



**Clackmannanshire  
Council**

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 21 May 2026 at 9.30 am**

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



## **Clackmannanshire Council**

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

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

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

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

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**13 May 2026**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 21 MAY 2026 at 9.30 AM**



**NIKKI BRIDLE  
Chief Executive**

**B U S I N E S S**

	<b>Page No.</b>
1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Minutes of Meetings of Clackmannanshire Council (Copies herewith):	
(a) Thursday 19 March 2026	07
(b) Thursday 23 April 2026 (Special Meeting)	15
4. British Sign Language Plan 2026-32 – report by the Head of Corporate Services (Copy herewith)	17
5. Be The Future Update – Target Operating Model Update – report by the Chief Executive (Copy herewith)	41
6. Budget Strategy and Medium Term Financial Strategy Update - report by the Chief Finance Officer (Copy herewith)	47
7. Scheme for the Establishment of Community Councils – report by the Head of Corporate Services (Copy herewith)	57
8. HR Policies – report by the Head of Corporate Services (Copy herewith)	81

## **EXEMPT INFORMATION**

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

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

### **Page No.**

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| 9. | Keeping the Promise – Sale and Lease Back of 8 Grant Street, Alloa – report by the Depute Chief Executive & Director of Wellbeing (Copy herewith) | 193 |
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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 19 March 2026 at 9.30 am.**

**PRESENT**

Councillor Phil Fairlie (Convener)  
Provost Donald Balsillie  
Councillor Martha Benny  
Councillor Denis Coyne  
Councillor Kenneth Earle (Via Teams)  
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. (Via Teams)  
Councillor Jane McTaggart  
Councillor Janine Rennie (Via Teams)  
Councillor Bryan Quinn (Via Teams)

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Chris Alliston, Strategic Director (Partnership & Performance)  
Kevin Wells, Strategic Director (Place)  
Lorraine Sanda, Strategic Director (People)  
Dr Jennifer Borthwick, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)  
Colin Bruce, Chief Education Officer (People)  
Lindsay Sim, Chief Finance Officer (Partnership & Performance) (Via Teams)  
Michael Boyle, Improving Outcomes Business Manager (People) (Via Teams)  
Alison Davidson, Service Manager Development (Place)  
Kate Fleming, Housing Strategy Officer (Place)  
Wendy Forrest, Head of Strategic Planning and Health Improvement, HSCP (Via Teams)  
Claire Fullarton, Communications Officer (Partnership & Performance) (Via Teams)  
Sarah Goldberg, Team Leader, Legal and Governance (Partnership & Performance) (Via Teams)  
Alastair Hair, Senior Manager (Partnership & Performance)  
Cherie Jarvie, Senior Manager, Partnership & Transformation (Partnership & Performance) (Via Teams)  
Carla Macfarlane, Communications Officer (Partnership & Performance) (Via Teams)  
Lee Robertson, Senior Manager, Legal and Governance (Partnership & Performance) (Clerk)  
Wendy Robertson, Senior Manager, Transformation (Via Teams)  
Katie Roddie, Team Leader, Housing Business Management (Place)  
Ben Watson, Team Leader, Revenues (Partnership & Performance)  
Melanie Moore, Committee Services (Partnership & Performance)  
Gillian White, Committee Services (Partnership & Performance) (Minute)

**CC(26)019 APOLOGIES**

Apologies were received from Councillor Craig Holden.

**CC(26)020      DECLARATIONS OF INTEREST**

None.

**CC(26)021      MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL –  
29 JANUARY 2026**

The minutes of the meeting of the Clackmannanshire Council held on 29 January 2026 were submitted for approval.

**Decision**

The minutes of the meeting of Clackmannanshire Council held on 29 January 2026 were agreed as a correct record and signed by the Convener.

**Action**

Clerk to the Council

**CC(26)022      MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL –  
26 FEBRUARY 2026**

The minutes of the special meeting of the Clackmannanshire Council held on 26 February 2026 were submitted for approval.

**Decision**

The minutes of the special meeting of Clackmannanshire Council held on 26 February 2026 were agreed as a correct record and signed by the Convener.

**Action**

Clerk to the Council

**CC(26)023      COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL**

The report, submitted by the Chief Executive, sought Council approval of recommendations which had been made by the Audit & Scrutiny Committee on 5 February 2026.

**Motion**

To agree the recommendations as set out in the report.

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

**Decision**

The Council:

1. Approve the revised Contract Standing Orders, as set out in Appendix 1 of the report, and agreed their adoption and implementation with effect from 19 March 2026.

**Action**

Chief Executive

**CC(26)024      CLACKMANNANSHIRE AND STIRLING INTEGRATION JOINT BOARD -  
NOMINATION OF VICE CHAIR**

The report, submitted by Senior Manager, Legal and Governance, asked Council to nominate a Vice Chair for the Integration Joint Board (IJB) from Clackmannanshire Council's current membership of the IJB.

**Motion**

To nominate Councillor Fiona Law to serve as Vice Chair of the IJB commencing on 1 April 2026.

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

**Decision**

The Council:

1. Nominated Councillor Fiona Law to serve as Vice Chair of the IJB commencing on 1 April 2026.

**Action**

Senior Manager, Legal and Governance

**CC(26)025      ADDITIONAL PUBLIC HOLIDAY – MEN'S FOOTBALL WORLD CUP**

The report, submitted by the Senior Manager, HR and Workforce Development, asked Council to determine whether or not to recognise an additional public holiday to mark Scotland's participation in the 2026 men's football World Cup finals.

**Motion**

To agree the recommendations in the report and determine not to recognise Monday 15 June 2026 as an additional public holiday for Clackmannanshire Council.

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

**Decision**

The Council:

1. Noted the contents of the paper as presented;
2. Reviewed the options appraisal at Appendix 1 in relation to the proposed public holiday; and
3. Determined **not** to recognise Monday 15 June 2026 as an additional public holiday for Clackmannanshire Council.

**Action**

Senior Manager, HR and Workforce Development

**CC(26)026 COUNCIL TAX LONG TERM EMPTY AND SECOND HOME POLICY**

The report, submitted by the Chief Finance Officer, asked Council to agree formal policies on Council Tax for Long Term Empty Property and Second Homes and updated Council on future changes to Council Tax legislation.

**Motion**

To agree the recommendations in the report.

Moved by Councillor Ellen Forson Seconded by Councillor Wendy Hamilton.

**Decision**

The Council:

1. Agreed to formalise the Council Tax policies on: Long Term Empty Property (Appendix 1A), and Second Homes (Appendix 1B); and
2. Noted the update in relation to future changes in Council Tax legislation (paragraph 3.5)

**Action**

Chief Finance Officer

**CC(26)027 NON-DOMESTIC RATES - EMPTY PROPERTY RELIEF**

The report, submitted by the Chief Finance Officer, provided information to allow Council to review and agree the revised Non-Domestic Rates Empty Property Relief Policy.

The proposed change is to introduce a new provision granting 100% relief where a property is legally prohibited from being occupied. This relief has no time limit.

The Chief Finance Officer advised that there was an error in Paragraph 3.5 in that the effective date should be 1 April 2026, not 2025.

**Motion**

To agree the recommendations in the report.

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

**Decision**

The Council:

1. Approved the revised Non-Domestic Rates Empty Property Relief Policy (paragraph 3.4 and Appendix 1) effective from 1 April 2026.

**Action**

Chief Finance Officer

**CC(26)028 HOUSING SERVICE – ESTATE AND OPEN SPACE MANAGEMENT POLICY**

The report, submitted by the Strategic Director (Place), sought Council approval for the Housing Estate and Open Space Management Policy.

**Motion**

To agree the recommendations in the report.

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

## **Decision**

The Council:

1. Approved the Housing Estate and Open Space Management Policy (Appendix 1);
2. Noted the Service's policy position on requests relating to the management and maintenance of fencing relating to Housing Revenue Account (HRA) properties; and
3. Noted the Service's approach to the allocation and management of garage plots and lock-ups held within the HRA.

## **Action**

Strategic Director (Place)

## **CC(26)029 LEARNING ESTATE WORKS PROGRESS**

The report, submitted by the Strategic Director (Place), updated Council on the progress of work across the Learning Estate, including targeted investment and planned works. The report also provided Council with an update on improvement works for St Mungo's RC Primary as part of their permanent integration to Alloa Campus.

## **Motion**

To agree the recommendations in the report.

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

## **Decision**

The Council:

1. Noted the progress made in relation to Targeted Investment, Planned works and St Mungo's Improvement Works. (paragraph 3.3 - 3.10);
2. Noted the progress made and planned works associated with the Learning Estate Strategy and Condition Work that will influence the future Learning Estate Strategy and future capital programme; and
3. Agree to the recommendation to demolish the former St Mungo's RC Primary. (paragraph 3.11 – 3.13)

## **Action**

Strategic Director (Place)

## **CC(26)030 LOCAL GROWTH FUND**

The report, submitted by the Strategic Director (Place), updated Council on the UK Government's recently announced Local Growth Fund Programme (LGF), the replacement for previous European Structural Funding and more recently UK Shared Prosperity Funding. The report also intended to outline the immediate steps required by the Council to progress in order to receive the LGF investment within the Forth Valley Region.

The Strategic Director (Place) advised that there was an error in the report in that paragraphs 3.10 – 3.13 are duplicated later in the report.

## **Motion**

To agree the recommendations in the report.

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

## **Decision**

The Council:

1. Noted the significant changes to UK Government funding for 2026 onwards, particularly the move to predominantly capital funding, and the requirement for a 3 year Regional plan to be submitted (indicative timescales by May 2026); and
2. Agreed for Officers to develop proposals for a future Council approval, working with colleagues in Stirling and Falkirk Council as outlined within paragraphs 6.1 and 6.2, to:
  - a) Propose an interim regional governance structure and interim programme to meet the requirements of the LGF, and
  - b) Propose a longer-term Regional Governance structure to provide governance and oversight of this and any other future regional funding opportunities (in line with the Regional Economic Strategy currently in development).

## **Action**

Strategic Director (Place)

## **CC(26)030 HOUSING NEED & DEMAND ASSESSMENT (HNDA)**

The report, submitted by the Strategic Director (Place), informed Council of the context for the Housing Need and Demand Assessment (HNDA). Further to the interim Report to Council on 26 June 2025, this report detailed the full findings of the HNDA and consultation feedback and process to achieve 'robust and credible' status from the Scottish Government.

## **Motion**

To agree the recommendations in the report.

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

## **Decision**

The Council:

1. Noted the purpose of the Housing Need & Demand Assessment;
2. Noted the governance and consultation around the Housing Need & Demand Assessment;
3. Notes the findings of the full HNDA research at appendix 1 to ensure that any planning applications for Housing Development are cognisant of the need for new housing over the next 20 years;
4. Noted the consultation report at Appendix 3; and;
5. Note the letter sent from the Cabinet Secretary for Housing in response to the Housing Convenor at Appendix 4.

## **Action**

Strategic Director (Place)

**CC(26)031      MOTION TO COUNCIL – FUTURE OF FORTH VALLEY COLLEGE  
ALLOA CAMPUS**

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

**Motion**

Council notes the recent decision by the Board of Forth Valley College to retain the Alloa Campus for the 2026/27 academic year.

Council recognises that this decision follows sustained engagement between the College, the Scottish Funding Council and the Scottish Government, alongside a strong local campaign supported by students, staff, trade unions and the wider community.

Council further notes the welcome increase in college funding contained within the recent Scottish Budget, which has strengthened the financial context in which the Board reached its decision.

Council believes that further education provision in Alloa is vital for:

- widening access to education and skills
- supporting local employment and economic development
- providing opportunities for young people and adult learners across Clackmannanshire.

Council also recognises the clear expectation expressed at the time of regionalisation that a college campus would remain in Alloa and believes it is important that local people, students and staff have long-term certainty about the future of the campus.

Council therefore:

1. Welcomes the decision to retain the Alloa Campus for the 2026/27 academic year.
2. Pays tribute to the students, staff, trade unions and community members who have campaigned to protect further education provision in Alloa.
3. Agrees that ongoing uncertainty about the future of the campus is not in the interests of students, staff or the wider community.
4. Calls on the Board of Forth Valley College to work with partners to provide long-term assurances about the future of the Alloa Campus and to develop and strengthen its role within the regional college structure.
5. Instructs the Chief Executive to write to the College, the Scottish Funding Council and the Scottish Government to note the Council's interest in, and recognition of, the importance of securing the long-term future of the Alloa Campus.

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

**Decision**

The Council agreed the motion as set out above.

**Action**

Chief Executive

**CC(26)032      MOTION TO COUNCIL – CIVIC HONOURS IN PUBLIC PLACES**

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

**Motion**

Council notes that there is currently a commemorative slab on Parliament Walk which makes reference to the former Prince Andrew, Duke of York.

Council considers that civic honours displayed within our public spaces must command public confidence and reflect the values and integrity expected by our communities, and that it is therefore appropriate to review recognitions where serious concerns have arisen.

Council therefore agrees:

1. That the existing slab referencing the former Prince Andrew be removed from Parliament Walk;
2. That it be replaced with a fitting and permanent commemoration to George Reid, recognising his exceptional and long-standing service to Clackmannanshire and to Scotland - as Member of Parliament, Member of the Scottish Parliament, Presiding Officer of the Scottish Parliament, Lord Lieutenant of Clackmannanshire, and Freeman of the County; and
3. Subject to the approval by Council of paragraphs 1 and 2 above officers will bring back to Council a proposed design and wording for the replacement of the slab for approval.

Council acknowledges in particular his distinguished tenure as Presiding Officer, during which he helped shape and strengthen Scotland's devolved Parliament, and affirms that his contribution to public life and to Clackmannanshire merits lasting recognition within our civic landscape.

Moved by Councillor Ellen Forson. Seconded by Councillor Scott Harrison

**Decision**

The Council agreed the motion as set out above.

