire

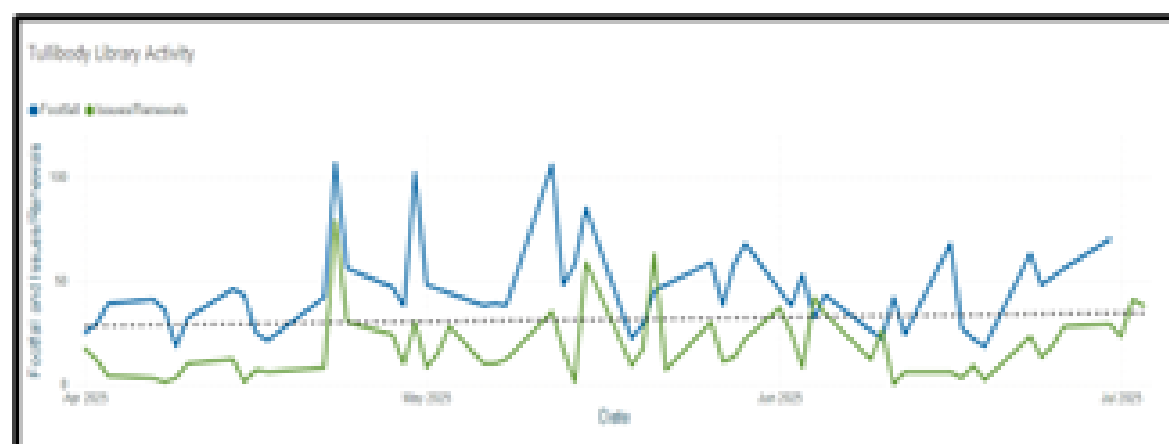
Section B - Data by Venue

Table 1: Tullibody Library

Data set	Data Source	FY 24/25	FY 25/26*	Comment
Membership	KOHA – Library Membership System	Data not available	528	Total members across LA – 11,845 1 st April 25 (SLIC return for 24/25)
Active members	KOHA – Library Membership System		42	Active member is defined as someone who has engaged with library's resources and services within past 12 months
Average daily issues/renewals	KOHA – Library Membership System	9	19	Classes from Abercromby, Banchory, St. Bernadette's & St. Serf's all utilise the library on a weekly basis withdrawing books to use in their classrooms
Average daily footfall	People Count system	38.26	45.56	System has a light beam that is broken on entry/exit. Manual daily input of data by CSA
Per person cost	Salary costs associated to open venue	£1.34	£1.20	Figure based on full year average for 24/25 & April-July average for 25/26.
No of Payment Transactions	<i>There has not been any CAP functionality at this venue since January 2022</i>			
Average transaction value				

* April to July data only

Graph 2: Tullibody Library



Comparative data of venue footfall v book issues/renewals generated by KOHA (Library Management System) data and Power Bi

Table 2: Tullibody Library***In-person consultation was conducted as follows:***

Date	Venue	Number of Attendees
Monday 28 th July – 9:00-13:00	Tullibody Library	2
Wednesday 30 th July – 12:30-17:00	Tullibody Library	5**
Thursday 31 st July – 08:45-13:30	Tullibody Library	5
Tuesday 19 th August – 08:45-13:15	Tullibody Library	2

During the in-person consultation held over the opening hours of 4 days only 14 people attended the Tullibody Library. This is a per person cost to the service of £27.27 (*note – this was during July/August*)

** Clacks Works meetings (x5 attendees included in number)

School / Community Usage

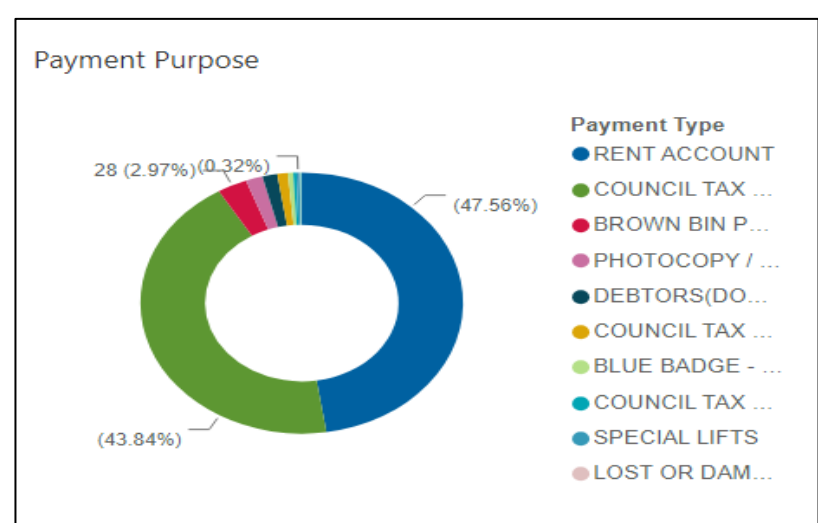
- All establishments within Tullibody South Campus utilise the venue alongside the wider schools in Tullibody
- Tulach Nursery use the space out-with opening hours to host BookBugs and family sessions
- Clackmannanshire Careers Office use the venue every Wednesday afternoon to meet clients.

Table 3: Alva Library / CAP

Data set	Data Source	FY 24/25	FY 25/26*	Comment
Membership	KOHA – Library Membership System	Data not available	868	Total members across LA – 11,845 1 st April 25 (SLIC return for 24/25)
Active members	KOHA – Library Membership System		111	Active member is defined as someone who has engaged with library's resources and services within past 12 months
Average daily issues/renewals	KOHA – Library Membership System	16	23	12 classes from Alva PS utilise the library on a weekly basis withdrawing books to use in their classrooms
Average daily footfall	People Count system	54.47	68.18	System has a light beam that is broken on entry/exit. Manual daily input of data by CSA
Per person cost	Salary costs associated to open venue	£1.73	£1.38	Figure based on full year average for 24/25 & April-July average for 25/26.
No of Payment Transactions	Capri financial & reporting system	815	330	Data for 25/26 only April - July
Average transaction value	Capri financial & reporting system	£144.85	£134.55	Data for 25/26 only April - July

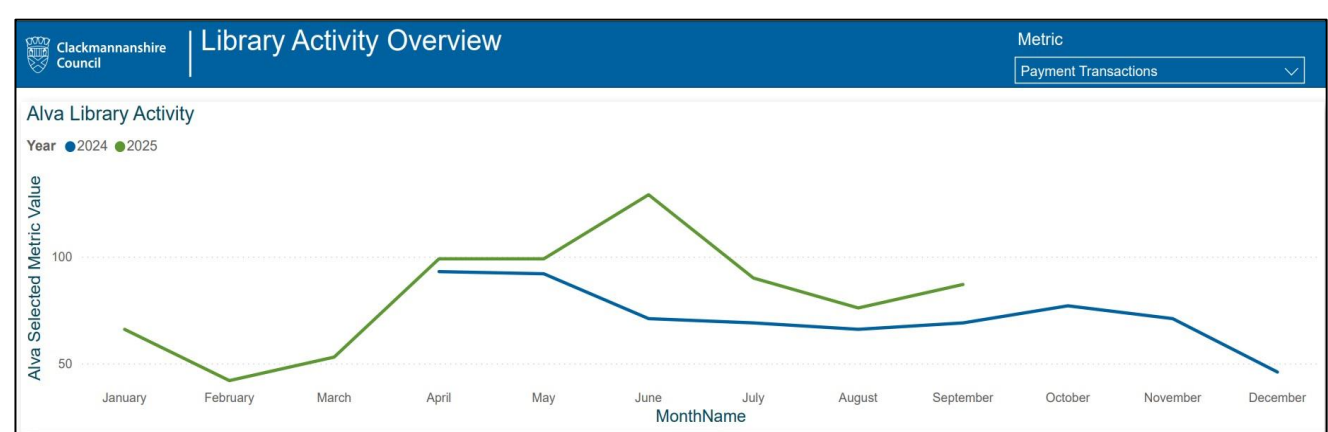
* ***April to July data only***

Graph 3: Alva Library/CAP



Breakdown of payment types during full financial year 24/25
Comparison of Payment Transactions

Graph 4: Alva Library/CAP



Since April 2025 the number of transactions taking place at Alva has increased in comparison to the same period in 24/25. This may be in part due to the closure of the CAP at Ben Cleuch in March 2025.

Table 4: Alva Library/CAP

In-person consultation was conducted as follows:

Friday 25 th July – 9:00-12:30	Alva Library	7*
Saturday 9 th August – 9:30-12:00	Alva Library	15
Thursday 14 th August – 09:00-12:00	Alva Library	10
Monday 18 th August – 13:30-18:00	Alva Library	22
Tuesday 19 th August – 08:45-13:15	Tullibody Library	2
Tuesday 19 th August – 13:30-17:00	Alva Library	11

* Meeting room hire (x 2 attendees included in number)

School / Community Usage

- Alva PS classes utilise the library each week with Primary 1 running parent & child visits in the summer term.
- In 24/25 there were 221 class visits to the library with 3,225 attendances
- 5 partner groups use the venue weekly to host client support meetings including SDS, Clacks Works, Voice Ability & CTSi
- The meeting room within the library is also use by Wellbeing Scotland, Family Support Workers and school staff.

Citizen Space survey – Response to what they would do if reduction in hours or closure of CAP at Alva:

- 3% would set up online payments
- 13% would go to Kilncraigs
- 36% would stop using library services
- 44% didn't know what they would do



Equality and Fairer Scotland Impact Assessment (EFSIA) Summary of Assessment

Title: Library Service Delivery Model Options Proposal

Name of your decision, activity, policy, strategy or proposal. Referred to throughout as 'proposal' in this document.

Key findings from this assessment (or reason why an EFSIA is not required):

In reviewing the current Library service delivery model, with a view to identifying alternative options, our data supports the potential of a modernised community-based approach. A modernised approach which allows the service to expand into communities across Clackmannanshire more flexibly. This flexible community-based approach provides opportunity to grow and develop a co-designed service beyond buildings with a potential to reach more groups and communities.

Summary of actions taken because of this assessment:

Review of previous data collection associated with Library and CAP customers
Design of proposal specific consultation plan
Review of outcomes of consultation activity

Ongoing actions beyond implementation of the proposal include:

On-going collection and review of data associated with Library and CAP customers
On-going engagement and co-design with communities, community groups, and services currently operating from Tullibody and Alva venues
Development of new partnerships to deliver new service delivery model based on Council decision.

Lead person(s) for this assessment: Alison Mackie

Senior officer approval of assessment: Adrienne Aitken

DATE: 22 October 2025

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: ['NAME']. Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

The purpose of the proposal is to provide Council with alternative library service delivery options.

Option 1 – A modernised community-based Library service model

This option would see Alloa Library, located in Speirs as a central hub of Clackmannanshire's Library Service. From this hub, Library staff would support community groups, schools and events flexibly in localities across Clackmannanshire. This model of service delivery would not be restricted to the single locations of Tullibody, Alva and Speirs. Staffing in its current format, would be removed from Tullibody and Alva. Instead, the service would adapt to and reflect the needs of communities in a co-design approach. Community and third sector partnerships and collaboration is a key element to this modernised approach to service delivery.

Option 2 – As per option 1 + retention of Alva Community Access Point (CAP)

In addition to option 1 outlined above, Option 2 would retain a reduced CAP service.

- The CAP is currently integrated into the library desk function & staffed by Customer Service Advisors
- The CAP is currently open 6 days a week, including Saturday mornings. (32.25hrs)
- 2024/25 815 transactions completed
- Total value of transactions £118,05k (last full financial year)
- Since closure of Ben Cleuch in April 25, venue has seen an increase in transactions for same period 24/25 to 25/26

Option 3 – Cessation of Alva and Tullibody

Under this option, services would be removed from both Tullibody and Alva venues. Alloa Library would continue to provide service from the Speirs Centre without the flexible approach to community-based service co-design and delivery as per options 1 and 2.

2. Why is the proposal required?

The proposal outlines three service delivery options. The options are provided following an amendment from Special Council meeting in February 2025 as noted below:

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

The proposal takes account of the current service delivery model and proposes a potential new service delivery model with a focus on flexible community-based opportunities.

3. Who is affected by the proposal?

Residents who use Library and CAP services will be affected. Staff employed in the Library Service.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

Wellbeing Local Outcome Improvement Plan 2024-2034
Community Wellbeing Plan 2025-2026
Library Service Plan 2024-2027

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

Yes

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- help you to understand the importance of your proposal for those from equality groups,
- inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and
- provide justification for the outcome, including where it is agreed an EFSIA is not required.

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Budget consultation report 25/26 EQIA Screening for Budget proposals 25/26	There may be disproportionate impacts on certain age groups. Proposals relating to Alva and Tullibody libraries may disproportionately impact older and/or younger residents. Impact on those who access house bound book delivery service Impact on older/younger residents due to distance to library venues and availability of transport.

[Type here]

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		Further data is sought to understand impacts and identify mitigations.
Disability	EQIA Screening for Budget proposals 25/26	Impact on those who access house bound book delivery service Impact due to distance to library venues and availability of transport. Further data is sought to understand impacts and identify mitigations. Further consultation required
Race	Budget consultation report 25/26	Proposals relating to the closure of Alva and Tullibody libraries may impact residents for whom English is not their first language. Further information is sought to understand impacts and to identify mitigation.
Sex	EQIA Screening for Budget proposals 25/26	Women represent the majority of lone parent families in Clackmannanshire.
Gender Reassignment	EQIA Screening for Budget proposals 25/26	There is no indication at this stage that this protected characteristic would be impacted.
Sexual orientation	EQIA Screening for Budget proposals 25/26	There is no indication at this stage that this protected characteristic would be impacted.
Religion or Belief	EQIA Screening for Budget proposals 25/26	There is no indication at this stage that this protected characteristic would be impacted.
Pregnancy or maternity	EQIA Screening for Budget proposals 25/26	There is no indication at this stage that this protected characteristic would be impacted.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	EQIA Screening for Budget proposals 25/26	There is no indication at this stage that this protected characteristic would be impacted.
Socio economic disadvantage (if required)	EQIA Screening for Budget proposals 25/26	Proposals on the closure of Alva and Tullibody library provision could potentially have a disproportionate impact on protected groups and those already experiencing or likely to experience socio economic disadvantage.

7. Based on the evidence above, is there relevance to some or all of the equality groups? Yes

If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

The objectives of the engagement were:

- To gather evidence to understand time patterns of usage at Alva and Tullibody libraries.
- To gather evidence to understand for what purpose the libraries at Alva and Tullibody are used.
- To gather evidence on whether Community Groups in the local areas would be interested in volunteering or managing the access to the libraries.

Methodologies used:

- On-line citizen space consultation survey
- In person library user survey: Alva and Tullibody venues
- Library service staff survey
- Alva PS pupil and teacher focus group
- Tullibody South Campus pupil and teacher focus group
- Consultation with community groups
- Quantitative data analysis of active library members, venue visits and payments made at the CAP facility in Alva.

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

Continue to analyse data produced by:

- Scottish Libraries Information Centre (SLiC)
- Association of Public Library Service (APLS)
- Local Government Benchmarking Framework
- Bolinda – eBooks and eAudiobooks provider
- Library Management System
- Scottish Book Trust Bookbug initiative
- Revenue payment data

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		Older and children
potential for developing good relations	X	X		Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. In addition, retaining children's books in both venues of Tullibody and Alva will mitigate against negative impact on younger children. Cessation of service has the potential to negatively impact on older and younger groups.
potential to advance equality of opportunity	X	X		Continuation and potential further development of the homebound service. Options to modernise the service and continue to have community groups and services access the spaces in Alva and Tullibody has the potential to advance equality of opportunity. A flexible service provides opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Cessation of service has the potential to negatively impact equality of opportunity.

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		Negative impact appears tenuous from consultation data gathered.
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide

[Type here]

				opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody.
potential to advance equality of opportunity	X			Continuation and potential further development of the homebound service.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	No evidence of disproportionate impact on individuals from racial minority backgrounds in this area
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody
potential to advance equality of opportunity	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. A flexible service provides opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody

[Type here]

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this report will have a direct or indirect impact on this protected characteristic.
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody.
potential to advance equality of opportunity	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody
potential to advance equality of opportunity	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody

[Type here]

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody
potential to advance equality of opportunity	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody
potential to advance equality of opportunity	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody

[Type here]

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody
potential to advance equality of opportunity	X			Options to modernise the service with a central hub and opportunity to develop a more flexible locality service, co-designed and in partnership will potentially bring positive impacts. This flexibility will provide opportunity to reach groups across Clackmannanshire, beyond Alva and Tullibody. Continuation of community use within both venues of Alva and Tullibody

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			X	It is unlikely that this proposal will have a direct or indirect impact on this protected characteristic.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?		X		Mitigations include access to on-line payments. Possibility of retaining a CAP service included in the proposal. Options which include the flexibility to take the service to communities across Clackmannanshire.

[Type here]

[Type here]

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

The proposal contains three options. Council will decide which, if any of the options to progress.

Once a decision is made, a communication plan will be established with our corporate communications team. The plan will both consider and ensure specific formats are made available as required.

At this time, based on this assessment it is not predicted that any additional cost will be incurred. However, staff training will be a consideration. It is expected that this will be managed through the existing budget.

Although no specific additional resource has been identified, staff training and professional learning, to meet the vision of a new service delivery model is expected.

Timeline for implementation is from April 2026. There is no predicted impact on the proposal timeline based on this assessment.

[Type here]

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

13. **You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

On-going discussion and review as part of the development of our Community Wellbeing Plan which contains our Library Service action plan.

Reviewing of data and creation of further consultation plan

Reviewing further consultation data alongside management information

Refining of proposal

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

14. Record any post-implementation actions required.

Should Council decide to progress with the modernisation of the Library Service delivery model, engagement and partnership working will be an integral part of both planning and implementation. This will include engagement with communities, community groups and third sector organisations.

15. Note here how you intend to monitor the impact of this proposal on equality groups.

Gather and analyse quantitative and qualitative data annually as referred to in Qu 9.

16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:

EFSIA as part of the Community Wellbeing Plan is reviewed annually

In addition, EFSIA will be incorporated into long term service improvement planning and reviewed every 3 years. To align with the current 3 year cycle already in progress, the next review will be financial year 2027/28.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Alison Mackie

Signed:



Date: 22 October 2025

Senior officer approval of assessment: Adrienne Aitken

Signed:



Date: 22 October 2025

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Braehead Golf Course Club Request

Report by: Strategic Director: Place

1.0 Purpose

- 1.1. The purpose of this report is to seek the Council's determination on the request by Braehead Golf Club to wavering of loan conditions to permit sale of land to fund investment within the Course.

2.0 Recommendations

Council is asked to

- 2.1. **Agree** whether to waive any financial penalty or condition associated with the Minute of Agreement with Braehead Golf Club that would allow them to sell the small parcel of land as outlined within appendix 1 on this report.

3.0 Background and Considerations

- 3.1. Braehead Golf Club who has a long-standing Minute of Agreement in relation to a historic loan received by Clackmannan District Council in 1980. The Club have approached the Council to seek permission to sell a small pocket of the Course to generate monies for further reinvestment into the course maintenance infrastructure.
- 3.2. The parcel of land they wish to sell is outlined within appendix 1 of this report and is a suggested plot for one unit development. The Club would receive a capital receipt for such parcel and seeks to utilise this to invest back within the club. At this time, it is unknown to the Council the value or intended sale price of this parcel of land.
- 3.3. The Minute of Agreement does not permit the Club to sell any of the land without Council consent for a period of 50 years without needing to repay the loan. Beyond this period, the Council would be entitled to 30% of the net proceeds from any sale. The Club in their request, asks the Council to forego these penalties and waive such entitlements.

- 3.4. The Club assert that such income generation is greatly needed by the club, to support their future viability as the current course maintenance approach, which is highly dependent on volunteers and manual application is not sustainable.

4.0 Consideration

- 4.1. Council Officers have considered the request above and whilst could be dealt with through delegated authority, there is a recognition as to the local significance of the facility with our community and therefore Officers are seeking Members' consideration in response to the request by the Club as to whether the conditions of the previous agreement be waived or not.

5.0 Resource Implications

- 5.1. Our Legal Services are of the opinion that the conditions associated with the Minute of Agreement in terms of sale of any part of the land or buildings clause is linked to the 50 years' timeframe, that this is open ended during the period of ownership of the Golf Club. This therefore would result in the Council being due a financial return should any sale occur; however the Council is being asked by the Club to forego any windfall that would result from the sale.

- 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

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 attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☐ No ☒

If an impact assessment has not been undertaken you should explain why:

There are no identifiable equalities or fairer Scotland impacts resulting from this report.

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".

Identified Plot of Land being considered for sale.

11.0 Background Papers

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

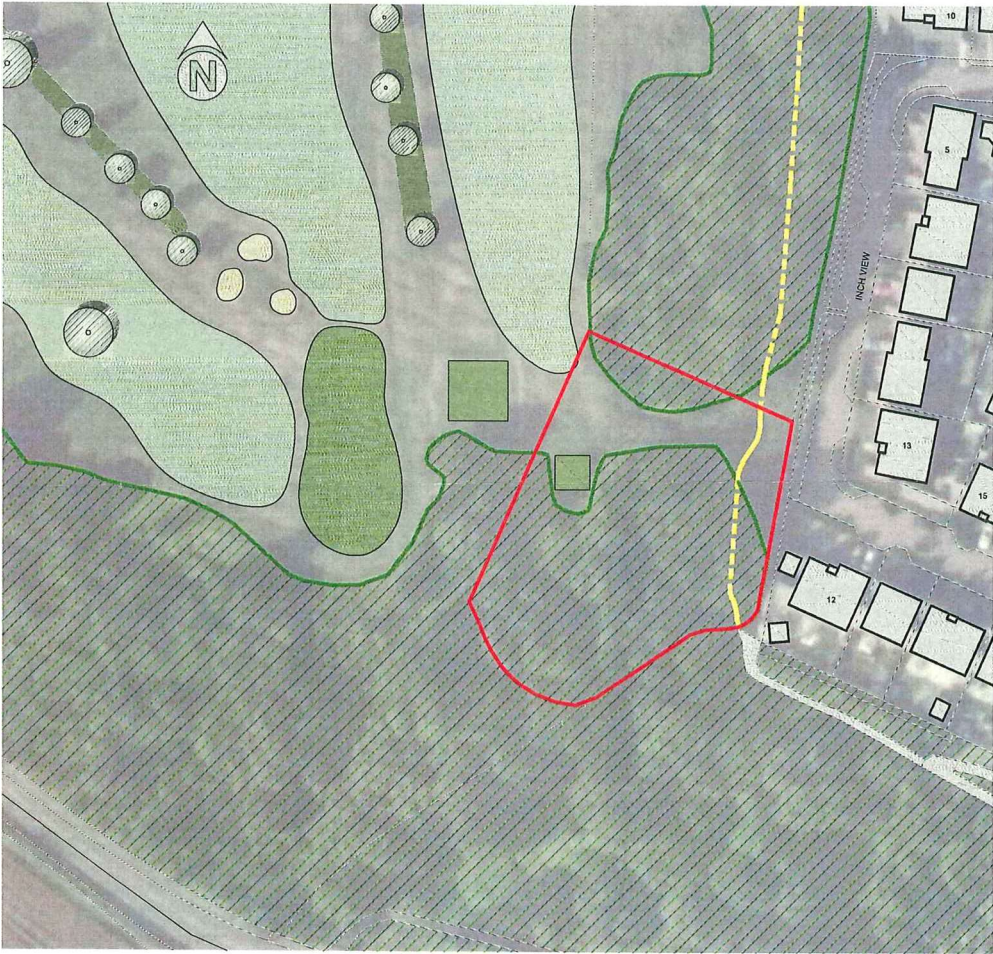
Yes ☐ (please list the documents below) No ☐

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	



Existing Site Layout - 1:500



Area Bound **RED** extends to 3032m² or 0.75 Acre

- Notes
1. The copyright of this drawings and its content is reserved by machin dunn + macfarlane and is protected by the Copyrights Act (Section 47, 1988). This material can be used for consultation purposes only and it is issued with the caveat that it is not copied or disclosed to any third party, either wholly or in part, without the written permission of machin dunn + macfarlane.
 2. All dimensions to be checked on site prior to ordering materials
 3. Drawings should be read in conjunction with all structural and services engineer drawings and specifications

Revisions	Date
DRAFT FOR INDICATIVE PURPOSES ONLY**	

STATUS

FOR DISCUSSION

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PROJECT
Proposed Erection of Dwelling House on Land at Braehead Golf Club Alton
DRAWING TITLE
Existing Site Layout

CLIENT
Mr Iain Sneddon

SCALE	As Noted @ A2	DATE	29th October 2024
DRG NO.	998_Braehead GC_EX01		

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Corporate Asset Management Strategy

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. The purpose of this report is to seek approval of the Corporate Asset Management Strategy and associated policy and action plan as attached within Appendix 1 of this report.

2.0 Recommendations

- 2.1. It is recommended that the Council:
- 2.1.1. Approve the Corporate Asset Management Strategy, associated Policy and Action Plan as attached within Appendix 1.
 - 2.1.2. Agree for annual performance update on progress against the strategy's action plan to be presented to the Council's Audit & Scrutiny Committee annually; and
 - 2.1.3. Agree to receive a review of the Strategy on a 3 yearly cycle to ensure that the strategy remains aligned with Council priorities.
 - 2.1.4. Note the establishment of an Asset Management Board, its membership and reporting lines as outlined within paragraph xx of this report.

3.0 Considerations

- 3.1. The purpose of this Corporate Asset Management Strategy is to set out the over-arching plan by which all Council owned assets can be effectively managed in line with the principles of the Corporate Asset Management Policy, recognising the priorities of the Council's Be The Future Plan and with the intent of helping achieve of our Local Outcome Improvement Plan.
- 3.2. Our Corporate Asset Management Strategy will help guide decision making in a data driven way to ensure the use of our corporate assets support the optimisation of financial and social value to meet the Council objectives of developing sustainable and resilient communities.

- 3.3. The strategy has been established and will be implemented within a changing and challenging context of internal and external factors that drive change.
- 3.4. The Strategy recognised that the Council owns a large and diverse portfolio of assets. The Council's asset base, its value, location and performance are key to the experience of our residents when accessing our services and the delivery of our strategic objectives.
- 3.5. The strategic use of our assets is a critical driver of change. It has the ability to improve front line service delivery, deliver improved community outcomes, increase collaboration with partners, increase staff and customer satisfaction, support efficient funding solutions (including income generation and cost reduction), enable economic development, and reduce asset related risk, all while aligning to government and Council priorities and commitments such as Net Zero.
- 3.6. In order to ensure Council assets, continue to meet acceptable standards of performance and deliver services in a sustainable way, it is necessary to consider all assets as 'corporate' and adopt a systematic approach to the management of their life cycle. This approach will inform investment decision making, strengthen our service delivery and better enable us to optimise the value of our assets to achieve our strategic aims and operational priorities.
- 3.7. Our approach to Corporate Asset Management of the life cycle of all assets in Council ownership recognises the diversity of the portfolio and the benefits of managing assets on an asset stream basis within the over-arching context of a single corporate asset management framework. The Council's asset streams are:
 - 3.7.1. Property
 - 3.7.2. Roads
 - 3.7.3. Fleet
 - 3.7.4. Greenspace
- 3.8. Whilst, not falling under this framework, the Learning Estate Strategy and future Strategic Housing Investment Plan will adopt asset management strategies and plans that complement the Corporate Asset Management Framework.
- 3.9. Our new Corporate Asset Management Framework forms part of a hierarchy of data driven planning, risk-based decision making and management through clear lines of responsibility and accountability.

4.0 Our Strategic Approach

- 4.1. The Strategic consists of corporate policy context, a strategic direction and high-level action plan. This approach will be further supported by 4 detailed asset stream strategics and action plans, one for each of the streams referenced above. Officers from the Council's Property Services, Roads and Lighting Services, Fleet Services, Lands Services respectfully, will lead these developments.

- 4.2. It is anticipated that these operational documents will be complete by end of March 2026 and performance against their respected action plans recorded via Pentana, reporting annually alongside the Corporate Asset Management Strategy Action Plan
- 4.3. To oversee the Corporate Asset Management Strategy and associated Asset Streams it is proposed that an Asset Management Strategy Board (AMSB) be established chaired by the Strategic Director (Place), with representation from each of the Asset Streams, the Council's Senior Manager: Transformation and Capital alongside representatives from Finance and Legal. Other Council Officers will be invited as and when appropriate in achievement of the Board's objectives.
- 4.4. Additionally, the Chair of the Board will ensure that there is a synergy between the work of the Board, the Learning Estate Strategy Group and the work within Housing's Future Homes Board. Equally the Chair of the Board will ensure that there is regular progress on the work of the AMSB through the Council's Senior Leadership Group and Pentana Reporting.

5.0 Sustainability Implications

- 5.1. The Asset Management Strategy recognises and has embedded within its planning, net zero principles, recognising that by establishing a corporate data driven, risk-based approach we will manage and maintain our assets in a safe, compliant, value for money and environmentally sustainable way throughout its life cycle.

6.0 Resource Implications

6.1. *Financial Details*

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

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

- 6.4. The Asset Management Strategy Board will work closely with the Capital Operations Group on the capital spend and future bids in relation to the Asset Streams' programmes, projects and future requirements.

6.5. *Staffing*

There are no staffing implications from this report

7.0 Exempt Reports

- 7.1. 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 Impact Assessments

- 8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒ No ☐

- 8.2 If an impact assessment has not been undertaken you should explain why:

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. Corporate Asset Management Strategy

Appendix 2. Equality and Fairer Scotland Impact Assessment (EFSIA)

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
Francois Gouws	Team Leader: Public Buildings	N/a

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	

Corporate Asset Management Policy, Strategic Intent and Action Plan

Introduction

Clackmannanshire Council (the Council) owns a large and diverse portfolio of assets. The Council's asset base, its value, location and performance are key to the experience of our residents when accessing our services and the delivery of our strategic objectives.

The strategic use of our assets is a critical driver of change. It has the ability to improve front line service delivery, deliver improved community outcomes, increase collaboration with partners, increase staff and customer satisfaction, support efficient funding solutions (including income generation and cost reduction), enable economic development, and reduce asset related risk, all while aligning to government and Council priorities and commitments such as Net Zero.

The imaginative use of our assets can make a significant direct contribution to Clackmannanshire being a good place to grow up, live, visit and work, shaping places, regenerating communities and providing real opportunities for economic development. It is more important than ever that we maximise the impact our assets can have in supporting the wellbeing of our communities, empowering families and communities and driving sustainable inclusive growth.

Our portfolio of assets is currently managed by experts within individual assets streams. Whilst each asset stream will continue to maximise the contribution of their assets, it is recognised that a consistent corporate approach can enhance their success by ensuring all related investment planning and decision making is co-ordinated and integrated in a strategic way.

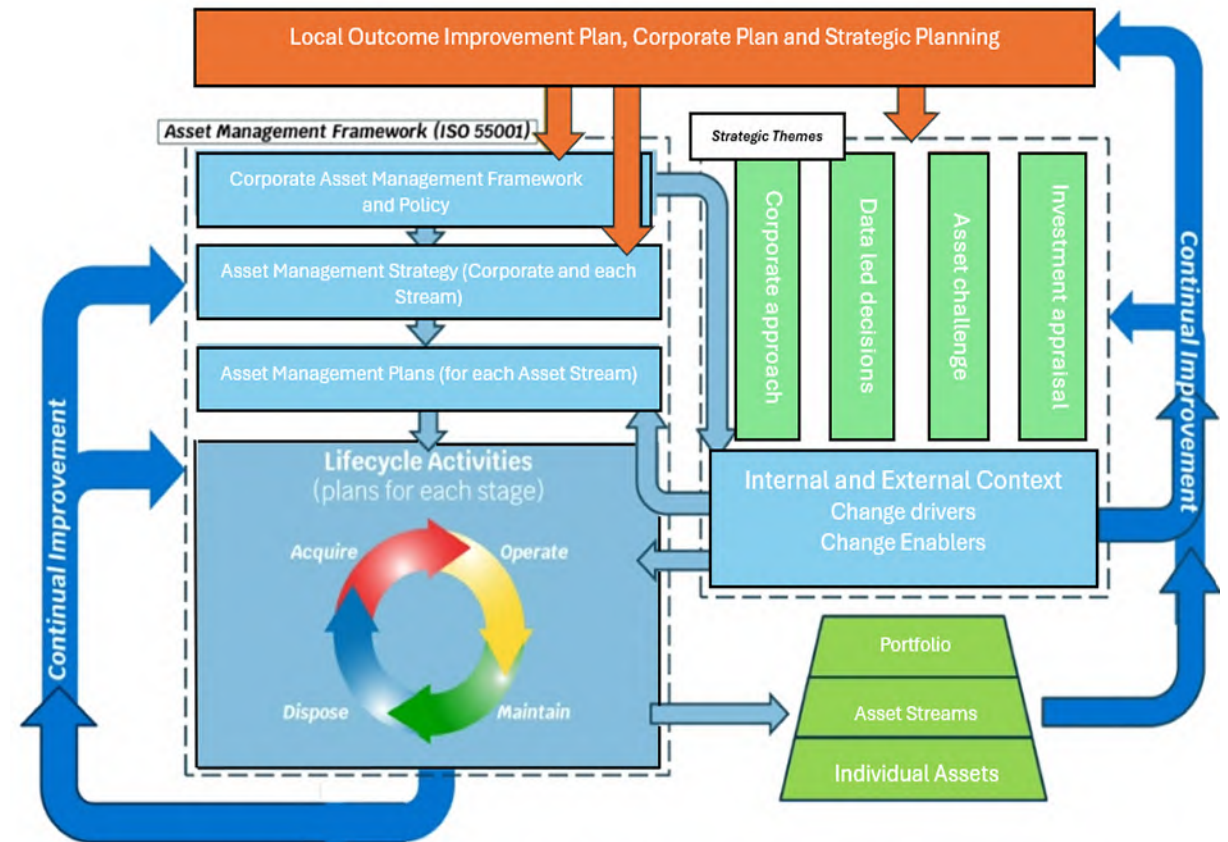


A new asset management approach

The adoption and implementation of a new Corporate Asset Management Framework will establish :

- a common set of Corporate Asset Management policy principles which will serve as a guide to asset management decision making, ensuring consistency and compliance across all its asset streams
- a set of Corporate Asset Management strategic themes that promote best practice and introduce a single common methodology by which asset streams can plan, manage and report in a consistent manner
- a performance reporting and measurement regime that monitors and manages each asset stream's adoption of these policies and strategic themes and the value they are creating
- a governance system that ensures decision making is co-ordinated and integrated
- a common structure for individual asset stream strategies, plans and delivery programmes
- the starting point for development towards an ISO 55001 asset management framework

The strategy and plans for each asset will be addressed within each respective asset stream documents.



