
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,
-----	-----------------------------------	--	--	--

	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.
--	---	--	--	--

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
---	--	--	--	---

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.