**Action**

Chief Executive

Ends: 11.27 pm



**MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 23 APRIL 2026 at 9.30 am.**

**PRESENT**

Provost Donald Balsillie (Depute Convener) (Chair)  
Councillor Martha Benny  
Councillor Denis Coyne  
Councillor Kenneth Earle (Via Teams)  
Councillor Ellen Forson  
Councillor Wendy Hamilton  
Councillor Scott Harrison  
Councillor William Keogh (Via Teams)  
Councillor Fiona Law  
Councillor Graham Lindsay  
Councillor Jane McTaggart (Via Teams)  
Councillor Janine Rennie (Via Teams)

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Chris Alliston, Head of Corporate Services  
Kevin Wells, Director of Place & Economy  
Lorraine Sanda, Depute Chief Executive and Director of Wellbeing  
Lindsay Sim, Chief Finance Officer (Corporate Services)  
Helen Coleman, Accountant (Corporate Services)  
Claire Fullarton, Communications Officer (Corporate Services) (Via Teams)  
Elizabeth Hutcheon, Management Accountancy Team Leader (Corporate Services)  
Cherie Jarvie, Senior Manager, Partnership & Transformation (Corporate Services)  
Carla Macfarlane, Communications Officer (Corporate Services) (Via Teams)  
Wendy Robertson, Senior Manager (Transformation and Capital) (Corporate Services) (Via Teams)  
Lee Robertson, Senior Manager, Legal and Governance (Corporate Services) (Clerk)  
Stephen Craig, External Auditor, Deloitte  
Phil Mason, External Auditor, Deloitte  
Melanie Moore, Committee Services (Corporate Services)  
Gillian White, Committee Services (Corporate Services) (Minute)

**CC(26)033 APOLOGIES**

Apologies were received from the Convener, Councillor Phil Fairlie. In the absence of the Convener, Depute Convener, Provost Donald Balsillie, took the Chair. Apologies were also received from Councillor Darren Lee, Councillor Mark McLuckie, Councillor Craig Holden, Councillor Bryan Quinn and Councillor Kathleen Martin.

**CC(26)034 DECLARATIONS OF INTEREST**

None.

**CC(26)035 AUDITED ANNUAL ACCOUNTS 2023/24**

The report, submitted by the Chief Finance Officer, provided the council with the Audited Annual Accounts for the Council for the financial year 2023/24. The report highlighted the material changes that have been made to the draft Annual Accounts during the audit period.

Mr Stephen Craig and Mr Phil Mason from External Auditors, Deloitte were present for this item of business.

## **Motion**

To agree the recommendations as set out in the report.

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

## **Decision**

The Council:

1. Approved the 2023/24 Audited Annual Accounts;
2. Approved the submission of the Annual Accounts to the Controller of Audit; and
3. Otherwise noted the contents of the report.

## **Action**

Chief Finance Officer

## **CC(26)036 ANNUAL REPORT TO THOSE CHARGED WITH GOVERNANCE AND THE CONTROLLER OF AUDIT FOR FINANCIAL YEAR 2023/24**

The report, submitted by Chief Finance Officer, set out the findings arising from the work carried out by the External Auditors on the Audit of the 2023/24 Financial Statements.

Mr Stephen Craig and Mr Phil Mason from External Auditors, Deloitte attended to present their Annual Report. Mr Craig apologised for the late circulation of updated appendices 3 and 4 which had been circulated on 22 April 2026.

*Councillor Jane McTaggart withdrew from the meeting at 2.58 pm during consideration of this item of business.*

## **Motion**

To agree the recommendations as set out in the report.

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

## **Decision**

The Council:

1. Noted the content of the Independent Auditor's Report (Audit Opinion) (Appendix 1);
2. Approved the content of the Letter of Representation (ISA 580), (Appendix 2);
3. Noted the content of the Annual Audit Report, the recommendations for improvement and the follow up on prior year recommendations (ISA260) (Appendix 3 – as updated 22/04/26), and
4. Noted the content of the report by the external auditors - Best Value Thematic Work 2023/24 (Appendix 4 – as updated 22/04/26).

## **Action**

Chief Finance Officer

Ends: 3.43 pm

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21<sup>st</sup> May 2026**

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**Subject: British Sign Language Plan 2026-32**

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**Report by: Head of Corporate Services**

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### **1.0 Purpose**

- 1.1. This report presents for approval the draft British Sign Language Plan 2026-2032

### **2.0 Recommendations**

Council is asked to

- 2.1. Note the steps taken to develop a new British Sign Language; and
- 2.2. Approve the draft British Sign Language Plan 2026-2032 to replace the Clackmannanshire Council's British Sign Language Plan 2018-2023.

### **3.0 Considerations**

- 3.1. British Sign Language (BSL) is a language with its own grammar, syntax and vocabulary. It is how the BSL community participate in and contribute to local life, culture and work. For a small percentage of the Clackmannanshire population, it is their first language.
- 3.2. The British Sign Language (Scotland) Act 2015 requires public bodies in Scotland to produce plans that set out how they will promote and raise awareness of the language.
- 3.3. Clackmannanshire Council approved its first British Sign Language (BSL) Plan 2018-2023 on 25<sup>th</sup> October 2018 in accordance with statutory requirements. Subsequently, the Scottish Government published its second National British Sign Language Plan in 2023, requiring local authorities to produce BSL Plans to meet local needs.
- 3.4. In the time since our first plan was approved, we have adopted the use of BSL interpretation available from external as well as internal resources to help improve access to our Services for the BSL community; we have introduced BSL to the 1+ 2 programme in our schools; and we have raised awareness amongst frontline services of the support, resources and information available

to promote communication and facilitate access to services for the BSL community.

- 3.5. In updating our BSL Plan, we considered the learning and progress made since the publication of our first Plan; the communication preferences and experiences of local BSL users; and what can realistically be achieved within resources. The consultation period ran from the end of November 2025 until the start of March 2026. We consulted colleagues, officers in partner agencies and the organisations which provide direct support to our BSL community, including British Deaf Association who are funded by Scottish Government to support local authorities in the development of their BSL Plans. We also spoke directly to some of our citizens who are BSL users and gathered meaningful insight into their direct experiences of accessing Council Services. The results of the consultation are available publicly on the Council's consultation platform (Citizen Space).
- 3.6. The Plan responds to the barriers that BSL users face, setting out key action areas for Clackmannanshire Council which aim to improve equality and outcomes. They are:
- Improving the location and format of information for BSL users about Council services
  - Ongoing staff training and awareness-raising
  - Signposting to support and the services of other organisations most used by BSL users
  - Exploring partnership working to maximise resources and prevent gaps in services for BSL users
  - Exploiting dedicated resources available from the Scottish Government, and other public agencies.
- 3.7. Upon approval of the Plan, it will be translated into BSL and both versions will be published on the Council's website. The final Plan will also be submitted to Scottish Government.
- 3.8. The Scottish Government will publish a progress report later this year to coincide with the midway point for the national plan. This is an opportunity for Clackmannanshire Council to review and evaluate the success of the actions in the Plan in achieving the long-term goals.

#### **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* – the implications for staffing will be accommodated within existing staffing levels and resources.

## 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".

- Clackmannanshire Council's draft BSL Plan 2026-2032

## 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)

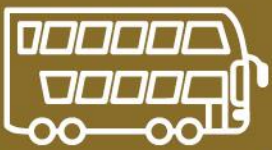
NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Baillie	Strategy Performance Adviser	X2012

### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	



# **British Sign Language (BSL) Plan 2026-2032**



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## Introduction and background

The Scottish Government has stated its commitment to make Scotland the best place in the world for BSL users<sup>1</sup> to live, work and visit, and has set out how it aims to achieve this in the British Sign Language National Plan 2023-2029, which was published in November 2023. The Plan focuses on ten priority themes developed to respond to the barriers identified by BSL users as important to them.

The BSL (Scotland) Act 2015 requires a range of Scottish public bodies, including local authorities, health boards, colleges and universities, to publish plans showing how they will support BSL users and promote the use of BSL locally.

Of the ten national priorities, we have identified seven which are most relevant to Clackmannanshire Council, and on which we will focus over the next 6 years. In setting out the actions under those long-term goals that Clackmannanshire Council will take over the period 2026 – 2032, this plan fulfils that requirement.

To refresh our Plan, we consulted with local BSL users and their representatives to find out more about the barriers they face actively accessing our services and how best we can remove them.

In the development of this Plan, we worked closely with BDA who provided their knowledge and advice and connected us directly with some of Clackmannanshire's BSL users.

### BSL in Clackmannanshire

BSL is recognised as a language, with its own grammar, syntax and vocabulary, distinct from spoken or written English. Whilst it is possible for d/Deaf<sup>2</sup> and deafblind BSL users to read and write English, we acknowledge that a sizeable proportion of the community find this very difficult, especially when more complex concepts, grammar or less common words are used.

Reliable data on the use of BSL as a first language specifically in Clackmannanshire is limited. The 2022 Census shows that people whose first language is BSL make up just under 0.05% of Clackmannanshire's population aged 3 years or over. has 24. Census results also show that just under 2.4% of our population aged over 3 years are BSL users. Across Scotland the percentage of BSL users is just over 2.2% of the population. However, the organisations supporting and advocating on behalf of BSL users have reason to believe that the wording of the Census question may have generated a higher number of responses to the question about first language BSL than the reality, and figures for Clackmannanshire may in fact be slightly lower than given.

There is no local Deaf Group although the Forth Valley Sensory Centre Deaf Club is open to Clackmannanshire's BSL users. Classes in conversational BSL are available locally.

We are providing services to BSL users often without the need for the use of BSL as many transactions with the general public succeed with little or no oral communication required. However, we cannot assume that there are no barriers to accessing services or that there is external support to help overcome them.

This plan sets out our approach to mainstreaming BSL in Council functions. Making best use of the resources and expertise available to us, we are taking a phased approach focusing on what can be realistically achieved to make a difference within the lifespan of the Plan.

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<sup>1</sup> Throughout this plan "BSL users" includes all people whose first or preferred language is BSL, including those who receive the language in a tactile form due to sight loss.

<sup>2</sup> A capital D denotes deafness from birth. A small d denotes acquired deafness.

## Summary of Progress since 2018

In the time since our first BSL Plan came into operation, we have installed arrangements for translation and interpretation and updated our website linking to our BSL plan from our Equality and Diversity webpage.

We have mainstreamed our commitment to BSL which is embedded in our Mainstreaming Equality, Diversity & Human Rights Outcomes 2024-2029. This integration into our strategic planning acknowledges that BSL is not an additional function with its own dedicated resources and objectives, but an improvement to existing functions.

We have made progress in raising awareness of BSL culture amongst our Early Years workforce and in providing learning opportunities to raise capacity so that we are able to provide relevant information to children and families at the point of diagnosis.

As with most of our handling of transactions with the public, our frontline staff have worked flexibly with BSL users who access our Services regularly and adopted the preferred method of communication of the person in question.

We are collaborating across the Forth Valley area and have well-established links with Windsor Park School and Forth Valley Sensory Service.

We have adopted British Sign Language (BSL) as a language as part of '1 plus 2 languages' in selected schools.

We have made personal contact with some of our BSL users and made interim arrangements for ongoing contact

### Name and contact details of lead officer

Cherie Jarvie  
Strategy & Performance Manager  
E-mail [equalities@clacks.gov.uk](mailto:equalities@clacks.gov.uk)

### Engagement and Consultation

We promoted engagement on the plan through our website and social media. We also shared our messages and draft actions with local and national partner organisations, including community councils, Clackmannanshire Third Sector Interface, Forth Valley Sensory Centre, the Health & Social Care Alliance and the British Deaf Association.

We gathered views in different ways:

- An online survey in February 2026
- A public drop-in at Kilncraigs, Alloa in March 2026
- A meeting with Clackmannanshire members of Falkirk Deaf Club at their premises

### What you told us

We received feedback from individuals who are BSL users and their families, as well as people with a professional interest in BSL.

Alongside positive comments about how accessible Council services already are for BSL users we received constructive suggestions on further steps we could take to improve the experience for BSL users.

## Key messages

- We should not presume that BSL users will find information on our website or that interaction with us through digital means is a preferred alternative. Written information should be in Plain English and BSL videos as an alternative to written information are appreciated.
- BSL awareness training should be mandatory at least for staff in some services and, although online interpretation is available, there needs to be more people who could provide interpretation in person.
- The BSL community welcomes the inclusion of BSL in the school curriculum, placing less value on Makaton, and there is interest in BSL classes in the area for local people.
- There needs to be more work with employers to support reasonable adjustments for communication with potential BSL employees
- Further awareness-raising for staff in health and social care is critical in ensuring children who are born deaf are not missed and to ensure adequate mental health provision for people for whom sensory loss has been traumatising.
- The scope that culture offers for non-verbal expression and in enriching the lives of Deaf/deafblind people should be further exploited.
- BSL users are seldom faced with barriers they cannot work around when accessing Council Services and they generally feel supported in matters relating to the Council.
- There is local interest amongst Council staff and the public for conversational BSL classes.

## Summary - Clackmannanshire Council's BSL Plan



This plan shows our commitment to meeting the needs of Clackmannanshire's BSL users and contributing to the aspirations set out in the Scottish Government's BSL National Plan.

We will build on the work undertaken since the first Plan was put in place, continuing to raise staff awareness and understanding of Clackmannanshire's BSL needs.

As well as what is visible to the public, much of the improvement in communication and access to services for Clackmannanshire's BSL users involves improvements to internal systems, service delivery planning and corporate training.

### Key Action Areas

- Improving the location and format of information for BSL users about Council services
- Ongoing staff training and awareness-raising
- Signposting to support and the services of other organisations most used by BSL users
- Exploring partnership working to maximise resources and prevent gaps in services for BSL users
- Exploiting dedicated resources available from the Scottish Government, and other public agencies.

Please note, whenever we refer to 'BSL users' we mean Deaf and /or Deafblind people (those who receive the language in tactile form due to sight loss) whose first or preferred language is British Sign Language (BSL).