A sample Asset Management Framework (Adapted from the [IAM Anatomy, 2024](#))

Council Vision and Key Priorities

Our Vision

We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire By 2030

Clackmannanshire Council aims to deliver the following outcomes:

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

The Council's Corporate Priorities are:

Sustainable Inclusive Growth

- We will take steps to tackle poverty, inequality and the cost of living crisis.
- We aim to maximise the opportunities for local people and businesses through our improved economic performance.
- We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the

Empowering Families and Communities

- We will place people at the heart of service delivery.
- We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions.
- We will work in partnership to build individual; family and community skills in support of social and financial independence.

Health and Wellbeing

- We aim to improve the environment, quality of life and ease of access to services.
- Enhance wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire.
- Delivering increased wellbeing also aims to promote equitable growth.

Corporate Asset Management Framework

In order to ensure Council assets continue to meet acceptable standards of performance and deliver services in a sustainable way, it is necessary to consider all assets as ‘corporate’ and adopt a systematic approach to the management of their life cycle. This approach will inform investment decision making, strengthen our service delivery and better enable us to optimise the value of our assets to achieve our strategic aims and operational priorities.

Our approach to Corporate Asset Management of the life cycle of all assets in Council ownership recognises the diversity of the portfolio and the benefits of managing assets on an asset stream basis within the over-arching context of a single corporate asset management framework. The Council’s asset streams are:

- Property
- Roads
- Fleet
- Greenspace

Whilst, not falling under this framework, the Learning Estate and Housing will adopt asset management strategies and plans that compliment the Corporate Asset Management Framework.

Our new Corporate Asset Management Framework forms part of a hierarchy of data driven planning, risk-based decision making and management through clear lines of responsibility and accountability.

The framework provides the context within each asset stream and the corporate asset base as a cohesive portfolio can support the Council’s achievement of its Local Outcome Improvement Plan and Annual Statement of Corporate Priorities.



Our approach recognises the importance of the Council’s Climate Change Strategy (2024), Regional Energy Masterplan (2023) and Regional Economic Strategy (2025/6).

Corporate Asset Management Policy principles

The Corporate Asset Management Framework is guided by Corporate Asset Management Policy principles. These principles serve as a guide for asset stream asset management decision making and financial planning and allows the development of a holistic corporate approach to the strategic, operational and financial management of all its assets.

All asset streams will develop their own specific strategies and plans in adherence with the over-arching principles of this Policy.



These policy principles will remain in place for the next three years and be reviewed annually to ensure our corporate assets fully supports the Council's key corporate priorities.

Corporate Asset Management policy principles:

1. Plan and manage our assets as corporate resources to maximise their impact, increase multi-use and deliver the Council's outcomes for the benefit of the people of Clackmannanshire,
2. Provide the right assets, fit for purpose, in the right place, to meet current service user and service needs, whilst planning for the future, and release or re-purpose assets surplus to need
3. Manage and maintain assets effectively, efficiently, safely, sustainably and in compliance with legislation and regulatory requirements
4. Ensure our assets are economically and environmentally sustainable throughout their life cycle and mitigate the impact of climate change in line with our 2045 commitments
5. Use our assets, both retained and surplus, to stimulate development and economic growth, support local community and business needs and encourage new business to the area, with due regard to those assets that are of significant community interest
6. Promote joint working with partners where it will provide benefit for service delivery, optimise financial returns, create commercial opportunities and actively contribute to positive community asset transfers

Corporate Asset Management Strategy

Section 1.0 – Overview

The Council's portfolio of corporate assets is extensive and diverse and comprises assets that range from major infrastructure to individual vehicles. Our assets can act as a point of contact for the delivery of Council services to our residents, some can provide or form a part of a working environment for our staff, some represent the means by which service delivery takes place and some are a shared amenity for everyone to enjoy.

The following gives a flavour of the assets that the Council is responsible for managing and maintaining:

- 3 Academies
- 18 Primaries
- 4 Early Learning Centres
- 11 Public Buildings (Town Halls, Libraries, Community Facilities, Offices, etc)
- 1 Leisure Facility
- 3 Depots
- 31 Commercial Units
- 49.675 miles of road: A Class
- 34.4 miles of road: B Class
- 28.2 miles of road: C Class
- 186.852 miles of road: Unclassified
- 225 vehicles in Clackmannanshire Councils fleet
 - 31 Heavy Goods >3.5T
 - 145 Light Goods <3.5T
 - 10 Bus
 - 31 Car
 - 7 Specialist Plant
 - 1 Agricultural Tractor



Section 2.0 – Purpose

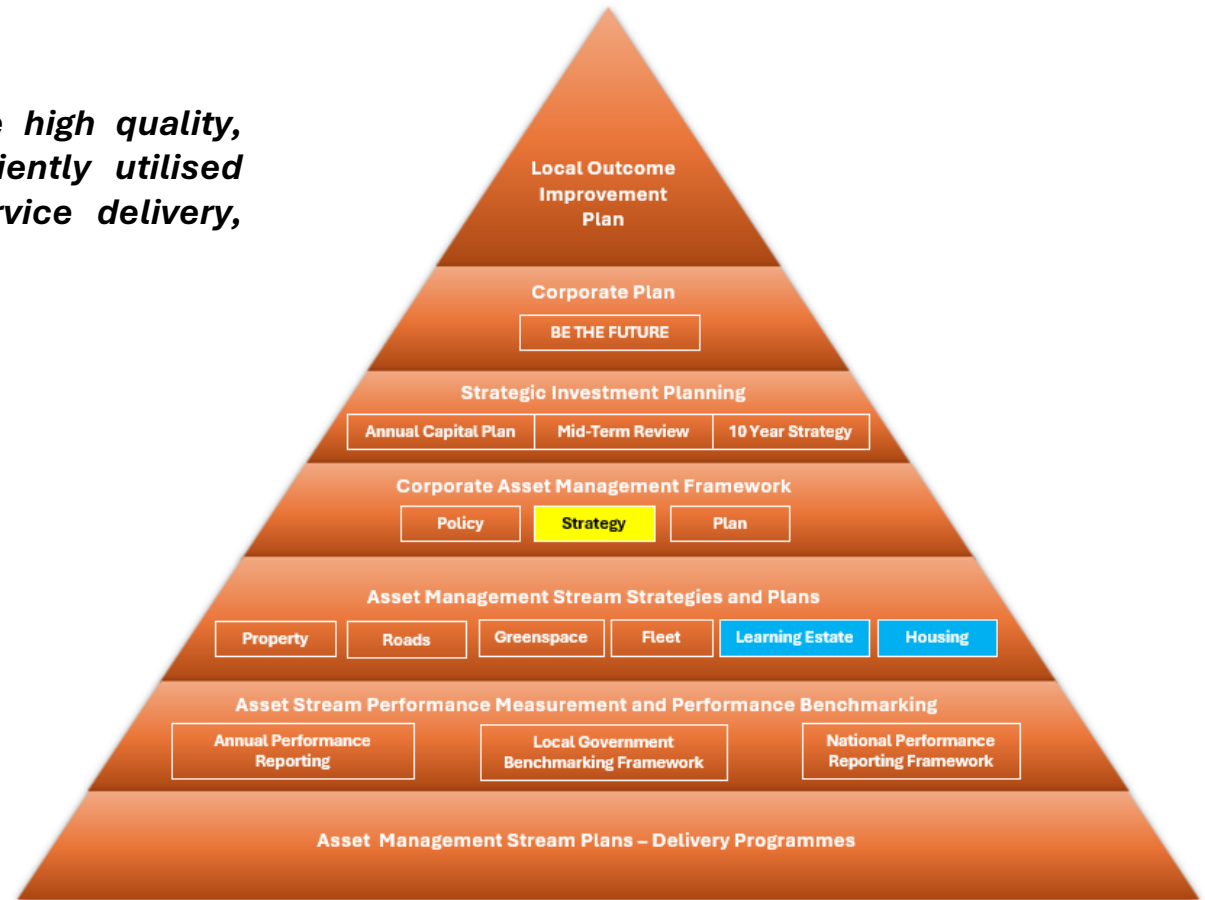
Our mission:

Our corporate asset management mission is to ensure high quality, sustainable and adaptable corporate assets are efficiently utilised across the Council in support of high performing service delivery, community development and long-term economic growth.

The purpose of this Corporate Asset Management Strategy is to set out the over-arching plan by which all Council owned assets can be effectively managed in line with the principles of the Corporate Asset Management Policy, recognising the priorities of the Council's Be The Future Plan and with the intent of helping achieve of our Local Outcome Improvement Plan.

Our Corporate Asset Management Strategy will help guide decision making in a data driven way to ensure the use of our corporate assets support the optimisation of financial and social value to meet the Council objectives of developing sustainable and resilient communities.

The strategy has been established and will be implemented within a changing and challenging context of internal and external factors that drive change.



Section 3.0 - Our Corporate Asset streams

Our corporate assets are managed in asset streams to ensure the right expertise and focus exists for each asset type. Each asset stream has its own specific regulatory and legal compliance requirements, faces its own challenges and opportunities and can contribute to the achievement of the Councils strategic objectives in their own way.

Whilst recognising the importance of asset streams, it is fundamental to our asset management strategy that all physical assets are considered corporate resources and managed within a single framework. The adoption of this approach will ensure our short, medium and long-term asset investment decision making is informed, consistent, co-ordinated and integrated.

The intent is that our corporate approach to managing the overall portfolio can achieve more than the sum of its parts.

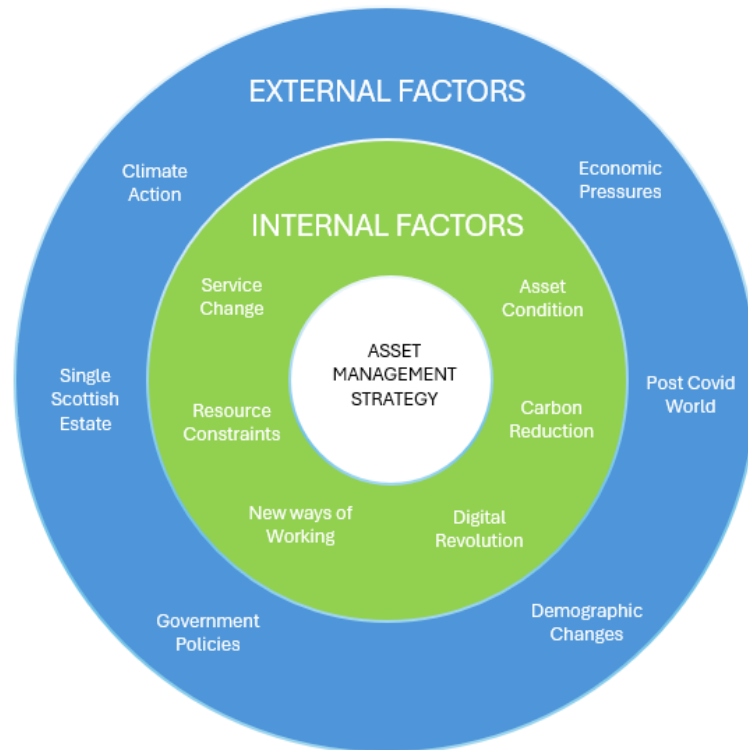
Whilst, not falling under this framework, the Learning Estate and Housing will develop and implement asset management strategies and plans that compliment the Corporate Asset Management Framework.



Section 3.0 – Context

Change Drivers

Our Corporate Asset Management Strategy has been established and will be implemented within and in response to a changing and challenging context of internal and external factors. Each asset stream will identify and consider the impact of their specific context.



The financial outlook for councils and the broader public sector remains challenging. Demand for statutory services, particularly in social care and education, is soaring, leaving fewer resources for non-statutory services. Even with an improved settlement from the Scottish Government, it is not enough to cover the rising costs of the services the Council provides. Inflation, wage increases, and escalating energy costs are driving expenses higher. This creates a complex budgetary landscape where difficult choices are unavoidable.

Clackmannanshire's population is ageing, increasing the demand on health and social care services and requiring the Council to adapt its service delivery models. All councils are under pressure to transform how they deliver their services while ensuring transparency in financial decisions and engaging with local communities. Transformation is at the heart of the Council's Be The Future programme and fundamental to maximising the value of its corporate assets. We are committed to modernising Council operations through innovation and collaboration with public and third-sector partners.

The Be the Future programme sets challenges for all aspects of Council operations, including asset management. Council staff are starting to work in new ways, maximising the use of digital technology, using less physical space, being more flexible in where they work from and sharing more resources with partners. Similarly, as service delivery changes, so too do the assets needed to support them. Whilst, progress is being made, the corporate asset portfolio as a whole does not yet fully support the change required. More information, analysis, planning and organisation is needed to meet the challenges faced in a financially, operationally and sustainable way.

Section 3.0 - Context

Change Enablers

The delivery of efficient and effective corporate asset management is contingent on the presence of a series of enablers. The enablers shown opposite are particularly relevant and will be embedded in this corporate asset management strategy. Each asset stream will identify their specific enablers.



Leadership, governance, and culture:

- To create a culture that fosters trust and reciprocity, developing shared outcomes and establishing clear lines of responsibility for delivery

Collaborative asset management:

- To identify opportunities for collaborative use of assets, translate opportunities into reality and share data and knowledge in support of co-investment decision-making
- To operate within frameworks, governance and funding structures that align objectives across organisations

Data and Digitisation:

- To develop an organisational digital and information management strategy that coordinates existing asset management systems & data sets, and develop needs led performance measurement profiling of assets that align to corporate objectives

Project appraisal and business case:

- To apply a common methodology when appraising projects that reflect an investment hierarchy and maintain a focus on expected outcomes when appraising options

Whole life:

- To recognise the importance of investment in repair, maintenance and improvement to prolong asset life, improve suitability for current uses and adaptability for future uses

Change:

- To understand and facilitate new methods of service delivery, integration, exploiting technology and digitisation for resilience and their impact on asset requirements

Section 4.0 – Asset Management Planning

In order to effectively and efficiently manage and plan our corporate assets to achieve our corporate priorities in a manner consistent with our Corporate Asset Management Policy, it is important to understand and ensure the alignment between our corporate priorities, asset management policy principles and corporate asset management strategy themes.

Be The Future Council Priorities	Corporate Asset Management policy principles	Corporate Asset Management Strategy themes
Sustainable Inclusive Growth - We will take steps to tackle poverty, inequality and the cost of living crisis. - We aim to maximise the opportunities for local people and businesses through our improved economic performance. - We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the Empowering Families and Communities - We will place people at the heart of service delivery. - We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. - We will work in partnership to build individual; family and community skills in support of social and financial independence. Health and Wellbeing - We aim to improve the environment, quality of life and ease of access to services. - Enhance wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. - Delivering increased wellbeing also aims to promote equitable growth.	- Plan and manage our assets as corporate resources to maximise their impact, increase multi-use and deliver the Council's outcomes for the benefit of the people of Clackmannanshire - Provide the right assets, fit for purpose, in the right place, to meet current service user and service needs, whilst planning for the future, and release or re-purpose assets surplus to need - Manage and maintain assets effectively, efficiently, safely, sustainably and in compliance with legislation and regulatory requirements - Ensure our assets are economically and environmentally sustainable throughout their life cycle and mitigate the impact of climate change in line with our 2045 commitments - Use our assets, both retained and surplus, to stimulate development and economic growth, support local community and business needs and encourage new business to the area - Promote joint working with partners where it will provide benefit for service delivery, optimise financial returns, create commercial opportunities and actively contribute to positive community asset transfers	- By adopting a corporate approach to asset management, we will ensure the collective performance of our physical assets make the maximum contribution to the achievement of our corporate objectives - By establishing a corporate data driven, risk-based approach we will manage and maintain our assets in a safe, compliant, value for money and environmentally sustainable way throughout its life cycle - By implementing a consistent asset challenge process, we will ensure we only invest in the assets we need and dispose of / repurpose those we don't - By developing a systematic approach to appraising major investment in asset transformation, we will prioritise existing assets and plan for surplus assets when a new asset solution is determined as optimum

Section 4.0 – Asset Management Planning

Strategic Themes 1 – Our assets are managed as corporate resources

By adopting a corporate approach to asset management, we will ensure the collective performance of our assets make the maximum contribution to the achievement of our corporate objectives

To ensure our assets are effectively and efficiently deployed to achieve the council's corporate priorities and objectives, it is now recognised as best practice that all assets are managed in one place as a corporate resource. This model enables greater efficiency in terms of running costs, the potential to increase income and identify opportunities for co-location of services. It also enables a more holistic approach to multi-dimensional challenges such as carbon reduction, community empowerment and economic growth.

The concept of the corporate model is that the ownership of an asset and responsibility for its management and maintenance is transferred from service areas into the corporate centre. The service area then becomes a 'corporate customer' and their priority is to plan and deliver their service to the best of their ability. The corporate asset function will ensure all services are adequately provided with the assets they need and such assets are maintained and managed on their behalf.

The corporate asset function responsibility extends to the acquisition, development and disposal of corporate assets and the asset planning, review, feasibility and options appraisal processes that inform asset-based decision making based on service need and overall corporate priorities.



Section 4.0 – Asset Management Planning

Strategic Theme 2 – Our assets are managed using a data led approach

By establishing a corporate data driven, risk-based approach we will manage and maintain our assets in a safe, compliant, value for money and environmentally sustainable way throughout its life cycle

The Council is responsible for the management and maintenance of a large, diverse portfolio of corporate assets that deliver and or host the Council's operational services and internal working environment. It is vitally important that these assets are maintained to ensure they are safe, compliant and appropriate to deliver services, support the customer/service users and the workforce.

With increasing revenue pressures across the Council and significant alternative calls on the available capital financing required to drive service transformation, achieve revenue savings and to respond to other areas of need it is becoming increasingly difficult for the Council to provide the additional funding required to keep the current asset portfolio properly maintained.

Our approach to maintaining and managing our assets follows three simple principles:

- retain the assets we need
- re-purpose, transfer or dispose of the assets we don't
- invest our money in those assets that need it most on an informed basis.

We ensure our application of the first two principles through the regular performance of a consistent and structured approach of **Asset Challenge** which ensures we don't spend our money on assets we no longer need. We ensure our application of the third by prioritising our maintenance resources to appropriate assets through a **data led, risk-based approach** underpinned by a rolling programme of condition assessments and active system of **asset performance management**

Following these three principles enable a better and more informed decision-making and allows us to maximise efficiencies by planning over a longer time horizon, instead of reacting to emergencies as they happen. Moving forward, our four key aims for our Corporate assets are:

- To ensure our assets are safe and secure for the people who use them.
- To allocate funding to assets that will achieve the maximum positive impact for those who use them including our customers
- To achieve an efficient balance between planned and reactive asset maintenance
- To achieve maximum efficiencies in the way we procure asset maintenance

Section 4.0 – Asset Management Planning

Strategic Theme 3. Asset Challenge is used to optimise our asset portfolio

By implementing a consistent asset challenge process, we will ensure we only invest in the assets we need and dispose of / repurpose those we don't

Asset Challenge is an embedded process that will sit at the heart of the Council's approach to optimising its portfolio of corporate assets. The aim of the process is not simply about cutting costs but supporting and enhancing the delivery of Council strategies and objectives by retaining the right assets, fit for purpose in the place they are needed.

To better inform financial, operational and strategic decision-making corporate assets will be challenged and evaluated using a 5 Pillar approach to obtain the necessary data. The challenge will be applied across each asset stream, ensuring a cohesive strategic approach to the management of our assets. The data gathered and the review process will enable transparent and data driven decisions to be taken in a consistent and structured way.

For each asset stream the specific questions posed within the 5 Pillars and their respective performance standards will be applied in a manner relevant to their specific asset types and functions. Reviewing all corporate assets against these pillars will provide a measurable and comparable overview across all asset streams, providing an evidence base to support more informed and risk aware investment decision-making.

The asset challenge model being used is derived from the CIPFA model set out in its "Guide to Local Authority and Public Sector Asset Management" and the data derived from these challenge exercises will help inform:

- annual benchmarking
- annual capital budget setting
- annual revenue budget setting

All assets will be reviewed on a continuous rolling programme, or when a material investment request is made, using a step-by-step challenge process, ensuring that every asset has been fundamentally tested against a common set of criteria. Our outline challenge process is set out below.

Asset Challenge Process: The 5 Pillar Approach



Section 4.0 – Asst Management Planning

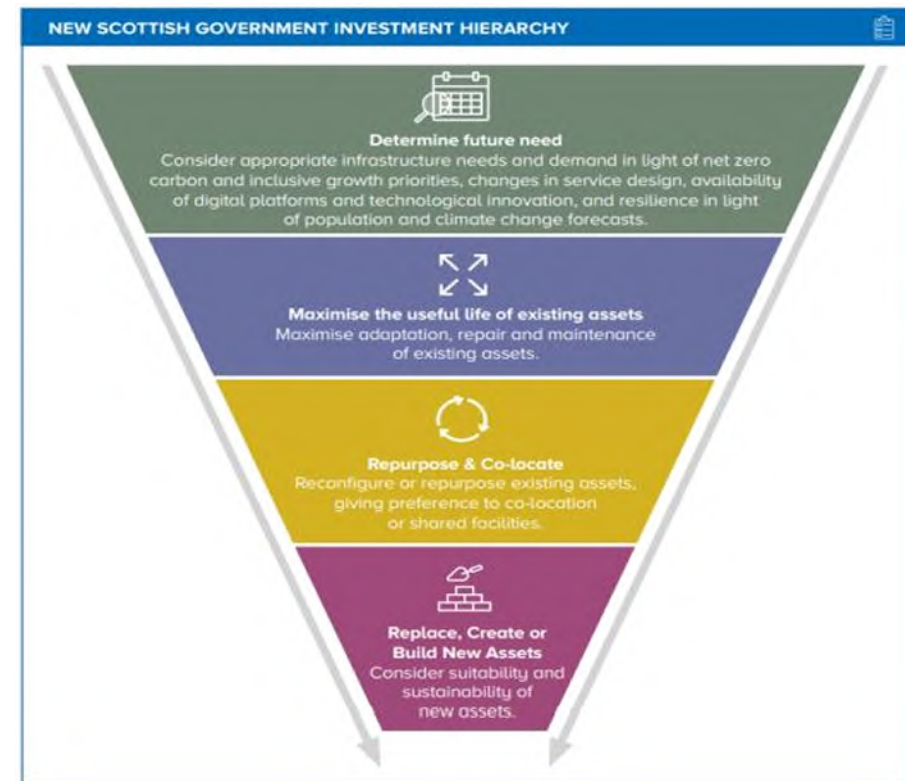
Strategic Theme 4 – A systematic approach is applied when appraising investment in transformation

By developing a systematic approach to appraising major investment in asset transformation, we will prioritise existing assets and plan for surplus assets when a new asset solution is determined as optimum

In order to make the right investment decisions to bring about the transformation of our corporate assets we have taken due cognisance of the Investment Hierarchy embedded within the Scottish Government Infrastructure Investment Plan for Scotland 2022 guidance. Whilst the Investment Hierarchy is intended to provide Scotland's public sector with a common methodology to aid planning and decision making for infrastructure investment its approach can be applied when considering major transformational investment in each of our asset streams.

The approach places an emphasis on investigation and prioritisation of existing assets as a platform from which to deliver services in the future. Where a replacement is the preferred option, it is important to have a planned approach to the re-purposing or disposal of the surplus assets at an early stage to avoid lengthy holding costs or the asset falling into disrepair and impacting value. When considering new, the emphasis of multi-use of assets operates as a presumption against the construction of single organisation / single use assets.

Our approach recognises the importance of considering both internal and external contexts, and with the benefit of this dual perspective approach use our Asset Management Policy's principles to guide our decisions to remain consistent with the Council's overall direction of travel.



Section 5.0 – MEASURING PERFORMANCE

What will success look like?

The continuous and consistent delivery of our corporate asset management mission by all asset streams will ensure high quality, sustainable and adaptable corporate assets are efficiently utilised across the Council in support of high performing service delivery, community development and long-term economic growth.

How will success will be achieved?

The effective implementation of our Corporate Asset Management Framework will enable and require each of the Council's asset streams to undertake their asset management planning and decision making in a manner consistent with both our corporate asset management policy principles and the strategic themes set out in this document.

How will performance be measured?

Each asset stream will establish and maintain a transparent, structured and robust dashboard of asset management performance measures. Reporting of performance against all measures will take place at regular intervals as agreed between the asset stream management team and Director responsible.

How will we know it is happening?

A detailed action plan will be established, maintained and reported against to ensure each asset stream has in place its own:

- An asset management strategy, asset management plan and action delivery programme
- Asset information policy, Asset data management system and data gathering milestones based on a prioritised assessment of assets
- Asset challenge criteria, acceptable risk, baseline standards and milestones for performance based on a prioritised assessment of assets
- Investment hierarchy approach adapted for its asset stream and clear definition of the circumstances under which it will be applied

What the next steps in our asset management maturity?

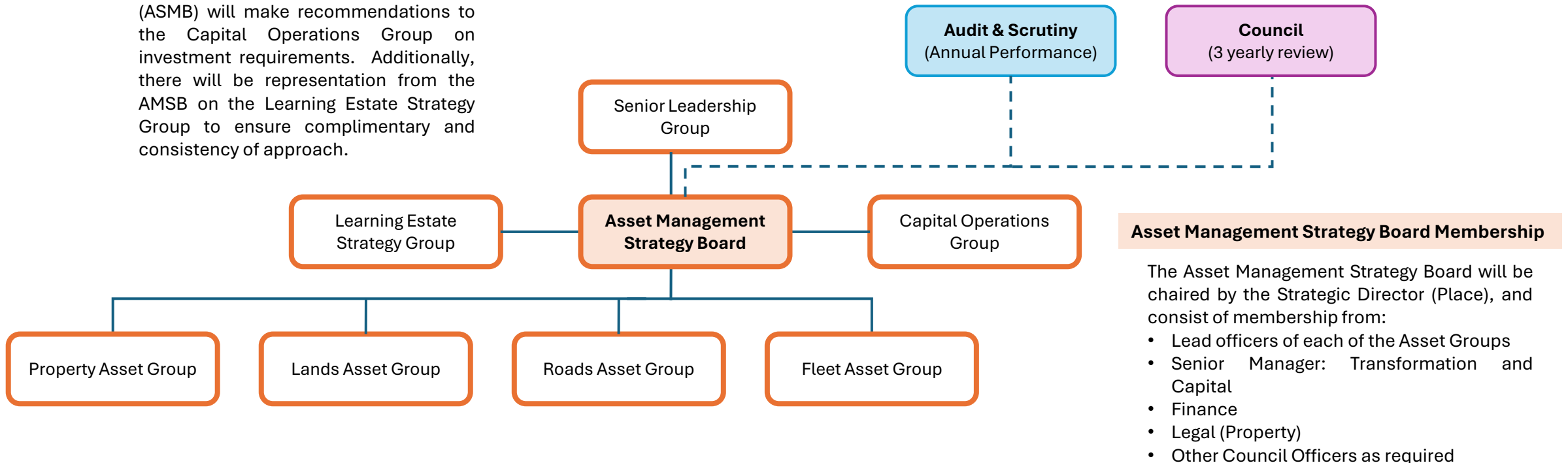
- Embedding the content of our strategic themes into a clearer programme of development towards an ISO 55001 accredited system
- Undertaking an annual capability and maturity review to determine the progress made and further ongoing actions needed to pursue ISO accreditation

Section 6.0 – Resources and Governance

The management of corporate physical assets takes place within a clear governance structure.

Through the oversight of an Asset Management Strategy Board, the Policy and Strategy implementation will be driven, reporting into the Council's Senior Leadership Group. To ensure proper scrutiny of performance an annual report on the performance will be presented to the Council's Audit & Scrutiny Committee with a 3 yearly review presented to Council to ensure continued alignment to Council priorities.

The Asset Management Strategy Board (ASMB) will make recommendations to the Capital Operations Group on investment requirements. Additionally, there will be representation from the AMSB on the Learning Estate Strategy Group to ensure complimentary and consistency of approach.



Corporate Asset Management Plan

Delivery Programme

Ref	Deliverable	Policy	Objective	25/26	26/27	27/28	28/29	29/30	Owner	Resource Implication
CAMF 1	An asset management strategy, asset management plan and action delivery programme	Corporate Asset Management	Establish CAMF and a corporate approach to asset management	All asset streams 100% 						Staff
CAMF 2	Asset information policy, Asset data management system and data gathering milestones based on a prioritised assessment of assets	Corporate Asset Management	Establish CAMF and implement a data driven, risk-based approach to manage and maintain assets	All asset streams 75% complete, 25% data	All asset streams 100% complete, 50% data	All asset streams 100% complete, 100% data 				Staff System investment Third party costs
CAMF 3	Asset challenge criteria, acceptable risk, baseline standards and milestones for performance based on a prioritised assessment of assets	Corporate Asset Management	Establish CAMF and implement a consistent approach to asset evaluation and decision making	All asset streams 50% complete	All asset streams 75% complete	All asset streams 100% complete 				Staff
CAMF 4	Investment hierarchy approach adapted for its asset stream and clear definition of the circumstances under which it will be applied	Corporate Asset Management	Establish CAMF and implement a systematic approach to asset investment and disposal decision making	Asset streams 50% progressed	All asset streams 100% progressed 					Staff
CAMF 5	Embedding the content of our strategic themes into a clearer programme of development towards an ISO 55001 accredited system	Corporate Asset Management	Continuous improvement in asset management capability	25% progress	50% progress	75% progress	100% progress 			Staff
CAMF 6	Undertaking an annual capability and maturity review to determine the progress made and further ongoing actions needed to pursue ISO accreditation	Corporate Asset Management	Continuous improvement in asset management capability							Staff



Equality and Fairer Scotland Impact Assessment (EFSIA) Summary of Assessment

Title: Corporate Asset Management Strategy

Key findings from this assessment (or reason why an EFSIA is not required):

The Strategy provides the framework by which the Council plans to manage and maintain its key assets of Property, Fleet, Greenspace and Roads. There will be as a result of this strategy a series of Asset Stream Plans which will consider specific equalities and fairer Scotland duties.

The Strategy will be an internal document focused on how we manage and maintain key assets of Property, Fleet, Greenspace and Roads. There are no specific groups that are identified as directly impacted by the strategy, but it is anticipated that there will be improved experiences by staff and public who utilise Council Services as a result of the strategic, focused and organised approach to asset management. Much of which is provided by the Council though this is covered by existing policies covering repairs and maintenance, capital works etc.

Summary of actions taken because of this assessment:

The Strategy was scoped with internal stakeholders in throughout 2025. The Strategy aims to ensure transparency and consistency in decision-making and management of assets.

Ongoing actions beyond implementation of the proposal include:

Establishing an oversight Board and progressing asset stream plans.

Lead person(s) for this assessment:

Kevin Wells, Strategic Director: Place

Senior officer approval of assessment:

Kevin Wells, Strategic Director: Place

DATE: November 2025

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Place Business Plan 2025/2026

Report by: Strategic Director: Place

1.0 Purpose

- 1.1. This report presents the Place Directorate Business Plan, 2025/26, for the consideration and approval of Council.

2.0 Recommendations

Council is asked to:

- 2.1. Note, comment and approve the plan as attached at Appendix 1.

3.0 Considerations

- 3.1. The Place Directorate Plan 2025/2026 has been developed in line with the agreed [business planning guidance](#).
- 3.2. Place services are central to achieving the Council's vision and ensuring the delivery of meaningful outcomes for the people of Clackmannanshire. They provide the essential foundations on which safe, resilient, and sustainable communities are built.
- 3.3. Delivering high-quality front-line services is a core responsibility of the Council. Infrastructure, amenities, housing, waste management, and public protection are not only among the most highly valued services by residents but also have a profound influence on everyday life and long-term wellbeing. Ensuring these services are delivered effectively, efficiently, and equitably is critical to maintaining community confidence and trust.
- 3.4. Equally, housing, property, and facilities management play a vital enabling role. By underpinning the delivery of other critical services, such as education, health, and social care, these functions help create the conditions in which individuals, families, and communities can thrive.

- 3.5. Place services also have contributed significantly towards shaping the future prosperity of Clackmannanshire, through spatial planning and development management, economic development, and the delivery of capital projects in support of the Council's vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.
- 3.6. We will build up on previous years actions and achievements, with some key milestones planned for the forthcoming year. Following on from work around Truman Change review, the Service plans realignment management roles in support of better interconnectedness. This work will be complimentary to the planned efforts around Collaboration that the Council is exploring at present.
- 3.7. Additionally, this year will develop further work started on progressing the One Plan, One Report approach already championed by the People Directorate. This new plan will also see a concerted effort to build capacity in terms of Planning and Building Standards, including the recommencement of our work on our new Local Development Plan.
- 3.8. The Directorate is in a position of consistent internal review in order to explore transformational opportunities for change and efficiency, working across the Council in support of our Target Operating Model.
- 3.9. We are seeking to improve our governance performance, which will not only support our service improvement agenda, but underpin our commitment to excellent customer service for the communities of Clackmannanshire. We have this year sought to reflect on local KPIs instead of LGBF Indicators, improve on reporting timescales of performance. LGBF Indicators will be reported separately.
- 3.10. There are no direct financial implications arising from this report.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

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

Yes ☒

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

Yes ☒

5.4. Staffing

- 5.5. There are no direct impacts to staff arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☐ No ☒

If an impact assessment has not been undertaken you should explain why:

An Equality Impact Assessment (EQIA) and Fairer Scotland Duty Assessment have not been undertaken specifically for the Place Directorate 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".
- 10.2 Place Directorate Business Plan 2025-2026

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
Kevin Wells	Strategic Director: Place	X2533

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director: Place	



Place

Business Plan 2025-26



**Be the
FUTURE**

1 SERVICE OVERVIEW
1.1 SERVICE PURPOSE & OBJECTIVES

Place services are central to achieving the Council’s vision and ensuring the delivery of meaningful outcomes for the people of Clackmannanshire. They provide the essential foundations on which safe, resilient, and sustainable communities are built.

Delivering high-quality front-line services is a core responsibility of the Council. Infrastructure, amenities, housing, waste management, and public protection are not only among the most highly valued services by residents but also have a profound influence on everyday life and long-term wellbeing. Ensuring these services are delivered effectively, efficiently, and equitably is critical to maintaining community confidence and trust.

Equally, housing, property, and facilities management play a vital enabling role. By underpinning the delivery of other critical services, such as education, health, and social care, these functions help create the conditions in which individuals, families, and communities can thrive.

Place services also have contributed significantly towards shaping the future prosperity of Clackmannanshire, through spatial planning and development management, economic development, and the delivery of capital projects in support of the Council’s vision and outcomes. Many of the levers that can promote and accelerate a Wellbeing Economy lie within the Place Directorate.

The Council’s Vision – Be the Future

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

Our Priorities

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

Wellbeing Local Outcome Improvement Plan (WELOIP)

The work of the Place Directorate supports the ambition, and the priorities set out within the WELOIP. Services within the Place Directorate will ensure that their improvement objectives take cognisance of the WELOIP and reporting on performance will be undertaken through the Clackmannanshire Alliance Partnership.

Our Values

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

1.2 SERVICE STRUCTURE



The portfolio General Service's revenue budget for 2025-26 is £34.851m following a savings realisation of £1.174m. The HRA revenue expenditure budget for 2025-26 is £22.548m, with an income target of £27.204m leading to a budgeted surplus of £4.656m, towards Capital investment. The HRA net capital budget is £9.798m. Due to ongoing pressures within local government financing, the Directorates General Fund Activity will operate with critical post recruitment and essential spending reviews for most if not all of 2025-26.

1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy or Policy	Approved/Last Reviewed	Date for Review
Housing Service		
Abandoned Property Policy	Aug 2024	Aug 2027
Allocations Policy (Westhaugh Gypsy Traveller site)	New	Aug 2025
Allocations Policy (wider estate)	New	March 2026
Anti-social behaviour Policy (Housing specific)	2024	2027
Asset Disposal Policy	June 2025	June 2028
Damp and Mould Policy	Aug 2025	Aug 2028
Estate Management Policy	NEW	March 2026
Evictions Policy	2024	2027
Homelessness prevention strategy	New	Jun 2026
Housing 30 Year Business Plan Review	Interim 2024	2028
Housing Allocations Policy	2019	Q2 2027
Housing Needs and Demands Assessment	New	Jan 2026
Housing Repairs Policy	Aug 2025	Aug 2028
Local Housing Strategy	2018	Q3 2026
Missing Shares Policy	Aug 2025	Aug 2028
Open Space Management Policy	NEW	March 2026
Private Sector Scheme of Assistance	2021	March 2026
Property Acquisition Policy	Aug 2025	Aug 2028
Property Adaptations Policy	NEW	Nov 2025
Property Asset Management Strategy (Housing)	NEW	2028
Rechargeable Repairs Policy	Aug 2025	Aug 2028
Strategic Housing Investment Programme	2024	Oct 2025
Tenant Participation Strategy	2024	2029
Property & Development Service		
Asset Management Strategy	New	December 2025
Learning Estate Strategy	Dec 2019	Jun 2026
Non-Housing Property Asset Management Plan (Phase 1)	New	Mar 2026
Non-Housing Property Asset Management Plan (Phase 2)	New	Jun 2026
WeAll Employability Action Plan	2024	March 2026
Outdoor Access Strategy	2018	Oct 2026
Woodland Strategy	2014	Oct 2026
Community Wealth Building Action Plan	March 2025	March 2027
Regional Economic Strategy	New	March 2026

Regional Energy Masterplan	2023	2028
Local Heat and Energy Efficiency Strategy (LHEES)	2023	Nov 2028
Local Biodiversity Action Plan	2018	October 2026
Local Development Plan	2015	May 2028
Local Employability Partnership (LEP) Delivery Plan	March 2025	June 2026
Climate Change Strategy and Climate Emergency Action Plan (CEAP)	New	Oct 2025
Pollinator Strategy	New	Oct 2025
Regional Adaptation Strategy	New	Oct 2026
Local Allotments and Food Growing Strategy	New	Oct 2026
Environment Service		
Local Transport Strategy	2014	2026
Active Travel Strategy 'Connecting Clackmannanshire'	2021	2026
Road Safety Plan	New	2026
Play Park Strategy	New	2026

2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2025-2026

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

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

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

The Council is experiencing significant workforce pressures, with an aging employee profile and growing challenges in recruiting and retaining staff across key professional disciplines within a highly competitive labour market.

Within the Place Directorate, several service areas operate with small teams, resulting in potential single points of failure. Workforce shortages in these areas can quickly lead to critical gaps in knowledge and capacity, increasing operational risk. These pressures not only place additional demands on existing staff but also pose a tangible risk to the Council's ability to fulfil its statutory and regulatory responsibilities.

Proactive workforce planning, targeted recruitment strategies, and succession planning are therefore essential to mitigate these risks and ensure the continuity and resilience of essential services.

Service redesign and capacity for the short – medium term has been addressed in a number of services but further work still remains. Implementation of Phase 1 of the Property service redesign has completed and when next phase is completed it will bring much needed additional operational capacity into the team. There are other areas where capacity gaps and operational resilience need to be addressed and the ability to deliver policy development and improvement actions in line with the timetable set out in this plan depends on our ability to resource this activity.

Given the public sector financial environment, it is likely that more fundamental service redesign will be required to ensure a sustainable future for delivery of our services. External support has been commissioned to help us to shape our future Target Operating Model (TOM). Output and collaboration / partnership landscape from this work is expected during 2025-26.

Service performance is generally to a good standard and we need to be more proactive in communicating and celebrating our successes with our stakeholders and to each other as well as being less reliant on LGBF indicators alone. Our performance management regimes have identified a number of areas for improvement, however, some of which are set out in this business plan.

The Department as mentioned earlier have experienced significant and critical vacancies and a number of team leaders and supervisors are new to either the organisation or the role as well as the need for work to be done to embed business processes and good governance. We will also work with colleagues to identify areas where processes can be streamlined and/or digitised or automated, to improve productivity and customer service.

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

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

At the heart of our "Be the Future" ambitions is a bold commitment to delivering sustainable public services that drive economic prosperity and improve quality of life for all. By nurturing innovation, supporting local enterprise, and strategically investing in infrastructure, skills, and opportunities, we are creating the conditions for Clackmannanshire's people, businesses, and communities to flourish.

This is a long-term journey of transformation, requiring ambition, collaboration, and resilience. It is not a quick fix, but a determined programme designed to unlock lasting

economic growth, enhance social wellbeing, and build a vibrant, inclusive, and forward-looking future for everyone in our region.

At the heart of our "Be the Future" ambitions is a bold commitment to delivering sustainable public services that drive economic prosperity and improve quality of life for all. By nurturing innovation, supporting local enterprise, and strategically investing in infrastructure, skills, and opportunities, we are creating the conditions for Clackmannanshire's people, businesses, and communities to flourish.

This is a long-term journey of transformation, requiring ambition, collaboration, and resilience. It is not a quick fix, but a determined programme designed to unlock lasting economic growth, enhance social wellbeing, and build a vibrant, inclusive, and forward-looking future for everyone in our region.

Place services are contributing to taking forward the key 'Be The Future' transformation themes of: Sustainable, Inclusive Growth; Empowering Families and Communities; and Health and Wellbeing. Examples include:

- Key partner in the Family Wellbeing Partnership and STRIVE, working with others to find creative solutions to support local people whilst helping to shape the future of public service delivery.
- Working with the University of Stirling, Forth Valley College and UK and Scottish governments to develop the Alloa Innovation Campus to stimulate innovation, business growth and jobs.
- Working with Council colleagues and community representatives to develop collaborative ownership/operation models for a number of community assets including Clackmannan Town Hall and former Community Access point; Marshall House, Ben Cleuch Centre and Sauchie Hall.
- We continue to work closely with colleagues in the Transformation Team to identify areas where processes can be streamlined and/or digitised or automated, to improve productivity and customer service with developments within our Environmental Services and Housing.

- We continue to lead Community Wealth Building activity across the Council, ensuring it is central to the WELOIP and playing a key role across Forth Valley and support the Clackmannanshire Anchor Partnership.

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

For example, we are taking forward a number of initiatives including:

- Internet of things pilot on remote monitoring of CO2 in classrooms
- Customer service portal
- The use of environmental sensors within our domestic stock for the purpose of Damp and mould monitoring.
- Innovations In-cab technology in waste vehicles
- Roads Digital Initiatives – Transformation to paperless documentation – Site Inspection Reports, Power Automate Software that sends daily updates to interested parties on road works and emergencies to Stirling and Clacks Contact Centre and Police Scotland live information to improve awareness and safety.
- Health & Safety Accessibility – Use of iPads to disseminate H&S information such as Risk Assessments, Near Miss Reporting and COSHH information, again moving to paperless working.

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

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

Some examples of recent and planned engagement are listed below.

External

- Ongoing engagement with the Tenants Federation and formal consultation with tenants on rent setting, policy decisions and other key investment decisions.
- Building on the success of the Year 1 Tenancy Participation Action Plan, the Year 2 plan has been developed collaboratively with Clackmannanshire Tenants and Residents Federation (CTRF) and the Housing Spokesperson. This continued partnership ensures that tenant voices remain central to shaping housing services.
- Since 2023, monthly Housing Performance meetings have provided a valuable platform for dialogue and scrutiny. These meetings bring together housing officers, CTRF, other Registered Tenant Organisations (RTOs), Elected Members and Trade Union representatives to review and challenge performance across key service areas. A full programme of events is scheduled through to the end of 2025, with plans underway to develop a new programme for 2026, ensuring ongoing opportunities for meaningful tenant engagement.
- Meetings with local community groups occupying our properties on leases or to explore potential asset transfers
- Consultation on our Pollinator and Climate Change Strategy including Stakeholder engagement.
- Public consultation on the City Region Deal funded Regional Energy Masterplan.
- Commencement of a masterplan for Alloa town centre in accordance with the Scottish Futures Trust's 'Place guide: a process for improved Place-based decision making'
- On-going feedback from employability clients and employers through our Clackmannanshire Works key worker and job broker service
- Business engagement conducted through the Clackmannanshire Business Support Partnership including monthly mailing to over 1,600 recipients and annual Business Survey
- Public consultation to develop a play park strategy is to take place during the life of this plan
- Soft FM Catering service to engage with Parent Councils in partnership with Education regarding ongoing menu development.
- Consultations and meeting events held with the Clackmannanshire Access Forum
- Key partner in our highly regarded Local Employability Partnership (LEP), working with strategic employability partners to maximise training and employability opportunities for Clackmannanshire residents;
- Members of Tackling Child Poverty Partnership and Community Justice Partnership, contributing to strategic action planning and linking employability into TCP and CJP agendas;
- Supporting Discover Clackmannanshire tourism group, arranging events and liaising with members (also supporting emerging work on a Forth Valley travel trade website and joint activity);
- Engagement with community groups through delivery of a Communities and Place grant fund:

- Membership of SLAED groups: Employability, Data and Performance, and Tourism, and chair of SLAED Business Group and member of SLAED Executive Group;
- CRD programme management, working across services to co-ordinate reporting and progress on City Region Deal projects;
- Engage with Clackmannanshire Anchor Partners through the Anchor Partnership;
- Actively collaborating with other Forth Valley Local Authorities to develop a Regional Economic Strategy;
- Collaboration with Clackmannanshire Business Support partners to produce 'Locate in Clackmannanshire' website and brochure, designed to encourage businesses to start up in, or move to Clackmannanshire

Internal

- Improved communication and stakeholder engagement with all cleaning staff and Head Teachers.
- Soft FM Teamleader sits with Headteachers on Education business meetings and discusses ongoing Soft FM agenda.
- Closer liaison with Education and key stakeholders in relation to the capital programme for the learning estate.
- Working group in action to collaborate on strategic asset management ensuring Planning masterplans and property assets are evaluated to increase value from outcomes.
- Active engagement in the development of the Wellbeing Hub/Lochies project including ensuring and supporting community benefits deriving from the project.
- Active engagement in the Family Wellbeing Project and associated activities; supporting the FWP Strategic and Operational Groups, and leading on the employability strand of FWP activity (including development and progress on the WeAll employability action plan).
- Bipartite meetings with TU/Management underpinned by local service TU engagement groups.
- Regular meetings with political portfolio holders/Group Leaders.
- Thrive Programme - Funding and Supporting the successful Thrive to Keep Well Programme, in partnership with FWP and NHS FV;
- Development of a community benefits strategy, working with procurement and other service managers to devise a robust and effective strategy for maximising community benefits through our contracts.
- Active engagement with wider Council services on City Region Deal investment and opportunities, including housing, digital transformation and property.

3.3 MANAGING SERVICE PERFORMANCE

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

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

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

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

- Planning Performance Framework
- Building Standards Verification – Annual Performance Report
- Food Control Service Plan submitted to Food Standards Scotland annually. Progress report presented to audit and scrutiny throughout each year.
- Public Bodies' Climate Change Duties
- Scottish Housing Regulator – Annual Return of the Charter (ARC)
- Scottish Housing Regulator – Annual Assurance Statement (AAS)
- Scottish Housing Regulator – Landlord Report to Tenants
- National Fraud Initiative Annual Checking Report (Housing)
- Scottish Housing Network (SHN) Quarterly Performance Information collation, includes a monthly void return
- Scottish Government Statistical Returns (HL1, HL2, HL3, Prevent1)
- Scottish Housing Regulator (SHR) Annual Engagement Plan

- Annual Core Facts Building Condition Return to Education for their Submission to Scottish Government
- National Fraud Initiative (NFI) Annual Checking Report (Housing) for internal audit.
- HRA Annual Budget and Rent Setting Report to Council.
- HRA Quarterly and Year End Outturn Reports by Finance and Housing Services - reported to audit and scrutiny and where required Council.
- HL1, HL2, HL3, and Prevent 1 Homeless Statistical Information to the Scottish Government
- LGBF - updates provided by housing to the x5 KPIs reported on relevant to housing.
- SHR Annual Engagement Plan – direct engagement with regulation manager on local improvements
- SHN Local Authority Monthly Void Return Information
- Monthly Housing Performance Meetings to all elected members, RTOs and union representatives.
- Scottish Roads Commissioner reporting
- SEPA Waste Flow Reporting
- Annual reporting of Environmental Health and Trading Standards performance to Scottish Government, HSE and Food Standards Scotland.
- SLAED Annual Indicators Reporting.
- Community Wealth Building Progress Reporting.
- EES ABS Quarterly Reporting
- NatureScot Annual Reporting on Investment

3.4 WORKFORCE PLANNING

The Directorate Workforce Plan has been delayed, due to developments within the Council aligned to the work being progressed on Council Collaboration and TOM Development, however the Senior Management Team within the Directorate continue to monitor and address our workforce planning management and acknowledge the following profile of the department:

Departmental Profile:

- **Headcount:** Average headcount has reduced marginally by 0.2% since March 2024 predominantly linked to the filling of vacancies and redesign. There will be a planned decrease from April 2025 onwards in response to the social / economic challenges facing the Council. Our core workforce is anticipated to contract over the next 3 years as we progress the implementation of the TOM, but this is dependent on the ongoing impact of a range of external factors, including inflation, public sector financing, legislative changes and potential partnership arrangements.

2022/23 Average FTE – 504.12 Headcount – 587 (excluding casual)

2023/24 Average FTE - 508.24 Headcount – 593.5 (excluding casual)

2024/25 Average FTE – 507.22 Headcount – 580 (excluding casual)

- **Temporary Contracts** – Due to the current fiscal positioning and the Departments success in securing external funding, albeit temporary, the use of temporary contracts has remained static across the Department. Recent redesign work within the department had hoped to stabilise this trend. Further work will be required as part of our workforce planning to assist with retention by addressing concerns regarding employment security for our workforce and improve business continuity for the Council. Whilst this is our desired outcome, we recognise that the overall fiscal positioning of the Council and local government investment levels will be considerable factors associated with this approach and as the Council considers its TOM approach, there may be a requirement for further use of temporary arrangements to facilitate transformation towards a more sustainable state.

31st March 2023 Temporary Contracts 19.74%

31st March 2024 Temporary Contracts 19.06%

31st March 2025 Temporary Contracts 19.97%

- **Age Profile** - The age profile of our workforce creates a medium-term challenge and risk. With **49.83%** of the current workforce aged 50 or over and expected to rise noticeably in the next 5 years, we need to continue to consider measures to attract younger people into the Council while managing the risks associated with an ageing workforce and avoiding knowledge loss.

- **Turnover** – turnover is currently **11.53%** (March 2025). This is likely to be linked to the use of temporary posts and salary banding in comparison to other local employers. Whilst the average turnover is recorded above, it will vary across the Department Services linked to the nature of the different roles and is creating strains within certain service areas.

- **Absence** - has fallen slightly from **6.13%** (2023/24) to 6.02% (2024/25). Most absences are long term absence (70.99%) which have varying justifications associated, including those attributed to COVID, i.e. backlog for operations, etc.

2023/24 - Long Term 72.06%/Short Term 27.94%

2024/25 - Long Term 70.99%/Short Term 29.01%

- **Grade Profile** - The Council fully consolidated the Scottish Local Government Living Wage (SLGLW) into its grading structure. The majority of employees (87.3%) are appointed within the lower half of the grading structure which is reflective of the nature of the services being delivered. In context, 2.94% of employees are appointed within the top 3 management grades.

2024-2025:

GRADE	HEADCOUNT	GRADE	HEADCOUNT		GRADE	HEADCOUNT
Grade 1	83 (12.8%)	Grade 2	83 (12.8%)		Grade 3	40 (6.2%)
Grade 4	103 (15.9%)	Grade 5	64 (9.9%)		Grade 6	191 (29.6%)
Grade 7	18 (2.8)	Grade 8	27 (4.2%)		Grade 9	18 (2.8%)
Grade 10	14 (2.2%)	Grade 11	1 (0.2%)		Grade 12	4 (0.6%)

- **Use of Casual and Agency workers** - The use of casual and agency workers within the department is vital to maintain service delivery to cover unplanned absence or assist with peaks in service delivery requirements. All Services have been asked to keep under review and minimise the use of agency workers as far as possible. It is however recognised that to progress forward with the level of reduction within public spending that a 'mixed' economy approach as outlined within the Council's TOM going forward will be required, especially where it is more fiscally prudent to do so.

- **Equality Profile** - Our workforce gender is broken down 44%:56% (Male/Female), the breakdown is more pronounced a difference within Services where there are elements of job segregation in certain service areas (e.g. refuse collection, cleaning, catering, craft) and work remains ongoing to try and consider these issues as part of the ongoing equalities work. Our ethnicity and racial demographics, based on self-reporting of staff is:

Asian or Asian British	2	Black or Black British	3	Mixed	1
Other Ethnic Groups	12	White	480		

The Council's Workforce Strategy and action plan will be developed in line with the development of the planned Collaboration / Partnership work and enhancement of the Council's TOM. This work will support the portfolio to address a number of impacting issues and plan for future service delivery.

4 DELIVERY PLAN

Place Directorate Business Plan 2025-26

1. Performance Indicators

1.1 Housing Service

Code	Performance Indicator	2023/24	2024/25	2025/26	Lead
		Value	Value	Target	
HMO ALL 035	Rent Loss due to Void (empty) Properties	1.34%	0.82%	1%	Team Leader - Tenancy Services
HMO HPI 005	Council Dwellings Meeting the Scottish Housing Quality Standard (SHQS)	93.54%	84.65%	93%	Team Leader - Planned Works & Compliance
HMO PRO 006	Average Time to Complete Non-emergency Repairs (working days)	5.12	5.08	6.5	Team Leader – Hard FM
HMO TEM 011	Rent Arrears (as % of rent due in the year)	11.15%	7.25%	7%	Team Leader - Tenancy Services

1.2 Property Service

Code	Performance Indicator	2023/24	2024/25	2025/26	Lead
		Value	Value	Target	
ASM FAC 02a	Operational Buildings Suitable for Current Use	91.4%	91.4%	95%	Project Co-ordinator; Team Leader - Planned Works & Compliance
ASM FAC 03a	Council Buildings in Satisfactory Condition (by floor area)	97.5%	97.5%	98.5%	Project Co-ordinator; Team Leader - Planned Works & Compliance

1.3 Development Service

Code	Performance Indicator	2023/24	2024/25	2025/26	Lead
		Value	Value	Target	
DEV DMA 01b	Cost per local planning application	£4,197	£4,344		Planning & Building Standards Team Leader
DEV DMA 01c	Average Time to Process Commercial Planning Applications (weeks)	12 Weeks	11.7 Weeks	11 Weeks	Planning & Building Standards Team Leader
DEV DMA 11a	Immediately Available Employment Land (as % of land allocated for employment in Local Development Plan)	26.1%	26.1%	26.1%	Planning & Building Standards Team Leader; Senior Manager - Development
DVM ECD C3A	Unemployed People Assisted into Work via Council Employability Programmes	199	196	132	Team Leader – Economic Development
EDE LGB B1c	Business Gateway Startups (per 10,000 population) remove per 10,000 population – give unique number	89	84	89	Team Leader – Economic Development
DVM ECD B2c	Town Vacancy Rate (vacant retail units as % of total - Alloa town centre only)	28 (10.8%)	30 (12%)	29 (11.4%)	Team Leader – Economic Development
NEW	% of Environmental Health Service requests for Infectious disease responded to within 1 day	100%	100%	100%	Team Leader: Environmental Health
NEW	% of Environmental Health Service requests for Pest Control responded to within 3 days	100%	100%	100%	Team Leader: Environmental Health
NEW	% of Environmental Health Service requests for Food Complaints responded to within 3 days	100%	100%	100%	Team Leader: Environmental Health
RGY SCC 005	CO2 emissions area wide per capita - all emissions	9.8 tn	8.6 tn	8 tn	Senior Manager – Property & Development; Home Energy Strategy Officer
RGY SCC 006	CO2 emissions area wide per capita - emissions within scope of local authority	6.6 tn	5.8 tn	5.5 tn	Senior Property & Manager - Development; Home Energy Strategy Officer
RGY TST 004	Cost of Trading Standards per 1,000 population	£1,348	£2,021	£2,112	Senior Manager – Property & Development
DVM ECD F3b	Unemployment Rate - All Working Age (16-64 years)	3.8	3.8	3.3	Team Leader Economic Development;
DVM ECD F3c	Unemployment Rate - Young People (16-24 years)	13.1	8.3	12.2	Team Leader Economic Development;
NEW	Total Number of people supported by Council funded employability programmes	908	1134	820	Team Leader – Economic Development

1.4 Environment Service

Code	Performance Indicator	2023/24	2024/25	2025/26	Lead
		Value	Value	Target	
SAP PHO T01	Percentage of primary school pupils actively travelling to school (HUSS Reporting)	61.9%	63%	64%	Active Travel Manager
ENV LAN 01a	Cost of parks & open spaces per 1,000 population	£19,811	£17,260	<£17,000	Land Services Contracts Manager
ENV SHS POS	Satisfaction with Parks & Open Spaces (3 year average)	81.3%	84	85%	Land Services Contracts Manager
ENV SHS STR	Satisfaction with Street Cleaning (3 year average)	65.7%	65.7	65%	Land Services Contracts Manager
ENV SHS WMA	Satisfaction with Refuse Collection (3 year average)	78%	79%	80%	Team Leader (Roads & Street Lighting); Performance & Quality Officer

1.5 Place Directorate

Code	Performance Indicator	2023/24	2024/25	2025/26	Lead
		Value	Value	Target	
PLC CNQ BUS	% Councillor enquiries responded within timescale - Place	90.7%	86.6%	100%	Strategic Director - Place
PLC FOI GOV	% Freedom of Information requests responded to within timescale - Place	92.5%	87.4%	100%	Strategic Director - Place
PLC MPQ BUS	% MP/MSP enquiries responded to within timescale - Place	73.8%	80%	100%	Strategic Director - Place
PLC C01 CUS	Number of formal complaints received – Place (reduce by 10%)	152	164	100%	Strategic Director - Place
PLC C02 CUS	% formal complaints closed within timescale - Place	55.3%	72.1%	100%	Strategic Director - Place

2. Actions

2.1 Sustainable Inclusive Growth

Code	Action	Desired Outcome	Due Date	Lead
NEW	Increasing HRA stock portfolio with the purchase of 20 properties, fully renovated and let to tenants from the housing waiting list.	This will help reduce the housing waiting list and meet the growing demand for suitable homes. This approach allows for the service: To quickly increase the supply of available housing. Provide specialist accommodation, such as accessible homes for people with mobility needs. Direct purchase for the local market, assist in vacancy chains and stimulates local growth by house movers.	April 2026	Team Leader – Housing Operations
PLC 213 111	Progressing CRD projects through Business Case Development/approvals and delivery stage	to meet the requirements of the CRD Implementation Plan and deliver on the four strategic outcomes	2025-2030	Strategic Director – Place CRD Programme Lead – Economic Development
NEW	Economic Development working in partnership with property to progress Greenfield House regeneration project	To bring Greenfield House and Park back into functional use and act as a catalyst for the wider Alloa town centre regeneration	2025-2030	Strategic Director – Place CRD programme Lea – Economic Development
PLC 213 105	Fully resource the core Planning and Building Standards Team, including: -a principal Planning officer (development Plans) to progress the LDP	A highly performing Planning & Building Standards Council with a clear routemap for the publication and servicing of our new LDP to set out how Clackmannanshire will develop and change	October 2026	Team Leader: Planning & Building Standards

Code	Action	Desired Outcome	Due Date	Lead
	-additional capacity within Building Standards -Shared Specialism approach with neighbouring authorities	over the next 10-15 years, meeting planning legislation and setting out the Council's strategic objectives in spatial terms.		
NEW	Review and update of the WeAll employability action plan	An action plan that delivers positive employability outcomes and economic growth for Clackmannanshire.	March 2026	Team Lead – Economic Development
NEW	Development of a Community Benefits Strategy for Clackmannanshire Council	A strategy that delivers the maximum return for Clackmannanshire Communities.	Sept 2026	Team Leader – Economic Development (working with procurement and other services)
NEW	Complete restorative works to greenfield house and commence Business Case for a Culture Heritage and Tourism Hub as part of Alloa Innovation Campus.	We have a strong foundation to realize the potential from the CRD investment for the Alloa Innovation Capus at Greenfield House.	March 2026	CRD Lead Officer
NEW	Fulfil 2025/26 EES ABS Programme - Desired outcome - Improved energy efficiency of homes in the private sector benefiting those considered vulnerable in the community	Delivery of our energy masterplan and Climate Change Strategy Objectives	March 2026	Team Leader: Energy & Sustainability
NEW	Fulfil 25/26 Renewable Energy Initiative - Desired outcome - help identified vulnerable persons in the community reduce their energy bills via the use of solar panels and battery storage facilities	Delivery of our energy masterplan and Climate Change Strategy Objectives	March 2026	Team Leader: Energy & Sustainability
PLC 213 101	Approval of the Climate Change and Pollinator Strategies - Desired Outcome - Council approval of strategies and associated Climate Emergency Action Plan	Delivery of our Pollinator and Climate Change Strategy Objectives in support of achieving Net Zero ambitions. To ensure that all strategic decisions, budgets and approaches to planning decisions are in line with a shift to net zero greenhouse gas emissions by 2045	November 2025	Team Leader: Energy & Sustainability
PLC 213 103	Deliver Community Wealth Building Action Plan Outcomes	For Clackmannanshire to become a community wealth building place through: progressive procurement of goods and services; making financial power work for local places; socially productive use of land and assets; fair employment and just labour markets and plural ownership of the economy.	November 2025	Senior Manager – Property & Development
PLC 213 109	Produce Alloa Town Centre Masterplan	To develop a coordinated masterplan to guide investment and provide a prospectus of potential opportunities to stimulate public and private sector investment in the regeneration of Alloa.	31-Mar-2026	Senior Manager – Property & Development
PLC 234 102	Develop and secure governance on phase 2 of the property asset management plan	To ensure the long term financial and environmental sustainability of the Councils non-housing assets	31-March 2026	Senior Manager – Property & Development
PLC 234 103	Co Produce a Regional Economic Strategy	Produce with Stirling and Falkirk Councils, a Regional Economic Strategy to identify areas where the Forth Valley can collectively work to deliver economic benefit	31-Mar-2026	Senior Manager – Property & Development

Code	Action	Desired Outcome	Due Date	Lead
PLC 234 104	Refresh Clackmannanshire Economic Strategy	To ensure that economic development activities meet current and emerging priorities, risks and opportunities	31-Dec-2026	Senior Manager – Property & Development
PLC 234 105	Clackmannanshire Investment Strategy	Full funding officer post as first stage of implementation of Investment Strategy	31-Mar-2026	Senior Manager – Transformation and Capital

2.2 Empowering Families & Communities

Code	Action	Desired Outcome	Due Date	Lead
NEW	Establish a Tenants Scrutiny Panel to review housing service performance and make recommendations for improvement. The panel will focus on key service areas and provide structured feedback to inform service delivery and policy.	This supports the continued commitment to ensure that tenant voices remain central to shaping the housing service. This enhances tenant influence, transparency, and accountability in housing service delivery. Supports strategic goals around continuous improvement and tenant empowerment.	March 2026	Team Leader – Business Management Team
NEW	Delivery of the CRD Lone Parent Project: Employability support for lone parents in the Alloa South and East area, providing paid work placements and wrap around support for up to 10 parents, with the aim of sustainable employment for at least 90% of participants	A developed blueprint for employability support for lone parents, which leads to sustained and meaningful employment prospects for almost all participants.	September 2026	Team Leader – Economic Development Child Poverty Co-ordinator
PLC 213 201	Undertake condition survey & option appraisal of Learning Estates Primary School property assets.	To inform the next iteration of the Learning Estate strategy.	30-Jun-2026	Senior Manager - Property & Development
PLC 213 202	Develop the next iteration of the Learning Estate Strategy	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people.	30-Jun-2026	Senior Manager - Property & Development
PLC 213 203	Deliver Learning Estate capital projects	To secure the long term operational, financial and environmental sustainability of the learning estate in order to support quality educational outcomes for our young people	31-Mar-2027	Senior Manager - Property & Development
PLC 213 205	Develop plans to implement Scottish Government policy for free school meals for P6 and 7	To ensure that the Council meets its statutory responsibilities, delivers a service that is co-designed with Education, and to secure additional funding for capital improvements.	30-Jun-2026	Senior Manager – Property & Development
PLC 213 207	Deliver Westthugh Gypsy/Traveller site improvement project	To provide modern, low carbon, purpose built facilities that meet the needs of the community	30-May-2026	Senior Manager - Housing
PLC 213 208	Tenant Participation Improvement Plan	To establish staff resource and a refreshed TP strategy to improve tenant engagement and to meet the Council's responsibilities under the Scottish Housing Regulator's Charter.	31-Oct-2025	Senior Manager - Housing

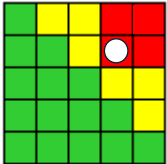
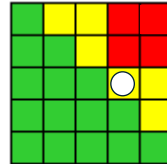
2.3 Health & Wellbeing

Code	Action	Desired Outcome	Due Date	Lead
NEW	Install IoT air quality sensors to 60 properties as part of a 12 month pilot scheme to tackle damp and mould issues in housing stock.	These sensors monitor environmental conditions, such as humidity and temperature, that contribute to damp and mould growth. The key objectives of the pilot are: Early identification of damp and mould risks. Proactive maintenance and investigation before issues escalate. Tenant empowerment through better understanding of how property use affects indoor conditions. Improved service planning, reduced reactive repairs, and potential cost savings. If successful, the pilot may lead to a wider rollout of sensor technology across the Council's housing stock	March 2026	Service Manager Housing
NEW	Undertake a targeted campaign to tackle illegal activity including the sale of products to underage citizens and counterfeit goods.	Reduce known gaps within enforcement activity with the focus to minimise the access to restricted products.	March 2026	Team Leader: Environmental Health
NEW	Development and Implementation of new Academy school menu which is fully nutritionally compliant.	For the first time since guidelines have been in place to promote the menu for our 3 academies. Ensure menu is conforming to nutritional academy guidelines by March 26.	March 2026	Soft FM Team Leader
PLC 213 301	Support the development of the Wellbeing hub	To facilitate the quality design and effective delivery of new leisure and wellbeing facilities and services.	31-Oct-2027	Senior Managers
PLC 213 302	Deliver Housing Capital plan	To secure the long term operational, financial and environmental sustainability of the Council's housing stock and service provision, meeting the needs of current and future tenants	31-Mar-2026	Senior Manager - Housing
PLC 213 307	Comprehensive review of the council use of homeless temporary accommodation (HRA stock, RSL and Private)	To help minimise and mitigate failures from the unsuitable accommodation order.	31-Mar-2026	Senior Manager - Housing
PLC 234 301	Deliver voids improvement plan	To reduce the number of void properties to increase the availability of homes for people and to reduce the financial impact of rent loss due to voids.	31-Mar-2026	Senior Manager - Housing
PLC 234 302	Deliver fire safety and electrical check performance improvement	To ensure that all council homes have compliant fire safety systems and current electrical testing certification.	31-Mar-2026	Senior Manager - Housing

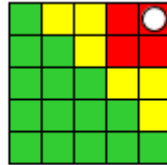
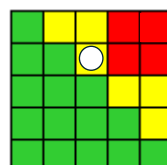
2.4 Compliance & Operational Resilience

Code	Action	Desired Outcome	Due Date	Lead
NEW	Complete Housing procurement process and contract sign off which will enable progress on several key projects	Two key areas to be progressed in this procurement exercise are the review of the Allocations Policy and introduction of an Asset Management Strategy. The Allocations Policy review will aim to ensure fair, transparent and needs-based allocation of housing, which supports compliance with statutory duties and improves service delivery. A modernised approach will help the Council respond more effectively to changing housing demands, including those related to homelessness, accessibility and equality. The Housing Asset Management Strategy will provide a structured approach to maintaining, investing in and improving homes to ensure they are safe, energy-efficient and fit for the future. This strategic planning will strengthen operational resilience by improving long-term maintenance forecasting, reducing reactive repairs and ensuring housing assets meet regulatory standards.	December 2025	Team Leader – Business Management Team
NEW	To develop a renewed partnership agreement with Stirling Council for the delivery of Trading Standards provision with associated performance plan.	An approved partnership agreement for the delivery of Trading Standards function incorporating new and amended legislation and regulatory required within the trading standard field.	January 2026	Team Leader: Environmental Health
NEW	Completion of PBCCD report - Desired outcome - report completed on time and submitted to SNN by 30th Nov. 2025	Compliance with our statutory requirements and achievement of our Climate Strategy ambitions.	November 2025	Team Leader: Energy & Sustainability
NEW	Development of a routemap for decriminalization of Parking within Clackmannanshire.	A strategic direction and plan to enable decriminalization of Parking to support road safety and investment.	November 2025	Senior Manager: Environment
NEW	Progress the development of a 'One Plan' approach similar to the Council's Wellbeing Plan	A streamlined and connected strategic approach focused on Outcomes for Place Services associated Plans and strategies	March 2026	Strategic Director: Place
NEW	Creation of an Asset Management Strategy	A strategic framework for asset management across key Council Assets, including public buildings, fleet, lands and roads.	March 2026	Strategic Director: Place

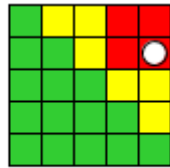
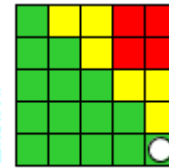
Risk Register

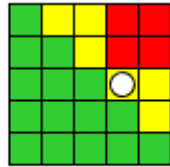
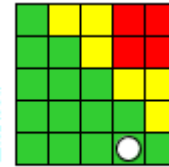
ID & Title	Economic Development – Annual Funding	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	16	Target Rating	12
Description	Delayed confirmation of annual funding awards for employability programmes, and lack of clarity on replacement UKSPF beyond March 2026.							 Impact	 Impact		
Potential Effect	Delays to funding announcements/grant letters and potential reduction in funding due to changes to UKSPF, may require redundancy notices to be issued to affected staff by December 2025										
Related Actions	Extend staff contracts for 3 months to end June 2026 (using employability EMR), to give time for funding to be confirmed		Internal Controls	Local Employability Partnership							
	Further action depending on outcomes of funding allocation, but may include review of resource required to deliver priority programmes										
Latest Note	The Service is reliant on external investment from UK and Scottish Governments to sustain this work. We await announcements from both Gov'ts on their employability programmes for 2026 onwards, focusing the majority of investment for 2025-2026 on the works of Clacks Works.										