## CLACKMANNANSHIRE COUNCIL BSL PLAN

### Final Draft Priority Actions



#### 1. BSL Accessibility

We share the long-term goal set out in the BSL National Plan, which is:

*To remove accessibility as a barrier for BSL users in all aspects of life, recognising the importance of having accessible information in the right format at the right time, utilising technology and increasing people's awareness of communication tools.*

By 2032, we will:

- 1.1. Make it easier for BSL users to find the information that relates to them on our website by creating a dedicated 'BSL page'.
- 1.2. Demonstrate recognition of the needs of BSL users at all stages of BSL learning by raising awareness among front-line staff of the range of communication support available.
- 1.3. Work with community planning partners and other relevant third sector support organisations, to streamline strategic BSL planning and delivery where appropriate.
- 1.4. Promote the use of the Scottish Government's nationally funded BSL online interpreting video relay service '[contactSCOTLAND-BSL](#)' and the '999 BSL Service', to staff and to local BSL users<sup>3</sup>.
- 1.5. Train frontline staff who come into contact with BSL users in BSL or BSL awareness training, as appropriate.
- 1.6. Review and maintain up-to-date arrangements for accessing interpretation, translation services and other support with communication.

#### 2. Children, Young People and their Families



We share the long-term goal set out in the BSL National Plan, which is:

*The Getting it Right for Every Child (GIRFEC) approach will be fully embedded, with a deaf or deafblind child and their family offered the right information and support at the right time to engage with BSL. We will strengthen partnerships between relevant organisations to overcome barriers for BSL users and deaf/ deafblind children to ensure they have the support they need at all stages of their learning, so that they can reach their full potential.*

By 2032, we will:

- 2.1. Implement pathways to information and practical support that respond appropriately to the needs of children, young people and their families at the right time.

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<sup>3</sup> These are free services that enable BSL users to communicate, in real-time, with public and emergency services via a video link with a BSL/English interpreter

- 2.2. Respond to the needs of early years staff for information about BSL and Deaf culture, resources that are available in BSL and tools, such as [Education Scotland's BSL Toolkit for Practitioners](#), that help them engage effectively with families with a BSL user.
- 2.3. Continue to offer information on additional support for children with hearing loss to make it easier for parents to access the support they need for their child.

### 3. Access to Employment



We share the long-term goal set out in the BSL National Plan, which is:

*BSL users will receive person-centred support to develop their skills, consider what route to employment is right for them and enter the workforce so that they can fulfil their potential, and improve Scotland's economic performance. They will be provided with support to enable them to progress in their chosen career.*

By 2032, we will:

- 3.1. Signpost pupils and students to a wide range of nationally available information, advice and guidance in BSL about their career and learning choices and the transition process.
- 3.2. Continue to work with partners and organisations who deliver employability support and services (both in-house and externally commissioned support), and with employers and business support organisations, to ensure the needs of BSL users are accommodated in routes to employment.
- 3.3. Continue to raise awareness with BSL users locally of the support available under national programmes such as the UK Government's [Access to Work](#) (AtW) and [No One Left Behind](#).

### 4. Health and Wellbeing



We share the long-term goal set out in the BSL National Plan, which is:

*BSL users will have access to the information and services they need to live active, healthy lives, and to make informed choices at every stage of their lives.*

By 2032, we will:

- 4.1. Recognising the reliance of BSL users of all ages on services such as newborn hearing screening, audiology, education support, speech and language therapy, and support for transitions throughout life, we will direct BSL users to appropriate accessible information through the communication channels of relevant Services and organisations, and ensure we provide accessible social care services to BSL users
- 4.2. Ensure that local work to tackle mental ill health and social isolation explicitly considers the needs of BSL users.

### 5. Celebrating BSL Culture



We share the long-term goal set out in the BSL National Plan, which is:

*BSL users will have full access to the cultural life of Scotland, an equal opportunity to enjoy and contribute to culture and the arts and are encouraged to share BSL and Deaf Culture with the people of Scotland.*

By 2032, we will:

- 5.1. Build links with the existing expertise in the various organisations that can help us improve access to and integration with culture and the arts locally for BSL users.

## 6. BSL Data



We share the long-term goal set out in the BSL National Plan, which is:

*To strengthen the evidence and data on the BSL community in Scotland to better inform decision making in public policy and service design*

By 2032, we will:

- 6.1. Build our Client Record System to include a 'BSL flag' to enable us to tailor services to the needs of BSL users who need our Services
- 6.2. Build working relationships with organisations and within networks which will help improve our understanding of the needs of our BSL users with regard in particular to how we deliver our services inclusively in communities.

## 7. Democratic Participation



We share the long-term goal set out in the BSL National Plan, which is:

*BSL users will be fully involved in democratic and public life in Scotland, as active and informed citizens, as voters, as elected politicians and as board members of our public bodies*

By 2032, we will:

- 7.1. Continue to work with the Electoral Registration Office, and local support organisations, to maximise use of resources which support BSL users to participate in democratic and public life, including providing the necessary adaptations during elections.
- 7.2. Circulate information on democratic participation to relevant groups, promoting the Access to Elected Office Fund locally, which can meet the additional costs of BSL users wishing to stand for selection or election in local or Scottish Parliament elections.

DRAFT



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

**Title: British Sign Language Plan**

*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):**

No negative impact on equality groups. It is recognised that not all Deaf/deafblind BSL users identify as having a disability; however, they are included here to ensure impacts are fully assessed in line with legal duties.

**Summary of actions taken because of this assessment:**

No additional action required

**Ongoing actions beyond implementation of the proposal include:**

The proposal will be subject to review after three years

**Lead person(s) for this assessment:**

Lesley Baillie

**Senior officer approval of assessment:**

.....

**DATE: 24<sup>th</sup> March 2026**

## **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.**

To approve the British Sign Language (BSL) Plan 2023-32

**2. Why is the proposal required?**

The Council has a duty under the British Sign Language (Scotland) Act 2015 to have a local BSL Plan.

**3. Who is affected by the proposal?**

BSL first language users

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

Mainstreaming Equality, Diversity and Human Rights Outcomes 2025-29

**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:**

No – this is not a strategic decision, as the proposal is a statutory requirement and must be implemented in line with legal duties.

### **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.**

<b>Equality Group</b>	<b>Evidence source</b> (e.g. online resources, report, survey, consultation exercise already carried out)	<b>What does the evidence tell you about the experiences of this group in relation to the proposal?</b> NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
<b>Age</b>	Evidence comes from online and in-person consultations with BSL users, engagement with the British Deaf Association, and work with the Forth Valley Sensory Centre, providing insight into how people of all ages experience barriers to accessing information and services.	Positive Impact - Promotes equitable access to information and services across all age groups by improving communication methods, ensuring people can engage with services at every stage of life.
<b>Disability</b>	Evidence comes from online and in-person consultations with BSL users, engagement with the British Deaf Association, and work with the Forth Valley Sensory Centre, providing insight into how people of all ages experience barriers to accessing information and services.	It is recognised that some Deaf and Deafblind BSL users identify as a linguistic minority; however, they are included here to ensure impacts are fully assessed in line with legal duties  Positive Impact - Improves accessibility, communication and inclusion for Deaf and Deafblind BSL users, enabling more equitable access to information, services, employment, and participation in community and public life.
<b>Race</b>		Neutral Impact
<b>Sex</b>		Neutral Impact
<b>Gender Reassignment</b>		Neutral Impact
<b>Sexual orientation</b>		Neutral Impact
<b>Religion or Belief</b>		Neutral Impact
<b>Pregnancy or maternity</b>		Neutral Impact
<b>Marriage or civil partnership</b> (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		Neutral Impact
<b>Socio economic disadvantage (if required)</b>		Not required

7. **Based on the evidence above, is there relevance to some or all of the equality groups? Y/ N/ unclear**

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

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

**Yes – disability and age.**

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### **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:**

Engagement has been undertaken with Deaf and Deafblind BSL users and relevant partner organisations during development of the proposal, so no further research is required at this stage.

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

Engagement confirmed the need for improved access to information, communication support, and increased awareness of BSL across services. Feedback highlighted the importance of accessible formats, trained staff, and clear pathways to services, which are reflected in the proposed actions.

**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 plan reduces the risk of age-related discrimination by ensuring BSL users of all ages, including children, adults, and older people, have access to information, services, and support tailored to their needs
potential for developing good relations	X			The plan promotes positive relations across age groups by encouraging participation of BSL users in community, cultural, and civic activities, fostering intergenerational engagement.
potential to advance equality of opportunity	X			The plan advances equality of opportunity by providing age-appropriate BSL-accessible information and support in education, employment, health, and democratic participation, enabling all age groups to reach their potential

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 plan reduces the risk of discrimination by providing tailored support for Deaf and Deafblind BSL users, ensuring equal access to information, services, and communication support.
potential for developing good relations	X			The plan fosters positive relations by supporting inclusive participation of Deaf and Deafblind people in community, cultural, and civic activities, promoting understanding and collaboration across groups.
potential to advance equality of opportunity	X			The plan advances equality of opportunity by removing communication barriers, providing accessible information and services, and supporting participation in education, employment, health, and democratic processes for BSL users with disabilities.

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)				

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?				

## 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 requires additional time and resources to ensure BSL users can access information and services, including producing accessible materials, providing staff training, and consulting with BSL users. These actions may slightly extend the project timeline and incur extra costs but are necessary to mitigate discrimination and promote equality of opportunity for all age groups and people with disabilities.

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)	<b>Implications for the proposal</b>
X	<p><b>No major change</b> 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.</p>
	<p><b>Adjust the proposal and/or implement mitigations</b> 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.</p>
	<p><b>Continue the proposal with adverse impact</b> 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.</p>
	<p><b>Stop the proposal</b> The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

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### 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:

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### 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.**

The impact of the proposal will be monitored at the mid-point of the Plan.

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

The impact of the proposal will be monitored through ongoing dialogue with the BSL community and relevant support organisations.

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

The EFSIA will be reviewed at the next scheduled review of the Plan.

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## Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Lesley Baillie

Date: 24<sup>th</sup> March 2026

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.

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**Report to Council**

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**Date of Meeting: 21<sup>st</sup> May 2026**

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**Subject: Be the Future Update – TOM Update**

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**Report by: Chief Executive**

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**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.
- 1.2. This paper provides an update on progress on the implementation of the ‘immediate state’ changes to the management structure set out in the previous Council paper in February 2026 [link to Council Paper here](#)

**2.0 Recommendations**

It is recommended that Council notes that:

- 2.1. The Target Operating Model has substantially implemented the “immediate state”
- 2.2. The new portfolios and Corporate Services function, as previously agreed by Council, are now established and the Directors and Depute Chief Executive have been appointed.
- 2.3. Three Heads of Service have been appointed, with the remaining post currently being recruited.
- 2.4. The next phase of implementation will focus on improved cross-Directorate alignment around shared outcomes, strengthened internal partnership and collaboration, and the continued development of outcomes-based portfolios led by the Chief Executive and Strategic Leadership Group.
- 2.5. A structured organisational change programme will be established to oversee the implementation of the new outcomes-focused Target Operating Model.

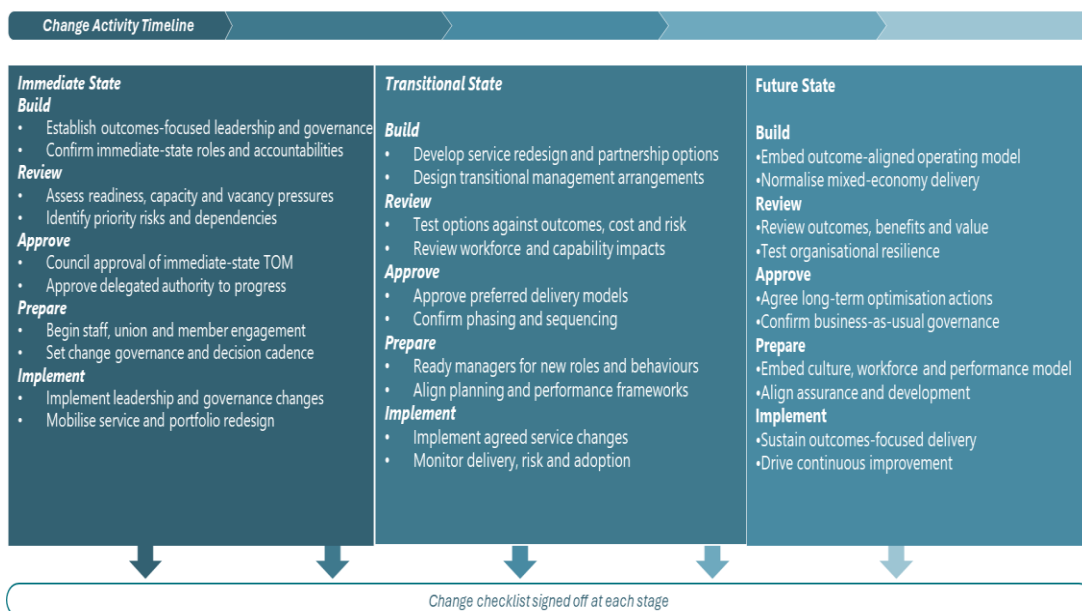
### **3.0 Considerations**

- 3.1. The first phase of implementation of the Target Operating Model has focussed on changes impacting the three former Directorate portfolios. It is recognised that the structure will continue to change over time in three broad phases: The immediate state, a transition state and a future state.
- 3.2. The first step has moved the Council to the “immediate state”. This involved changes to the senior leadership structure, removing the 3 former Directorate, People, Place and Partnership and Performance and creating two new Director roles, one for Wellbeing, and one for Place and Economy. These roles will share accountability for delivering outcomes for Clackmannanshire. Following recruitment, the Director for Wellbeing has also been appointed to the role of Depute Chief Executive.
- 3.3. Four new Heads of Service roles have also been created, as approved by Council, to support the delivery of outcomes.
- 3.4. Appointment Committees were established in parallel with the application of the Council’s agreed policies and processes to support implementation of the agreed changes.
- 3.5. The following appointments have been made following engagement with the Appointments Committee;
  - Director of Wellbeing and Depute Chief Executive
  - Director of Place and Economy
  - Head of Service (Corporate)
  - Head of Service (Wellbeing) and Chief Education Officer
  - Head of Service (Wellbeing) and Chief Social Work Officer
- 3.6. The next phase of activity will include the appointment of Head of Service (Place and Economy). Recruitment to the post is advancing, with significant sector interest in the post. Interviews are scheduled for the 25<sup>th</sup> May 2026.