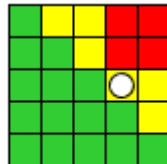
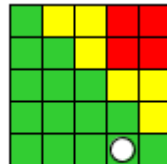
ID & Title	CRD Culture, Heritage and Tourism Project	Approach		Status		Lead	Strategic Director - Place	Current Rating	15	Target Rating	10
Description	Funding shortfall to delivery CHT project at Greenfield House							Impact Impact			
Potential Effect	Project is delivered in phases										
Related Actions	Options appraisal to be conducted to facilitate a phased delivery. Additional funding sought – current ongoing applications with HES, NHLF, RCGF.			Internal Controls	Programme Board Established						
	External Consultation to evidence business plan				Regular reporting to SOG / BtF Board						
Latest Note											

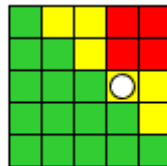
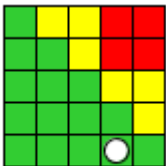
ID & Title	Workforce resilience	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	25	Target Rating	12
Description	The Department has an aging workforce with a number of frontline services which are physically demanding. The Department has also struggled to recruit and fill key leadership roles.							 Likelihood Impact	 Likelihood Impact		
Potential Effect	Insufficient workforce to deliver statutory duties including the deterioration within its leadership levels rendering the department vulnerable in terms of resilience and response capabilities. All of the above leading to potential systems, governance and safety failures.										
Related Actions	Workforce Plan Development			Internal Controls	SLG / Place SLT Monitoring						
	Collaboration & TOM Development Work				Place Recovery Plan						
	PLC DRR 002	Focus resources on key priorities as set out in this business plan.									
Latest Note	The Department is adapting to the growing pressure it faces in relation to workforce resilience.										

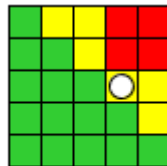
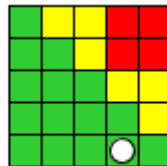
ID & Title	Insufficient Financial Resilience				Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	25	Target Rating	5	
PLC DRR 009															
Description	The Directorate does not have a balanced budget to meet essential service demands, customer needs, or external agendas.											Likelihood			

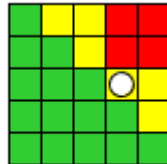
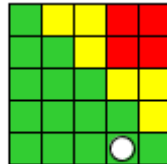
ID & Title	Health & Safety Breach				Approach	Treat	Status		Lead	Chief Executive	Current Rating	20	Target Rating	5
PLC DRR 008														
Description	Incident or statutory breach results in injury or death of staff member or customer due to lack of awareness or non-compliance with policies and procedures. Incidents may also arise from third parties actions, outwith Council control.										Likelihood  Impact		Likelihood  Impact	
Potential Effect	The effects on individuals and their families, financial penalties (including Health & Safety Executive intervention fees), criminal proceedings, adverse publicity, increased insurance or damage to Council assets.													
Related Actions	PLC 234 401	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan.				Internal Controls	Health & Safety Management System							
	PLC 213 407	Review health and safety and compliance performance and culture and embed improvement in line with the Corporate Health and Safety Improvement Plan					Management Oversight at SLT and BiPartite							
Latest Note	Movement is being seen within this area, although slower than desired. Work is being maintained to ensure compliance and performance for H&S Actions, with regular oversight at the Departments SLT.													

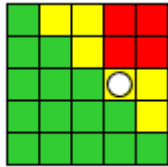
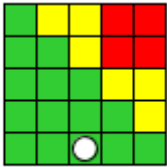
ID & Title	Failure to Prepare for Severe Weather Events	Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 011											
Description	Inability to respond to severe weather events due to lack of appropriate planning & equipment (e.g. 4x4 vehicles). Most likely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

Group ID & Title	Limited Assurance Around Management of RAAC		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
COU CRR 054												
Description	RAAC in buildings resulting in these structures being at risk of deterioration and becoming unsafe and uninhabitable								Likelihood Impact  Likelihood Impact 			
Potential Effect	Domestic properties containing RAAC in “manage and monitor” condition becoming uninhabitable with an associated increase in void property numbers and increased pressure demand on the existing housing stock, this at a time when affordable housing supply is already in high demand and short supply. Financial cost to the housing service which was not in budget or accounted for. Potential to increase pressure on temporary accommodation provision if the condition of RAAC “manage and monitor” properties were to deteriorate.											
Related Actions	PLC 234 403 Secure governance on required actions for decanted blocks.			Internal Controls	Property Service lead to ensure that RAAC Survey of top floor flats takes place in line with Structural Engineers recommendations.							
	PLC DRR 003 Consider the current management arrangements for RAAC “manage and monitor” properties and ensure the adequacy of these.				Property Service lead to ensure that the in-house property service team monitor the RAAC blocks as agreed and hold record of this.							
	PLC DRR 004 SG/ALACHO RAAC Cross-sector Working Group – continued participation by Housing and Property Services.				Cross-service Working Between Teams/Depts							
Latest Note	Escalated to the corporate risk register. All displaced council tenants (from x3 RAAC evacuated blocks) have now been permanently re-housed. Dialogue is ongoing with private owners to find suitable resolve with the parameters of the governance approved at June 2025 Council. Challenge exists in monitoring the further x7 RAAC blocks (that continue to be occupied) – there is a lack of assurance over the condition of these blocks owed to the structural engineers assessments in these having so far taken place within common close areas and not within individual top floor flats. Access to top floor flats for further inspection is a recommendation from the original survey report and should be taken forward as a priority.											

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

ID & Title	Housing Quality & Environmental Underperformance			Approach	TreatZ	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 014													
Description	Changes in reporting guidance and a backlog of assessments arising from the pandemic (when properties could not be accessed) resulted in a greater proportion of stock classified as non-compliant with the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (ESSH). Further future risk of not being able to meet our required commitments to decarbonisation and improving the energy efficiency within the domestic housing stock due to a lack of sufficient stock condition survey information and a detailed forward asset management strategy.									Likelihood  Impact Likelihood  Impact			
Potential Effect	Regulatory and reputational impacts, potential non compliance with decarbonisation and net zero targets												
Related Actions	PLC 213 101	Develop Net Zero strategy and action plan			Internal Controls	SHQS & Regulator Reporting							
	PLC DRR 005	Housing Business Plan											
	PLC DRR 006	Focused resource from internal and external sources to meet target deadline of winter 2025											
Latest Note	Significant progress had been made on the EPC certification of our Housing Assets; an Officer error resulted in almost 600 properties EPC expiring. A recovery plan has been devised which will see these properties fully compliant by Winter 2025												

ID & Title	Lack of Affordable & Suitable Housing Supply (Mainstream & Temporary/Homeless)		Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	4
PLC DRR 015												
Descripti on	There is an overall increase in demand for affordable social housing across all local authority areas. Increasing demand for mainstream housing, homeless accommodation, housing provision for care leavers and for refugees is significant, the increasing cost of living and pressure on home energy costs only add to the challenge. Current challenges in our turn around times associated with void and bought back from market properties becoming available and decelerating new build programmes mean demand is outstripping supply and we are struggling at present to meet our housing need.								Likelihood  Impact Likelihood  Impact			
Potential Effect	Diminished capacity to comply with statutory obligations within the Housing (Scotland) Act to provide suitable accommodation to those who require it. The service is currently in breach of the Unsuitable Accommodation Order due to utilisation of stock out with area for extended duration stays. Further potential impacts include – inability to support housing applicants into sustainable tenancies, implications for wellbeing (particularly mental health), lack of stability and inclusion, possible reputational damage and regulatory impacts, reduction in available properties to meet demand from waiting list applicants and those with an application for adapted properties. Reduced capacity to support the Councils aspirations as set out within “The Promise”.											
Related Actions	PLC 234 301 Deliver voids improvement plan			Internal Controls	Local Housing Strategy							
	PLC DRR 007 Update Housing Needs & Demand Assessment				Buy-back Strategy							
					Strategic Housing Investment Plan							
Latest Note	Similar issues are being experienced across Scotland, Clackmannanshire Council's homeless caseload has increased despite the existing mitigation of an increased proportion of lets going to homeless applicants (47% in 19/20 up to 68% in 2024/25). This is expected to worsen further as a result of increased mortgage interest rates, potential for repossessions and pressure on private landlords which may increase rents and evictions. We anticipate there to likely be additional obligations on local authorities as part of the new Scottish Government Housing Bill.											

ID & Title	Inadequate Workforce Planning					Approach	Treat	Status		Lead	Strategic Director - Place	Current Rating	12	Target Rating	3
PLC DRR 010															
Description	Due to lack of workforce planning the Directorate fails to ensure sufficient capacity/resource to deliver key Council service or fails to adequately develop its workforce to ensure that skills, knowledge and structures are appropriate, sustainable financially viable and compatible with our corporate vision.														
Potential Effect	Loss of key staff from posts identified as single points of failure, leading to inability to delivery key services and lack of adequate professional advice to Council Officers/Elected Members. Negative impact on staff health and wellbeing.														
Related Actions	PLC 213 401	Implement service redesign and associated workforce development plan					Internal Controls	Strategic Workforce Plan							
Latest Note	Council approved the Strategic Workforce Plan (2019-22) in June 2019. This identifies the key workforce development priorities for the Council, and establishes a detailed plan of work for the next three years (via the annexed workforce development delivery plan). As we move through the implementation of this plan, the likelihood of this risk occurring will reduce.														

Report to Clackmannanshire Council

Date of Meeting: 27th November 2025

**Subject: Housing Service - Current and Former Tenant Rent
Arrears Policy**

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report provides Council with information on the work undertaken to develop the Housing Service Current and Former Tenant Rent Arrears Policy.
- 1.2. The Policy supports Housing Revenue Account (HRA) budget management by ensuring that tenant rent money, the core income for the HRA, is collected efficiently and effectively. This income is then reinvested into housing revenue and capital service delivery, including improvements to the Council's housing stock and investment in tenant priorities.

2.0 Recommendations

- 2.1. It is recommended that Council:
 - 2.1.1. Approve the Housing Service's Current and Former Tenant Arrears Policy (attached as Appendix 1).

3.0 Background

- 3.1. In line with Clackmannanshire Council's Tenancy Agreement, tenants are responsible for paying their rent at pre-determined scheduled intervals and on time. Where a joint tenancy agreement is in place, each of the joint tenants is responsible for paying the rent.
- 3.2. House rents are the primary source of funding for the HRA, making timely rent collection essential. The Housing Service employs preventative measures to minimise the risk of arrears arising but where arrears do occur, housing officers implement early intervention strategies to prevent escalation and support tenants in managing their rent obligations.
- 3.3. Effective and ongoing communication with tenants is critical. Officers utilise a range of communication methods tailored to individual needs, ensuring tenants understand their responsibilities, are aware of how to prevent arrears

from increasing, and are signposted to appropriate support services where necessary.

- 3.4. In the 2024/25 financial year, the Housing Service collected 99.21% of rent due, which saw an improvement from the 99.05% collected in 2023/24.
- 3.5. The Housing Service has recently introduced a revised case flagging system. This system enables prioritisation of cases requiring immediate and specific attention, and earlier intervention for tenants in need of additional support, and has helped to facilitate the further drop in current tenant arrears.
- 3.6. In April 2024, a dedicated Former Tenant Arrears Team was established within the Housing Service with responsibility for the management of former tenant rent arrears, increasing the recovery of debt, and reducing the amount of bad debt being written off.
- 3.7. During the 2024/25 financial year, write off of unrecoverable former tenant arrears totalling £736,233 was approved, and alongside this, the implementation of a new debt management system enhanced former arrears case management by improving the categorisation of accounts requiring action and providing greater clarity for officers charged with determining the most appropriate course of action for pursuing debt and attempting to recover it. Categorisation includes for, but is not limited to - deceased tenants, untraceable individuals, sequestration, moved elsewhere, cases already subject to legal proceedings or decisions.
- 3.8. The overall percentage of gross rent arrears for rent due in financial year 2024-25 (for both current and former rent arrears combined) was 7.25%, this represents an improved position in rent account management from a previous position of 11.15% due in 2023-24.
- 3.9. This policy was developed taking account of some early tenant consultation activities linked to the annual HRA budget and rent setting exercise. Feedback gathered through survey responses was used to help inform the approach to managing current tenant rent arrears.
- 3.10. Clackmannanshire Tenants and Residents Federation (CTRF) were also invited to provide comment and feedback on the draft policy document.
- 3.11. When developing this policy, careful consideration was given to The Promise to ensure alignment with its principles. The policy was reviewed against the Council's strategic aims and objectives set out in the Keeping the Promise Plan. The policy provides tailored, trauma-informed, and person-centred solutions aimed at preventing arrears from occurring in the first place, managing escalating arrears with the goal of preventing homelessness, and sustaining tenancies. This approach reflects The Promise by ensuring that personal background and individual needs of care-experienced young people are taken into account, providing support with aim of improving life outcomes.
- 3.12. The Policy took into account UNCRC requirements for all public bodies to present information in accessible format for all children and young people. In doing so, an additional plain English summary version of the Policy has been developed (attached as Appendix 2).

4.0 Considerations

- 4.1. The Policy provides a framework for how the Housing Service will work to prevent rent arrears from arising and recover any rent arrears owed by current and former tenants. The approach aims to safeguard the Service's resources and ensure that we maximise the income that is available to be reinvested into delivering high-quality housing services.
- 4.2. The Housing Service will aim to employ a balanced approach to rent arrear recovery by recognising the needs and circumstances of individual tenants. This includes providing tenants who are struggling to pay their rent with tailored information, advice and support to prevent rent arrears from escalating, and sustaining successful tenancies wherever possible.

Current Tenant Arrears

- 4.3. At the start of the tenancy, Housing Officers within the Tenancy Management Team will aim to ensure that new tenants are made aware of all of their responsibilities associated with paying the rent on time and can help provide advice on how to make payment and how to best budget for this, this is done as part of the tenancy sign-up visit.
- 4.4. Officers will inform tenants of the rent amount, available payment methods, and provide advice and information on support to help with rent payments, including any available assistance with housing costs and eligibility for Housing Benefit, Universal Credit and any other financial support.
- 4.5. Officers will regularly monitor tenants' rent accounts to ensure they do not fall into arrears. If a tenant falls into arrears, the Housing Service will act promptly to address the situation, seek to find a means to prevent the rent arrears from increasing, and work towards ensuring the debt is cleared as quickly as possible. The Service employs a person-centred and staged approach to arrears recovery. At each stage of the process, tenants will be given the opportunity to resolve the arrears and will be offered advice, information, support and guidance on managing their rent payments.
- 4.6. Where tenants have accrued rent arrears, they are reminded of their tenant responsibilities and are encouraged to prioritise clearing the arrears balance in full. If this is not possible, they are encouraged to make regular lump sum payments. If this is not within their financial capacity, the Housing Service may agree to an affordable repayment plan based on the tenant's current financial circumstances with the aim of supporting the tenant in making reasonable, realistic and consistent instalment payments over an agreed period.
- 4.7. Legal Action, such as action for payment, eviction action or conjoined action, will be considered only where all other feasible non-legal measures have been exhausted to address the rent arrears, and the tenant has failed to make payments; refused to engage with the Housing Service; has not agreed to a repayment plan; or has failed to adhere to an agreed plan.

Former Tenant Arrears

- 4.8. Where former tenant arrears have been identified, the Housing Service will aim to obtain a forwarding address and/or email address of the former tenant, and the former tenant will be sent a letter and given an opportunity to clear the debt in a single payment or in instalments, following an agreement of an affordable repayment plan.
- 4.9. Any affordable repayment plans with former tenants will be monitored to ensure payments are made on time. If the former tenant does not agree to or does not adhere to a repayment plan, the Housing Service may pass the case to a debt collection agency to recover any outstanding debt.
- 4.10. While Clackmannanshire Council aims to minimise the amount of rent arrears to be considered for write off, it is recognised that some debts will be irrecoverable. In particular, the Housing Service may write unpaid rent debt off where the former tenant has sequestered; where the former tenant is deceased and there is no other way to recover the debt; where the former tenant cannot be traced and previous contact attempts have failed or where it is not economical to pursue the debt further. In those circumstances, the case will be monitored for five years, after which, any rent arrears will be written off.

5.0 Sustainability Implications

- 5.1. There are no sustainability implications.

6.0 Resource Implications

6.1. Financial Details

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

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

6.4. Staffing

There are no staffing implications from this report

7.0 Exempt Reports

- 7.1. 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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒

8.2 If an impact assessment has not been undertaken you should explain why:

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. Current and Former Tenant Rent Arrears Policy

Appendix 2. Current and Former Tenant Rent Arrears Policy Child-friendly Summary

Appendix 3. Equality and Fairer Scotland Impact Assessment

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
Andrew Buchanan	Team Leader Housing Business Management	5169

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	



Clackmannanshire Council
Housing Service
Current and Former Tenant Rent Arrears Policy
November 2025

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1. Scope of the Policy

Income from housing rent charges is the main source of income for Clackmannanshire Council's Housing Service and directly funds the various services that it provides. Effective rent collection is vital to ensuring revenue maximisation and the financial viability of the Housing Revenue Account.

Where a tenant has accrued debt of unpaid rent or charges during or at the end of a tenancy, Clackmannanshire Council will aim to recover any rent arrears from current or former Council tenants. The Council will employ a balanced approach to rent arrear recovery by recognising the needs and circumstances of individual tenants, and providing tenants who are struggling to pay their rent with information, advice and support with the aim of preventing rent arrears from escalating and sustaining successful tenancies wherever possible.

The Current and Former Tenant Rent Arrears Policy sets out the framework by which the Housing Service will work to prevent rent arrears from arising and to recover any rent arrears owed by current and/or former tenants. This approach safeguards housing service delivery and ensures that income can be reinvested into delivering high-quality housing services.

This Policy aligns with the Corporate Debt Policy and should be read in conjunction with Clackmannanshire Council's Scottish Secure Tenancy Agreement and Short Scottish Secure Tenancy Agreement.

2. Aims of the Policy

This policy aims to provide a framework to help:

- Prevent and minimise current and former tenants' rent arrears and debt;
- Provide tenants with relevant advice and information on available debt advice and income maximisation services;
- Promote tenancy sustainment and prevent homelessness from occurring due to rent arrears;
- Maximise the amount of tenant rent arrears recovered;
- Provide a clear, consistent and cost-effective approach to debt recovery process;
- Minimise the amount of debt that is required to be written off.

3. Legislative Framework

The Council will ensure that this policy adheres to all legislative requirements under relevant legislation and gives due regard to statutory guidance. Guidance may be sought in the following legislation:

- Bankruptcy and Diligence etc. (Scotland) Act 2007
- Debt Arrangement and Attachment (Scotland) Act 2002
- Homelessness etc. (Scotland) Act 2003
- Housing (Scotland) Act 2001
- Housing (Scotland) Act 2010
- Housing (Scotland) Act 2014

- Prescription and Limitation (Scotland) Act 1973
- Prescription and Limitation (Scotland) Act 2018

4. Tenant Responsibilities

As set out in Clackmannanshire Council's Tenancy Agreement, tenants are responsible for paying their rent in advance and on time. Where a joint tenancy agreement is in place, each of the joint tenants is responsible for paying the rent.

Where a tenant has applied for, or is in receipt of, Housing Benefit, they remain responsible for ensuring that rent is paid from the Housing Benefit received. Similarly, tenants claiming Universal Credit must ensure that their claims are submitted and evidenced correctly, and that any Housing Costs payments are made to the Council on time.

Tenants must inform their Housing Officer of any changes in circumstances that may affect their ability to pay their rent on time. Where the tenant has accrued rent arrears, they must repay any associated debts. The tenant may agree to a reasonable repayment plan with the Housing Service to repay the debt in instalments.

5. Rent Payments

In line with Clackmannanshire Council's Tenancy Agreement, the tenant must pay their rent in advance on or before the first day of each rental period. The rent will be charged on a weekly basis, based on a 48-week rent period, with 4 rent-free weeks. This charging model may be subject to change in future, proposed changes will be brought to Council for approval.

Tenants may pay their rent using the following methods:

- Bank Transfer;
- Standing Order;
- Other (there may be specific circumstances when an alternative payment method is able to be considered).

6. Prevention of Rent Arrears

At the start of the tenancy, the Tenancy Management Team, responsible for the day-to-day management of Council properties, will aim to prevent rent arrears from forming. As part of the tenancy sign-up, the responsible Housing Officer will aim to ensure that the tenant is aware of all of their responsibilities associated with paying the rent on time.

The Officer will inform the tenant of the rent amount, available payment methods, and provide advice and information on support to help with rent payments, including any available assistance with housing costs.

Early in the tenancy, the Housing Officer will aim to visit new tenants as part of the process of "settling-in visits". These visits are intended to help support people in feeling at home within their new property and to help identify any issues or concerns, including those relating to the tenant's financial situation, rent payments, or rent arrears.

The Officer will maintain regular contact with the tenant to address any emerging issues before they escalate.

As part of the tenancy sign-up, the Housing Officer will discuss the tenant's eligibility for Housing Benefit, Universal Credit, or other financial support. The Officer may provide the tenant with information and support in making a new benefit claim or updating existing ones, emphasising the importance of submitting information accurately and on time.

Tenants in receipt of Universal Credit may request, or be offered, the option of managed payments, where rent is paid directly to the Council from their benefit. This arrangement helps to reduce the risk of falling into arrears. In certain circumstances, the Council may apply for managed payments on behalf of the tenant without the tenant's express consent. This might occur where there is a significant risk of the tenant accruing substantial rent arrears, for example if the tenant has already missed multiple rent payments, has a history of arrears, and/or fails to respond to repeated contact attempts from a council officer.

The tenant should report any changes in circumstances that could impact their benefit entitlement, such as changes in income, household composition, or employment status in order to ensure that benefits are accurately calculated and to prevent any over/underpayments.

7. Management of Current Tenant Rent Arrears

The Council will regularly monitor tenants' rent accounts to ensure they do not fall into arrears. If a tenant falls into arrears, the Council will act promptly to address the situation, seek means to help to prevent the rent arrears from increasing, and work towards providing support to help with ensuring the debt is cleared as quickly as possible.

The Council will aim to take a fair, proportionate, and person-centred approach to the management of rent arrears, ensuring that any action complies with legislative and regulatory requirements. The focus will be on working with the tenant to sustain tenancies, prevent arrears from increasing, and reducing the risk of eviction and homelessness.

The Council will employ a staged approach to arrears recovery, starting with engagement and early intervention, and moving towards more formal action only when necessary. At each stage, tenants will be given the opportunity to resolve the arrears and will be offered advice, information, and guidance on managing their rent payments.

7.1. *Early Intervention and Provision of Support*

Where rent arrears arise, the responsible Housing Officer will make every effort to contact the tenant at an early stage. The Officer will ensure that relevant advice, information, and support are provided to help the tenant manage their rent payments.

Where appropriate, the Officer will work closely with other Council services and external partner agencies to provide appropriate support and signpost the tenant to services that can offer income and benefit maximisation, financial and debt advice as well as budgeting support.

The Officer will also explain the potential consequences of non-payment, including the Council's legal process for recovering rent arrears and, where necessary, the use of eviction action as a last resort.

7.2. *Repaying Debt*

When a tenant has accrued rent arrears, they should prioritise clearing the arrears balance in full. If the tenant is unable to repay the full amount immediately, they are encouraged to make regular lump sum payments to reduce the debt. If this is not feasible, the Council may agree to an affordable repayment plan based on the tenant's current financial circumstances. The plan should support the tenant in making reasonable, realistic, and consistent instalment payments over an agreed period.

The plan will be made in writing and will include level of current rent arrears and frequency of arrears payments. The responsible Housing Officer will monitor the agreement to make sure regular payments are being made. Where necessary, the Officer will also signpost the tenant to support agencies to help them manage their debt.

7.3. *Legal Action*

Legal Action will be considered only where all viable non-legal measures have been exhausted to address the rent arrears, and the tenant has:

- Failed to make payments;
- Refused to engage with the Council;
- Has not agreed to a repayment plan; or
- Has failed to adhere to an agreed plan.

Before pursuing legal action, the Council will ensure that pre-action requirements have been fulfilled and that all reasonable attempts to contact and engage with the tenant have been made. This will include a record of all contact and attempted contact to demonstrate that every opportunity was given for the arrears to be resolved without court involvement.

The Council may seek three different types of Court Action:

- **Action for Payment** to recover the rent arrears;
- **Eviction Action** to recover the possession of the house or;
- **Conjoined Action** to seek both recovery of the rent arrears and recovery of possession of the property

7.3.1. *Action for Payment*

The Council may initiate an action for payment to obtain a repayment decree from the Court to recover the rent arrears owed by the tenant. A repayment decree will be sought where there is a reasonable likelihood of recovering the debt. If decree has been obtained but payment has not been received, the Council is entitled to use a number of options to collect the rent arrears, including arrestment of wages and bank accounts.

7.3.2. *Eviction Action*

If the Council considers taking eviction action due to rent arrears, the Council will first ensure that pre-action requirements have been fulfilled as set out in the Housing (Scotland) Act 2010.

Where all other remedies have been exhausted and eviction action is due to take place, the Council will also advise the tenant of the homelessness duties that the Council has towards them.

For further information on eviction action, please see Clackmannanshire Council's Eviction Policy.

7.3.3. Conjoined Action

The Council may pursue combined action to recover both the rent arrears and repossession of the property. However, if the tenant repays their rent arrears and legal expenses in full before the process is concluded, it is likely that the Council will withdraw the eviction action. Furthermore, if the tenant lodges a Minute for Recall of Decree, the eviction action will be paused until the Court has heard the application.

8. Identifying and Paying Former Tenant Rent Arrears

When a tenant has given a notice to end their tenancy, the Council will aim to identify if there are any existing rent arrears and other tenancy-related debt still outstanding. The tenant will be advised of and given an opportunity to repay the outstanding debt before the end of the tenancy agreement.

Where the debt has not been identified or repaid before the end of the tenancy agreement, the Council will aim to obtain a forwarding address and/or email address of the former tenant.

The former tenant will be sent a letter and given an opportunity to clear the debt in a single payment or in instalments, following agreement of an affordable repayment plan.

Failure to pay for current or former tenant rent arrears may result in the suspension of any future applications for Council housing in line with Clackmannanshire Council's Allocations Policy and the Housing (Scotland) Act 1987.

9. Recovery of Former Tenant Rent Arrears

If an affordable repayment plan has been set up, the Council will monitor it to ensure that the former tenant pays the instalments on time.

If the former tenant does not agree to or does not adhere to a repayment plan, the Council may pass the case to a debt collection agency to recover any outstanding debt.

Where a payment decree has been granted against the exiting tenant, the Council may pass the case to a debt collection agency to recover the rent arrears and the associated fees.

If the former tenant has set up a Debt Payment Programme under the Scottish Government's Debt Arrangement Scheme to repay any debts, including rent arrears, the Council will monitor the arrangement to ensure that the former tenant makes the appropriate repayments.

10. Write-off

While Clackmannanshire Council aims to minimise the amount of rent arrears that require to be written off, it is recognised that some debts will be irrecoverable. In line with Clackmannanshire Council's Corporate Debt Policy and Prescription and Limitation (Scotland) Act 1973 (as amended by the 2018 Act), the Council may write debts of unpaid rent off in the following circumstances:

- Where the former tenant has been sequestered;
- Where the former tenant cannot be traced and previous contact attempts have failed, the case will be monitored for five years, after which, any rent arrears will be written off;
- Where the former tenant is deceased, there is no other person liable for the debt, and no estate (or an inadequate estate) exists to recover the debt from;
- Where it is not economical to pursue the debt further.

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 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](#).

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.

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.

Current and Former Tenant Rent Arrears Policy

Child-Friendly Version



When you rent a home from us, you need to pay your rent on time. When you don't pay your rent, it's called rent arrears. We want to help people pay their rent on time. If you are having trouble paying, you can get advice and support.

When someone moves into a new Council home, Housing Officers will explain how much rent needs to be paid and how to pay it. They will also talk about help that's available, like benefits or support with money.



If you start to fall behind with rent, We will try to speak to you quickly. We can offer help and advice to stop the debt from getting bigger. If you can't pay everything at once, You can agree to pay a little bit at a time. This is called a repayment plan. We will check often that the plan is working and that payments are being made.



We might go to Court if we've tried everything, but you still don't pay or talk to us about your money problem. This could mean asking the Court to get the money back or, in serious cases, asking for the home to be returned to us. We will always try to help you first and explain what might happen if you don't pay your rent.



If you move out and still owe us rent, we will try to contact you to ask for the money. You can pay it all at once or in smaller amounts. If you don't pay, it might affect your chances of getting another Council home in the future.



**Clackmannanshire
Council**

www.clacks.gov.uk

**Comhairle Siorrachd
Chlach Mhanann**

Equality and Fairer Scotland Impact Assessment (EFSIA)

Summary of Assessment

Title:

Housing Service Current and Former Tenant Rent Arrears Policy

Key findings from this assessment (or reason why an EFSIA is not required):

The policy may affect all Clackmannanshire Council tenants, with particular relevance to vulnerable groups such as:

- Young people (especially aged 16–24)
- Single-parent households (predominantly female-led)
- Households with disabled members

Evidence shows these groups are more likely to experience poverty and financial difficulty, increasing their risk of rent arrears.

Summary of actions taken because of this assessment:

The Policy aims to adopt person-centred approach in order to prevent rent arrears in the first place and prevent the arrears from escalating, support tenancy sustainment, offer tailored repayment plans where arrears do occur and collaborate with internal and external support services to ensure relevant and tailored support to vulnerable tenants.

Ongoing actions beyond implementation of the proposal include:

Regular monitoring of rent arrears cases, with information available on tenant characteristics to assess the impact on equality groups.
Continued stakeholder engagement to understand affordability and support needs as part of annual HRA budget exercise.
Review of the EFSIA aligned with the scheduled policy review.

Lead person(s) for this assessment:

Monika Bicev, Policy Officer (Housing)

Senior officer approval of assessment:

DATE:

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: ['NAME']. Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

The Current and Former Tenant Rent Arrears Policy aims to set out the framework by which Clackmannanshire Council's Housing Service will work to prevent rent arrears from arising and recover any arrears owed by current and former tenants. Rent is the main source of income for the Housing Service and directly funds the management of the Council's housing stock. As such, rent collection is vital in order to ensure revenue maximisation, the financial viability of the Service and ensure the delivery of high-quality housing services and Council homes.

The specific aims of the policy are to:

- Prevent and minimise tenants' arrears and debt;
- Provide tenants with relevant advice and information on available debt advice and income maximisation services;
- Promote tenancy sustainment and prevent homelessness from occurring due to rent arrears;
- Maximise the amount of tenant arrears recovered;
- Provide a clear, consistent and cost-effective approach to debt recovery process;

- Minimise the amount of debt that is being written off.