### **3.7. New Leadership**

- 3.8. Now that the immediate structural changes are almost fully implemented, priorities include:
  - The design of outcomes portfolios within Wellbeing and Place and Economy Directorates. This design will be across the portfolios and not a separate exercise within each.
  - Review of Corporate Services for alignment and integration with Wellbeing and Place and Economy as appropriate.
  - Mapping of the as is/to be role design for Senior Manager and Team Leader tiers of management.
  - Establish a full programme of managed activity to support the change described including defining and developing a ‘New Deal’ with managers to balance high and changing demands with the right support and development.

- establish the resourcing requirement of design, deliver and monitor/ report on implementation and progress.
  - ensuring performance management remains aligned, agile and responsive to our evolving organisational design.
- 3.9. The new leadership and management structure will drive changed ways of working to better focus resources on delivering outcomes, removing service-level silos, and clearly prioritising investment in services that contribute to the delivery of priority outcomes.
- 3.10. One of the core tasks of the new leadership team will be to work with colleagues across existing structures and service areas, to bring functions closer together, reduce duplication and improve how we deliver services for our residents and communities. The focus will be on shared outcomes and how services are delivered to meet these outcomes.
- 3.11. Work is being taken forward by the Chief Executive and SLG to continue the design work regarding outcomes portfolios, which sit with Wellbeing and Place & Economy portfolios. Strategy sessions will take place during the summer to continue the development of this work.
- 3.12. This will be a phased process and there will be further consultation and engagement as the model progresses through transition to the future state. It is expected that the immediate stage leadership design will be finalised by the end of May 2026, with the wider management changes over the course of the following year. This is in line with the timeline set out in the February 2026 Council paper alongside the budget setting process.
- 3.13. Once the Head of Service (Place and Economy) has been appointed and start date confirmed, the financial impact of the changes in management structure can be confirmed. The saving assumption is based on a range of potential outcomes set out at between £70,650 and £127,587.
- 3.14. The new TOM implementation will also focus on engagement with Staff and Trade Unions. As work progresses, a commitment is given to engage with Trade Unions in both programme terms and in compliance with the Council's existing change processes and protocols. Clear internal and external communications will also be prioritised during this process.
- 3.15. Clear plans will be in place to consult, engage and support staff impacted by the change.
- 3.16. Communication and engagement are key to the successful implementation and change journey for transformational change. The Council will commit to a robust adoption and change management approach to take us through this journey.
- 3.17. This change approach for full implementation of the TOM will support new ways of working, and clearly defined benefits realisation.



- 3.18. A full programme of change will be established and consideration given to the resource required to oversee the design, development and monitoring of our work and progress.
- 3.19. In parallel work is underway transforming the Council’s Performance Management Framework, building on the One Plan, One Report foundations to develop a coherent outcomes-focussed ‘Golden Thread’.
- 3.20. This framework will strengthen alignment from corporate outcomes through to delivery and reporting, while simplifying reporting arrangements and continuing to align with existing statutory and service-level accountabilities.
- 3.21. At a strategic level, the model will support improved prioritisation, clearer and more transparent decision-making informed by robust performance data and self-evaluation, and stronger demonstration of Best Value and performance management best practice.
- 3.22. Subject to engagement on the proposed direction of travel, the next steps will focus on refining the Council’s strategic outcomes and priorities and testing the Performance Management Framework through a pilot phase ahead of wider implementation.

#### 4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

#### 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 - no direct staffing implications arising from this report.

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

### (1) Our Priorities

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:

Any potential impacts will be evaluated in line with the development of implementation plans.

## 9.0 Legality

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

## 10.0 Appendices

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

None

## 11.0 Background Papers

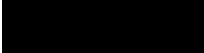
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Wendy Robertson	Senior Manger Transformation and Capital	

### Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 May 2026**

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**Subject: Budget Strategy and Medium Term Financial Strategy Update**

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**Report by: Chief Finance Officer**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy and its Medium Term Financial Strategy (MTFS). This report provides an update on the post Budget context and sets the timetable and key milestones to commence the 2027/28 Budget process.

## **2.0 Recommendations**

2.1 Council is asked to:

2.1.1 agree the high level Budget Timetable (Appendix A)

2.1.2 note the extremely challenging financial position and financial risks faced by the Council and the mitigations being put in place to manage these risks (paragraphs 3.1 and 3.9)

2.1.3 note the indicative funding gap of £10.096m in 2027/28 rising to £24.462m by 2031/32 (paragraph 3.2)

2.1.4 note the update on the Medium Term Financial Strategy (MTFS) (paragraph 3.10)

2.1.5 note the arrangements for 2027/28 budget preparation, including the work of the Budget Working Group and the proposed scheduling of three tranches of Budget Challenge sessions (paragraphs 4.1 to 4.3 and Appendix A)

2.1.6 note the creation of the Capital Programme Board, previously the Capital Operations Group (paragraph 4.1)

2.1.7 note the approach to the preparation of the HRA 2027/28 Revenue and Capital Budgets (paragraphs 4.4 to 4.6)

2.1.8 note the continuation of the cross party working group to support the budget setting process (paragraph 4.7)

- 2.1.9 note the ongoing work with CoSLA and the Scottish Government to raise awareness of the systemic and contextual challenges facing Clackmannanshire (paragraph 4.9)

### **3.0 Medium Term Financial Strategy Update**

- 3.1 The Council continues to operate within a highly challenging financial environment, driven by flat funding, increasing demand for services (particularly in Education & Social Care), inflationary pressures and limited financial flexibility.
- 3.2 Following the setting of the 2026/27 budget, the indicative funding gap for 2027/28 is £10.096m, rising to a cumulative £24.462m by 2031/32, with the 2027/28 position having increased by £5.733m due to the use of one-off measures including: reserves, capital receipts and cash savings to support the current budget, thereby increasing the recurring gap in future years.
- 3.3 The Council continues to address this position through the three-pronged approach set out in the Medium Term Financial Strategy (MTFS), focused on expenditure reduction, income generation and transformational change.
- 3.4 In terms of expenditure, savings of £3.620m were agreed as part of the 2026/27 budget at the Council's budget setting meeting in February 2026. However, the scope for further efficiencies is increasingly constrained given that approximately c£70m of cumulative savings have already been delivered over recent years.
- 3.5 Income measures include a 5.6% increase in Council Tax for 2026/27, an inflationary 4% increase in discretionary charges, above inflation increases in selected areas and the introduction of new charges, alongside ongoing work to develop a refreshed Investment Strategy to maximise income opportunities.
- 3.6 Central to the delivery of the MTFS is the Council's transformation programme. Transformation activity, including digital and data investment, workforce and asset strategies, service redesign and partnership working are critical to delivering the scale of change required to reduce expenditure, support income generation and manage demand.
- 3.7 A key component of the Council's transformation programme, the Target Operating Model (TOM) which was approved by Council in February 2026 has now moved to the "immediate state". The new organisational structure has been established and senior leadership appointments are largely complete.
- 3.8 The next phase of the TOM will focus on embedding cross-directorate alignment around shared outcomes, strengthening collaboration and progressing outcomes-based portfolios, supported by a structured organisational change programme. Further detail is set out in the Be the Future report also on the agenda of this meeting.

3.9 The MTFs is set against a backdrop of significant ongoing pressures and risks, including:

- Rising service demand, particularly in Social Care and Education;
- Financial challenges within the Health and Social Care Partnership;
- Continued inflationary increases on goods and services;
- Workforce pressures including pay and recruitment and retention challenges;
- Low uncommitted reserves (c.£3.6m / 2%) limiting resilience, and
- Limited local income-raising capacity.

3.10 To manage these pressures, the Council has a range of mitigations in place, including:

- Financial Controls and Governance through continued spending restraint and recruitment controls, strengthened budget monitoring and accountability, a track record of savings delivery and ongoing focus on operational underspends and financial discipline.
- Strategic Financial Management through prudent use of reserves that are prioritised to focus on supporting sustainability and development of a Financial Resilience Framework to strengthen long term planning and scenario modelling.
- Transformation and Service Redesign through delivery of the Be the Future transformation programme including digital and data transformation, Workforce and Asset strategies - TOM and Partnership and Collaborative delivery models - Strive, Transformation Space, Transformation Through Collaboration project with Falkirk and Stirling Councils and wider national initiatives.
- Income and Funding Activity including continued development of income generation approaches and development of the Investment Strategy and exploration of income opportunities (within recognised local constraints).
- External Engagement through the Scottish Government, COSLA and national partners to highlight the Council's financial challenges and seek solutions, particularly on systemic issues.

3.11 Overall, while the MTFs provides a clear framework for addressing the financial challenge, the scale of the funding gap and reliance on one-off measures highlight the need for sustained and transformational action to deliver long-term financial sustainability. Ongoing updates on the funding gap, savings delivery, income generation and implementation of mitigation measures will continue to be reported to Council to ensure appropriate oversight and timely intervention.

## 4.0 Budget Approach 2027/28

4.1 In light of this context, and in keeping with previous years, it is therefore appropriate that Council sets out the Budget preparation timetable and milestones to allow for work to be progressed prior to Council recess. The Budget process will again comprise the following key elements:

- **Budget challenge sessions** at portfolio and whole Council level: the first of three tranches of sessions will take place prior to Council recess. Budget challenge sessions will involve the Budget Working Group along with Heads of Service and Senior Managers for the relevant areas.
- **Capital Programme Board:** the remit of the Capital Operations Group has been reviewed and refreshed and renamed as the Capital Programme Board. The Board will provide strategic oversight and assurance that the approved Capital Programme is delivered, in line with Council Governance, on time, within budget, and achieving intended outcomes and benefits. It will meet every second month to oversee both the in-year capital programme monitoring arrangements, review the currently approved 20 year programme and evaluate new capital bids.
- **Member and Trade Union Briefings:** a Briefing session will be held following each Challenge round and same information shared with both elected members and Trade Union representatives
- **Internal and External Consultation process:** the established process of consultation and engagement will be undertaken and the outcomes reported to all members and publicly as part of usual Budget arrangements.

4.2 Monthly Budget Working Group meetings have been set up, commencing in May. This group is made up of the Chief Executive, the Chief Financial Officer, the Chief Accountant, the Senior Manager for Transformation & Capital, the Director for Wellbeing, the Director for Place and Economy and the Head of Corporate Services with the purpose of overseeing the full budget process. The group is responsible for directing the key budget tasks and ensuring that the timeline is adhered to. The group will continue to meet to support the budget strategy up until the budget is set.

4.3 The high level Budget timetable and associated key milestones are set out in Appendix A. The detailed project plan is being updated for the year which includes a full project timeline for each main task with an assigned responsible officer and identified dependencies between tasks. Oversight of this project plan will be undertaken by the Budget Working Group.

4.4 As in previous years the budget setting process also includes the preparation of the HRA Revenue and Capital budgets including the setting of the HRA Rent levels. The approach includes three key areas of work:

- Preparing the expected level of Revenue income and expenditure on HRA activities for the coming year,
- Reviewing and updating the Capital programme

- The annual Rent consultation with tenants (mid Nov to mid Dec).
- 4.5 To support the above work for the 2026/27 financial year and over the medium to long term stock condition surveys of our assets is underway which will inform an improvement programme that will be built into the capital plan for future years.
- 4.6 The 2027/28 HRA Revenue and Capital budget will be put forward to Council in early 2027 in line with the timescales for issuing any notice to tenants of changes in rent levels.
- 4.7 To support the budget process from an all member perspective, the previously established cross party working group will continue in 2026/27. This group is represented by political leadership reflective of the make up of Council, up to a maximum of eight elected members. Regular meetings will be arranged with additional meetings nearer the budget setting date if required.
- 4.8 In recent Council briefings and Council meetings, and most recently within the Budget Context and Outlook Report presented to Council alongside the 2026/27 Budget Report at its meeting in February 2026, the Council Leader, Chief Executive and Chief Financial Officer have briefed councillors on political and managerial engagement to promote understanding, awareness and potential action with regards Clackmannanshire Council's systemic and contextual challenges and how this relates the funding and distribution mechanism.
- 4.9 This work is continuing through engagement with both CoSLA and Scottish Government Further updates on this work will be provided throughout the year.

## **5.0 Sustainability Implications**

- 5.1 There are no direct environmental sustainability implications arising from this report.

## **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 has been consulted and has agreed the financial implications as set out in the report.

Yes

### *5.4 Staffing*

- 5.5 There are no direct staffing implications arising from this report.

## 6.0 Exempt Reports

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

## 7.0 Declarations

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

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

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

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

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

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

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

## 8.0 Impact Assessments

8.1 Have you undertaken the required 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 There are no direct impacts resulting from the content of 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".