The Housing Service aims to recognise and respond to the individual needs and circumstances of its tenants, ensuring that those experiencing difficulty in paying their rent are provided with appropriate advice, information, and support. The primary focus is on preventing rent arrears from escalating and on sustaining successful tenancies wherever possible.

In delivering this policy, the Service will adopt a cordial and collaborative approach, working in partnership with tenants to promote a positive payment culture rather than relying on punitive measures. Where necessary, the Housing Service will make available person-centred, tenant-informed repayment plans that are realistic and reasonable, and which are agreed with the tenant. These measures will be designed to address any rent arrears accrued while supporting the long-term sustainability of the tenancy.

2. Why is the proposal required?

The Policy is required to provide the Housing Service with a clear and transparent process and framework for preventing the accrual of tenant rent arrears. It sets out the early intervention approaches that will be employed to address and tackle arrears before they escalate, as well as the circumstances in which the Council may take legal action to recover any debt and/or property in order to protect its assets and the interests of other tenants.

The Policy also ensures that tenants are fully aware of their responsibilities in relation to paying rent, while aiming to ensure that the Housing Service explores all possible measures to prevent arrears and secure repayment before pursuing legal action against non-paying tenants.

3. Who is affected by the proposal?

The proposals within this policy have the potential to affect all Council tenants and their households. It applies to every tenant under the contractual obligations set out in their Tenancy Agreement, which requires rent to be paid in advance and on time. In the case of joint tenancy agreements, each joint tenant holds equal responsibility for ensuring rent payments are met.

While the policy is applicable to all tenants, it is recognised that certain households, particularly vulnerable households, may face greater difficulty in meeting their rent obligations, leading to a higher risk of arrears. Vulnerable households may include, but are not limited to, repeat homeless households, young people entering their first tenancy, care-experienced individuals, and households affected by mental health challenges or addiction issues.

Such households may subsequently be more affected by any enforcement action, whether through informal early intervention measures or formal legal proceedings initiated by the Housing Service.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

Clackmannanshire's Housing Need and Demand Assessment, Local Housing Strategy, SHIP, Keeping the Promise Plan, People Community Wellbeing Plan.

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

Whilst the policy may have an impact on households experiencing socio-economic disadvantage, it does not constitute a strategic decision in itself. Instead, the Policy provides an operational framework for how the Housing Service will address and manage rent arrears.

Any broader strategic impact on how rent arrears are approached is more likely to arise from associated housing strategies and plans, such as the Business Plan, Rent Setting exercises, the Local Housing Strategy, and the Strategic Housing Investment Plan (SHIP). This policy operates within, and is consistent with, those existing strategic decisions rather than establishing new strategic direction in its own right.

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- *help you to understand the importance of your proposal for those from equality groups,*
- *inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and*
- *provide justification for the outcome, including where it is agreed an EFSIA is not required.*

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023 Poverty and Income Inequality in Scotland 2017-20 People Community Wellbeing Plan 2024-25	According to the Scottish Census 2022, there were a total 12,652 individuals living social rented sector across Clackmannanshire. 29% of those individuals were aged 0-15, followed by 25% who were aged 50 to 64 and 23% of individuals aged 35 to 49. In terms of household composition, findings from the Tenant Satisfaction and Aspiration Survey 2023 show that 22.4% of households consist of one adult aged 60 and over, 19.2% are single-parent families with at least one child under 16, and 18% are one-adult households under the age of 60. At a national level children and younger adults are more likely to be living in relative poverty compared to older adults. Between 2017–20, 28% of children aged 0 to 4 and 28% of adults aged 16 to 24 were in relative poverty after housing costs, compared to 15% of adults aged 65 and over. Furthermore, the latest child poverty statistics across Clackmannanshire indicate the percentage of children aged 0-15 years living in relative poverty has increased from 25.5% to 27.3% in 2023. Department for Work and Pensions (DWP) figures for 2022/23 show that 2,855 children were living in relative low-income households which is an increase of 36.3% (760 children) since 2016/17. Additionally, 65% of these children were living in lone-parent households. Taken together, this evidence suggests that younger adult households and children are more likely to experience poverty and financial hardship, and therefore may be impacted by the proposals within this policy.
Disability	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023	According to the Scottish Census 2022, 24% of individuals living in Clackmannanshire's social rented sector report having a long-term illness, disease, or condition, and 10% report having a mental health condition. Household-level data from the Scottish House Condition Survey 2017–2019 shows that long-term sickness or disability is particularly prevalent in the social rented sector, with 58% of households reporting at least one member with a long-term sickness or disability.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
	Scottish House Condition Survey 2017-19 Poverty and Income Inequality in Scotland 2017-20	Further findings from Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey 2023 indicate that 14.4% of the tenant base identify as being permanently sick or disabled. National research shows that poverty rates remain consistently higher for households that include a disabled person compared to those where no one is disabled, with the gap between these groups remaining relatively steady in recent years. Nationally, between 2017-2020, the poverty rate after housing costs for people in households with a disabled member was 23% compared with 17% in households without a disabled member. Extrapolating and reducing this evidence to local authority level, findings suggest that households where someone has a disability are more likely to experience financial difficulty and may therefore be more likely to be affected by the proposals within this policy.
Race	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023 Poverty and Income Inequality in Scotland 2017-20	The Council's Tenant Satisfaction and Aspiration Survey indicates that 96% of tenants identify as being of Scottish ethnicity. Nationally, data from 2015-2020 shows that people from non-white minority ethnic groups were more likely to experience relative poverty after housing costs compared to those from 'White – British' and 'White – Other' groups. The poverty rate was 41% for 'Asian or Asian British' ethnic groups and 43% for 'Mixed, Black or Black British and Other' ethnic groups. In comparison, the poverty rate among the 'White – Other' group was 24%, and among the 'White – British' group it was 18%. This indicates that ethnic minority households are more likely to experience financial hardship and could therefore be more affected by the proposals within this policy. However, given the overwhelmingly white tenant population in Clackmannanshire Council's housing stock, the proportion of tenants from minority ethnic backgrounds who may be impacted is likely to be small.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Sex	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023 Poverty and Income Inequality in Scotland 2017-20	According to Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey, the tenant population is broadly evenly split by sex, with 50% male and 49% female. Data from Poverty and Income Inequality in Scotland shows that poverty rates are highest for single women with children, with 38% of such households living in relative poverty. The poverty rate for single women without children is 27%, while for single men without children it is 34%. Between 2017-2020, 20% of single female pensioners and 17% of single male pensioners were in relative poverty after housing costs. This evidence suggests that single female parent households in Clackmannanshire are the group most likely to be affected by the proposals within this policy, followed by single male households.
Gender Reassignment	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023	The Scottish Census 2022 reports that 0.44% of people aged 16 and over in Scotland identify as transgender, with Clackmannanshire's rate slightly lower at 0.35% (151 individuals). Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey 2023 recorded no tenants currently identifying as transgender within Council housing. While there is limited information available on the experiences of this protected characteristic both locally and nationally, the very small number of transgender individuals in Clackmannanshire suggests that this group is unlikely to be impacted by the proposals within this policy.
Sexual orientation	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023	According to the 2022 Census, 1,343 individuals (3.12%) aged 16 and over in Clackmannanshire identify as LGB+. There is currently no available data on the proportion of LGB+ individuals experiencing financial hardship locally or nationally. While this absence of data does not indicate that such individuals do not face financial challenges, the relatively small size of the LGB+ population in

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		Clackmannanshire suggests that this group is unlikely to be significantly impacted by the proposals within this policy.
Religion or Belief	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023 Poverty and Income Inequality in Scotland 2017-20	National data from 2015–2020 indicates that Muslim adults were disproportionately affected by relative poverty after housing costs, with 52% of Muslim adults living in poverty compared to 18% of adults overall. In contrast, 15% of adults affiliated with the Church of Scotland were in relative poverty. Adults reporting no religion experienced similar levels of poverty, with 19% living in relative poverty after housing costs. According to the Scottish Census 2022, Clackmannanshire’s social rented sector included 196 individuals identifying as Muslim, 1,947 individuals affiliated with the Church of Scotland, and 8,433 individuals reporting no religion. Overall, 58.33% of Clackmannanshire’s population reported having no religion. While national evidence suggests that individuals from Muslim backgrounds are more likely to experience financial hardship, the relatively small number of Muslim individuals living in Clackmannanshire’s social rented sector indicates that the impact of the Current and Former Tenant Arrears Policy on this protected group is likely to be limited.
Pregnancy or maternity	Tenant Satisfaction and Aspiration Survey 2023 Poverty and Income Inequality in Scotland 2017-20	According to the Poverty and Income Inequality in Scotland statistics, single women with children experience the highest poverty rates, with 38% of all single-women households living in poverty. National trends also show a significant increase in the number of single parents claiming Universal Credit, rising by 41.1% between 2021 and 2024. Locally, Clackmannanshire Council’s Tenant Satisfaction Survey indicates that 19.2% of all households in the social rented sector are single-parent families with at least one child under the age of 16. The majority of these households are female-led.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		This evidence suggests that female-led, single-parent households are more likely to experience financial hardship and may therefore be indirectly impacted by the proposals made within this policy.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	-	Not an employment matter, does not apply.
Socio economic disadvantage (if required)	-	Not a strategic decision, does not apply.

7. **Based on the evidence above, is there relevance to some or all of the equality groups? Yes**
If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

Consultations with stakeholders have been undertaken as part of early engagement with tenants and relevant service users to inform the Housing Service's Budget Paper and annual rent review exercise. These consultations aim to understand tenants' experiences with rent payments, their awareness of available support, perceptions of affordability, and knowledge of where to seek assistance.

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

Clackmannanshire Council's Housing Services undertook a series of consultation exercises aimed at engaging tenants and gathering meaningful feedback. As part of early engagement exercise, short pulse surveys were conducted to inform the annual rent review process at the local Gala Days and the Clacks Community Carnival. These surveys provided valuable insights into tenants' awareness and experiences related to rent payment and support services. Survey responses indicated that the majority of tenants are aware of where to seek advice regarding rent payments. Follow-up feedback revealed that tenants most commonly turn to their housing officers for guidance and support. Furthermore, when asked whether they know how to contact their housing officer, an overwhelming majority of respondents confirmed that they do, highlighting strong communication channels between tenants and the Housing Service.

Step D - Impact on equality groups and steps to address this

- 10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:**

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	

risk of discrimination			X	Evidence suggests that younger tenants, particularly those aged 16 to 24, may be more vulnerable to financial hardship and therefore more likely to be impacted by the proposals within this policy. In recognition of this, the policy adopts a person-centred approach that holistically considers the needs of the individual and the household. To mitigate potential risks of discrimination and ensure equitable treatment, the responsible Housing Officer will maintain consistent and proactive contact with tenants from the outset of the tenancy. Where there are indications that a tenancy may be at risk, or where vulnerabilities are identified in relation to sustaining the tenancy, the Housing Officer will collaborate with relevant internal departments and external support services to offer appropriate signposting and support.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity	X			The Housing Service will employ a person-centred approach to preventing and addressing rent arrears at an early stage, with the aim of reducing any negative impact on tenancy sustainment. This approach is designed to consider the full range of protected characteristics, including age.

				Where age is identified as a contributing factor to vulnerability, the Service will ensure that appropriate levels of support are in place. This includes working with internal teams and external support organisations to provide tailored assistance that enables individuals to successfully maintain their tenancy and access the same opportunities for housing stability as others.
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Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Evidence indicates that households including disabled members are more likely to experience financial hardship and may therefore be impacted by the proposals within this policy. In response, the policy adopts a person-centred approach that holistically considers the needs of both the individual and the household. To mitigate the risk of discrimination, the responsible Housing Officer will ensure that consistent and meaningful contact is established and maintained with tenants from the beginning of the tenancy. Where vulnerabilities related to disability are identified, the Officer will work collaboratively with internal departments and external support services to ensure that appropriate support is in place to help sustain the tenancy and reduce the risk of arrears.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing

				and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity	X			The Housing Service will employ a person-centred approach to preventing and addressing rent arrears at an early stage, with the aim of reducing any negative impact on tenancy sustainment. This approach is underpinned by a holistic assessment of each tenant's circumstances, taking into account all protected characteristics, including disability. Where a tenant's disability, mental health condition, or other related factors are identified as contributing to vulnerability, financial hardship and risk to tenancy sustainment, the Service will ensure that appropriate levels of support are in place. This includes working with internal teams and external support organisations to provide tailored assistance that enables individuals to maintain their tenancy and access the same opportunities for housing stability and support as others.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	National evidence suggests that individuals from ethnic minority backgrounds may be more likely to experience financial hardship, and as such, may be more affected by the proposals within this policy. However, local demographic data indicates that the majority of tenants within Clackmannanshire Council's social rented sector

				identify as White. Given this context, it is unlikely that the proposals will have a disproportionate impact on this protected characteristic. Nonetheless, the Housing Service remains committed to applying a person-centred approach that considers the individual circumstances of all tenants, including those from minority ethnic backgrounds, to ensure equitable access to support and tenancy sustainment.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity			X	National evidence suggests that individuals from ethnic minority backgrounds may be more likely to experience financial hardship, and as such, may be more affected by the proposals within this policy. However, local demographic data indicates that the majority of tenants within Clackmannanshire Council's social rented sector identify as White. Given this context, it is unlikely that the proposals will have a disproportionate impact on this protected characteristic. Nonetheless, the Housing Service remains committed to applying a person-centred approach that considers the individual

				circumstances of all tenants, including those from minority ethnic backgrounds, to ensure equitable access to support and tenancy sustainment.
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Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Evidence suggests that single female-parent households both across Scotland and Clackmannanshire are more likely to experience financial hardship and poverty, and may therefore be more likely to be impacted by the proposals within this policy. In response, the Housing Service will adopt a person-centred, holistic approach to managing tenant arrears, which takes into account all of the tenant's protected characteristics, including sex. The responsible Housing Officer will ensure that adequate contact is established and maintained with the tenant from the beginning of the tenancy. Where there are indications that the tenancy is at risk due to rent arrears, or vulnerabilities are identified in relation to sustaining the tenancy, the Officer will work collaboratively with internal departments and external support services to provide appropriate signposting and support.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing

				and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity	X			The Housing Service will employ a person-centred approach to preventing and addressing rent arrears at an early stage, with the aim of reducing any negative impact on tenancy sustainment. This approach is supported by a holistic assessment of each tenant's circumstances, taking into account all protected characteristics, including sex. Where sex is identified as a contributing factor to vulnerability, the Service will ensure that appropriate levels of support are in place, , such as in the case of female-led, single-parent households who may face increased financial pressures. This includes working with internal teams and external support organisations to provide tailored assistance that enables individuals to maintain their tenancy and access the same opportunities for housing stability and support as others.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given the very small number of individuals who identify as transgender across Clackmannanshire overall, it is unlikely that the policy will have an impact on this protected group.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing

				Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity			X	Given the very small number of individuals who identify as transgender across Clackmannanshire overall, it is unlikely that the policy will have an impact on this protected group.

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given the very small number of individuals who identify as LGB+ across Clackmannanshire overall, it is unlikely that the policy will have an impact on this protected group.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing and addressing rent arrears, with the aim of reducing any negative impact

				on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity			X	Given the very small number of individuals who identify as LGB+ across Clackmannanshire overall, it is unlikely that the policy will have an impact on this protected group.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	While national evidence suggests that individuals from Muslim backgrounds are more likely to experience financial hardship, the relatively small number of Muslim tenants within Clackmannanshire's social rented sector indicates that the proposals within this policy are unlikely to have a significant impact on this protected group. Nonetheless, the Housing Service remains committed to applying a person-centred approach that considers all protected characteristics, including religion or belief, to ensure equitable access to support and tenancy sustainment.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred approach. This approach focuses on early intervention in preventing and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.

potential to advance equality of opportunity			X	Given that the majority of individuals within Clackmannanshire's social rented sector identify as having no religion, and only a small proportion identify as belonging to other religious groups, it is unlikely that this protected characteristic will be significantly impacted by the proposals within this policy.

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Evidence suggests that single female-led parent households in Clackmannanshire are more likely to experience financial hardship and poverty, and may therefore be disproportionately impacted by the proposals within this policy. In response, the Housing Service will adopt a person-centred, holistic approach to managing tenant arrears, which takes into account all of the tenant's protected characteristics, including pregnancy and maternity. The responsible Housing Officer will ensure that adequate contact is established and maintained with the tenant from the beginning of the tenancy. Where there are indications that the tenancy is at risk, or vulnerabilities are identified in relation to sustaining the tenancy due to rent arrears, the Officer will work collaboratively with internal departments and external support services to provide appropriate signposting and support.
potential for developing good relations			X	It is unlikely that the proposals within this policy will have a direct impact on this protected characteristic. However, the Housing Service is committed to fostering positive relationships between tenants and staff through the implementation of a person-centred

				approach. This approach focuses on early intervention in preventing and addressing rent arrears, with the aim of reducing any negative impact on tenancy sustainment. By prioritising communication, support, and tailored assistance, the Service seeks to maintain good relations and promote successful, long-term tenancies.
potential to advance equality of opportunity			X	The Housing Service will employ a person-centred approach to preventing and addressing rent arrears at an early stage, with the aim of reducing any negative impact on tenancy sustainment. This approach is supported by a holistic assessment of each tenant's circumstances, taking into account all protected characteristics, including pregnancy and maternity. Where pregnancy or maternity is identified as a contributing factor to vulnerability, the Service will ensure that appropriate levels of support are in place, such as in the case of female-led households with young children. This includes working with internal teams and external support organisations to provide tailored assistance that enables individuals to maintain their tenancy and access the same opportunities for housing stability and support as others.

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			X	Not an employment matter, not applicable to this proposal.

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Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?			X	Not a strategic decision, not applicable to this proposal.

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

The assessment is not expected to impact the development or implementation timeline of the Current and Former Tenant Rent Arrears Policy. However, as the policy is closely linked to wider financial considerations affecting the tenant base, further actions may be required as part of ongoing annual budget-setting processes, tenant participation activities, Service business planning, and other associated initiatives.

These actions may include continued engagement with tenants to explore the impact of the cost-of-living crisis and to better understand experiences related to rent affordability. Additional conversations may also be necessary to ensure tenants are aware of available support and to identify any further measures the Housing Service can take to mitigate financial hardship and promote tenancy sustainment.

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

- 13. You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

- 14. Record any post-implementation actions required.**
- 15. Note here how you intend to monitor the impact of this proposal on equality groups.**

Current and former tenant arrears are monitored annually to assess case volumes, the number of tenants affected, and the total rent owed to the Council. Detailed data is also available at granular level on tenant and household characteristics, including protected characteristics, which can be used to evaluate the policy's impact on relevant equality groups.

- 16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:**

The EFSIA will be reviewed concurrently with the scheduled review of the Policy.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Monika Bicev

Signed: MBicev

Date:

Senior officer approval of assessment:

Signed:

Date:

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.

Report to Clackmannanshire Council

Date of Meeting: 27th November 2025

Subject: Housing Property Adaptations Policy

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report provides Council with information on the work undertaken to develop the Housing Service Property Adaptations Policy.
- 1.2. The Policy supports the Housing Service in ensuring that individuals who require property adaptations receive timely and appropriate support. This contributes to improved health outcomes, reduces health and mobility-related risks, and alleviates pressure on health and social care services by reducing reliance on high-cost care packages, whilst future-proofing the Council's housing stock where appropriate and required to do so.
- 1.3. In addition, the Policy recognises and responds to the housing needs of kinship care households. In line with the Promise Plan, it aims to support families to remain together within their established community networks wherever possible, promoting stability and wellbeing for care-experienced children and young people

2.0 Recommendations

- 2.1. It is recommended that Council:
 - Approve the Housing Service Property Adaptations Policy (Attached as Appendix 1).
 - Note the Service's intention to support tenants with relocation to more suitable accommodation (where their current property is unsuitable for adaptation) by offering tailored relocation packages.

3.0 Background

- 3.1. As the recent review of Clackmannanshire's Housing Need and Demand Assessment has shown, age, health and disability are not, in isolation, direct indicators of the need for property adaptations. However, changes in the demographic and health profile of Clackmannanshire's local population, such as worsening trends in both physical and mental health, alongside a rapidly

ageing population, suggest a growing and unmet need for housing solutions that support independent living, including in-situ adaptations.

- 3.2. The Scottish House Condition Survey (2017–2019) estimates that approximately 1,000 households in Clackmannanshire (3%) require adaptations to their homes to meet disability and age-related needs. Given the demographic trajectory and rising incidence of physical disabilities, it is anticipated that demand for property adaptations will continue to grow.
- 3.3. Timely delivery of property adaptations enables individuals to remain in their homes, supports hospital discharge, prevents unnecessary care home admissions, and can reduce the level of formal care required. When delivered effectively, adaptations contribute to improved quality of life for residents, support personal outcomes, and offer a cost-effective alternative to more intensive forms of care.
- 3.4. Furthermore, adaptations and alterations, such as extensions or garage/loft conversions play a key role in meeting the housing needs of kinship carer households. These interventions help maintain stable living arrangements for care-experienced children and young people, in line with the Promise Plan, and can be a more sustainable and affordable alternative to residential care placements. The Housing Service will consider these types of adaptations where suitable and appropriate, ensuring compliance with health and safety guidelines, and in line with the points noted in paragraphs 4.7, 4.13-4.15 of this Council report.
- 3.5. In the 2024/25 financial year, Clackmannanshire Council's Housing Service completed 193 adaptations to its housing stock to meet the needs of tenants. A total of £548,030 was spent on adaptations during the year, comprising £510,800 for major adaptations and £37,220 for minor adaptations. At year-end, 48 households had remained on the waiting list for adaptations.
- 3.6. In light of the recent changes in demographics and the acknowledged benefits and necessities for property adaptations, the Housing Service Property Adaptations Policy is required to establish a clear and consistent framework for assessing, prioritising, and delivering adaptations to Council-owned housing stock.
- 3.7. The Policy supports fair and transparent decision-making, enabling the Council to manage finite resources and competing demands while ensuring person-centred and equitable service delivery. It aligns with the Council's statutory duties under equality, housing legislation, and the delegated functions of the IJB under the Public Bodies (Joint Working) (Scotland) Act 2014.
- 3.8. The Policy was developed in conjunction with the Housing Adaptations Review undertaken by the Clackmannanshire & Stirling Integration Joint Board (IJB), and its associated Delivery Plan. The Review assessed current integration arrangements against statutory requirements and the available guidance, research and best practice, identifying service gaps and areas for improvement.

- 3.9. The Policy also reflects the Scottish Government's 2023 Guidance on the Provision of Equipment and Adaptations, ensuring alignment with national strategic priorities.
- 3.10. In line with the ethos of the Royal College of Occupational Therapists' Adaptations Without Delay (2019) report, the Policy promotes the use of direct access pathways for straightforward, non-complex adaptations, removing the need for prior occupational therapy (OT) assessments in appropriate cases. This approach streamlines service delivery, reduces delays, and improves the overall user experience. It also mitigates risks associated with delayed interventions, and the potential harm to service users.
- 3.11. Direct access pathways must be supported by robust service delivery arrangements and clearly defined procedures. Effective collaboration between housing professionals and health and social care practitioners, including occupational therapists and social workers, is essential. This integrated approach ensures early triage and accurate assessment of need, as well as appropriate escalation to specialist services for complex cases. It also helps deliver improved outcomes for service users while balancing individual needs with service priorities and budgetary constraints.
- 3.12. To ensure alignment with the recommendations of the Housing Adaptations Review and the Adaptations Without Delay report, stakeholder engagement was embedded throughout the development of the Policy. This included consultation with key partners such as the Clackmannanshire & Stirling Health and Social Care Partnership, Property Services, Adult Services, and Children's Services.
- 3.13. Engagement with service users was also a central part of the development process. This ensured the Policy reflects the lived experiences of tenants and promotes inclusive, person-centred service delivery.
- 3.14. Feedback gathered through consultations led by the HSCP as part of the Housing Adaptations Review provided valuable insights into clients' experiences with the current adaptations system in Clackmannanshire. This feedback informed improvements to the framework for delivering adaptations within the Housing Service and highlighted the importance of clear, consistent communication with service users.
- 3.15. Dedicated consultation with the Kinship Carer Group was held at Alloa Family Centre and offered important perspectives on the specific housing needs of kinship care households.
- 3.16. Further consultations were undertaken with the Clackmannanshire Tenants and Residents Federation and the Sauchie Community Group. These groups were invited to review the draft Policy document and share their views. The discussions also aimed to better understand the needs of Council tenants in relation to property adaptations and to reflect their lived experiences of disability, available support, and the delivery of property adaptation services within Clackmannanshire Council's Housing Service.

- 3.17. The Policy also took into account UNCRC requirements for all public bodies to present information in accessible format for all children and young people. In doing so, an additional plain English summary version of the Policy has been developed (attached as Appendix 2).

4.0 Considerations

- 4.1. The Property Adaptations Policy provides a framework through which the Council's Housing Service will assess, prioritise, and deliver property adaptations for households living in Council tenancies. It applies to individuals with long-term illnesses or disabilities, as well as households living under formal kinship care arrangements.
- 4.2. The Housing Service will aim to explore all viable options to meet the long-term needs of the tenants and the wider households and ensure effective allocation and management of the Service's resources. The Service recognises that not all adaptation requests will be appropriate or suitable. In such circumstances, the Service will explore alternative housing solutions to meet the needs of the household, including, but not limited to, rehousing to a more suitable property.
- 4.3. The Service categorises adaptations as minor and major. Individuals requesting minor adaptations can contact Housing Repairs Team and fill out a self-assessment form, following which, any necessary minor adaptations will be carried out to the tenant's property.
- 4.4. The Policy introduces a direct access pathway for straightforward major adaptation requests. This allows eligible tenants to make a self-referral and complete a self-assessment form to assess their own needs for simple, non-complex adaptations without the need for a prior an OT assessment.
- 4.5. Once the tenant completes the form, the Housing Service will assess the form and determine whether to proceed with the application or whether there is a need for further OT input and/or assessment.
- 4.6. Each case will be considered on its own merit. Where adaptation needs are more complex, an OT assessment will remain necessary to ensure a comprehensive and appropriate response to the household's needs and circumstances and support the best possible outcome.
- 4.7. Requests relating to kinship carer households will require a Social Work assessment to confirm that the kinship care arrangement is formal.
- 4.8. Once a request for property adaptations has been received, the Housing Service will carry out a physical assessment of the suitability of the property to determine the practical feasibility of the adaptation.
- 4.9. If the property is deemed not to be suitable for the proposed work or if the household's needs cannot be reasonably met within the property, the tenant may be recommended to move to a more suitable property.

- 4.10. While the Service aims to support all households requesting adaptations, the availability of funding for adaptations is limited and reviewed annually. As such, where a waiting list develops, requests for major adaptations will be priorities based on the assessed level of need. Requests will be categorised as follows with indicative example descriptors provided for each priority level:
- Severe Need
 - Moderate Need
 - Routine Need
 - Adaptation Unsuitable
- 4.11. Severe need cases will be considered first, followed by moderate need and routine need cases respectively. Where the adaptation is deemed to be the unsuitable solution, the adaptation will not be carried out, and the tenant will be given appropriate advice. The waiting list will be reviewed on a 6-month basis to identify any changes in individual needs.
- 4.12. In situations where a complex case arises, such as where requests include for property extensions or alterations; multiple adaptations, prohibitively expensive adaptations, or; cases which present complex social, personal or financial circumstances, the Housing Service will aim to hold a complex case panel with relevant partner agencies and organisations which would review all relevant information and evidence, conduct an options appraisal and make a recommendation to support final decision-making by the Housing Service.
- 4.13. All adaptation requests involving households living under formal kinship care arrangements will automatically be deemed as complex.
- 4.14. In certain circumstances, requests for adaptations may be refused. This includes, but is not limited to the following circumstances:
- The adaptation will not meet the tenant's long-term housing needs, and a reasonable alternative solution can be offered, such as an offer of alternative suitable housing;
 - The cost of the adaptation is prohibitive, and alternative solutions can be provided;
 - The property's layout or structure makes adaptation unsafe or impractical;
 - The property's location renders the adaptation unsuitable in the long term;
 - The adaptation will not reasonably meet the differing needs of households within the current property.
- 4.15. Furthermore, the Housing Service will not seek to carry out adaptations to upper floor properties, unless:
- The tenant does not have long-term mobility issues that affect access to the upper floor;

- The property is already fully adapted to meet the tenant's long-term housing needs;
 - There is a demonstrated need for an adaptation on the upper floor, and no reasonable alternative (such as rehousing) is available.
- 4.16. The Housing Service will aim to engage with the tenant early to discuss and explore alternative housing solutions to support the tenant's independence and well-being. Where it is considered that relocation to more suitable property is the preferred option, the Service will award priority banding to the tenant's housing application and will offer a relocation package to support the move. The package may offer financial support and assistance with the removal costs and/or practical support with house clearance and removal services.

5.0 Sustainability Implications

- 5.1. There are no sustainability implications.

6.0 Resource Implications

6.1. Financial Details

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

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

6.4. Staffing

There are no staffing implications from this report

7.0 Exempt Reports

- 7.1. 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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒

8.2 If an impact assessment has not been undertaken you should explain why:

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. Housing Property Adaptations Policy

Appendix 2. Housing Property Adaptations Policy Child-friendly Summary

Appendix 3. Equality and Fairer Scotland Impact Assessment

Appendix 4. Property Adaptations Policy Consultation Outcomes

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
Andrew Buchanan	Team Leader Housing Business Management	5169

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	



Clackmannanshire Council
Housing Service
Property Adaptations Policy
November 2025



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1. Scope of the Policy

Clackmannanshire Council recognises the essential role that property adaptations play in supporting tenants and their household members to live safely, comfortably, and independently in their homes. This policy sets out the framework through which the Council's Housing Service will assess, prioritise, and deliver property adaptations for households living in Council tenancies. It applies to individuals with long-term illnesses or disabilities, as well as households living under formal kinship care arrangements.

In responding to adaptation requests, the Housing Service will explore all viable options to meet the long-term needs of the tenants and the wider household and ensure effective allocation and management of the Service's resources. The Service recognises that not all adaptation requests will be appropriate or suitable. In such circumstances, the Service will explore alternative housing solutions to meet the needs of the household, including, but not limited to, rehousing to a more suitable property.

The Housing Service will aim to work with Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) to establish joint governance arrangements and ensure that responsibilities and budgets for delivering property adaptations are appropriately delegated to the Integration Joint Board, in line with legislative requirements and the Health and Social Care Integration Scheme.

The Policy supports the aims of Clackmannanshire Council's Keeping the Promise Plan, Clackmannanshire Council's Allocations Policy and should be read in conjunction with Clackmannanshire's Scottish Secure and Short Scottish Secure Tenancy agreements.

2. Aims of the Policy

The policy aims to ensure that Clackmannanshire Council tenants and their families are supported to live independently in their own homes for as long as possible. The specific aims of the policy are to provide a framework to help:

- Enable and promote a direct access pathway for simple, non-complex adaptation requests;
- Ensure effective partnership working with the HSCP and service delivery through appropriate delegation of adaptation functions to the Integration Joint Board;
- Improve tenants' overall wellbeing and quality of life;
- Improve Council's housing stock by adapting suitable properties for future lets;
- Manage the Council's housing stock efficiently, by avoiding adapting properties that are unsuitable for long-term needs and ensuring that adapted properties are allocated to those who will benefit from them the most;
- Prioritise needs effectively and ensure the efficient use of Council resources;
- Provide tenants with clear information, advice, and support in relation to their medical or mobility-related needs;
- Support tenants in making informed decisions about their housing options, including rehousing where appropriate.



3. Legislative Framework

Clackmannanshire Council will ensure that this policy adheres to all legislative requirements under relevant legislation and complies with statutory guidance. The rules and regulations governing the local authorities' duties in meeting the needs of Council tenants and carrying out property adaptations can be found in the following legislation:

- Children (Scotland) Act 1995
- Chronically Sick and Disabled Persons Act 1970
- Equality Act 2010
- Housing (Scotland) Act 2001
- Public Bodies (Joint Working) (Scotland) Act 2014
- Social Work (Scotland) Act 1968

4. Types of adaptations

Clackmannanshire Council categorises adaptations as minor or major.

Minor adaptations are simple modifications to the property to improve safety and accessibility. Examples include:

- Grab rails and hand grips;
- Additional stair rails; or
- Bannisters.

Major adaptations involve more extensive work or structural changes to the property, including but not limited to:

- Level-access showers or wet rooms;
- Door widening;
- External ramps;
- Kitchen adaptations;
- Property alterations such as garage or loft conversions;
- Property extensions;
- Stairlifts; or
- Through-floor lifts.

5. Eligibility Criteria

The Housing Service will consider a request for adaptation within a Council-owned property where the tenant and/or any members of their household:



- Is a permanent resident within the household;
- Has a disability which has a significant long-term impact on their ability to carry out day-to-day activities in and around their home; or
- Lives under formal kinship care arrangement and requires property adaptations to meet the needs of the household.

Adaptations for children of parents/guardians with shared access arrangement will usually only be carried out at the property that is the child's main and principal home.

For the purposes of this policy, a person is considered to be disabled if they have a physical, sensory, or mental impairment with a substantial and lasting effect (12 months or more) on their ability to carry out normal daily activities.

6. Making an Enquiry

Before seeking adaptations, tenants are encouraged to use [AskSARA](#), an online self-help tool that provides impartial advice and helps identify whether their needs can be met through equipment. This can support tenants in making informed decisions and may reduce the need for formal adaptations.

6.1. Minor adaptations

If the tenant requires minor adaptations, they can self-refer themselves by contacting Housing Repairs Team and filling out an application form. Clackmannanshire Council will then organise the necessary works.

6.2. Major Adaptations

The Housing Service offers direct access pathways to tenants with disabilities for simple, non-complex adaptations without the need for an initial assessment by an Occupational Therapist (OT). Tenants making a self-referral will be asked to complete a self-assessment form, which outlines their needs and current living arrangements, and helps to inform the level of support and the scope of adaptation works required.

Once the tenant completes the form, the Housing Service will assess the form and determine whether to proceed with the application or whether there is a need for further OT input and/or assessment.