### Appendix A- Budget 2027/28: Key Milestones, Timeline and Outputs

## 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)

- General Services Revenue and Capital Budget 2026/27

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Finance Officer	2022

### Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	



## Budget 2027/28: Key Timeline, Milestones and Outputs

Task/ Milestone	Timing	Responsible Officer(s)	Stakeholders/ Attendees	Output
Update detailed project plan (including risk register and dependencies)	May	SM - Transformation & Capital	Budget Working Group	Project plan
Budget Working Group	May	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Reviewing Project Plan
Budget Challenge Session 1	June	CFO/CA	Budget Working Group + Heads of Service and Senior Managers	Initial officer savings proposals and pressures – Savings spreadsheet to be populated
Budget Working Group	August	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Reviewing first draft savings business cases
Members and TU Briefings	August	CFO/CA	All Elected Members, TU's, Budget Working Group, Heads of Service and Senior managers	Present outputs of Budget Challenge Session 1
HSCP - Resource Transfer	October	HSCP CO and CFO	HSCP Chief Officer & CFO and CEX and CFO	Review 2027/28 Business Case
Budget Working Group	September	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Reviewing business cases
Budget Challenge Session 2	September	CFO/CA	Budget Working Group + Heads of Service and Senior Managers	Updated business cases and list of potential savings
Capital Bids Submitted	October	SM - Transformation & Capital	Capital Programme Board	Capital bids to be reviewed
Budget Working Group	October	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Review updated savings business cases and demand pressures proposals
Members and TU Briefings	October	CFO/CA	All Elected Members, TU's, Budget Working Group, Heads of Service and Senior managers	Present output of Budget Challenge Session 2
Review Capital Plan	November	Senior Manager - Transformation	Capital Programme Board	Prepare draft Capital Plan
HRA Budget Preparation	November	Director - Place & Economy	Director – Place & Economy, Head of Service - Place & Economy and Senior Manager Housing	Prepare draft HRA budget and rent proposals
Budget Working Group	November	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Review draft Capital plan and new bids
EQIA - Draft	November	Senior Manager - P&T	Directors, Heads of Service and Senior Managers	Prepare draft EQIA and engage with appropriate groups
Budget Engagement Preparation	November	Senior Manager - P&T	Budget Working Group, Leader, Senior Manager (P&T)	Prepare draft consultation materials
Statement of Corporate Priorities	November	Senior Manager - Transformation	Budget Working Group and Senior Manager P&T	Corporate priorities to be approved for 2027/28
Budget Challenge Session 3	November	CFO/CA	Budget Working Group + Heads of Service and Senior Managers	Advanced Draft of Savings Business Cases
HRA Rent Consultation	November	Director - Place & Economy	Director – Place & Economy, Head of Service - Place & Economy and Senior Manager Housing	Consult on proposed rent increases
Budget Booklet Preparation	December	Senior Manager - P&T	Senior Manger P&T + Comms	Prepare draft narrative
Members and TU Briefings	December	CFO/CA	All Elected Members, TU's, Budget Working Group, Heads of Service and Senior managers	Present output of Budget Challenge Session 3
Scottish Government Budget & Local Government Settlement	December	CFO/CA	CFO/CA	Update Gap position

Task/ Milestone	Timing	Responsible Officer(s)	Stakeholders/ Attendees	Output
Budget Working Group	December	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Review Gap position against Savings and Pressures
Budget Engagement - Officer Proposals	January	Senior Manager - P&T	Budget Working Group, Leader, Senior Manager (P&T)	Consultation launched in relation to officer budget proposals. Public and relevant stakeholders including 3rd Sector etc.
EQIA	January	Senior Manager - P&T	Senior Manger P&T	Advanced EQIA
Proposed Capital Budget	January	SM - Transformation & Capital	Budget Working Group	Agree proposed Capital Plan
HSCP - Resource Transfer	January	CFO/CA	HSCP Chief Officer & CFO and CEX and CFO	Resource transfer position consolidated for integration with Council budget
HRA Budget Finalised	January	Director - Place & Economy	CFO, Director – Place & Economy, Head of Service - Place & Economy and Senior Manager Housing	Finalise proposed HRA Budget
Members and TU Briefings	January	CFO/CA	All Elected Members, TU's, Budget Working Group, Heads of Service and Senior managers	Present updated Budget Gap following draft settlement, savings business cases and proposed capital plan
Budget Working Group	January	CFO/CA	SLG, CFO, CA	Finalise Management Budget
Budget Booklet - Finalised	By end of January	Senior Manager - P&T	Senior Manager P&T and Comms, Directors, Leader	Final proposed Budget Booklet prepared including corporate priorities
Budget Setting - HRA Revenue & Capital Budget	January	Director - Place	Council/Special Council	Final Budget presented for Approval
Consultation Outcome	February	Senior Manager - P&T	SLG, Leader, Senior Manager (P&T)	Engagement Results, Draft Pack
Budget Working Group	February	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Finalise outstanding budget tasks
Budget Cascade - Pre Budget	February	CFO	All staff	Cascade to staff
Budget Setting - General Fund Revenue & Capital Budget and Treasury Management Strategy	February	CFO/CA	Special Council	Final Budget presented for Approval
Budget Cascade - Post Budget	March	CFO	All staff	Cascade to staff
Budget Working Group	March	CFO/CA	SLG, CFO, CA and SM - Transformation & Capital	Budget Debrief

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 21 May 2026**

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**Subject: Scheme for the Establishment of Community Councils**

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**Report by: Head of Corporate Services**

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### **1.0 Purpose**

- 1.1. The purpose of this report is to obtain approval to review the Scheme for the Establishment of Community Councils to allow for revisions in keeping with current circumstances and attitudes.

### **2.0 Recommendations**

The Council is invited to

- 2.1. propose to make a new Scheme for the Establishment of Community Councils
- 2.2. agree to give public notice of the Council's intention to revoke the existing Scheme and to make a new Scheme, and to invite members of the public, within a period of not less than eight weeks from the date of the notice, to submit representations on the proposed areas and composition of community councils in Clackmannanshire.

### **3.0 Considerations**

- 3.1. In accordance with the duties in the Local Government (Scotland) Act 1973, Clackmannanshire Council draws up a framework for governance of community councils, known as the Scheme for the Establishment of Community Councils (the Scheme) to ensure that Community Councils are created and operate to robust democratic principles. It contains provisions such as community council boundaries, composition, arrangements for elections, meetings and resourcing. The current Scheme is appended. The Scheme has precedence over, and dictates, the key content of the other governing documents, such as the Community Council constitution.
- 3.2. The Council commits to reviewing the contents and its effectiveness of the Scheme every four years. Whilst the current Scheme provides an effective framework to a high level of democratic standards within which community councils operate, events since the last review indicate there is active interest in exploring the scope to apply, alongside the democratic principles, a more pragmatic approach to the elections process by which community councils are populated in light of Council staff and budget constraints.

- 3.3. This review would allow for further discussion to address the tension between the need to maintain community council membership numbers and the democratic advantages of formal election methods. Whilst there is no appetite to eliminate formal elections, community councils and officers recognise that Council-run community council elections involve time and delay which sometimes present a barrier to the expedience of maintaining membership numbers. They also present challenges to Council budget and staff workload. Likewise, community councils face challenges presented by the safeguards built in to the co-option provision which aims to give community councils the power to boost membership and at the same time minimise the need for formal interim elections.
- 3.4. The outcome of this review should aim to ensure community councils remain relevant to local decision-making and align with the Scottish Government's recently-published 'Democracy Matters: route map to reform' which re-thinks the themes of representation, accountability and participation.
- 3.5. The process for reviewing the contents of a Scheme is set out in legislation. It involves a public consultation made up of a minimum of two distinct stages as a statutory requirement. Officers will promote the opportunity for citizens to express their views via dialogue with their community councils and through an online questionnaire. Dialogue between officers and the community councils has already begun and is ongoing.
- 3.6. Clackmannanshire has provision for nine Community Councils. They are, **Alloa, Alva, Clackmannan, Dollar, Menstrie, Muckhart**, Sauchie & Fishcross, **Tillicoultry, Coalsnaughton & Devonside** and Tullibody, Cambus & Glenochil. Seven of them (in bold above) are currently active.
- 3.7. The steps involved in this process and proposed timescales are set out in paragraph 3.8 below.

3.8.

<i><b>Date</b></i>	<i><b>Step</b></i>
<i>21 May 2026:</i>	Council agrees to review existing Scheme.
<i>27 May – 22 July 2026</i>	Public notice of intention to revoke existing Scheme and statutory minimum 8-week public consultation inviting the public to make suggestions as to the areas and composition of the community councils.  (Referred to as 'Stage 1')
<i>1 October 2026:</i>	Council meeting considers the outcome of the Stage 1 consultation, recommendations arising from comments gathered during the public consultation and the contents of a draft new Scheme.
<i>7 October – 2</i>	Public notice of second statutory minimum 8-week public consultation inviting the public to make representations on the aspects of governance of community councils and their

- December 8 2026:** relationship with Clackmannanshire Council which the Scheme details.
- (Referred to as 'Stage 2')
- 28 January 2027:** Council consider any revised draft proposals on the contents of a proposed new Scheme. If there are none, Council may consider adopting a new Scheme.
- 3 February 2027** Public notice of the adopted Scheme and invitation for electors to apply for establishment in areas where no community council exists.

or

*If required,*

- 3 February– 3 March 2027:** *The public will have a 4-week period in which to make any final representations on the proposed document.*
- (referred to as Stage 3)*
- 27 May 2027:** *Council will consider any final representations and will formally adopt a new Scheme.*
- 2 June 2027:** *Public notice of the adopted Scheme and invitation for electors to apply for establishment in areas where no community council exists.*

#### **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. The review aims to reduce the workload of Elections staff.

## 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".

- Scheme for the Establishment of Community Councils (2021)

## 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
Lesley Baillie	Strategy & Performance Adviser	2012

### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	



# SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS



Clackmannanshire  
Council

[www.clacks.gov.uk](http://www.clacks.gov.uk)

Comhairle Siorrachd  
Chlach Mhanann

## 1. Introduction

- 1.1. Community Councils were first established in Scotland following the Local Government (Scotland) Act 1973. Thereafter, the Local Government (Scotland) Act, 1994, which produced the current system of unitary local authorities and made provision for the continuation of community councils. Under the legislation, every local community in Scotland is entitled to petition their local authority to establish a community council in their area.
- 1.2. The Scheme is designed to enable the establishment of community councils across Clackmannanshire to provide a common minimum basic framework governing their creation and operation.

## 2. Statutory Purposes

- 2.1. The statutory purposes of community councils established under this Scheme are set out in Section 51 (2) of the Local Government (Scotland) Act 1973, as follows: -
- 2.2. "In addition to any other purpose which a Community Council may pursue, the general purpose of a community council shall be to ascertain, co-ordinate and express to the local authorities for its area, and to public authorities, the views of the community which it represents, in relation to matters for which those authorities are responsible, and to take such action in the interests of that community as appears to it to be expedient and practicable".

## 3. Role of Community Councils

- 3.1. Community councils have a duty under statute to represent the views of their local community. Clackmannanshire Council recognises community councils as the voice of the community on matters which directly affect public services in their areas and as appropriate bodies to participate at all stages of Local Development Planning.
- 3.2. Community councils have a statutory right to be consulted on planning applications which affect their area.
- 3.3. Community councils are competent objectors for licensing applications.
- 3.4. It is the role of community councils to inform the community they represent of matters of public concern and enable and facilitate active community deliberation on key developments affecting their area.
- 3.5. Clackmannanshire Council also recognises the scope community councils have to promote the well-being of the communities they represent; foster community spirit, and safeguard and improve the amenities of the community council area, its buildings and its natural environment.

## 4. Boundaries and Membership

- 4.1. The boundaries for community council areas and names of the community council areas are as outlined below and shown in this map which annexes this Scheme.
- 4.2. There shall be minimum and maximum membership numbers of community councillors. Only members who were elected at a regular, or interim election count for minimum membership to operate. In addition, there shall be a minimum number of nominations required at a regular election and below which a community council may not establish. These are listed below.

<b>Community Council</b>	<b>Membership maximum</b>	<b>Minimum membership to operate</b>	<b>Minimum nominations at a regular election</b>	<b>Population est</b>
Alloa	16 members	8 members	9 nominations	14085
Alva	14 members	7members	8 nominations	4824
Clackmannan	14 members	7 members	8 nominations	3716
Dollar	14 members	7 members	8 nominations	3084
Menstrie	14 members	7 members	8 nominations	2826
Muckhart	12 members	6 members	7 nominations	534
Sauchie & Fishcross	14 members	7 members	8 nominations	6425
Tillicoultry	14 members	7 members	8 nominations	5931
Coalsnaughton, & Devonside				
Tullibody, Cambus, & Glenochil	14 members	7 members	8 nominations	9345

## 5. Eligibility

- 5.1. To qualify for nomination and election to a community council, and membership, a candidate must:
- Reside in the community council area for which membership is sought and,
    - be aged 18 or over and included on the current electoral register for the Community Council Area, or
    - be aged 16 or over and included in the roll of 16-18 year olds held by the Returning Officer
  - Not be, or within the last 5 years have been, declared bankrupt, convicted of any offence of which the sentence was anything other than a fine
  - Not be a Clackmannanshire Council elected member, an MP, an MEP or an MSP.
  - Not to have been refused permission or had permission withdrawn if an employee of Clackmannanshire Council.

## 6. Establishment

- 6.1. Clackmannanshire Council will invite electors in an area where no community council exists to apply in writing to the Chief Executive for the establishment of a community council in their area.
- 6.2. Clackmannanshire Council will arrange an election where at least 20 electors, who in their own right would be eligible to stand for election to a community council, notify the

Chief Executive in writing within 21 days that they wish to see a community council established for their area. The method of election will be that of a regular election described in Paragraph 8.

- 6.3. If nominations are received for less than the minimum nomination number, no community council will be formed. Clackmannanshire Council will give a statement of reasons why a community council may not be formed in any area.
- 6.4. In areas where no community council is established, 20 electors may petition the Chief Executive at any time to hold an election to establish a community council. This will be subject to there being no more than two elections in a twelve month period in any one community council area.
- 6.5. Clackmannanshire Council will make reasonable arrangements to accommodate establishment of a new community council when a petition is made in the year a regular, National or Local election is scheduled.

## 7. Election

- 7.1. The method by which people become community councillors shall be open and transparent. Clackmannanshire Council will conduct community council elections to allow a community to establish a community council. Clackmannanshire Council is committed to exploring with community councils innovative approaches including the use of modern ICT to encourage greater involvement in community council elections and to enhance the democratic process.
- 7.2. Election to community councils takes place through three methods, described in Paragraph 8. They are:
  - Regular elections, every four years to fill all places on all community councils
  - Interim elections, in the event that a community council's membership falls below the minimum membership to operate, or when the community council fails to receive the minimum nominations at a regular election
  - Co-option, to be used to maintain membership numbers as soon as a casual vacancy arises
- 7.3. Regular and interim elections will be conducted by Clackmannanshire Council. Co-options will be conducted by community councils.
- 7.4. In the event of exceptional circumstances which prevent the Council from conducting community council elections within a reasonable timescale, the Council's Monitoring Officer will have the authority to make decisions which allow a community council to maintain its membership in order to be able to fulfil its statutory function.

## 8. Election Methods

### Regular Elections and Interim Elections

- 8.1. The Returning Officer for community council elections carried out by Clackmannanshire Council will be the Chief Executive of Clackmannanshire Council. The Returning Officer

may appoint such number of deputies as may be considered necessary for the proper discharge of the relevant functions.