Each case will be considered on its own merit. Where the request is deemed to be complex due to the individual circumstances of the tenant the tenant will be referred for a further OT assessment, before the adaptation request can be progressed.

Requests relating to kinship carer households will require a Social Work assessment to confirm that the kinship care arrangement will be formalised.



7. Assessment of Suitability

Following the referral or on the receipt of the self-assessment form for major adaptations, the Housing Service will carry out a physical assessment of the suitability of the property to determine the practical feasibility of the adaptation.

Suitability of the property will be based on:

- Type of adaptation required;
- The existence of other adaptations within the property;
- Property layout, including property type and size;
- Environmental assessment where building/planning permissions are required;
- Structural feasibility of the proposed adaptation.

If the property is deemed not to be suitable for the proposed work or if the household's needs cannot be reasonably met within the property, the tenant may be recommended to move to a more suitable property. For further information on refusals and relocation please see sections 11 and 12.

Wherever possible, adaptations will be designed to fit within the existing footprint of the property. Requests for property extensions will not normally be considered and will only proceed in exceptional circumstances where there is clear, evidenced justification. In some cases, alternative solutions such as garage or loft conversions may be considered where appropriate as an alternative to an extension.

Where an adaptation request involves a property extension or conversion, the Housing Service will review compliance with all relevant statutory planning and building standards. This may require consultation with the Council's Planning Department before any decision is made.

Where an adaptation request involves a property extension or conversion, the Housing Service will review the proposal to ensure compliance with all relevant planning and building standards legislation. The Service require to consult with the Council's Planning Department before a decision can be made to approve the request

8. Prioritisation of Adaptations

Each year, the Housing Service allocates a dedicated budget for adaptations to Council-owned properties. While the Service aims to support all households requesting adaptations, the availability of funding for adaptations is limited and reviewed annually. As a result, requests for major adaptations are prioritised based on the assessed level of need.

The severity of need is determined by a range of factors, including, but not limited to, existing medical conditions, the extent of mobility limitations, access to essential facilities within the home, and the impact of the tenant's condition on other household members.

Requests will be categorised as follows:



1. Severe Need
2. Moderate Need
3. Routine Need
4. Adaptation Unsuitable.

Category of Need	Indicator*
Severe Need	The person's condition is expected to deteriorate rapidly without intervention and the adaptation is required to maintain independence. Multiple health issues are present (e.g., skin integrity concerns, incontinence), and the adaptation is required to safely access essential personal care facilities. The individual is currently in hospital and unable to be discharged due to the lack of adaptations required at home to ensure their safety and ability to mobilise within the property and maintain self-care.
Moderate Need	There is a clear and ongoing need for adaptation to access essential facilities, and the person is currently using alternative, less suitable methods (e.g., washing at a sink due to inaccessible bathing facilities), but there are no immediate risks of deterioration of the condition. The individual has been recently discharged from hospital and is managing at home, but with difficulty. Adaptation would significantly improve safety, quality of life and ability to carry out personal care.
Routine Need	A need for adaptation has been identified, but current circumstances reduce the urgency or risk, such as another able-bodied adult within the household available to assist with daily tasks. The person can access all areas of the property, and while adaptation would be beneficial, it is not essential for daily functioning.
Adaptation Unsuitable	A need for adaptation has been identified, but it would not enable the person to access the facilities or improve their situation. The adaptation would not result in a meaningful benefit or improved independence. Clinical and/or safety factors make the adaptation request unsuitable, such as where the person's cognitive impairment poses significant risk in operating powered equipment. In such cases, provision should be guided by a risk and capacity assessment, where alternative solutions might be considered.

*Please note that the examples provided within each category of need are illustrative and indicative of the need, and are not exhaustive.



Severe need cases will be considered first, followed by moderate need and routine need cases respectively.

Where the adaptation is deemed to be the unsuitable solution, the adaptation will not be carried out, and the tenant will be given appropriate advice.

The waiting list will be reviewed on a 6-month basis to identify any changes in individual needs.

9. Decision Making

Upon receiving a request or referral for major adaptations, the Housing Service will engage with the tenant and liaise with relevant stakeholder services to support an informed and appropriate decision to be made. The Service is committed to taking all reasonable steps to adapt Council properties to meet the needs of tenants requiring adaptations.

Each request will be assessed on its individual merits. The Service will determine the most appropriate course of action to meet the long-term needs of the individual, considering factors such as:

- The condition and overall suitability of the current property;
- The availability of suitable alternative accommodation;
- The cost-benefit analysis of the proposed adaptation and any alternative options;
- The impact of the adaptation on other household members.

Where an adaptation is likely to be required in the future or has been requested by the tenant (e.g., bathroom or kitchen modification), and the property is scheduled for works under the Council's Capital Improvement Programme, the Housing Service will aim to deliver the adaptation as part of those works. This will only apply if the request aligns with the scope of the programme.

In cases where there is no immediate need for the adaptation, but a future requirement has been identified, this will be noted and considered when Capital Improvement works are due to take place in the area.

10. Complex Cases

The Service recognises that certain property adaptation requests may be considered complex. Complex adaptations typically involve structural changes or permanent modifications to the property, and may include, but are not limited to, the following:

- Property extensions or alterations such as garage or loft conversions;
- Requests that require multiple adaptations;
- Prohibitively expensive adaptations;
- Cases that present complex social, personal or financial circumstances.



Each case will be assessed individually to determine its complexity. All adaptation requests involving households living under formal kinship care arrangements will automatically be deemed as complex. These cases will require input from relevant partner stakeholders to identify and recommend appropriate solutions.

Where an adaptation is deemed complex, the Housing Service will aim to hold a Complex Case Panel together with the relevant partner stakeholders. The purpose of the Panel would be to review all available information and evidence, conduct an options appraisal and make a recommendation to support final decision-making by the Housing Service.

During the case conference, the Panel will consider all available housing options, evaluate the urgency of the need in comparison to other households requesting adaptations, assess the suitability of the proposed adaptations and determine whether the proposal aligns with budgetary constraints and Service priorities.

11. Refusals

In certain circumstances, applications for major adaptations may be refused. This includes, but is not limited to, the following circumstances:

- The adaptation will not meet the tenant's long-term housing needs, and a reasonable alternative solution can be offered, such as an offer of alternative suitable housing;
- The cost of the adaptation is prohibitive, and alternative solutions can be provided;
- The property's layout or structure makes adaptation unsafe or impractical;
- The tenant is, or wishes to be, on the housing transfer list;
- The tenant's needs are likely to change in the near future;
- The property's location renders the adaptation unsuitable in the long term;
- The adaptation will not reasonably meet the differing needs of households within the current property;
- The adaptation requires the consent of owners of other properties and that consent cannot be secured.

Furthermore, the Housing Service will not seek to carry out adaptations to upper floor properties, unless:

- The tenant does not have long-term mobility issues that affect access to the upper floor;
- The property is already fully adapted to meet the tenant's long-term housing needs;
- There is a demonstrated need for an adaptation on the upper floor, and no reasonable alternative (such as rehousing) is available.

If a tenant chooses to proceed with an adaptation against the Housing Service's recommendation, they may still apply for a permission to carry out the work, in accordance with the terms of Clackmannanshire Council's Tenancy Agreement. In such cases, the tenant will be



responsible for funding and organising the adaptation, and will be responsible for reinstating the property to the original condition upon the termination of the tenancy.

12. Relocation

Where it is deemed that the adaptation is not suitable, the Housing Service will aim to engage with the tenant early to discuss and explore alternative housing solutions to support the tenant's independence and well-being. Where it is considered that a move to other suitable property would be possible and/or the best solution, priority banding will be given to the tenant's housing application to enable the move as soon as possible.

The Housing Service recognises that relocating to a new home can be a difficult decision, often involving emotional, practical, and community-related considerations. To support tenants through this process, the Service may offer a relocation package to the tenant. The package may offer financial support and assistance with the removal costs and/or practical support with house clearance and removal services.

Once a suitable alternative property becomes available, the tenant will be expected to accept the offer. While they wait, the Council will provide any urgent minor adaptations required, along with additional support where appropriate.

Where the household's circumstances change and the adapted property is no longer required to meet the needs of the tenant or the members of their household, and the property is required to meet the needs of a household with more urgent or specific needs, the Council may request the tenant to move to a more suitable property. This is to ensure that the Council makes the best use of its housing stock by freeing up adapted properties.

Where the tenant refuses to move, the Council may pursue legal action to regain the possession of the property, in line with Clackmannanshire Council's Eviction Policy and the Housing (Scotland) Act 2001.

In cases where the Council proceeds with eviction action, the tenant will not be eligible for a relocation package.

13. Reassessing Rental Value Following Property Alterations

In certain circumstances, the Housing Service may consider property extensions or alterations where a household has assessed needs that cannot be met through existing housing arrangements. When the proposed solution involves an extension or significant alteration, this may result in substantial changes to the layout or size of the property.

Where such changes affect the overall attributes of the home, the Council reserves the right to reassess the rental value in accordance with its rent setting processes. Any adjustments to the rent will be communicated to the tenant in line with Clackmannanshire Council's Tenancy Agreement, following appropriate notice.



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.

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](#).

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](#).

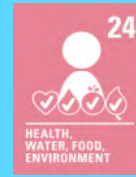
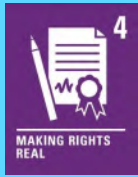
17. Monitoring and Reviewing

The policy will be continuously monitored to ensure that it is performing efficiently against the aims set out in the policy.

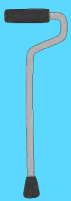
The Council will review and evaluate this policy every 3 years to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

Property Adaptations Policy

Child-Friendly Version



We want to make sure that everyone can live safely and happily in their home. Sometimes, people need changes made to their house to help them move around more easily or do everyday things. These changes are called adaptations.



If you live in a Council house and you or someone in your family has a disability or a condition, or you live in kinship care and it's hard to live comfortably, you might be able to get help.



If you need an adaptation, you'll be asked to fill out a form that explains what help you need. Sometimes, a health professional like an Occupational Therapist might also need to check what's best for you.

Before making any changes, we will check if your home is the right place for the work. We'll look at things like the size of the house, the way it's built, and if the changes can be done safely. We will also talk to you and other professionals to make sure the right decision is made. We think about things like how much the change will cost, if the house is suitable, and if there are other options like moving to a different home.

If your home isn't suitable, we might help you move to a different house that better meets your needs. If we think moving is the best option, we'll help you and your family. We might offer support with packing and moving costs.



**Clackmannanshire
Council**

www.clacks.gov.uk

**Comhairle Siorrachd
Chlach Mhanann**

Equality and Fairer Scotland Impact Assessment (EFSIA)

Summary of Assessment

Title: Housing Property Adaptations Policy

Key findings from this assessment (or reason why an EFSIA is not required):

The policy is likely to have a positive impact on older adults, individuals with disabilities, and kinship care households. It aims support independent living, promotes placement stability for children, and aligns with the Council's commitment to Keeping the Promise.

The policy is intended to be needs-led, person-centred, and designed to ensure fair, transparent, and consistent decision-making process for approving/rejecting solutions and offering appropriate mitigating circumstances.

Summary of actions taken because of this assessment:

Stakeholder engagement with internal services (Housing, Children's Services), HSCP, Tenants and Residents Federation, and kinship carers.

Introduction of a direct access pathway for simple adaptations to reduce waiting times.

Clear criteria established for assessing and prioritising adaptation requests.

Commitment to explore rehousing options where adaptations are not feasible, supported by relocation packages.

Ongoing actions beyond implementation of the proposal include:

Planned Six-monthly reviews of the adaptation requests waiting list, which can allow to monitor the policy impact on equalities group using data on household composition and protected characteristics.

EFSIA to be reviewed alongside the scheduled policy review.

Lead person(s) for this assessment: Monika Bicev

Senior officer approval of assessment:

DATE:

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: EQUALITY AND FAIRER SCOTLAND IMPACT ASSESSMENT (Final Guidance). Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

Clackmannanshire Council's Property Adaptations Policy sets out the framework by which the Housing Service will assess, prioritise, and deliver property adaptations and alterations within Council tenancies. The policy applies where a household has requested an adaptation to meet the needs of adults or children with disabilities, or where households are providing kinship care under formal kinship care arrangements.

The overarching purpose of the policy is to support the dignity, independence, and wellbeing of tenants, enabling them to remain in their homes and communities for as long as possible. The policy aims to ensure that households with specific physical, sensory, or mobility needs can access timely, appropriate adaptations that facilitate daily living and promote long-term housing sustainability.

For children and young people with disabilities or within kinship care arrangements, the policy supports the Council's commitment to Keeping the Promise, by enabling families to remain together and within their established community networks wherever possible.

Key objectives of the policy include:

- Establishing a clear and transparent process for tenants to request adaptations, including the application, assessment, and decision-making stages.
- Providing a person-centred approach that considers the urgency of need, technical feasibility, cost-benefit analysis, and the wider implications for the household.
- Operating on the principle of ‘minimum intervention, maximum independence’, with major adaptations (such as ramps, level access showers, extensions or garage/loft conversions) considered only after exploring other reasonable housing options, including potential re-housing.

In line with the Scottish Government’s Guidance on the Provision of Equipment and Adaptations 2023 and the Royal College of Occupational Therapists’ ‘Adaptations Without Delay’ guidance, the policy introduces a direct access pathway for straightforward adaptation requests. This allows eligible tenants to self-assess their needs for simple, non-complex adaptations without the need for an Occupational Therapy (OT) assessment. This approach reduces waiting times and improves access to essential adaptations for those whose needs can be quickly and safely addressed.

Where adaptation needs are more complex, an OT assessment will remain necessary to ensure a comprehensive and appropriate response to the household’s needs and circumstances, and support the best possible outcome.

The policy also sets out criteria for assessing the suitability of adaptation requests and outlines circumstances where requests may be refused. In such cases, the policy ensures that:

- Refusals are clearly evidenced and justified;
- Equality duties and the potential impact on the applicant’s wellbeing are fully considered;
- Tenants are provided with alternative solutions and ongoing support, with the aim of addressing both their immediate and longer-term housing needs.

Ultimately, the Property Adaptations Policy seeks to ensure an equitable, needs-led, and timely approach to supporting tenants with disabilities or formal kinship care responsibilities, aligned with legal duties under equality legislation and the Council’s commitment to the Promise.

2. Why is the proposal required?

The Property Adaptations Policy is required to establish a clear and consistent framework for how Clackmannanshire Council will assess, prioritise, and deliver adaptations and alterations to its housing stock. The policy ensures that tenants with disabilities, health-related mobility issues, or caring responsibilities under kinship care arrangements can live safely, comfortably, independently, and with dignity in their homes.

It also enables the Council to make fair and transparent decisions while managing finite resources and competing demands across different households. By setting out clear criteria and processes, the policy supports effective allocation of adaptations in a way that is person-centred, equitable, and aligned with the Council's legal duties under equality and housing legislation.

3. Who is affected by the proposal?

The proposal primarily affects Clackmannanshire Council tenants who request adaptations or alterations to their homes. This includes adults with disabilities, children with disabilities and households providing formal kinship care, and whose properties in their current format do not adequately meet their housing needs.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

This proposal aligns with and supports several key Council policies and strategic activities, including Clackmannanshire Council's Local Housing Strategy, Housing Need and Demand Assessment, the Housing Service's Allocations Policy as well as the Council's Promise Plan which sets out the Council's commitment to 'Keeping the Promise' for care-experienced children and young people. The policy supports this by enabling children to remain safely within family settings, including kinship care arrangements, and ensuring their homes are suitable for their needs.

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

This is a policy-level decision, not a strategic one. It sets out how the Council's Housing Service will process and assess requests for property adaptations, determine levels of need, and decide whether or not to proceed with adaptations. It also outlines the steps and mitigating action the Service will take to support tenants where adaptations are not approved.

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- *help you to understand the importance of your proposal for those from equality groups,*

- *inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and*
- *provide justification for the outcome, including where it is agreed an EFSIA is not required.*

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Draft HNDA Scottish Census 2022 Tenant Satisfaction and Aspiration survey The Scottish House Condition Survey 2017-19 Understanding the Housing Needs of Kinship Families: A knowledge Exchange Project Report	Evidence indicates that age is a significant factor in relation to the need for property adaptations. According to Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey 2023, 26.5% of tenants are aged 65 and over, and 11.5% of households include at least one adult aged 60 or older. The Scottish Census 2022 further shows that 1,759 people aged 65 and over and 246 children aged 0–15 living in Clackmannanshire's social rented sector have a long-term illness, condition or disability, or a physical disability, and as such may potentially require and/or benefit from adaptations carried out to their properties. Furthermore, the Scottish House Condition Survey 2017-19 reveals that 53% of older households across Clackmannanshire contain a long-term sick or disabled person (all tenures). In addition, The National Records of Scotland and the Scottish Census indicate a growing number of older individuals, with a number of individuals aged 85 and over projected to increase by 95% by 2043. The rapidly ageing population is expected to, and is already seeing increased pressures on the provision of health and social care across Clackmannanshire, with an increase in multiple and complex needs of individuals. Both nationally and locally, there has been a drive to keep individuals who are in receipt of care within the community as opposed to moving to care homes. Property adaptations are an important part of allowing individuals to maintain their dignity and independence, and allow individuals to stay at home for as long as they want and for as long as possible. It is likely that the Policy will directly impact on households who are older and whose properties are unfit to meet their needs in their current format, subsequently requiring property adaptations or prompting them to explore alternative, more suitable housing options.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		In relation to children, the Tenant Satisfaction survey shows that 31% of all Council tenant households are families with at least one child under 16. Among these are kinship care households, with a total of 123 children living under kinship care arrangements across Clackmannanshire's social rented sector. Research carried out by Edinburgh University show that kinship carer predominantly older females, aged 45 and over, many of whom may live in homes not suited to meet the needs of the household.
Disability	Draft HND Scottish Census 2022 Tenant Satisfaction and Aspiration Survey The Scottish House Condition Survey 2017-19	Disability is a key factor in the need for housing adaptations. The Scottish House Condition Survey 2017-19 reveals that 58% social rented sector households contain one or more long-term sick or disabled person and 1,000 or 3% of all households across Clackmannanshire (all tenures) require disabled adaptations (based on a sample of 220 individuals). The Scottish Census 2022 further shows that 1,759 people aged 65 and over and 246 children aged 0–15 living in Clackmannanshire's social rented sector have a long-term illness, condition or disability, or a physical disability – groups which are likely to be affected by this policy.
Race	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	The Council's Tenant Satisfaction and Aspiration Survey shows that 96% of all tenants are White Scottish tenants. There is no indication at this stage that this protected characteristic would be impacted by the proposals made within the policy.
Sex	Draft HND Scottish Census 2022 Tenant Satisfaction and Aspiration Survey The Scottish House Condition Survey 2017-19	According to Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey, the sex split among Council tenants is broadly even, with 50% male and 49% female. However, data from the 2022 Scottish Census shows that 2,946 females and 2,144 males living in the social rented sector in Clackmannanshire have a long-term illness, condition, or physical disability. This may suggest that female tenants are more likely to require property adaptations, particularly in later life.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
	Understanding the Housing Needs of Kinship Families: A knowledge Exchange Project Report	In addition, the 2022 Census reports 123 kinship care children living in Council housing – 58 female and 65 male. Evidence from Edinburgh University suggests that kinship carers are predominantly older women, often single, which may increase their need for adapted housing to support caregiving responsibilities. This data indicates that the policy may have a greater indirect impact on female-headed households, particularly those with caring responsibilities or long-term health needs.
Gender Reassignment	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	The Scottish Census (2022) identifies that 0.44% of people aged 16 and over in Scotland identify as transgender, with Clackmannanshire's rate slightly lower at 0.35% (151 individuals). Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey 2023 reported no tenants currently identifying as transgender within Council housing. While national research, including from the International Journal of Transgender Health, suggests that transgender individuals are more likely to experience disability than cisgender individuals, the small population size locally means it is unlikely this group will be directly or disproportionately impacted by the proposals. The policy is designed to assess and respond to medical and mobility needs, regardless of gender identity.
Sexual orientation	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	According to the 2022 Census, 1,343 individuals (3.12%) aged 16 and over in Clackmannanshire identify as LGB+. The Scottish Census reveals that 18% of all individuals aged 16 and over across Scotland and who identify as heterosexual have a long-term, illness, disease or condition, or a physical disability, compared to 14% of all individuals who identify as part of LGB+. Given the relatively small size of this group and the policy's focus on addressing the medical and mobility needs of households as well as the needs of kinship carer households, there is no indication at this stage that sexual orientation would have a direct impact on or be disproportionately affected by the proposals.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Religion or Belief	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	According to the 2022 Scottish Census, 58.33% of individuals in Clackmannanshire reported having no religion. There is no evidence to suggest that religion or belief would impact how individuals experience the proposals set out in the Property Adaptations Policy. The policy is needs-based and focused on medical and mobility requirements, regardless of religious affiliation or belief.
Pregnancy or maternity	Scottish Census 2022	Given that the policy is designed to meet the long-term needs of households requiring adaptations due to disability, age, or kinship care responsibilities, it is unlikely that the protected characteristic of pregnancy or maternity would be directly impacted. The focus of the policy remains on medical and mobility needs.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	-	Not applicable, not an employment decision.
Socio economic disadvantage (if required)	-	Not applicable, not a strategic decision

7. **Based on the evidence above, is there relevance to some or all of the equality groups? Yes**
If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

To fully assess the impact of the proposal, engagement is intended or is already underway with the following groups and services:

Clackmannanshire Council's Property and Housing Services – to further assess the needs and experiences of tenants requesting property adaptations and ensure the policy reflects operational realities, practical feasibility and tenant demand.

Clackmannanshire Council's Children's Services – to better understand the specific needs of households with children with disabilities and those providing care under formal kinship arrangements.

Clackmannanshire and Stirling Health and Social Care Partnership – to inform best practice around adult adaptations and ensure alignment with wider HSCP strategic priorities. Consultations undertaken by the HSCP with client groups on the experiences with adaptations process will further be used to inform the development of the Policy.

Clackmannanshire's Tenants and Residents Federation – to provide a high-level insight into the needs and priorities of tenants with disabilities in order to support a more comprehensive understanding of the lived experiences and challenges faced by disabled tenants and ensure the Policy is informed by meaningful stakeholder perspectives.

Kinship carer households – to gather insight directly from kinship carers about the suitability of current housing and the potential impact of the policy on their ability to provide care in the home.

Sauchie Community Group – to provide a high-level insight into the needs and priorities of tenants with disabilities in order to support a more comprehensive understanding of the lived experiences and challenges faced by disabled tenants and ensure the Policy is informed by meaningful stakeholder perspectives.

9. Please detail the outcome of any further engagement, consultation and/or research carried out:

Consultations carried out by the HSCP with client groups highlighted several key concerns regarding the Adaptations service:

- Prolonged waiting times for occupational therapy assessments, agreement of works, and commencement of adaptations.
- Delays in securing alternative accommodation where required.
- Insufficient communication, particularly around case progression and how to access support.
- Lack of clear information on the process for requesting assistance.

A dedicated consultation session with Kinship Carers at the Alloa Family Centre identified overcrowding and the need for personal space as critical issues affecting the wellbeing of carers and children. Carers emphasised the importance of personal space for child development and household stability. Kinship carers also called for improved communication, including clearer guidance, realistic expectations, and regular updates throughout the application process. In addition, there was a consistent request for a single point of contact to support tenants throughout the adaptations journey.

Consultations with Clackmannanshire Tenants and Residents Federation as well as Sauchie Community Group provided an opportunity to present an overview of the draft Property Adaptations Policy, ensuring that community members were informed and able to contribute meaningfully to its development. The discussions highlighted a continued need for property adaptations. Participants shared their personal experiences with the adaptations service, offering valuable insights into both the strengths and areas for improvement.

Feedback emphasised the importance of clear and timely communication with service users. This was seen as essential for managing expectations, particularly in helping individuals understand what adaptations are possible, what support is available, and what they can realistically expect from the service.

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			Clackmannanshire Council's Property Adaptations Policy has considered potential unlawful discrimination to ensure that the services are delivered to all of those who require it, regardless of their protected characteristics. The policy recognises that older adults, children, and young people with disabilities or living under formal kinship care arrangements affected by the decisions made within the Policy. Therefore, particular care must be established when assessing the priority and urgency of each request, as well as the practical feasibility of carrying out adaptations in the tenant's home, whilst balancing the needs of the applicant with the needs of the other tenants requesting and waiting for adaptations. To mitigate potential inequalities, the policy establishes clear and transparent criteria to determine when to proceed or not proceed with an adaptation request. These criteria take into account the

				individual's needs alongside those of other applicants awaiting adaptations, ensuring a fair and balanced approach. Tenants should be informed about these criteria and the assessment process at the outset. Recognising that not all adaptation requests can be fulfilled due to structural limitations of the property, cost implications of the adaptation, complexity of the proposed solutions, or budget constraints of the Service, the policy commits to exploring all available housing options, including rehousing tenants to more suitable properties when possible. This reflects the principle of 'minimum intervention, maximum independence' and aligns with the Clackmannanshire and Stirling Health and Social Care Partnership's 'Right Care, Right Time' initiatives, which encourage earlier discussions around housing needs and alternative solutions. Where the case is deemed to complex, and it has not been possible come to an agreed recommendation for the best housing solution or where no suitable accommodation can be identified, the Service will aim to hold a multi-disciplinary adaptations panel between the relevant professional agencies to determine the most suitable way forward.
potential for developing good relations	X			The policy seeks to develop good relations by clearly outlining how older households with medical and/or mobility needs, households with children with disabilities or households providing formal kinship care may be prioritised for suitable accommodation where property adaptation may be determined not to be feasible in line with the Council's Allocations Policy.

				This approach ensures transparency in decision-making, helping tenants and the wider community understand that offers of alternative housing are based on genuine need rather than preferential treatment. By matching tenants' specific needs with appropriate housing solutions, the policy promotes fairness and reduces potential tensions between different tenant groups. To support and encourage rehousing where adaptations are not feasible, the Service aims to develop and offer relocation packages that provide both financial and practical assistance to tenants. These packages are designed to ease the physical and emotional challenges of moving, helping tenants feel supported throughout the process.
potential to advance equality of opportunity	X			The proposed policy has the potential to advance equality of opportunity, particularly for individuals with protected characteristics such as older adults, children, and young people. It establishes a clear framework for how adaptations to Council properties will be provided upon tenant request, aiming to restore and enhance dignity, safety, and independence. For older adults and individuals with disabilities, adaptations support their ability to remain safely in their homes for as long as possible. For children with disabilities and kinship care households, the policy supports placement stability, helping children and young people remain in the care of their parents or carers. As research suggests, this stability of placement improves the opportunity to stay connected with the wider family, school, community and culture, and results in overall better outcomes and life chances for children and young people.

				The policy sets out transparent criteria for assessing the need for adaptations, considering the suitability of the property, technical feasibility, and budget constraints. This includes a priority system to ensure that cases with the most urgent or severe needs are addressed first. At the same time, it promotes a person-centred approach to ensure vulnerable households receive appropriate support tailored to their specific circumstances. For more complex cases, particularly involving children or individuals with additional support needs, the Services aims to hold multi-agency complex case panels which will take a holistic view to determine the best course of action, balancing needs against available resources. Importantly, adaptations are funded by the Housing Revenue Account, so tenants do not incur costs. When adaptations are not feasible in a property, the Council will discuss rehousing options with the tenant. Households requiring rehousing due to unsuitable accommodation may be given priority points on the housing list in line with the Allocations policy, helping them access more suitable homes more quickly. Where immediate needs justify it, tenants with relevant protected characteristics may be offered suitable accommodation ahead of others, ensuring their long-term housing needs are met effectively. Furthermore, in line with Section 20 of the Housing (Scotland) Act 1987 and Clackmannanshire Council's Housing Allocations Policy, the Council may give reasonable preference to older people when allocating housing. This applies particularly where a property has
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				been specifically designed or adapted to meet the needs of a particular age group. As such, individuals within specific age groups might, in limited circumstances, benefit from any such initiatives aimed at enhancing their quality of life by moving into more suitable accommodation.
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Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The proposed policy adopts the definition of disability as set out in the Equality Act 2010: a person is considered disabled if they have a physical or mental impairment that has a substantial and long-term negative effect on their ability to carry out normal day-to-day activities. The policy recognises that older adults, children, and young people with disabilities affected by the decisions made within the Policy. Therefore, particular care must be established when assessing the priority and urgency of each request, as well as the practical feasibility of carrying out adaptations in the tenant's home. To mitigate potential inequalities, the policy establishes clear and transparent criteria to determine when to proceed or not proceed with an adaptation request. These criteria take into account the individual's needs alongside those of other applicants awaiting adaptations, ensuring a fair and balanced approach. Tenants should be informed about these criteria and the assessment process at the outset.

				Recognising that not all adaptation requests can be fulfilled due to structural limitations of the property, cost implications of the adaptation, complexity of the proposed solutions, or budget constraints experienced by the Service, the policy commits to exploring all available housing options, including rehousing tenants to more suitable properties when possible. This reflects the principle of 'minimum intervention, maximum independence' and aligns with the Clackmannanshire and Stirling Health and Social Care Partnership's 'Right Care, Right Time' initiatives, which encourage earlier discussions around housing needs and alternative solutions. In more complex cases, such as those involving children with disabilities or adults with multiple and/or complex needs, the policy supports the use of multi-disciplinary panels involving relevant professionals to make a person-centred, cost-effective, and technically feasible decisions.
potential for developing good relations	X			The policy seeks to develop good relations by clearly outlining how individuals with protected characteristics, and particularly those with medical and/or mobility needs may be prioritised for suitable accommodation where property adaptation may be determined not to be feasible. This approach ensures transparency in decision-making, helping tenants and the wider community understand that offers of alternative housing are based on genuine need rather than preferential treatment. By matching tenants' specific needs with

				appropriate housing solutions, the policy promotes fairness and reduces potential tensions between different tenant groups. To support and encourage rehousing where adaptations are not feasible, the Service aims to develop and offer relocation packages that provide both financial and practical assistance to tenants. These packages are designed to ease the physical and emotional challenges of moving, helping tenants feel supported throughout the process.
potential to advance equality of opportunity	X			The proposed policy has the potential to advance equality of opportunity for both adults with disabilities as well as children with disabilities. It establishes a clear framework for how adaptations to Council properties will be provided upon tenant request, aiming to restore and enhance dignity, safety, and independence. individuals with disabilities, adaptations support their ability to remain safely in their homes for as long as possible. For children with disabilities, the policy aims to support the stability of their placement, helping children and young people remain in the care of their parents or carers. The policy sets out transparent criteria for assessing the need for adaptations, considering the suitability of the property, technical feasibility, and budget constraints. This includes a priority system to ensure that cases with the most urgent or severe needs are addressed first. At the same time, it promotes a person-centred approach to ensure vulnerable households receive appropriate support tailored to their specific circumstances.

				For more complex cases, particularly involving children with disabilities or individuals with additional support needs, a multi-agency complex case panel will take a holistic view to determine the best course of action, balancing needs against available resources. Importantly, adaptations are funded by the Housing Revenue Account, so tenants do not incur costs. When adaptations are not feasible in a property, the Council will discuss rehousing options with the tenant. Households requiring rehousing due to unsuitable accommodation as a result of their disabilities may be given priority points on the housing list in line with the Allocations Policy, helping them access more suitable homes more quickly. Where immediate needs justify it, tenants with relevant protected characteristics may be offered suitable accommodation ahead of others, ensuring their long-term housing needs are met effectively.
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Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given the demographics profile of Clackmannanshire Council's tenants, it is unlikely that the Policy will have a direct or indirect impact on this protected characteristic.
potential for developing good relations			X	Given the demographics profile of Clackmannanshire Council's tenants, it is unlikely that the Policy will have a direct or indirect impact on this protected characteristic.

potential to advance equality of opportunity			X	Given the demographics profile of Clackmannanshire Council's tenants, it is unlikely that the Policy will have a direct or indirect impact on this protected characteristic.
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Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	While the Housing Service acknowledges that individuals identifying as female are statistically more likely to be affected by the proposals due to the higher proportion of females in the social rented sector living with long-term health conditions, disabilities, or acting as kinship carers, the policy itself does not discriminate based on sex. The proposed assessment process is person-centred and grounded in the individual's health, mobility, and functional needs, rather than their sex or gender. The policy applies consistent and transparent criteria to all applicants, focusing on the severity of the need, the suitability of the property, and the feasibility of carrying out the adaptation. Although it is likely that more female applicants may be approved for adaptations, given the demographic profile of the sector, including the predominance of older women among kinship carers and those with disabilities, this reflects assessed need rather than bias in the process. The framework ensures that all applicants, regardless of sex, are treated equitably and in accordance with their specific circumstances.

				In this way, the policy avoids unlawful discrimination and ensures compliance with the Equality Act 2010 by focusing on individual needs and applying a fair and transparent assessment process.
potential for developing good relations			X	It is unlikely that the protected characteristic of sex will be directly impacted in terms of fostering good relations. However, the policy may have indirect positive impacts on women, particularly due to the higher proportion of female tenants in Clackmannanshire's social rented sector living with long-term illnesses or disabilities, and the predominance of women acting as kinship carers. While the policy does not distinguish or prioritise applicants based on sex, its person-centred approach ensures that the mobility, medical and kinship care needs of individuals and their households are holistically assessed. In practice, this may result in more applications and approvals from female-led households, simply reflecting existing demographic patterns. By applying consistent and transparent assessment criteria and clearly communicating when adaptations will be approved or when alternative housing options will be explored, the policy supports trust and fairness in the process. Rehousing decisions will align with the Council's Allocations Policy to ensure that those with the highest needs are prioritised appropriately, regardless of sex. The Service aims to be transparent about the assessment criteria, when it will approve the decision to carry out the adaptation and when it will consider alternative housing solutions, including rehousing to more suitable accommodation.