### **Regular Elections**

- 8.2. Regular elections are held every four years at a time to be determined by Clackmannanshire Council. Clackmannanshire Council will make reasonable arrangements to accommodate community council elections in a year National or Local Elections are scheduled.
- 8.3. Clackmannanshire Council shall set the schedule for regular elections. The first regular elections following the adoption of this Scheme are scheduled for September 2025.
- 8.4. Clackmannanshire Council may use digital methods to conduct community council elections where appropriate.

### **Regular Election Process**

#### **8.5. Step 1 Nominations**

All places on all community councils are available. All serving Community councillors will stand down and will be eligible for re-election. For all serving community councillors, the term of office will end at midnight of the day prior to the scheduled polling day at the next regular election.

Clackmannanshire Council will advertise a Notice of Election by public notices in the area covered by the community council. This notice will invite residents of the area to put forward nominations for membership of the community council.

Nominations will be in the form decided by the Returning Officer and will be subscribed by one proposer and one seconder, both of whom must be eligible for election in their own right. Nominations require to be submitted with the candidate's consent. Self-nomination is not permitted.

Nominations for election to a community council must be received by the Returning Officer by the time specified.

#### **8.6. Step 2 Election Process**

Where nominations are received for between the nomination minimum and 100% of the places to be filled by election, those individuals will be declared elected unopposed and the Returning Officer will produce and display a notice to that effect in the local area.

Where at any election the number of nominations received exceeds the number of places to be filled, a ballot will be held.

#### **8.7. Step 3 Ballot**

When a ballot is held, community councils shall be elected on the Block Voting system. The ballot will be secret and will follow the process set by the Returning Officer.

#### **8.8. Optional Step: Nomination deadline extension**

Should the total number of candidates nominated be below the minimum nomination number as specified for the community council area, no community council will be

established in that area at that time. However, Clackmannanshire Council may, at its discretion, extend the deadline and within 6 months of the closing date for the registration of the first call for nominations issue a second call for nominations for a community council area failing to meet the minimum nomination requirement.

### **Interim Elections**

- 8.9. In the event that a community council's membership falls below or is at risk of falling below the minimum membership to operate, it shall notify Clackmannanshire Council. Clackmannanshire Council will make reasonable arrangements for an interim election to be held to fill places left vacant at a regular or interim election and vacancies arising since a regular or interim election. Places filled at a regular, or previous interim election are not subject to interim elections, however, places filled by co-option are. An interim election within 6 months of a regular election will be at the discretion of Clackmannanshire Council.

### **Interim Elections Process**

- 8.10. The process for an interim election is that of the nominations and ballot process in a regular election but nominations shall be invited only for the number of vacancies. There will be no second call for nominations. A community councillor elected at an interim election will hold office until the next regular elections.

### **Co-option**

- 8.11. Should a place filled through an election become vacant (a casual vacancy), community councils shall take steps through a process of co-option to fill the vacancy to maintain membership numbers until the next election. A community council must not co-opt further members if, as a result, the number of co-opted members would exceed one third of the number of community councillors elected at a regular or interim election. Places not filled at a regular or interim election cannot be filled by co-option.
- 8.12. Co-opted members must meet the eligibility criteria set out in this Scheme. A co-opted member must be elected onto the community council by a two-thirds majority of the elected (regular and interim) community councillors present and voting. Such co-opted members shall have full voting rights, with the exception of voting on co-option of members, and will serve until the next round of elections (whether regular or interim). Co-opted members do not count for minimum operating numbers.

### **Co-option Process**

- 8.13. Community councils shall determine the process of co-option. Notice of any proposed co-option procedure is required to be intimated to all of that community council's members and publicly in the community council area at least 14 days prior to the meeting at which the matter will be decided.

## **9. Meetings**

- 9.1. The Returning Officer will call the first meeting of the community council after its establishment and after regular elections. This meeting will take place within 4 weeks of

the election or as soon thereafter as is practicable. The election of a chairperson for that meeting from amongst community councillors present must be the first item of business at this meeting. Until a chairperson for that meeting is elected, the Returning Officer or a suitable deputy appointed in his/her place will chair the meeting.

- 9.2. Community councils shall determine the format of their meetings subject to meetings being open to the public, with the place, date, time, nature of the business to be conducted at the meeting and draft note of any decisions made at the previous meeting advertised in the community council area at least 7 days before the meeting. Community councils may use digital meeting methods where appropriate to their community.
- 9.3. Each community council will determine the frequency with which it meets subject to a minimum of 4 meetings held in public per year.
- 9.4. Each community council shall hold a meeting by the end of September of each regular election year and by the end of October in non-election years at which it will account for its activities in the previous year, present its annual accounts for approval and elect its office bearers.
- 9.5. Each community council will adopt and make available publicly Standing Orders which lay out the procedure and business for its meetings.

## **10. Constitution**

- 10.1. Each community council is required within 2 months of establishment or as soon thereafter as is practicable to adopt a Constitution which adheres to the terms of this Scheme. The constitution must meet minimum standards of legitimacy, democracy, accountability and transparency relevant to the statutory function of community council and is required to be approved by Clackmannanshire Council prior to adoption by the community council.

## **11. Resourcing**

- 11.1. Clackmannanshire Council will provide assistance to community councils to support their administrative needs. The details of this assistance and resourcing which the Council will from time to time determine will be set out in the Protocol which accompanies this Scheme.
- 11.2. Any financial assistance will be made available to community councils following receipt of bank account details and, in the case of established community councils, approval by the chief finance officer of independently examined annual accounts which the community council can demonstrate have been approved by the community council at a properly-convened meeting which is open to the public.

## **12. Dissolution and Suspension**

### **Dissolution**

- 12.1. Clackmannanshire Council will, upon request of the community in question and following due process as set out in the community council's own constitution, assist a community with the process of the dissolution of a community council.

## **Suspension**

- 12.2. Clackmannanshire Council may move to consider a community council to be suspended where:
- It has demonstrated a major single breach or a series of breaches to the requirements set out in this Scheme or its adopted constitution and where said breach(es) have not been remedied after being brought to the community council's attention.
  - A majority of its members collectively or separately have been charged with an offence under the law
- 12.3. Should Clackmannanshire Council consider a community council to be suspended, it shall publish a public notice in the area giving reasons. Within 2 months of suspension of a community council (or as soon as is practicable) Clackmannanshire Council shall set in motion a process to establish if the community wish to dissolve the community council or take action to re-instate its status. The process will be set out in the public notice.
- 12.4. A community council which is considered by Clackmannanshire Council to be suspended will not receive further Council resources.

## **13. Exchange of Information**

### **Procedures**

- 13.1. Procedures for the exchange of information on matters of mutual interest will be negotiated, and updated to suit changes in working arrangements, between community councils and Clackmannanshire Council. They are set out in the community council Protocol which accompanies this Scheme.

### **Single Point of Contact**

- 13.2. Each community council shall elect from among its members a Single Point of Contact for communication with Clackmannanshire Council and other public authorities, and provide the name and contact details of the Single Point of Contact to Clackmannanshire Council for wider publication to the public. The community council shall notify the Community Council Liaison Officer of any changes to the Single Point of Contact.
- 13.3. Each community council is required to have an electronic means of communication available for contact from the Council and for contact from the residents of its area.

### **Community Council Liaison Officer**

- 13.4. Clackmannanshire Council will appoint a Liaison Officer who will have prime responsibility for ensuring that information exchange mechanisms between community councils and the Council are operational.

## Guidance

13.5. Clackmannanshire Council will provide guidance where relevant to assist community councils to adhere to the terms of this Scheme.

Adopted: [ December ] 2021

Review date : 2025



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

**Title: Scheme for the Establishment of Community Councils**

*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):**

No negative impact on equality groups

**Summary of actions taken because of this assessment:**

No additional action required

**Ongoing actions beyond implementation of the proposal include:**

The proposal will be subject to review after four years

**Lead person(s) for this assessment:**

Lesley Baillie

**Senior officer approval of assessment:**

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**DATE: 24<sup>th</sup> March 2026**

## **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.

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### **Step A – Confirm the details of your proposal**

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

To obtain approval to review the Scheme for the Establishment of Community Councils to allow for revisions in keeping with current circumstances and attitudes

#### **2. Why is the proposal required?**

The Council reviews the Scheme regularly to ensure it is effective and relevant.

#### **3. Who is affected by the proposal?**

Community councils and Clackmannanshire's electorate

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

None

#### **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:**

The Scheme is required by legislation. The review ensures it remains fit for purpose. It is a high level framework for community council governance.

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### **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		No negative impact
Disability		No negative impact
Race		No negative impact
Sex		No negative impact
Gender Reassignment		No negative impact
Sexual orientation		No negative impact
Religion or Belief		No negative impact
Pregnancy or maternity		No negative impact
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		No negative impact
Socio economic disadvantage (if required)		Not required

7. Based on the evidence above, is there relevance to some or all of the equality groups? ~~Y/ N/ unclear~~

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

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

The proposal affects the community councils governance. This has no direct relevance or impact on equality groups.

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### 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:**

Engagement will be undertaken as part of the review process

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

n/a

**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.**

n/a

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				

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)				

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?				

## 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?

n/a

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:

n/a

Please select (X)	<b>Implications for the proposal</b>
X	<p><b>No major change</b> 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.</p>
	<p><b>Adjust the proposal and/or implement mitigations</b> 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.</p>
	<p><b>Continue the proposal with adverse impact</b> 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.</p>
	<p><b>Stop the proposal</b> The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

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## 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 proposal has no implications for equality groups

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## 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.**

The impact of the proposal will be monitored over the course of the review period

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

The impact of the proposal will be monitored through ongoing dialogue with community councils

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

The EFSIA will be reviewed at the next scheduled review of the Scheme (four years from the decision)

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**Step G – Assessment sign off and approval**

Lead person(s) for this assessment:

Signed: Lesley Baillie

Date: 24<sup>th</sup> March 2026

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.

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**Report to: Council**

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**Date of Meeting: 21 May 2026**

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**Subject: HR Policies**

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**Report by: Senior Manager (HR and Workforce Development)**

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## **1.0 Purpose**

1.1. This paper invites Council to approve the following policies and procedures:

- Additional Employment and Extra Mural Activities Policy & Procedure
- Corporate Security Policy
- Mental Health, Stress & Wellbeing Policy; and
- Smoking Policy

## **2.0 Recommendations**

Council is asked to:

- 2.1. Challenge and comment as appropriate.
- 2.2. Agree the policies and procedures.
- 2.3. Note the attached Equality Impact Assessments.

## **3.0 Considerations**

- 3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.
- 3.2. In order to ensure collaborative and partnership working the Council's policy group, which comprises TU colleagues, Management and HR, meet regularly to review and agree new/revised policies and procedures.

### *Additional Employment and Extra Mural Activities Policy & Procedure*

- 3.3. Clackmannanshire Council aims to recruit and retain high calibre employees and ensure a commitment to equal opportunities. We recognise that on occasion, employees may wish to take on additional employment or voluntary

work and this policy is intended to allow employees this flexibility while fulfilling our obligations in relation to the Working Time Regulations, relevant legislation and Clackmannanshire Council's Code of Conduct for Officers.

- 3.4. Via Policy group full agreement was reached on all aspects of this new policy and procedure, and no comments were received on the EQIA.

#### *Corporate Security Policy*

- 3.5. This policy ensures that all employees are fully aware of the security risks associated with their roles and responsibilities, and to provide clear guidance on the measures and procedures in place to maintain a safe and secure working environment for everyone.
- 3.6. Through this policy the Council will take all reasonable measures to safeguard the security and safety of members, staff, visitors and third parties, whilst within or situated on Council premises.
- 3.7. The policy applies to all Clackmannanshire Council employees, including those on temporary, casual, or fixed term contracts. It also extends to all consultants, contractors, and third parties engaged by or acting on behalf of the Council.
- 3.8. Via Policy group, full agreement was reached on all aspects of this new policy, and no comments were received on the EQIA.
- 3.9. At Tripartite, discussion on the policy's applicability, and appropriateness to the Elected Member role were noted. As a result, an amendment to the policy was made removing the bullet point at section 4.2, relevant to Elected Members, as follows:

- "When arranging meetings elected members are to ensure consideration has been given to their personal security whilst selecting or agreeing the location and time of the meeting. Member Services must be informed of the meeting and where the meeting takes place out with the council estate an appropriate risk assessment should have been carried out in conjunction with Member Services".

- 3.10. In its place a separate protocol, offering more tailored and detailed guidance on this subject, will be drafted by the Emergency resilience Team and brought forward at a later date.

#### *Mental Health, Stress & Wellbeing Policy*

- 3.11. The Council is committed to ensuring the health and welfare of employees, including their mental as well as physical health and wellbeing. As an employer, we aim to create and maintain a workplace environment that promotes and supports good mental health and wellbeing for all employees.
- 3.12. This policy aims to create a working environment where the mental health and wellbeing of employees is paramount and where colleagues feel valued and protected. It sets clear responsibilities for ensuring a safe and healthy workplace, and positive mental wellbeing, for all employees.

- 3.13. Via Policy group, full agreement was reached on all aspects of this policy, and no comments were received on the EQIA.

#### *Smoking Policy*

- 3.14. The purpose of the Smoking Policy is to comply with the Smoking, Health and Social Care (Scotland) Act 2005 and the Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006.
- 3.15. The Policy also supports the Council in complying with the Health and Safety at Work Act (1974), whilst also demonstrating a commitment to the health, and safety of all our employees.
- 3.16. Via Policy Group, and the Executive Health and Safety Committee, full agreement was reached on all aspect of this policy, and no comments were received on the EQIA.

### **4.0 Sustainability Implications**

- 4.1. None.

### **5.0 Resource Implications**

#### *5.1. Financial Details*

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

#### *5.4. Staffing*

- 5.5. TU's have been consulted in the development of the policies and procedures.