				This will be in tandem with the Council's Allocations Policy, and ensure that people with the highest need, including medical needs, will be prioritised for rehousing. In addition, the Service intends to offer relocation packages to support tenants who need to move where adaptations are not feasible. These packages offer financial and practical assistance, which may be of particular benefit to female-led kinship carer households, who may face additional caregiving responsibilities. By reducing barriers to suitable housing, the policy may help improve outcomes and foster more equitable and respectful relationships among tenants with differing needs.
potential to advance equality of opportunity	X			Kinship care arrangements often offer greater placement stability, improved wellbeing for children, and stronger connections to family, community, and culture. Research shows that these arrangements lead to fewer placement breakdowns and better long-term outcomes. By recognising the unique needs of kinship carers who are statistically more likely to be older women, the policy supports the long-term stability of these households by offering access to property alterations or rehousing where the current property is unsuitable. This may help address disadvantages faced by women in caregiving roles, particularly where housing constraints risk undermining placement success. In doing so, the policy not only supports the child's best interest but also helps mitigate the social and economic pressures disproportionately experienced by female carers. This contributes to the advancement of equality of opportunity by reducing structural

				barriers and ensuring housing solutions are aligned with caregiving responsibilities.
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Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given the very small size of the local transgender population and the absence of evidence suggesting current unmet needs specific to this group, it is unlikely that the policy will have a direct or indirect negative impact on individuals with this protected characteristic. As such, no changes to the policy are considered necessary at this time.
potential for developing good relations			X	Given the very small size of the local transgender population and the absence of evidence suggesting current unmet needs specific to this group, it is unlikely that the policy will have a direct or indirect negative impact on individuals with this protected characteristic. As such, no changes to the policy are considered necessary at this time.
potential to advance equality of opportunity			X	Given the very small size of the local transgender population and the absence of evidence suggesting current unmet needs specific to this group, it is unlikely that the policy will have a direct or indirect negative impact on individuals with this protected characteristic. As such, no changes to the policy are considered necessary at this time.

	Place 'X' in the relevant box(es)	
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Sexual Orientation	Positive impacts	Negative impacts	No impact	Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
risk of discrimination			X	Given small size of the local population and the absence of evidence suggesting current unmet needs specific to this group, it is unlikely that the policy will have a direct or indirect negative impact on individuals with this protected characteristic. As such, no changes to the policy are considered necessary at this time.
potential for developing good relations			X	Given small size of the local population and the absence of evidence suggesting current unmet needs specific to this group, it is unlikely that the policy will have a direct or indirect negative impact on individuals with this protected characteristic. As such, no changes to the policy are considered necessary at this time.
potential to advance equality of opportunity			X	Given small size of the local population and the absence of evidence suggesting current unmet needs specific to this group, it is unlikely that the policy will have a direct or indirect negative impact on individuals with this protected characteristic. As such, no changes to the policy are considered necessary at this time.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The focus of the policy is on meeting the medical and mobility needs of individuals and households, including kinship carer households. These needs are assessed based on physical circumstances rather than religious belief. As such, it is unlikely that

				the policy will have either a direct or indirect impact on this protected characteristic.
potential for developing good relations			X	The focus of the policy is on meeting the medical and mobility needs of individuals and households, including kinship carer households. These needs are assessed based on physical circumstances rather than religious belief. As such, it is unlikely that the policy will have either a direct or indirect impact on this protected characteristic.
potential to advance equality of opportunity			X	The focus of the policy is on meeting the medical and mobility needs of individuals and households, including kinship carer households. These needs are assessed based on physical circumstances rather than religious belief. As such, it is unlikely that the policy will have either a direct or indirect impact on this protected characteristic.

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given that the policy is designed to meet the long-term needs of households requiring adaptations due to disability, age, or kinship care responsibilities, it is unlikely that the protected characteristic of pregnancy or maternity would be directly impacted.
potential for developing good relations			X	Given that the policy is designed to meet the long-term needs of households requiring adaptations due to disability, age, or kinship care responsibilities, it is unlikely that the protected characteristic of pregnancy or maternity would be directly impacted.

potential to advance equality of opportunity			X	Given that the policy is designed to meet the long-term needs of households requiring adaptations due to disability, age, or kinship care responsibilities, it is unlikely that the protected characteristic of pregnancy or maternity would be directly impacted.
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Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			X	Not applicable to this proposal

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?			X	Not applicable to this proposal

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11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

The assessment is not expected to impact the overall timeline for the development of the Property Adaptations Policy. Sufficient time has been allocated to support ongoing engagement with relevant internal and external stakeholders. This ensures that the needs of all protected groups are appropriately considered, and that the policy is developed in a fair, transparent, and consistent manner.

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
X	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

- 13. You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

- 14. Record any post-implementation actions required.**

- 15. Note here how you intend to monitor the impact of this proposal on equality groups.**

The adaptation request waiting list is planned to be reviewed every six months. The impact of the policy on tenants and their households will be monitored, with consideration given to protected characteristics. This may include data on request volumes, household composition, and relevant demographics such as age, sex, and kinship care status.

- 16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:**

The EFSIA will be reviewed concurrently with the scheduled review of the Policy.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Monika Bicev

Signed: MBicev

Date:

Senior officer approval of assessment:

Signed:

Date:

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.

Clackmannanshire Council's Housing Service

Property Adaptations Policy Development Consultation Outcomes

Client Consultation Session with Kinship Carers

Alloa Family Centre

29 August 2025

A consultation session was held at Alloa Family Centre with kinship carers who are Clackmannanshire Council tenants and provide care under formal kinship care arrangements. The session was part of the development of the Housing Service's Property Adaptations Policy and aimed to gather views on the housing needs of kinship care households, the role of property adaptations in meeting those needs, and the specific considerations that should be reflected in the policy.

The consultation followed a semi-structured format and was preceded by a brief overview of the Property Adaptations Policy, including its aims, eligibility criteria, application process, and how decisions are made regarding adaptations. The session focused on identifying priority needs from the perspective of kinship carers and exploring how the policy could better support their circumstances.

Two participants attended the session, both of whom were either currently providing care under formal kinship arrangements or awaiting assessment. Despite differences in their experience and duration of care, both participants shared similar challenges and perspectives.

1.1. Unmet Housing Needs and Impacts on Kinship Carers

Participants identified overcrowding and lack of space as the most pressing housing issues facing kinship carers, particularly when caring for children of opposite sexes with significant age gaps, where sharing a bedroom was deemed inappropriate. One carer described their living situation as 'crawling over each other,' and the lack of personal space was seen to negatively affect the development of the cared-for child, other children within the household as well the wellbeing of the carer and the household as a whole.

Both participants expressed emotional strain and a sense of isolation in their roles. One carer noted that they were promised support that never materialised, while another described fear and uncertainty before taking on the kinship care role due to unfamiliarity with social services. A recurring sentiment was that kinship carers are 'left alone,' with one participant stating, 'The Promise is not there for us,' referring to the national and local commitments to support care-experienced children and families.

The need for larger properties was emphasised as essential for the cared-for child to remain in the household and for the carer to provide adequate support.

1.2. Meeting the Needs of Kinship Carer Households

Participants highlighted that property adaptations, such as loft conversions and extensions, could alleviate many of the mental and emotional stresses associated with overcrowded living

conditions. Adaptations were seen as a way to reclaim personal space and reduce feelings of claustrophobia. One carer reflected that life before kinship care was ‘normal,’ but that ‘that right was taken away from me,’ expressing frustration with the system and the lack of recognition for their role.

1.3. Prioritisation of Cases

While acknowledging the importance of prioritising adaptations for disabled individuals, participants strongly advocated for the inclusion of kinship carers in prioritisation frameworks. They noted that kinship carers ‘don’t cost the Council much’ and ‘save the Council a bloody fortune,’ especially when compared to the costs for the provision of institutional care. It was pointed out that children in foster care would not be permitted to live under the same conditions as those in kinship care, such as sharing bedrooms.

Participants stressed that kinship carers should be recognised for their contribution and that the lack of a dedicated budget for property adaptations and alterations for kinship care households severely limits their access to necessary support. One carer again questioned, ‘Where is the Promise for me?’ highlighting the perceived disparity in support.

The issue of waiting times for adaptations was also raised, with one participant suggesting that time spent on the waiting list should be a factor in prioritisation decisions.

1.4. Simplifying Processes and Supporting Kinship Carers

Participants expressed frustration with the complexity and lack of clarity in the existing system for property adaptations. Communication was identified as a key area for improvement. Tenants reported that they were often left uninformed about the process, receiving only second-hand updates via social services rather than direct communication from housing staff. One participant described feeling ‘forgotten’ throughout the process, while another noted that although their Housing Officer was helpful, they felt the Officer’s ‘hands were tied.’

The need to repeatedly phone and chase updates was described as burdensome, with participants feeling as though they were ‘pestering’ the Council for information. The importance of having a single point of contact who could guide the tenants through the application and adaptation process was also emphasised.

In general, both carers expressed a desire for clearer communication about what to expect, including realistic timelines and outcomes. For example, one participant shared that they had been told they were a priority for adaptations the previous year, but had received no further updates since. Furthermore, both consultees agreed that decisions regarding property adaptations should be made by someone who understands the unique circumstances of kinship carers.

1.5. Alternative Housing Solutions and Rehousing Options

Apprehension surrounding rehousing emerged as a recurring theme throughout the conversation. When asked whether they would consider relocating to a more suitable property, even with the offer of a relocation package, both participants expressed strong reservations.

One carer described relocation as a ‘last resort,’ questioning why they should have to ‘uproot [their] life to move.’ The importance of community ties, familiarity with the neighbourhood, and the financial as well as emotional investment in their current home were cited as reasons for resisting relocation.

Concerns were also raised about the impact of relocation on the children within the household, including the cared-for child(ren), particularly in terms of disrupting routines and emotional stability. It was noted that if relocation were to be considered, it would need to be to a very specific and limited area, which participants acknowledged would be difficult to achieve. One carer stated that they did not want to consider alternatives when a solution could be found through property adaptations.

1.6. Concluding Remarks

Participants expressed their dedication to caring for family members and their desire to continue doing so. However, they called for greater compassion and recognition of the challenges faced by kinship carers. As one participant poignantly stated, ‘Where do we come into the equation – we’re just grannies and aunties.’

There was a shared sentiment that while the needs of the cared-for children are rightly prioritised, the needs of the carers themselves as well as their other children are often overlooked. In response, the participants called for increased funding and support to meet the housing needs of kinship care households.

1.7. Consultation Outcomes. Emerging Key Themes.

The conversations allowed for key themes to emerge which will inform the development of the Property Adaptations Policy and can be used to support future service improvements. These include:

- Overcrowding and the need for personal space to meet the needs of kinship care households.
- Property adaptations can help alleviate emotional and mental distress experienced by kinship carers living in unsuitable housing conditions.
- The need for personal space is essential for the development of the cared-for children, other children in the household, and the wellbeing of the carer and the household as a whole.
- A sense of isolation and lack of support is commonly experienced by kinship carers.
- There is a need for greater recognition of the unique challenges faced by kinship care households and the contribution they make.
- Kinship carers save the Council significant resources compared to institutional care, yet often lack access to dedicated support and funding.
- Communication processes need improvement, including clearer explanations, realistic expectations, and regular updates on adaptation applications.
- Tenants require a single point of contact to support them through the application and adaptation process.

- Rehousing is a difficult and often undesirable option for kinship carers due to emotional ties, financial investment in the property, and the need to maintain placement stability.
- There is a strong preference for in-situ solutions, such as property adaptations (including loft/garage conversions), rather than relocation.

Consultation with the Sauchie Community Group
Sauchie Resource Centre
20 October 2025

A consultation session was held at Sauchie Resource Centre with Clackmannanshire Council tenants and residents to inform the development of the Housing Service's Property Adaptations Policy. The session aimed to gather views on participants' experiences with the current property adaptations process and explore what improvements could be reflected in the new policy. The discussion also considered whether there were any gaps in the existing approach and what additional measures could better support tenants who require adaptations.

The consultation followed a semi-structured format and began with an overview of the Property Adaptations Policy, including its purpose, eligibility criteria, and the process for requesting and delivering adaptations. Participants were then invited to share their personal experiences with the adaptation process and suggest practical changes to improve the system.

Experiences with the Current Adaptations Process

Feedback from participants highlighted mixed experiences with the current process. A recurring theme was significant delays in completing adaptations, with some tenants waiting extended periods, and sometimes years, for relevant assessments and work to be carried out. One participant reported that they had required adaptations when moving into their property; however, more than two and a half years later, the adaptations had still not been completed in full. This individual described feeling like a "second-class citizen," citing frustration that other people's needs appeared to be prioritised while their own remained unmet. They also expressed a sense of being let down by the Council, pointing to a lack of care, poor communication, and an absence of follow-up.

Several participants echoed concerns about communication, noting that calls to the Council often went unanswered and that officers rarely returned messages. Others described a lack of clarity about who to contact for support and which department was responsible for different stages of the process. This lack of coordination between services was seen as a major barrier to securing timely and appropriate adaptations.

One participant shared that they had been left without any visits or direct engagement from officers during the process, and their family was not informed about alternative options or additional support that might have been available.

Positive Experiences and Good Practice

While most feedback focused on challenges, one participant, who is a wheelchair user, reported a more positive experience with the process once their adaptation works were underway. They noted that communication during the works was good, with officers overseeing the process visiting regularly and responding promptly to any issues raised. However, they also highlighted that the overall timeline was still lengthy, with adaptations only completed after a social worker identified unmet needs. Importantly, this participant was unaware that they could have initiated the process themselves and stated that they would have done so had they known who to contact.

Suggestions for Improvement

When asked how the process could be improved, participants consistently called for better communication, both with tenants and between Council departments. They emphasised the importance of a person-centred approach, recommending that officers from different services meet with tenants early in the tenancy to discuss their needs and agree on a tailored package of care. This would help ensure that housing, health, and social care needs are addressed in a coordinated way from the outset.

Participants also suggested that bungalows should be reserved strictly for people with disabilities and older individuals to ensure that those with the greatest need have access to suitable housing. Additionally, they stressed the importance of ensuring that tenants are not left to struggle alone and that clear information is provided about the adaptations process, including who to contact and what support is available.

Summary of Key Themes

Overall, the consultation revealed that while some tenants have had positive experiences once works commenced, the majority reported significant delays, poor communication, and a lack of clarity about roles and responsibilities. These issues have contributed to feelings of frustration, isolation, and, in some cases, a perception of being treated unfairly. Participants expressed a strong desire for a more responsive, transparent, and person-centred approach to property adaptations, underpinned by improved communication and better coordination between services.

Report to Clackmannanshire Council

Date of Meeting: 27 November 2025

Subject: Housing - Garden Structure Permissions Policy

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report outlines the work undertaken to develop the Housing Service Garden Structure Permissions Policy and sets out a policy position for how garden structures will be managed within the council's social housing stock.
- 1.2. The Policy underpins the Council's commitment in ensuring that Council tenants can enjoy and make the full use of their homes, including their garden areas where applicable.

2.0 Recommendations

- 2.1. It is recommended that Council:
 - 2.1.1. Approve the Housing Garden Structure Permissions Policy (attached as Appendix 1)

3.0 Considerations

Garden Structure Permissions Policy

- 3.1. The Policy was developed following a comprehensive benchmarking exercise involving other local authorities and registered social landlords across Scotland. This process considered their respective local procedures and practices related to granting structural permissions, ensuring that the Policy reflects a broad understanding of sector-wide approaches.
- 3.2. Clackmannanshire Tenants and Residents Federation were also invited to give their comments on the draft policy document, to ensure that the Policy reflects tenants lived experiences and meets the needs of the tenants.
- 3.3. The Policy was reviewed against the Council's strategic aims and objectives and as set out within our Keeping the Promise Plan. Given the nature of the policy, it was determined that its provisions do not have a direct bearing on the principles of The Promise, but the approach taken reflects the commitment to uphold those principles throughout policy development.

- 3.4. The Policy took into account UNCRC requirements for all public bodies to present information in accessible format for all children and young people. In doing so, an additional plain English summary version of the Garden Structure Permission policy has been developed (attached as Appendix 2).
- 3.5. The Policy (Appendix 1) outlines the rules that tenants must follow when wishing to erect any garden structures, including the requirements for planning permissions and/or building warrants under existing legislation. Within the scope of the policy, garden structures are freestanding structures such as sheds, summerhouses, greenhouses and garages.
- 3.6. Tenants must obtain written permission from the Housing Service before installing any structures. Such written permission will be condition on the tenants to apply for any necessary consents including planning permissions and/or building warrants, if necessary, before proceeding with the works. Tenants will be responsible for the upkeep of and safety of any structures that they install at their cost. The Housing Service will not be responsible for the repair and or maintenance of anything installed by the tenants.
- 3.7. Any requests for garden structures must adhere to the standards set out by the Housing Service. To gain approval, the proposed structure must satisfy the following requirements:
- The structure must not exceed 8 feet by 12 feet in size or must not occupy more than 30% of the total garden area, this must take into consideration and include for any other structures already in place; the council may exercise discretion when considering separate structures that exceed this area limit, this would be specific to circumstances.
 - The structure must not block daylight to neighbouring properties, including windows and gardens;
 - Where structures are located near the property, adequate space must be left to allow property maintenance to foundations, walls, and ladder access for roof or gutter maintenance;
 - The structure must be made of materials approved by Clackmannanshire Council;
 - The structure must not be used for the housing of any livestock or the storing of inflammable material (a material that has the ability to ignite without an external source of ignition);
 - If the tenant intends to provide light or power to the structure, any connection to the domestic power supply must be installed by a qualified electrician;
 - The tenants must comply with all Fire Safety Regulations, Planning Permission and Building Warrant (if required). The Housing Service may ask for evidence to be provided by the tenants to confirm compliance.
- 3.8. Only tenants with access to a rear private garden may apply for the permission to erect a structure. Requests for structures in communal areas or gardens at the front of the property will generally not be permitted, unless the

structure is required to accommodate the needs of tenants with disabilities and is intended for the storage of mobility devices.

- 3.9. Once a tenant submits a written request to erect a garden structure, the Service will assess and verify the request. Following the assessment, the Housing Service will issue a decision which as confirmed may be subject to additional conditions.
- 3.10. The Policy provides a link to the Council's Planning and Building Standard's Service to ensure the tenants have the relevant information to progress any such applications.
- 3.11. The Policy confirms that tenants must not commence any works until the necessary consents have been received.
- 3.12. The Policy provides for where the garden structure does not comply with the requirements set out in paragraphs 3.5 to 3.7 and 3.10 of this report with the ability of the Housing Service to request that the tenant remove the same.
- 3.13. The Housing Service may grant retrospective permission in circumstances where a structure has already been erected without prior approval, provided that the structure meets all relevant requirements and conditions outlined as outlined in paragraphs 3.6 and 3.9.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. Financial Details

- 5.2. None

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report * no significant financial implications

Yes ☒

5.4. Staffing

There are no staffing implications from this report

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

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. Housing Garden Structure Permissions Policy

Appendix 2. Housing Garden Structure Permissions Child-Friendly Policy Summary

Appendix 3. Equality and Fairer Scotland Impact Assessment

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
Andrew Buchanan	Team Leader Housing Business Management	5169

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director – Place	



Clackmannanshire Council
Housing Service
Garden Structure Permissions Policy
November 2025



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1. Scope of the policy

Clackmannanshire Council is committed to supporting its tenants in enjoying and making full use of their homes, including their gardens where applicable. This Policy provides a framework for how the Council's Housing Service will deal with garden structure permission requests made by tenants.

The Policy outlines the rules that tenants must follow when planning to erect any garden structures. This includes situations where planning permission and/or building warrants may be required under existing legislation.

The Policy applies only to freestanding garden structures such as sheds, summerhouses, greenhouses, and garages. It does not apply to house extensions, any applications for extensions should be pursued through the Council's Planning Department in the first instance.

This Policy supports the aims of Clackmannanshire's Local Development Plan and 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:

- Ensure safety of Council homes and reduce hazards by obtaining and adhering to the relevant consents under planning and building standards legislation;
- Provide clear guidance to tenants on permissions for garden structures, allowing them to enjoy their homes fully and responsibly;
- Set standards for size, location and quality of garden structures to protect the rights and amenities of all tenants and residents.

3. Legal Framework

Information in relation to Planning and Building Standards and any consents required can be located on the Council's website: [Planning & Building Standards | Clackmannanshire Council](#).

4. Tenant's Responsibilities

In accordance with Clackmannanshire Council's Tenancy Agreements, tenants must obtain written permission from the Housing Service before making alterations to their home or garden, including decorating the exterior of the property as well as installing new fixtures or fittings, erecting garages, sheds, pigeon lofts, greenhouses, fences, walls, or any other permanent or semi-permanent structure.

Tenants are responsible for applying and obtaining any planning permissions and/or building warrants when planning to erect a structure before proceeding with the works (if such consent is required).



Tenants are responsible, at their sole cost, for the upkeep and safety of any structures that are installed with the permission of the Housing Service. The Housing Service will not be responsible for any repair and/or maintenance of anything installed by the tenant or belonging to the tenant which the tenant would be entitled to remove from the house or garden.

Tenants must restore and make good the garden to its original condition when the tenancy ends, making good all damage to the garden area as a result of the structure installed at the property. Where the Tenant fails to restore and make good any damage then the Housing Service may recharge for any work it requires to be carried out in order to implement the above in accordance with the Council's Rechargeable Repairs Policy.

If tenants carry out any alternations or improvements without the consent of the Housing Service, the Service will be entitled to remove the structure (without the consent of the Tenant) and restore the house/garden to its previous condition during or at the end of the tenancy, and recharge the tenant for this work.

5. Requesting for Permission

Tenants wishing to erect a garden structure must submit a request to the Tenancy Management Team in writing. The request must include a detailed plan for the proposed structure, including its size and intended use.

5.1. Criteria for Permissible Structures

Any garden structure erected by the tenants must adhere to specific standards set out by Clackmannanshire Council's Housing Service and as noted below. As confirmed, above all, necessary planning and building standards approval, if required, should be obtained by the tenants. Any works in the erection of the structure must cause minimal disruption to other tenants and neighbours.

To gain approval, the proposed structure must satisfy the following requirements:

- The structure must not exceed 8 feet by 12 feet in size or must not occupy more than 30% of the total garden area, this must take into consideration and include for any other structures already in place; the council may exercise discretion when considering separate structures that exceed this area limit, this would be specific to circumstances.
- The structure must not block daylight to neighbouring properties, including windows and gardens;
- Where structures are located near the property, adequate space must be left to allow property maintenance to foundations, walls, and ladder access for roof or gutter maintenance;
- The structure must be made of materials approved by Clackmannanshire Council;
- The structure must not be used for the housing of any livestock (including cats and dogs) or the storing of inflammable material;
- If the tenant intends to provide light or power to the structure, any connection to the domestic power supply must be installed by a qualified electrician;



- The tenants must comply with all Fire Safety Regulations, Planning Permission and Building Warrant (if required). The Housing Service may ask for evidence to be provided by the tenants to confirm compliance.

Only tenants with access to a rear private garden may apply for the permission to erect a structure. Requests for structures in communal areas or gardens at the front of the property will not be permitted, unless the structure is required to accommodate the needs of tenants with disabilities and is intended for the storage of mobility devices.

Structures must not be used for commercial purposes.

6. Responding to Request

6.1. Assessing the Request

Once the tenant submits a written request to erect a garden structure, a Council Officer will arrange a visit to the property to assess and verify the details of the request. During this visit, the Officer will review the proposed location of the structure and consider its proximity to boundaries, neighbouring properties, communal walls, and any access paths that may be affected.

6.2. Making a Decision

Following the assessment, the Housing Service will issue a decision. When considering granting permission, the Service will take into account:

- The impact of the structure on surrounding properties;
- The reasonableness and practicality of the request;
- Whether the proposed structure falls within the scope of ‘permitted development’;
- Whether the structure requires planning permission and/or a building warrant.
- The footprint and height of the proposed structure and its intended use.

The Housing Service may also decide to approve the request subject to additional conditions such as, the quality and nature of the work. In doing so, the Housing Service will have regard to the cost of complying with the condition.

In line with planning legislation, certain types of buildings and structures can be built in the garden or land around a dwellinghouse or flat (known as front or rear curtilage) without the need for planning permissions. These types of structures are known as permitted developments. For further information on permitted developments, please visit Clackmannanshire Council’s [Planning & Building Standards webpage](#).



Where the proposed structure requires planning permission and/or a building warrant, the Housing Service will grant permission to erect the structure in principle and will direct the tenant to submit an application to Clackmannanshire Council's Planning and Building Standards Services for the relevant consents before any works can commence.

Where planning permission and/or a building warrant is required for the proposed structure, the tenants will provide copies of the relevant consents to the Housing Service as soon as reasonably practical but in any event no later than 1 month from the date of granting the same.

Where a tenant is aggrieved by a refusal to grant the application or any condition imposed, they may appeal to the Sheriff Court.

7. Carrying out the Works

The tenant must not begin any works until they have received all necessary consents from the Housing Service, and where necessary, the Planning Authority and Building Standards Services.

The Housing Service will advise the tenant of its decision within one month of receipt of the application.

Following approval and upon completion of the works, the tenant must notify the Housing Service. Upon completion of the works the tenants will provide the Housing Service with a copy of the Certificate of Completion (if necessary under Building Standards). The Housing Service may also carry out an inspection to ensure that the works have been completed in compliance with any conditions contained in the Housing Service's letter of consent. satisfactorily and in compliance with all relevant requirements. It is the responsibility of the tenant to ensure compliance with Planning and or Building Standards consents.

The ongoing use of the structure must not cause a nuisance or annoyance to neighbouring residents. Where this occurs, the Council reserves the right to instruct the immediate removal of the structure either by the tenant (in the first instance) or by council officers or appointed persons acting on the Council's behalf, this may be rechargeable to the tenants.

8. Retrospective Permission

In cases where unauthorised structures have been reported or identified, the tenants will be required to contact the Housing Service on notification.

The Housing Service may grant retrospective consent to the unauthorised structure provided such structure is in compliance with the terms and conditions of this policy. Where planning permission and/or building warrant is required and not obtained, the Housing Service will notify the Planning Authority and Building Standards where enforcement action may be taken against the tenants. In addition, the Housing Service may look to remove the structure and recharge all costs associated with such removal from the tenants.

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 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](#).

12. Appeals

Where a tenant has submitted an application for permission to erect a garden structure to Clackmannanshire Council's Planning and Building Standards Services and is dissatisfied with the outcome, they have the right to appeal.

For further information on how to make an appeal, please visit Clackmannanshire Council's [Planning & Building Standards webpage](#).

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.

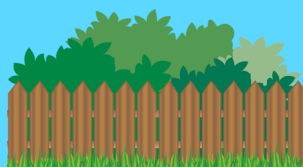
The Council will review and evaluate this policy every 3 years to ensure the adherence to the relevant legislation and statutory guidance as well as changes in organisational practices and policies.

Garden Structure Permissions Policy

Child-Friendly Version



We want everyone to enjoy their homes, including their gardens. If you live in a council house and want to put something like a shed, greenhouse, or summerhouse in your garden, there are some rules you need to follow.



Before you build anything, you must ask us for permission. You'll need to tell us what you want to build, how big it will be, and what you'll use it for. You might also need special permission called planning permission or a building warrant, depending on what you're building and where.



Only people who have their own back garden can build something. You can't build in shared gardens or in front of your house unless it's for something important like storing a wheelchair or mobility scooter.



Once you've asked for permission, we will visit your home to check everything. We'll look at where you want to put the structure and make sure it won't cause problems for other people. Then we'll decide if you can go ahead.



If you've already built something without asking, you'll need to apply for permission afterwards. We will check it and let you know if it's okay. If it's not, you'll have to fix it or take it down. When you move out of your house, you must return the garden to how it was before. If you don't, we might charge you for fixing it.



Clackmannanshire
Council

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Comhairle Siorrachd
Chlach Mhanann

Equality and Fairer Scotland Impact Assessment (EFSIA)

Summary of Assessment

Title:

Housing Service Garden Structures Permissions Policy

Key findings from this assessment (or reason why an EFSIA is not required):

The policy outlines how Clackmannanshire Council's Housing Service will process tenant requests to erect garden structures. It provides clear guidance on permissions, safety standards, and compliance with planning and building regulations. Based on available evidence, the proposal is unlikely to impact any protected characteristics under the Equality Act 2010.

Summary of actions taken because of this assessment:

The policy was scoped with internal stakeholders in August/September 2025. All requests for garden structures will be assessed on an individual basis and tenants will be advised of any potential implications for building regulations and whether planning permissions and/or building warrants. The Policy aims to ensure transparency and consistency in decision-making.

Ongoing actions beyond implementation of the proposal include:

Visibility and Communication: Promote awareness of the policy and eligibility criteria among tenants for any garden structure permissions.

Review: The EFSIA will be revisited during the scheduled policy review.

Lead person(s) for this assessment:

Monika Bicev, Policy Officer (Housing)

Senior officer approval of assessment:

DATE:

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: EQUALITY AND FAIRER SCOTLAND IMPACT ASSESSMENT (Final Guidance). Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

Clackmannanshire Council's Garden Structures Permissions Policy sets out the framework by which the Housing Service will deal with garden structure permission request made by tenants.

The policy outlines the rules that tenants must follow when planning to erect any garden structures, which includes the considerations for any planning permissions and/or building warrants in line with Building Regulations.

The specific aims of the policy are to:

- Provide clear guidance to tenants on permissions for garden structures, allowing them to enjoy their homes fully and responsibly;
- Ensure safety of Council homes and reduce hazards by adhering to building regulations;
- Set standards for size, location and quality of garden structures to protect the rights and amenities of all tenants and residents.

2. Why is the proposal required?

The Garden Structures Permissions Policy is required to establish a clear, consistent and transparent framework for how the Housing Service will assess and approve/decline any requests made by tenants to erect a garden structure. The Policy provides tenants with clarity as to what the Service deems to be reasonable and permissible, general rules surrounding permitted developments and planned developments in line with Building Regulations. Additionally, it guides the procedures and operational considerations of the Service, equipping responsible Housing Officers with knowledge and confidence to permit tenants to make alterations to the exterior of their properties by erecting new garden structures.

3. Who is affected by the proposal?

The proposal affects any Clackmannanshire Council tenant households who wish to build garden structures within their gardens.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

This Policy draws on contractual rights and responsibilities found within Clackmannanshire Council's Scottish Secure and Short Scottish Secure Tenancy Agreements.

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

This is a policy-level decision, not a strategic one. It sets out how the Council's Housing Service will process and assess tenants' requests to erect structures within gardens, and is closely linked with day-to-day operations of the Housing Service, rather than key strategic decisions which determine the Service priority-setting and service delivery.

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- *help you to understand the importance of your proposal for those from equality groups,*
- *inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and*
- *provide justification for the outcome, including where it is agreed an EFSIA is not required.*

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey 2023	According to the Scottish Census 2022, there were a total 12,652 individuals living social rented sector across Clackmannanshire. 29% of those individuals were aged 0-15, followed by 25% who were aged 50 to 64 and 23% of individuals aged 35 to 49. In terms of household composition, findings from the Tenant Satisfaction and Aspiration Survey 2023 show that 22.4% of households consist of one adult aged 60 and over, 19.2% are single-parent families with at least one child under 16, and 18% are one-adult households under the age of 60. As the proposal relates to any Clackmannanshire Council households requesting to erect a structure within their garden, it is unlikely that the Policy will have an impact on this protected characteristic.
Disability	Draft HNDA Scottish Census 2022 Tenant Satisfaction and Aspiration Survey The Scottish House Condition Survey 2017-19	According to the Scottish Census 2022, 24% of individuals living in Clackmannanshire's social rented sector report having a long-term illness, disease, or condition, and 10% report having a mental health condition. Household-level data from the Scottish House Condition Survey 2017–2019 shows that long-term sickness or disability is particularly prevalent in the social rented sector, with 58% of households reporting at least one member with a long-term sickness or disability. Further findings from Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey 2023 indicate that 14.4% of the tenant base identify as being permanently sick or disabled. Whilst evidence shows that there is significant number of disabled households across Clackmannanshire's social rented sector, it is unlikely that disability is a factor in requests for and approvals for garden structures.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Race	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	The Council's Tenant Satisfaction and Aspiration Survey indicates that 96% of tenants identify as being of Scottish ethnicity. According to the Scottish Census 2022, 359 individuals who identified as belonging to other ethnic groups lived in Clackmannanshire's social rented sector. Whilst the vast majority of Clackmannanshire Council's tenant household are comprised of individuals who identify as 'White', it is unlikely that race is a factor in proposals associated with requests, permissions and refusals for garden structures within Council properties.
Sex	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	According to Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey, the sex split among Council tenants is broadly even, with 50% male and 49% female. It is unlikely that sex is a factor in proposals associated with requests, permissions and refusals for garden structures within Council properties.
Gender Reassignment	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	The Scottish Census (2022) identifies that 0.44% of people aged 16 and over in Scotland identify as transgender, with Clackmannanshire's rate slightly lower at 0.35% (151 individuals). Clackmannanshire Council's Tenant Satisfaction and Aspiration Survey 2023 reported no tenants currently identifying as transgender within Council housing. While there is limited information available on the experiences of this protected characteristic both locally and nationally, it is unlikely that this protected characteristic would be impacted by the proposals set out by the Policy.
Sexual orientation	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	According to the 2022 Census, 1,343 individuals (3.12%) aged 16 and over in Clackmannanshire identify as LGB+.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		While there is limited information available on the experiences of this protected characteristic both locally and nationally, it is unlikely that this protected characteristic would be impacted by the proposals set out by the Policy.
Religion or Belief	Scottish Census 2022 Tenant Satisfaction and Aspiration Survey	According to the 2022 Scottish Census, 58.33% of individuals in Clackmannanshire reported having no religion. In 2022, Clackmannanshire's Social Rented Sector. There is no evidence to suggest that religion or belief would impact how individuals experience the proposals set out in the Property Adaptations Policy. The policy is needs-based and focused on medical and mobility requirements, regardless of religious affiliation or belief.
Pregnancy or maternity	Scottish Census 2022	Given that the policy proposals relate to the requests, approvals and rejections for garden structures, it is unlikely that the proposals will impact this protected characteristic.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	-	Not applicable, not an employment decision.
Socio economic disadvantage (if required)	-	Not applicable, not a strategic decision

- 7. Based on the evidence above, is there relevance to some or all of the equality groups? No
If yes or unclear, proceed to further steps and complete full EFSIA**

If no, explain why below and then proceed to Step E:

The proposals outlined in this policy relate to Council tenants' right to request permission to make alterations to their property, specifically, to erect garden structures. Where applicable, these structures are intended to support tenants in enjoying and making full use of their homes and gardens

The policy itself does not directly impact any of the protected characteristics under the Equality Act. Where applications for garden structures are refused, the reasons are typically linked to statutory requirements such as Planning Permission or Building Warrants. These are governed by external legislation and not by discretionary decisions made by the Housing Service.