### **6.0 Exempt Reports**

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

### **7.0 Declarations**

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

#### **(1) Our Priorities**

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies

**8.0 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".

- Corporate Security Policy
- Corporate Security Policy EFSIA
- Additional Employment & Extra Mural Activities Policy
- Additional Employment & Extra Mural Activities Procedure
- Additional Employment & Extra Mural Activities Policy EFSIA
- Smoking Policy
- Smoking Policy EFSIA
- Mental Health, Stress, and Wellbeing Policy
- Mental Health, Stress, and Wellbeing Policy EFSIA

## 11.0 Background Papers

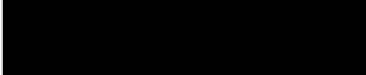
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alastair Hair	Senior Manager HR and WFD	01259 45 2045

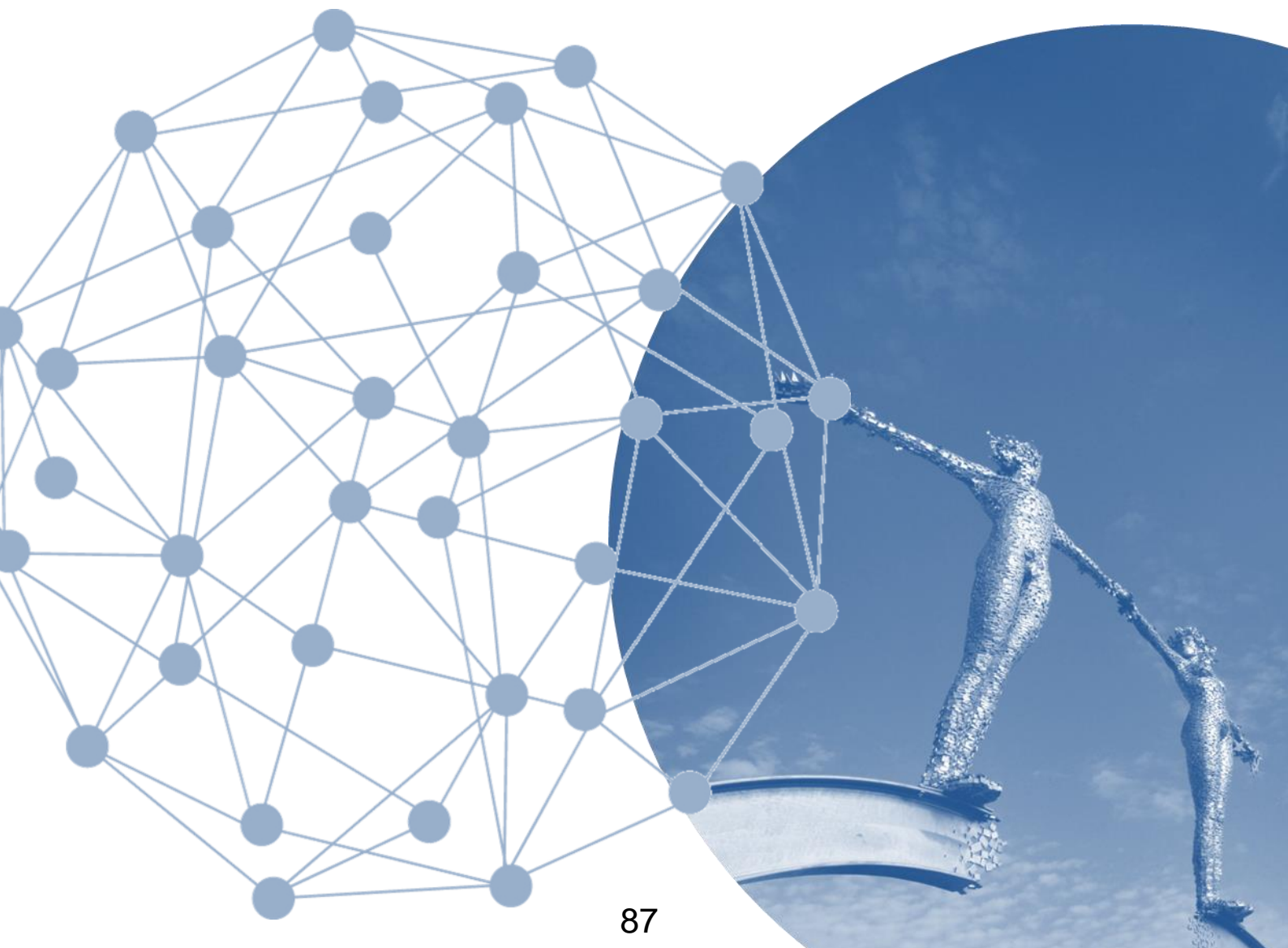
### Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	





# Corporate Security Policy 2026



## DOCUMENT CONTROL SHEET:

### Key Information:

<b>Title:</b>	Corporate Security Policy
<b>Date Issued:</b>	<u>23 April 2026</u>
<b>Date Effective From:</b>	<u>On approval by Council</u>
<b>Version Number:</b>	5
<b>Document Type:</b>	Policy
<b>Document Status:</b>	Draft
<b>Author:</b>	Stuart Graham, Karen Kirkwood, Susan McIntyre, David Webster
<b>Owner:</b>	David Webster
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	<b>TBC</b>
<b>Contact:</b>	David Webster

### Revision History:

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
		<u>Draft</u>		<u>N/A</u>

## **1. Policy Statement**

- 1.1. A safe and secure environment for everyone is essential for the council to be able to work and provide services. While security and safety are a priority there is a fine balance to be struck between mitigating risk and impacting our ability to operate. It is important to understand the threat, our roles and responsibilities as well as the policies we must follow.
- 1.2. Our security measures should be strong enough to deal with a range of threats without hindering us. Whilst terrorism remains an ever-present threat, we must be conscious that disgruntled members of the public, staff and other third parties have the potential to pose a range of threats that are more likely to impact the safe delivery of Council services. A robust security culture is necessary to ensure the safety of all employees, customers, visitors and contractors.

## **2. Purpose and Scope**

- 2.1. The purpose of this policy is to ensure that all employees are fully aware of the security risks associated with their roles and responsibilities, and to provide clear guidance on the measures and procedures in place to maintain a safe and secure working environment for everyone. Through this policy the Council will take all reasonable measures to safeguard the security and safety of all members, staff, visitors and third parties, whilst within or situated on Council premises.
- 2.2. This policy applies to all Clackmannanshire Council employees, including those on temporary, casual, or fixed-term contracts, as well as elected members. It also extends to all consultants, contractors, and third parties engaged by or acting on behalf of the Council.
- 2.3. These policies apply across the Council Estate; this includes Education Settings and Social Work premises though it is noted that further policies and/or protocols may be in place across these settings.
- 2.4. This policy does not yet include guidance in line with Terrorism (Protection of Premises) Act 2025 otherwise known as Martyn's Law. Guidance is yet to be issued by the Home Office and the Regulator, Security Industry Authority (SIA), when this guidance is issued this policy will be reviewed.

## **3. Overarching Principles**

The following principles are common to every area of security:

- Working in a safe and secure environment is everyone's right and responsibility and security must be always considered when delivering Council services efficiently and effectively.
- Risk management is key and should be driven from the chief executive. Assessments will identify potential threats, vulnerabilities and appropriate controls to identify and reduce the risks wherever possible.
- Attitudes and behaviours are fundamental to good security. The right security culture, proper expectations and effective induction and training are essential.

- Processes are in place for recording, reporting, investigating, managing and resolving security incidents. Where systems have broken down or individuals have acted improperly, the appropriate action will be taken.

#### 4. **Responsibilities**

##### 4.1. Senior Leadership Group (SLG)

The Senior Leadership Group has overall responsibility for security matters and for administering this through the setting of this policy, supporting those responsible for implementation and holding all staff accountable to adherence with it.

Through existing processes such as internal audit, the SLG will review the effectiveness of this policy, and the procedures stated within.

The SLG will ensure a Graduated Security Plan (GraSP) is in place to inform services and Premises Duty Holders of required activity based on the UK Terrorism Threat Level and UK Alert Status.

##### 4.2. Elected Members

Elected Members will work with Member Services to ensure that all activities and duties they undertake in the performance of their role comply with this policy, this includes:

- ID badges are to be worn at all times within Council properties.
- ID badges are to be removed and placed out of view when out in public
- Report any lost or misplaced ID badges to [idcard@clacks.gov.uk](mailto:idcard@clacks.gov.uk) This should be reported as quickly as possible to maintain security, and to enable a replacement pass to be issued.
- When arranging meetings elected members are to ensure consideration has been given to their personal security whilst selecting or agreeing the location and time of the meeting. Member Services must be informed of the meeting and where the meeting takes place out with the council estate an appropriate risk assessment should have been carried out in conjunction with Member Services.
- Comply with any building specific requirements at any property within the council estate.
- Sign in to all buildings and where Paxton is in place badge in and out.
- Ensure that offices and meeting rooms are secure when vacating them including closing doors and windows as appropriate.
- When disposing of any sensitive documents these must be placed into the confidential waste bins and disposed appropriately
- Lock computers and phones when away from desks.
- Comply with IT security and acceptable use policies to ensure that council mobile devices (ipads, mobile phones, laptops) are secure at all times

##### 4.3. Managers and supervisors

Managers and supervisors at every level will ensure that support and resources are available to staff to enable this policy and procedures to be implemented effectively. This may include assigning staff to support procedures within premises in support of the premises duty holder fulfilling their obligations, such as supporting evacuations, responding to alarms and supporting invacuations. Where issues are identified managers will support resolution through the appropriate individuals.

Managers and supervisors play a pivotal role in promoting security and providing leadership within their service areas. They will ensure staff are aware of their own responsibilities and the procedures as well as holding them accountable for following council policy.

Managers and supervisors are responsible for ensuring that staff are made aware and have access to this policy and subsequently are to ensure staff comply with all policies. Managers are to ensure those staff without access to Connect have access to this policy and those referenced via other means appropriate to the service. Line managers are to ensure during induction that all new employees are issued with an ID badge on their first day of employment and are briefed about their security responsibilities. They are responsible for ensuring that staff follow the agreed leavers process and that Staff ID badges and other equipment are returned on the staff members final working day. Managers and supervisors are responsible for ensuring that ID badges are not retained by services and shared with other members of staff. ID Badges not allocated to a current employee should be returned in line with the leavers process.

All managers are responsible for ensuring that all work undertaken by staff complies with this policy, as well as any relevant service-level policies, procedures, or plans. Where appropriate, risk assessments must be conducted on a case-by-case basis, and it is the manager's duty to ensure these assessments are carried out.

A crib card has been included at Appendix 3 to support managers

#### 4.4. Senior Manager Property

The Senior Manager for Property through their team, and in coordination with the premises duty holders, is responsible for ensuring that security infrastructure across the council estate is in place, maintained and where necessary repaired or replaced. They will work with the relevant premises duty holder for each premises to ensure that property staff have appropriate access to carry out the necessary works and will ensure that defect rectification works are amongst their priority works as needed.

#### 4.5. Premises Duty Holders

Premises Duty holders are responsible for the effective day to day management and enforcement of the security policy within their premises. A crib card has been included at Appendix 3 to support Premises Duty Holders.

All premises duty holders are responsible for:

- Conducting a premises risk assessment identifying required security infrastructure and vulnerabilities. i.e. CCTV, Access control systems and vulnerable points.
- Reporting all Security incidents including suspicious activity, suspicious packages and bomb threats to Police Scotland if not done by a member of staff and report the incidents to the Resilience Team. Reporting to the Resilience Team is done so in accordance with Appendix 2
- Working with the Senior Manager for Property and their team in ensuring that security infrastructure is in place and maintained.
- Comply with all policies, procedures and systems of work as laid out by the Property Service with relation to security, including but not limited to policies on Asset Management.

- Creating and maintaining emergency plans for evacuation, invacuation and lockdown in line with the council's template and guidance (Appendix 1). These plans are to be integrated with First Aid and Fire Evacuation procedures to ensure a unified approach.
- Identifying (with support from managers and supervisors) staff within the premises to support them in responding to security incidents across the full operating period of the building.
- Ensuring a suitable process is in place for reporting suspicious activity or items within the premises.
- Ensuring suitable access control processes are in place for contractors and visitors.
- Where necessary ensuring suitable meeting spaces have been identified and given additional measures for the safety of staff and visitors, i.e. Panic Alarms, external visibility to reception staff and internal locking mechanisms supported by external keys to create refuge points. All of these are to be recorded in a premises meeting room procedure
- Ensuring that suitable signage is in place and maintained with regards to local arrangements, such as at entrances regarding Paxton scans and tailgating.
- Ensure that regular cascades are issued regarding security processes for the premises, particularly where updates to processes are made or after security incidents.

#### 4.6. Resilience team

The Resilience team will keep a central record of all security incidents across the council estate. This record will be used to track trends and as necessary engage with the Senior Leadership Group and Police Scotland should a theme be identified. The Resilience team will be responsible for the operational management of Graduated Security Plan (GraSP).

#### 4.7. Health and Safety

The Corporate Health and Safety Team is available to offer advice, support, guidance, and training on risk assessments. While they bring valuable expertise in health and safety practices, they may not have detailed knowledge of the specific tasks carried out across all Council services. Therefore, it remains the responsibility of individual teams to develop their own risk assessments. These assessments will be reviewed as part of the Health and Safety Team's independent audit and scrutiny process.

#### 4.8. All Staff

All staff are responsible for following the procedures for personal and premises security as well as any instructions issued by responsible persons. Staff should work collaboratively to promote security culture through challenging, where they feel comfortable, others and referring colleagues to policies and procedures where breaches or a lack of knowledge is identified. Failure of staff to abide by the principles and policies within this document as well as those laid out in supporting instructions may lead to disciplinary proceedings. To support staff, training will be provided as well as continuous general awareness briefings. All employees have a legal right to report an incident in which they have been involved to the police. Where a report has been made to Police by the Council, staff information may be shared with them should it be deemed necessary for staff safety.

- Staff ID badges are to be worn at all times within Council properties, where the nature of the work being conducted does not make this safe to do so, the ID badge should be placed away for the duration of the work but retained upon the staff members person.
- Ensure that ID badges are not shared with other members of staff.