It is therefore considered unlikely that the proposals will have any direct or indirect impact on individuals with protected characteristics. When a tenant submits a request, Housing Service staff will meet with them in person to assess the proposal and determine whether further permissions are required from the Planning Department. The Service will ensure that tenants are fully informed of all relevant requirements and processes.

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show 'due regard' to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

Step D - Impact on equality groups and steps to address this

10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				

potential to advance equality of opportunity	X			
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Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				

potential for developing good relations				
potential to advance equality of opportunity				

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)				

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Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?			X	Not applicable to this proposal

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

12. **Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment.** Choose from one of the following:

Please select (X)	Implications for the proposal
	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

- 13. You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

- 14. Record any post-implementation actions required.**

Promote the visibility of the Policy and ensure tenants are aware of eligibility criteria for erecting garden structures, including any requirements for planning permissions.

- 15. Note here how you intend to monitor the impact of this proposal on equality groups.**

Requests for garden structures may be reviewed, taking into account the individual characteristics of the tenant and the nature of the request, to determine whether those requests have any potential bearing on the equality groups.

- 16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:**

The EFSIA will be reviewed concurrently with the scheduled review of the Policy.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Monika Bicev

Signed: MBicev

Date:

Senior officer approval of assessment:

Signed:

Date:

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 27th November 2025

Subject: Health, Safety & Wellbeing Strategy

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. The paper invites the Council to agree the Health, Safety & Wellbeing Strategy for the period 2026-2028

2.0 Recommendations

- 2.1. **It is recommended that Council agrees** the Health, Safety & Wellbeing Strategy as set out in Appendix 1.

3.0 Considerations

- 3.1. The Strategy builds on the work undertaken in the Health and Safety Strategy approved by Council on 6th October 2022 and the Wellbeing Strategy approved by Council on 1st December 2022. A number of synergies existed between the two previous strategies and as part of the review of these strategies it has been decided to integrate both into a single, cohesive Strategy to streamline effort and enhance impact.
- 3.2. The refreshed Strategy also ensures the Council's approach to Health, Safety and Wellbeing fits in with the wider Be the Future programme. Our work to develop Evotix aligns to the Digital Transformation work, while improving the health and wellbeing of our staff feeds directly into the theme of Health and Wellbeing as many employees are also local residents. The Be the Future programme involves changing the way we work and it is essential that risk assessments are updated when these changes occur, and that we ensure staff have the skills and abilities required to carry out these tasks safely.

Proposed Strategy

- 3.3. To provide a focus for this work, four key themes are proposed:
- Legal Compliance and Governance
 - Culture
 - Health and Wellbeing
 - Collaborative/Partnership working

- 3.4. Each strategic theme is supported by a set of targeted improvement actions. The accompanying action plan outlines the specific steps required to deliver these actions and establishes how their progress and impact will be monitored and evaluated.
- 3.5. A key priority within the action plan is to ensure that all teams undertake a proactive stress risk assessment. Although this has been part of Council policy since 2018 implementation has not progressed as intended. To address this, it is proposed that the Council adopts the Stress Indicator Tool, developed by the Health & Safety Executive. The tool has an initial cost of £3,110 followed by an annual fee of £575. It is proposed that an application be made to the Transformation Fund to meet the initial cost, with ongoing costs allocated to services on a pro-rata basis according to full-time equivalent (FTE) staffing levels. All other elements of the strategy will be delivered within existing resources.

4.0 Sustainability Implications

- 4.1. The Strategy will help to improve quality of life and health inequalities for staff, many of whom are also Clackmannanshire residents. It will also help encourage active travel amongst staff which will reduce the environmental impact of travel and encourage outdoor activity.

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

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 Impact Assessments

8.1 Have you attached the combined equalities impact assessment to ensure compliance with the public sector equality duty and fairer Scotland duty? (All EFSIAs also require to be published on the Council's website)

Yes ☒

8.2 If an impact assessment has not been undertaken you should explain why:

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 One – Health, Safety and Wellbeing Strategy and Action Plan 2026-28

Appendix Two - Equality and Fairer Scotland Impact Assessment (EFSIA)

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
Seonaid Scott	Health and Safety Manager	X2174

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Strategic Director, Partnership and Performance	

BEST VALUE &

Health, Safety & Wellbeing

Strategy & Action Plan 2026-2028

**Be the
Future**



1. Introduction

The Health and Safety Strategy for 2026-2028 has been developed to support our aim of promoting and ensuring high standards of Health, Safety and Wellbeing in all that we do. It builds upon the work undertaken through the previous strategies for Health and Safety and Wellbeing which ran from 2022 - 2025.

The Strategy aims to support the strategic and operational management of the Council and looks to go beyond the traditional health and safety role of simply preventing harm.

The Strategy commits the Council to continually improve the health, safety and wellbeing of its staff and any other person affected by its activities.

The Strategy is not just about achieving compliance, it aims to develop, implement and embed:

- Efficient, proactive and pragmatic systems of supporting health, safety and wellbeing
- A safe and healthy environment for staff and those affected by our activities
- A robust health and safety culture across all directorates of the Council
- Effective means of protecting stakeholders, including staff and all those affected by our activities from harm.

The Strategy describes in broad terms what our approach to health, safety and wellbeing is and what we intend to do, which in turn is supported by an action plan and a suite of robust policies and procedures.

2. Background

All the Council's objectives are more effectively realised in an environment that is both healthy and safe, where a positive safety culture is encouraged, legislative compliance is achieved, and all staff and stakeholders are fully and meaningfully engaged.

Robust and comprehensive health and safety management underpins all the work of the Council. This is achieved by ensuring staff work in a safe and healthy environment, are aware of their responsibilities and the duty the Council has with regard to health, safety and wellbeing.

The Council must ensure that it complies with all health and safety legislation and requirements of enforcing authorities. The Council will continue to work with all relevant bodies including the Health and Safety Executive (HSE) and Scottish Fire & Rescue Service to improve the standards of health, safety and wellbeing across the Council.

Recent reviews of the Council's Health and Safety approach have identified that the performance has improved significantly over recent years, but that there is still room for improvement. This strategy identifies the key work which will be undertaken to ensure this continuous improvement.

This builds on work undertaken during the previous Strategy such as using the results of the Skills Matrix project which identified the skills needed for all roles across the Council to inform development of our training programme. The previous strategy ensured that we had basic risk assessments in place for all activities, so now we are focussing on more specific risk assessments which are a legal requirement for some tasks.

3. Developing Key themes of the Strategy

The key challenge for successful implementation and delivery of the strategy is how we build upon the progress we have made so far and further embed health, safety and wellbeing into the operations of the Council.

The ability to not only maintain but develop further the effectiveness of our safety management system gained through the significant progress achieved over the last few years is vital.

Strategic Themes

The adoption of the undernoted key strategic themes and associated performance indicators will support, embed and further enhance what we have achieved to date.

These themes will assist us in achieving an improved balance between systems and behavioural aspects of management. In addition, they will ensure that health, safety and wellbeing is an integral part of management generally rather than perceived as being separate to, and not part of, day to day activities.

The Key themes identified for our 2026-2028 strategy are:

- 1) Legal Compliance & Governance
- 2) Culture
- 3) Health and Wellbeing
- 4) Collaborative & Partnership working

Theme 1 - Legal Compliance & Governance

Legal compliance and governance provides a strong foundation for all Council activities. This involve ensuring that all operations, workplaces, and services adhere to the requirements of the Health and Safety at Work Act 1974, associated regulations, and guidance from the Health and Safety Executive (HSE). Effective governance requires clear accountability, robust risk management systems, and a culture of continuous improvement to safeguard employees, service users, and the public.

The activities/key performance indicators necessary to promote this theme are:

1. Ensuring that all Council activities have a risk assessment in place.
2. Ensuring a robust Health and Safety audit programme is in place.
3. Improving reporting, recording and investigation of accidents, incidents and near misses.
4. Maintaining regular reviews of health and safety performance at service and Council level.

Theme 2 - Culture

A positive safety culture is characterised by shared values, attitudes, and behaviours that prioritise health and safety at every level of the organisation. It goes beyond compliance, fostering an environment where employees are empowered to identify hazards, report concerns, and contribute to continuous improvement without fear of blame. Proactive management and ownership of health and safety is a clear indication of a positive health and safety culture.

The activities/key performance indicators necessary to promote this theme are:

1. Ensuring we have comprehensive training programs and opportunities available to staff to ensure they develop the right skills and knowledge in line with our Skills Matrix.
2. Ensuring strong leadership and employee engagement around health, safety and wellbeing.
3. Ensuring open communication around safe behaviours.
4. Ensuring the safety culture is reviewed and appropriate actions taken to improve this.

Theme 3 - Health and Wellbeing

Wellbeing can be seen as a state of health and happiness in which every individual realises his or her own potential and is able to make a contribution to their organisation and community. The World Health Organisation (WHO) defines health as “a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity.”

Positive health and wellbeing can support a reduction in absenteeism, improve physical fitness and mental wellbeing and as a result can increase productivity.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Promoting and encouraging participation and support initiatives that enhance health and wellbeing for staff
2. Ensuring Stress Risk Assessments are carried out for all teams.
3. Reviewing and developing measures which support staff in dealing with violence and aggression in their job role and in line with trauma informed practice.
4. Ensuring employee voice is an essential part of our health, safety and wellbeing planning.

Theme 4 - Collaborative and Partnership working

Successful health and safety management is a collective responsibility in which we all must play a part. This responsibility must be embedded through clear demonstration of management standards. In a context where we must ensure that resources are deployed efficiently, we must work with other Local Authorities and partner organisations to reduce duplication of effort.

The activities/key performance indicators necessary to promote this theme and support staff are:

1. Developing initiatives to encourage collaborative/ partnership working with key stakeholders, other Services/Directorates, partners and union colleagues.
2. Identifying, developing, implementing and embedding technological solutions to improve compliance monitoring and reporting arrangements and working with other Councils where possible.
3. Maintaining effective and efficient management and control of contractors within our premises and on our work sites.

4. Making it Happen

The main responsibility for health, safety and wellbeing of staff and service users rests with the Chief Executive and Strategic Directors.

The Health and Safety Team has a pivotal role to play in the development and monitoring/assurance of the implementation of the Health, Safety and Wellbeing Strategy.

The day-to-day management of health, safety and wellbeing is the responsibility of all managers but the Health and Safety Team, in partnership with others, including our union colleagues, will work to enable and empower all staff across the Council to actively manage health and safety with the same degree of expertise to the standards of other core business activities.

The Health and Safety Team will work closely with all directorates and services, Trade Unions and other stakeholders to promote ownership of health, safety and wellbeing across the Council and will develop the corporate action plan supporting this strategy.

During the first year of the plan (2026) we will focus on:

- i. Ensuring the safety culture is reviewed and actions developed to improve this.
- ii. Developing Key Performance Indicators for each service.
- iii. Completing the Skills Matrix project and planning development of any training requirements coming out of this.
- iv. Ensuring the risks around violence and aggression are identified and control measures developed.

In order for this strategy to be effective senior management have a role and responsibility:

Role	Responsibility
Chief Executive and Health & Safety Champion	• Owner of health, safety and wellbeing strategy. • Review progress against plan • Ensure sufficient resources are allocated to achieve objectives
Strategic Directors & Senior Managers	• Ensure effective implementation of strategy within their sphere of influence • Ensure sufficient resources are allocated to achieve objectives. • Report service/directorate progress against plan
Team Leaders	• Ensure effective implementation of strategy within their sphere of influence
Health & Safety Team	• Monitor progress against plan • Report to SLG, Executive H&S Committee and Audit Committee.

Action plan

In order to achieve the objectives of the strategy a Health, Safety & Wellbeing Action Plan has been developed.

Theme 1: Legal Compliance & Governance				
Objective	KPI	Success indicator	Targets	Owner
1.1 Ensuring that all Council activities have a risk assessment in place.	Risk assessment programme developed and in place especially where specific risk assessments are needed such as - COSHH, - Manual Handling and - Vibration.	Year on year increase in the number of risk assessments documented with their findings implemented appropriately.	Year 1 – 300 Year 2 – 500 Year 3 – 600	Line Managers
1.2 Ensuring a robust Health and Safety audit programme is in place.	Health and safety audit programme in place including thematic self-audits of service areas.	Successful completion of general audit programme. Two thematic self-audits per year and publication of all completed health and safety management audit findings.	General audit – 100% Self-Audits – 75%	H&S Team / Line Managers
1.3 Improving reporting, recording and investigation of accidents, incidents and near misses.	All incidents are reported timeously and investigated.	Levels of reporting & investigation increased. No adverse outcomes from enforcement agency follow-up.	Incidents reported within 5 days – 95% Investigated within 10 days – 90%	Senior Managers
1.4 Maintaining regular reviews of health and safety performance at service and Council level.	Suite of indicators developed appropriate to each service.	Staged introduction of indicators based on service area maturity levels. Measured by the percentage of services who have indicators in place.	Year 1 – 50% Year 2 – 75% Year 3 – 100%	H&S Team / Senior Managers

Theme 2: Culture				
Objective	KPI	Success indicator	Target	Owner
2.1 Ensuring we have comprehensive training programs and opportunities are available to staff to ensure they develop the right skills and knowledge in line with our Skills Matrix.	Number of appropriate Health & Safety courses available to staff.	Increased take up of health and safety training opportunities in all formats i.e. e-learning, classroom based learning and blended learning formats.	75 classroom courses delivered and 2 new e-learning developed	H&S Team / Line Managers
2.2 Ensuring strong leadership and employee engagement around health, safety and wellbeing.	Ensuring senior managers regularly engage with staff at all levels about their health, safety and wellbeing.	All Directors and Senior Managers are able to demonstrate ongoing engagement with staff at all levels. A variety of measures could be used, but this will be monitored through an annual audit / assurance statement.	Year 1 – 40% Year 2 – 70% Year 3 – 90%	Directors/ Senior Managers
2.3 Ensuring open communication around safe behaviours.	Ensuring regular awareness campaigns are promoted throughout the organisation to reinforce safe behaviours. Opportunities for all staff to engage directly with the H&S Team	Campaigns promoted at least quarterly. Opportunities for staff to engage with H&S team directly around each campaign	4 campaigns per year. Minimum of 3 sessions per campaign	H&S Team
2.4 Ensuring the safety culture is reviewed and appropriate actions taken to improve this.	Clear improvement in the results of the Behavioural Safety Culture Study.	Improvements in results of Behavioural Safety Culture Study, completed biennially. Aim to reach Proactive level by 2028.	Proactive level by 2028.	H&S Team / Line Managers

Theme 3: Health & Wellbeing				
Objective	KPI	Success indicator	Target	Owner
1. Promoting and encouraging participation and support initiatives that enhance health and wellbeing for staff	Greater awareness amongst staff of health and wellbeing issues. Ensuring all staff have the opportunity to speak to their manager about their wellbeing and have support to manage their workload.	Programme of regular events and campaigns co-ordinated by the Healthy Working Lives group. Increased uptake in wellbeing initiatives. Creation of Wellbeing hub with resources on Sharepoint. Percentage of employees who have had a Constructive Conversation / ERD/ Supervision meeting at least annually	10 events/ campaigns per year. Yr 1 – 40% Yr 2 – 60% Yr 3 – 90%	Healthy Working Lives Group / Wellbeing Champions Line Managers
2. Ensuring Stress Risk Assessments are carried out for all teams.	A proactive stress risk assessment is carried out for all teams.	All teams have a stress risk assessment carried out with control measures identified and implemented.	Yr 1 – 20% Yr 2 – 50% Yr 3 – 100%	H&S Team / Line Managers
3. Reviewing and developing measures which support staff in dealing with violence and aggression in their job role and in line with trauma informed practice.	All activities reviewed with the potential for violence and aggression identified. Work undertaken corporately to ensure processes and systems support staff to minimise the impact of violence and aggression.	Risk assessment in place identifying potential for violence and aggression with appropriate control measures identified. Potentially Violent Person register process updated. Violence & Aggression training offered to all staff who may have to deal with physical threats.	Yr 1 – 40% Yr 2 – 60% Yr 3 – 100%	H&S Team Directors H&S Team
4. Ensuring employee voice is an essential part of our health, safety and wellbeing planning	Ensuring feedback from Employee Wellbeing or Staff surveys are acted upon	Action from surveys which include wellbeing indicators is evidenced and available to staff.		Healthy Working Lives Group / Wellbeing Champions

Theme 4: Collaborative and Partnership Working				
Objective	KPI	Success indicator	Target	Owner
1. Developing initiatives to encourage collaborative/ partnership working with key stakeholders, other Services/Directorates partners and union colleagues.	Progress made with joint working between employee representatives, management and the Health and Safety team.	Effective joint inspections, task based risk assessments and health and safety initiatives. Number and frequency to be agreed.	10 inspections	TUs / H&S Team
	Continued engagement with groups such as SPDS and ABC Group	Opportunities for collaborative working with other agencies explored and developed where appropriate	n/a	H&S Team
2. Identify, develop, implement and embed technological solutions to improve compliance monitoring and reporting arrangements, working with other Councils where possible.	Solutions reduce burden of compliance monitoring.	Evidence of improved compliance recorded through systems such as Evotix. Opportunities for collaborative working with other agencies explored and developed where appropriate	5% increase in relevant records per year	H&S Team
3. Maintaining effective and efficient management and control of contractors within our premises and on our work sites.	All contractors engaged by the Council have been subject to a health and safety management system /competency assessment evaluation.	All contractor HS documentation evaluated prior to the commencement of work and the results published on Evotix. Effective co-operation and consultation maintain with contractors regarding Council expectations.	Not expected until 2027/28	Senior Managers



Equality and Fairer Scotland Impact Assessment (EFSIA)

Title: Health, Safety and Wellbeing Strategy

Name of your decision, activity, policy, strategy or proposal. Referred to throughout as 'proposal' in this document.

Key findings from this assessment (or reason why an EFSIA is not required):

The Strategy aims to support the strategic and operational management of the Council and looks to go beyond the traditional health and safety role of simply preventing harm.

The Strategy commits the Council to continually improve the health, safety and wellbeing of its staff and any other person affected by its activities.

The Strategy describes in broad terms what our approach to health, safety and wellbeing is and what we intend to do, which in turn is supported by an action plan and a suite of robust policies and procedures.

The proposal has relevance to all equality groups within the Council.

Summary of actions taken because of this assessment:

Engagement will take place with staff groups throughout the life cycle of this strategy through staff/pulse surveys and engagement with trade unions.

Ongoing actions beyond implementation of the proposal include:

Regular monitoring by Committee regarding progress towards outcomes.

Annual review of EFSIA

Engagement as above with staff/unions

Lead person(s) for this assessment: Seonaid Scott, Health & Safety Manager

Senior officer approval of assessment: Chris Alliston, Strategic Director, Partnership and Performance

DATE: 22/10/2025

Equality and Fairer Scotland Impact Assessment (EFSIA)

An Equality and Fairer Scotland Impact Assessment (EFSIA) must be completed in relation to any decisions, activities, policies, strategies or proposals of the Council (referred to as 'proposal' in this document). The first stage of the assessment process will determine the level of impact assessment required.

This form should be completed using the guidance contained in the document: ['NAME']. Please read the guidance before completing this form.

The aim of this assessment is to allow you to critically assess:

- the impact of the proposal on those with protected characteristics and, where relevant, affected by socio-economic disadvantage (referred to as 'equality groups' in this document);
- whether the Council is meeting its legal requirements in terms of Public Sector Equality Duty and the Fairer Scotland Duty;
- whether any measures need to be put in place to ensure any negative impacts are eliminated or minimised.

The Fairer Scotland Duty requires public authorities to pay 'due regard' to how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making **strategic decisions**. Strategic decisions are key, high-level decisions such as decisions about setting priorities, allocating resources, delivery or implementation and commissioning services and all decisions that go to Council or committee for approval.

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.

The purpose of the proposal is to provide strategic direction to the Council's activities to improve the Health, Safety and Wellbeing of staff. It aims to ensure that resources are used to align with the key actions identified.

2. Why is the proposal required?

The proposal helps ensure that our resources are used effectively and that there is clarity over the key priorities for the Council in looking after the Health, Safety and Wellbeing of staff.

3. Who is affected by the proposal?

All Clackmannanshire Council staff and those who engage with us through agency or some other contracts to provide works.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.

The Council's Health & Safety Policy and the Wellbeing Policy are the two main related policies.

5. Is the proposal a strategic decision? If so, please complete the steps below in relation to socio-economic disadvantage. If not, please state why it is not a strategic decision:

Yes.

Step B – Consider the level of EFSIA required

You should consider the available evidence and data relevant to your proposal. You should gather information in order to:

- *help you to understand the importance of your proposal for those from equality groups,*
- *inform the depth of EFSIA you need to do (this should be proportionate to the potential impact), and*
- *provide justification for the outcome, including where it is agreed an EFSIA is not required.*

6. What information is available about the experience of those with protected characteristics in relation to this proposal? Does the proposal relate to an area where there are already known inequalities? Refer to the guidance for sources of evidence and complete the table below.

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Health & Safety Executive	Young people are more likely to experience accidents within the first 6 months within a role due to a lack of maturity and unfamiliarity with environments and activities.
Disability	Examining occupational health and safety vulnerability among Canadian workers with disabilities (https://pubmed.ncbi.nlm.nih.gov/28545307/)	Reporting a disability at work was significantly associated with greater hazard exposure than those without a disability. In addition, those reporting a disability at work were more likely to be employed in conditions where hazard exposure was combined with inadequate policies and procedures, or hazard exposures were combined with inadequate empowerment

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Race	Racial and Ethnic Disparities in Occupational Health (https://jamanetwork.com/journals/jama-health-forum/fullarticle/2839235)	Accident rates are significantly higher in the western world for groups who are of other racial backgrounds.
Sex	European Agency for Safety and Health at Work (https://osha.europa.eu/en/themes/women-and-health-work) British Occupational Hygiene Society (https://www.bohs.org/app/uploads/2023/08/Uncovering-the-UKs-Hidden-Crisis-in-Womens-Workplace-Health.pdf)	Men and women are not the same biologically (sex differences) and the jobs they do, their working conditions and how they are treated by society are not the same (gender differences). Such differences can affect the hazards men and women face at work and how to assess and control them
Gender Reassignment	Optima Health https://www.optimahealth.co.uk/transgender-employees/	Those who are transgender are significantly more likely to have experienced mental ill-health, but the right support can have significant benefits.
Sexual orientation	European Agency for Safety and Health at Work https://oshwiki.osha.europa.eu/en/themes/occupational-safety-and-health-lgbti-workers	LGBTQ+ individuals are more likely to experience mental health challenges, including anxiety and depression, often linked to experience of stigma, discrimination, etc
Religion or Belief	Health and Safety and Religion : Is there a link? John Smallwood https://www.irbnet.de/daten/iconda/CIB594.pdf	Literature indicates that there is both an explicit and implied link between H&S and religion. The explicit link manifests itself through the belief by some religions that work is a deed of spiritual value, which requires justice and equity, dignity of labour, and removal of hardship. Other religions stress the importance of sustainability of the environment. The inter-relationship between religion and morality and values, and the resultant

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		influence on behaviour is a further manifestation of the explicit link.
Pregnancy or maternity	Health & Safety Executive https://www.hse.gov.uk/mothers/employer/common-risks.htm	There are specific risks to pregnant workers or those who are recent mothers which need to be considered when looking at health, safety and wellbeing.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		
Socio economic disadvantage (if required)	Occupational Health and Safety Inequalities in the EU (https://www.etui.org/sites/default/files/2021-12/01-ETU%20BM2021-Chap5-Occupational%20health%20and%20safety%20inequalities%20in%20the%20EU_1.pdf)	Those in lower paid jobs are more likely to be exposed to higher levels of hazards and have lower levels of protection available to them.

7. Based on the evidence above, is there relevance to some or all of the equality groups?

Yes

If yes or unclear, proceed to further steps and complete full EFSIA

If no, explain why below and then proceed to Step E:

Step C – Stakeholder engagement

This step will help you to address any gaps in evidence identified in Step B. Engagement with people who may be affected by a proposal can help clarify the impact it will have on different equality groups. Sufficient evidence is required for you to show ‘due regard’ to the likely or actual impact of your proposal on equality groups.

- 8. Based on the outcome of your assessment of the evidence under Step B, please detail the groups you intend to engage with or any further research that is required in order to allow you to fully assess the impact of the proposal on these groups. If you decide not to engage with stakeholders, please state why not:**

Whilst no direct engagement will be undertaken in relation to the strategy at this stage it would be intended to use staff surveys/union engagement to inform implementation

- 9. Please detail the outcome of any further engagement, consultation and/or research carried out:**

Step D - Impact on equality groups and steps to address this

- 10. Consider the impact of the proposal in relation to each protected characteristic under each aim of the general duty:**

- Is there potential for discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010? How will this be mitigated?
- Is there potential to advance equality of opportunity between people who share a characteristic and those who do not? How can this be achieved?
- Is there potential for developing good relations between people who share a relevant protected characteristic and those who do not? How can this be achieved?

If relevant, consider socio-economic impact.

Age	Place ‘X’ in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy

potential for developing good relations			X	progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential to advance equality of opportunity	X			

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential for developing good relations	X			
potential to advance equality of opportunity	X			

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential for developing good relations			X	
potential to advance equality of opportunity			X	

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact,
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	Positive impacts	Negative impacts	No impact	or record your justification to not make changes
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential for developing good relations			X	
potential to advance equality of opportunity			X	

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential for developing good relations			X	
potential to advance equality of opportunity			X	

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of
potential for developing good relations	X			

potential to advance equality of opportunity	X			the organisation to meet these should improve.
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Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential for developing good relations			X	
potential to advance equality of opportunity	X			

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.
potential for developing good relations			X	
potential to advance equality of opportunity	X			

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to			X	

this protected characteristic and only in relation to work matters)				It is unlikely that the strategy will have a direct or indirect impact on this protected characteristic
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Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	X			The strategy will help ensure an open culture where different people have their needs assessed and supported. As the strategy progresses and the culture matures, the expectation of employees and the ability of the organisation to meet these should improve.

11. Describe how the assessment might affect the proposal or project timeline?

Examples of the items you should consider here include, but are not limited to:

- **Communication plan:** do you need to communicate with people affected by proposal in a specific format (e.g. audio, subtitled video, different languages) or do you need help from other organisations to reach certain groups?
- **Cost:** do you propose any actions because of this assessment which will incur additional cost?
- **Resources:** do the actions you propose require additional or specialist resource to deliver them?
- **Timing:** will you need to build more time into the project plan to undertake research, consult or to complete any actions identified in this assessment?

The assessment shows that the Strategy will have a positive effect on inequalities. No specific effects are anticipated, but this will be kept under review during implementation.

12. Having considered the potential or actual impacts of your proposal, you should now record the outcome of this assessment. Choose from one of the following:

Please select (X)	Implications for the proposal
X	No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.
	Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.
	Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.
	Stop the proposal The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.

Step E - Discuss and review the assessment with decision-makers

- 13. You must discuss the findings of this assessment at each stage with senior decision makers during the lifetime of the proposal and before you finalise the assessment. Record details of these discussions and decisions taken below:**

The assessment is fully discussed and agreed with the Administration Group of Clackmannanshire Council and with Senior Managers before being formally agreed at full Council meeting.

Step F – Post-implementation actions and monitoring impact

It is important to continue to monitor the impact of your proposal on equality groups to ensure that your actual or likely impacts are those you recorded. This will also highlight any unforeseen impacts.

14. Record any post-implementation actions required.

Strategy will be reported on at regular intervals and any areas where negative impacts identified addressed

15. Note here how you intend to monitor the impact of this proposal on equality groups.

Staff surveys, union engagement, scrutiny by Committee in relation to achieving outcomes

16. Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:

On an annual basis

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Seonaid Scott

Date: 22/10/2025

Senior officer approval of assessment:

Signed: Chris Alliston

Date: 18/11/2025

All full EFSIAs must be published on the Council's website as soon as possible after the decision is made to implement the proposal.

Councillor Fiona Law

Ward 2 Clackmannanshire North (Multi Member Ward)
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 18
ON THE AGENDA**

**Motion to Clackmannanshire Council Meeting
27th November 2025**

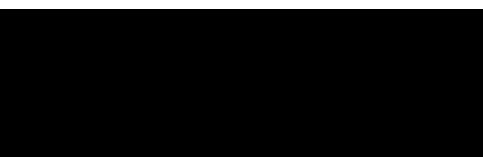
Active Travel and Pedestrian Priority at Signalised Crossings

Council notes that in September 2025, the Council's Transport Team collaborated with Living Streets Scotland to launch "Active Travel Zone" maps at several primary schools. These maps encourage families to walk or wheel their journey to school by illustrating walking distances from local streets, transport hubs, and "Park and Stride" sites. They highlight the safest and most accessible routes to school. Choosing healthier and cleaner travel options improves road safety, reduces congestion, and supports the Council's climate emergency commitments. Council commends this work and encourages further initiatives of this nature.

Council recognises a barrier to safer streets are crossing streets. Living Street Scotland notes evidence indicating that when pedestrian wait times exceeding 30 seconds at crossings this can lead to risky behaviour, such as crossing before the green man. Living Streets Scotland reports that many crossings require pedestrians to wait excessively, prioritising motor traffic flow and creating barriers to walking and wheeling. Extended wait times increase the likelihood of unsafe crossings, putting pedestrians and other road users at risk. Council believes that wait times at junctions and crossings should prioritise pedestrians.

Council therefore agrees to:

- I. Amend Pelican, Puffin, Toucan, and Pegasus crossings so that the maximum wait time from pressing the button to the green signal is **20 seconds** where legally possible on such crossings;
- II. Implement this change during scheduled maintenance of crossings to minimise additional costs to the Council.



Councillor Fiona Law
Ward 2, Clackmannanshire North

11th November 2025

**THIS PAPER RELATES TO
ITEM 19
ON THE AGENDA**

Motion to Clackmannanshire Council Meeting 27th November 2025

Celebrating the Success of the Alloa to Stirling Railway and Supporting Further Rail Reopening

Council notes the continuing success of the Alloa to Stirling railway line since its reopening in 2008, which has delivered substantial economic, social, and environmental benefits to Clackmannanshire and the wider region; Council recognises that the line has provided a vital sustainable transport link for residents, improved access to employment, education, and leisure opportunities, and helped to reduce road congestion and carbon emissions; Council further notes the growing community and regional support for the reopening of the railway line from Alloa to Dunfermline, which would reconnect communities across Fife and Clackmannanshire, enhance regional connectivity, and open up new opportunities for growth and regeneration; Council also notes the potential reinstatement of a direct passenger ferry service between Rosyth and mainland Europe, and acknowledges that the reopening of the Alloa–Dunfermline rail line would strengthen public transport connections to Rosyth, improving access to international travel and supporting Scotland’s ambitions for sustainable transport and trade.

Council therefore agrees to:

1. Celebrate and promote the success of the Alloa to Stirling railway as a model of transport investment that delivers lasting community benefit.
2. Support, in principle, the reopening of the line from Alloa to Dunfermline as a natural next step in improving sustainable transport links across central Scotland and supporting future strategic international connections such as a Rosyth–Europe ferry service.
3. Engage with Transport Scotland, Fife Council, and other relevant partners to explore opportunities for collaboration in support of this project.
4. Request that the Chief Executive write to the Scottish Government expressing the Council’s support for continued investment in rail connectivity, including the Alloa to Dunfermline proposal and its alignment with wider sustainable travel and international transport opportunities.

Councillor Ellen Forson
Ward 4, Clackmannanshire South

11th November 2025

Councillor Ellen Forson
Leader of the Council

Ward 4 Clackmannanshire South (Multi Member Ward)
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**THIS PAPER RELATES TO
ITEM 20
ON THE AGENDA**

Motion to Clackmannanshire Council Meeting 27th November 2025

That Council recognises the outstanding achievement of the Family Wellbeing Partnership (FWP) in securing recognition through the COSLA Excellence Awards process for its pioneering place-based, whole-family support approach, and commends the Council's bold ambition and its growing reputation as one of the most "transformative and forward-looking" local authorities in Scotland; Believes that the success of the FWP is rooted in its unwavering focus on tackling child poverty, ensuring that improving outcomes for children, young people and families sits at the heart of our work across Clackmannanshire; Notes the findings of independent evaluation demonstrating that the FWP is already making a positive and tangible difference—reducing social isolation, increasing confidence in accessing services, improving wellbeing, and supporting parents into employment, education or training; Acknowledges that a major contributor to this success is the fact that the FWP is carried out with and for communities, families and the third sector, rather than through a traditional top-down, council-only model; further notes that it operates as a whole-system programme, connecting a wide range of projects across Council services, the Clackmannanshire Alliance, third sector partners and local communities, and is continually evolving and growing in response to learning and lived experience; Welcomes the national interest that this approach has attracted from other local authorities seeking to reform how public services are designed and delivered for families and communities; Pays tribute to the hard work, dedication and commitment of Council teams, partners in the third sector, and community organisations whose collaborative efforts have been central to the success of the FWP and to improving outcomes for families across Clackmannanshire; Agrees to continue supporting and strengthening the FWP as a core vehicle for ongoing improvement, placing whole-family support, prevention and early intervention at the heart of our anti-poverty work and our shared commitment to Keep the Promise, and ensuring that communities, families and third-sector partners continue to have meaningful input into the design, delivery and governance of services so the programme remains responsive, flexible and driven by those it aims to support.



Councillor Ellen Forson
Ward 4, Clackmannanshire South

17th November 2025