- Staff ID badges are to be removed and placed out of view when out in public unless attending a location as part of their work i.e. Housing officers attending a property
- Report any lost or misplaced Staff ID badges to [idcard@clacks.gov.uk](mailto:idcard@clacks.gov.uk) This should be reported as quickly as possible to maintain security, and to enable a replacement pass to be issued.
- Comply with the agreed leavers process and that Staff ID badges and other equipment is returned on the staff members final working day.
- Where relevant, staff are to ensure compliance with the Councils Lone Working Policy available on [Connect](#)
- Staff are to report immediately to their line managers or supervisors and Health and Safety any threats made to them either in person or via digital means. The employees line manager will support them in reporting this via the Councils Health and Safety Management System, EVOTIX.
- When arranging meetings with members of the public, contractors or other third parties, staff are follow the guidance laid out in the Councils Personal Safety Policy available on [Connect](#)
- Where a meeting is to be held with a member of the public that it is reasonably believed may be on the Potentially Violent Persons Database, services are to comply with the Potentially Violent Person Database Policy, available on [Connect](#), Personal Safety Policy, available on [Connect](#), and any service specific policies. Where this meeting takes place in a council property it is to comply with any premises specific procedures.
- Staff must comply with any building specific requirements at any property within the council estate.
- Staff must sign in to all buildings and where Paxton is in place badge in and out.
- Staff, where they feel comfortable, should challenge colleagues, visitors and contractors not complying with this policy or local security arrangements. Where a staff member feels unable to challenge, they should report any concerns noted to their line manager, supervisor or the premise duty holder who should take appropriate actions. Thereafter the incident should be recorded in evotix.
- If challenged, staff should be careful to respond respectfully understanding the requirements of everyone in relation to security measures.
- Staff are to ensure when transiting through external doors they are closed behind them.
- Staff are not to allow others to follow them through doors without scanning ID badges unless they are escorted visitors or contractors.
- Staff should ensure that offices and meeting rooms are secure when vacating them including closing doors and windows as appropriate.
- Staff should ensure that confidential information is secured at all times, with particular care to ensure information is not left on a desk or in meeting rooms overnight and is not left in the vicinity of windows.
- When disposing of any sensitive documents these must be placed into the confidential waste bins and disposed appropriately
- Staff should ensure that they lock computers and phones when away from desks.
- Staff must comply with IT security and acceptable use policies to ensure that council mobile devices (ipads, mobile phones, laptops) are secure at all times
- Report all suspicious activity or packages to the premises duty holder, in their absence an appropriate manager or Health and Safety.
- Where a bomb threat is received via telephone, if able to do so, whilst on the phone follow the bomb threat crib at Appendix 1, report the incident to Police Scotland and the

Premises Duty Holder. If received via email report the incident to Police Scotland and the Premises Duty Holder.

## 5. Arrangements

### 5.1. Contractors

Premises Duty Holders or relevant staff arranging works, must ensure that contractors are fully briefed on local security arrangements, are only given access to areas they require to complete their task and, where deemed necessary, escorted.

### 5.2. Visitors

Visitors are the responsibility of the individual staff member arranging their visit, staff must ensure:

- Visitors are briefed on local security arrangements.
- Visitors are signed in and issued an appropriate pass and that this is worn and displayed throughout their visit.
- They remain with their visitor throughout the visit and escort them during any evacuation or other security incident.
- They identify if their visitors have any additional needs in an emergency incident that might hinder their safety or the safety of others.
- That, if the meeting is taking place in council premises, that the meeting is held in an appropriate venue and that adequate security arrangements are in place for staff. i.e. panic buttons, designated meeting spaces, etc
- If the visit may result in the visitor having potential access to protected information, they must ensure mitigation is in place to prevent data breaches.
- When, for what ever circumstance, the responsible staff member is required to leave their visitor they are to ensure they pass the responsibility to another staff member for the duration of the visit.
- Where visitors are persons of public interest, such as MPs and MSPs, the event organiser should follow the Protocol for Ministerial visit and visits by MSPs and MPs found on [Connect](#).
- Where a Royal Visit is taking place in Clackmannanshire, whether on the council estate or elsewhere and whether organised by the Council or a community/third party, the Royal Visits Protocol (available on Connect) should be followed to determine the appropriate level of Council involvement,

For locations such as Libraries or receptions to council buildings where visitors do not have planned visits the above listed provisions do not apply. The responsibility for these visitors will fall to the staff manning those locations, they must ensure the below:

- A regular walk around of the premises is conducted to determine where and how many visitors are on the premises.
- Staff are to support visitors in the event of an evacuation or other security instance.
- Staff are to ensure IT systems and restricted offices or other sections of the premises are kept secure when not in use.

### 5.3. Service security

In the delivery of service level work security for staff, contractors other third parties including members of the public must be a key consideration. Services may be required to comply with relevant UK or Scottish Government Legislation with regards to their responsibilities to members of the public accessing their service.

Where services conduct work that may have security implications which are specific to that service, policies, procedures or plans may be in place or risk assessments should be carried out on a case-by-case basis for the safe and secure delivery of the service. Examples include legislation on Child Protection, Fleet Services usage policies, Elections policies and procedures etc.

5.4. Training

The council will make available training for staff in line with current national guidance, utilising existing resources of Protect UK. This training will form part of the mandatory training package.

6. **Monitoring and Review**

This document is subject to monitoring by management and Trade Unions on an ongoing basis. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Security Policy
Department	Partnership & Performance
Policy Lead	Emergency Resilience Officer
Equality Impact Assessment	
Full EQIA required	Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/>
Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQAI complete	N/A
Date Approved	
Review Date	



## **Appendix 1**

The below emergency plan templates are to be used to support the creation of emergency plans for council buildings. They are a guide for plans and as such while generic have specific aspects to guide creation of plans. Plans must be specific to the building and take appropriate regard for the buildings design, infrastructure and usage. Separate plans have been added to Schools Business Continuity Plans.

This guidance is aimed to support the creation of plans.

### **Evacuation**

Consideration must be made to the type of evacuations that may be needed and the reason for evacuation when creating these plans. Evacuation plans should cover specifics for the three types of evacuation:

1. A general evacuation is a set plan evacuation where known emergency routes and muster locations are used, this is most suitable for a Fire Evac but may be suitable for a Bomb threat, Gas leak etc generally initiated by an alarm system.
2. A controlled evacuation where staff are directed to use set routes and evacuate in a certain order. This is most suitable where a known threat exists on a certain evacuation route such as structural issues, flooding or a bomb threat.
3. Place of Safety – this is a controlled evacuation where Police or Senior leadership move staff to a known place of safety due to an incident.

A clear method of signalling evacuation must be determined and communicated to staff, making allowance for the different types of evacuation. It is appropriate to appoint key staff to support an evacuation, these staff must be appropriately trained and informed. When considering staff, it is important to ensure working patterns are accounted for to allow for coverage of the full operational period of a building.

### **Invacuation**

A form of evacuation where staff are kept within a building but moved to a place of safety. Whilst this place of safety may need to change dependent upon the situation establishing several known suitable locations which can accommodate staff is important. Injured staff should so far as reasonably practical be kept separate from other staff to allow for appropriate first aid provision and the maintenance of their privacy. It must be acknowledged that in choosing an invacuation location this may not be suitable for staff covered under a Personal Emergency Evacuation Plan (PEEP), in these instances, all efforts must be made to support those staff in accessing the same location, where this is not possible another suitable location should be identified that is accessible to staff covered in a PEEP.

A clear method of signalling invacuation must be determined and communicated to staff. It is appropriate to appoint key staff to support an invacuation, these staff must be appropriately trained and informed. When considering staff, it is important to ensure working patterns are accounted for to allow for coverage of the full operational period of a building.

### **Lockdown**

A lockdown would be used for a known internal threat, in this instance it is best to allow staff to escape from the threat by employing the Run, Hide, Tell methodology. Plans should make allowances for this but should also consider action to hinder the threat. Identifying key doors, lifts or other means of access that an intruder may use and putting measures in place to hinder their usage may be suitable, where such measures are in place it is appropriate to identify key staff to act in this situation. It must be acknowledged that in choosing these lockdown points and in making the decision to take action to prevent their use, cannot be taken

lightly as by doing so may put some staff at increased risk whilst it mitigates the risk to others.

## EVACUATION – e.g. Fire, Gas Leak, Bomb Threat

Plan Control	
Premises	
Premises Duty Holder	
Date Reviewed on	

Signals	
Signal for fire evacuation	
Signal for bomb evacuation	
Signal for all-clear	

Assembly points - fire evacuation	
Fire evacuation assembly point A	
Fire evacuation assembly point B	

Assembly points - bomb evacuation	
Bomb evacuation assembly point 200m	
Bomb evacuation assembly point 400m	

Named Staff and roles	

If a building has been evacuated and it is not possible to return in the short-term service level Business Continuity plans are to be enacted.

## Invacuation – e.g. Fire in adjacent property, public disorder,

Plan Control	
Premises	
Premises Duty Holder	
Date Reviewed on	

Signals	
Signal for shelter	
Signal for all-clear	

Safe Locations	
Central Locations for all staff to invacuate	
Staff requiring additional support	
Injured individuals	

Named Staff and roles	

Upon hearing the shelter signal, take the action below.

Ref	Initial response - shelter	Tick / sign / time
	Dial 999 as soon as possible – delegate if necessary	
S1	Ensure all staff are inside the building	
S2	If appropriate, move staff away from the incident (e.g. to the other side of the building).	
S4	If sheltering from an environmental hazard (e.g. a smoke plume) ensure all doors and windows are closed and ventilation / air circulation systems are switched off.	
S5	Check for missing / injured staff, visitors and other third parties.	

S6	In conjunction with senior leadership/IMT notify other staff.	
S7	Remain inside until an all-clear has been given, or unless told to evacuate by the emergency services.	

## LOCKDOWN – e.g. intruder,

### Plan Control

Premises	
Premises Duty Holder	
Date Reviewed on	

### Signals

Signal for lockdown	
Communication method during incident	
Signal for all-clear	

### Lockdown

Rooms most suitable for lockdown – with multiple ways out	
Entrance points (e.g. doors, windows) which should be secured	
Communication arrangements	<ul style="list-style-type: none"> <li>▪ Two-way radios</li> <li>▪ Classroom telephones</li> <li>▪ Mobile phones</li> <li>▪ Instant messaging / email</li> </ul>

### Named Staff and roles


Upon hearing the lockdown signal, take the action below. If someone is taken hostage on the premises, the rest of the site should be evacuated if appropriate.

Ref	Initial response - lockdown	Tick / sign / time
	Dial 999 as soon as possible – delegate if needed.	
L1	Ensure all staff are inside the building. Alternatively, ask staff to hide or disperse if this will improve their safety.	

L2	Lock / secure entrance points (e.g. doors, windows) to prevent the intruder entering the building.	
L3	<p>Ensure people take action to increase protection from attack:</p> <ul style="list-style-type: none"> <li>▪ Block access points (e.g. move furniture to obstruct doorways)</li> <li>▪ Sit on the floor, under tables or against a wall</li> <li>▪ Keep out of sight</li> <li>▪ Draw curtains / blinds</li> <li>▪ Turn off lights</li> <li>▪ Stay away from windows and doors</li> </ul>	
L4	Ensure that staff, visitors and third parties are aware of an exit point in case the intruder does manage to gain access.	
L5	If possible, check for missing / injured staff, visitors and other third parties.	
L6	Remain inside until an all-clear has been given, or unless told to evacuate by the emergency services. Remember you may be treated as a suspect whilst police confirm information	

## BOMB THREATS

---

- + **If you receive a telephone call from someone who claims to have information about a bomb, record as much information as possible.**

Time of call:

.....

Telephone number you were contacted on:

.....

Exact wording of the threat:

.....

.....

- + **Stay calm. Being cautious, and without provoking the caller, try to ask the questions below.**

Where is the bomb right now?

.....

What will cause it to explode?

.....

When will it explode?

.....

Did you place the bomb? If so, why?

.....

What does it look like?

.....

What is your name?

.....

What kind of bomb is it?

.....

What is your telephone number?

.....

What is your address?

.....

.....

- + **Try dialling 1471. You may get information on where the phone call was made from.**

Did dialling 1471 work?

.....

Time the call ended:

+ **Contact the Police (999) and Premises Duty Holder/ Appropriate Senior Manager**

+ **Carry out further actions based on Police advice.**

What sex did the caller sound?

- Male
- Female

Approximately how old was the caller?

.....

Did the caller have an accent?

.....

Did the caller use a codeword?

.....

Did the caller sound familiar?

.....

What sort of voice did the caller have?

- |                                    |  |                                     |
|------------------------------------|--|-------------------------------------|
| <input type="checkbox"/> Normal    | <input type="checkbox"/> Well spoken   | <input type="checkbox"/> Impediment |
| <input type="checkbox"/> Loud      | <input type="checkbox"/> Poorly spoken | <input type="checkbox"/> Stutter    |
| <input type="checkbox"/> Quiet     | <input type="checkbox"/> Deep          | <input type="checkbox"/> Lisp       |
| <input type="checkbox"/> Whispered | <input type="checkbox"/> High pitched  | <input type="checkbox"/> Slurred    |
| <input type="checkbox"/> Clear     | <input type="checkbox"/> Hoarse        | <input type="checkbox"/> Other      |
| <input type="checkbox"/> Disguised | <input type="checkbox"/> Nasal         |                                     |

At what pace did the caller speak?

- |                                 |                                |                               |
|---------------------------------|--------------------------------|-------------------------------|
| <input type="checkbox"/> Normal | <input type="checkbox"/> Quick | <input type="checkbox"/> Slow |
|---------------------------------|--------------------------------|-------------------------------|

What manner did the caller have?

- |                                   |                                     |                                    |
|-----------------------------------|-------------------------------------|------------------------------------|
| <input type="checkbox"/> Normal   | <input type="checkbox"/> Upset      | <input type="checkbox"/> Irritated |
| <input type="checkbox"/> Calm     | <input type="checkbox"/> Angry      | <input type="checkbox"/> Muddled   |
| <input type="checkbox"/> Excited  | <input type="checkbox"/> Rational   | <input type="checkbox"/> Other     |
| <input type="checkbox"/> Laughing | <input type="checkbox"/> Irrational |                                    |

Were there any distinguishable background noises?

.....  
.....

Notes:

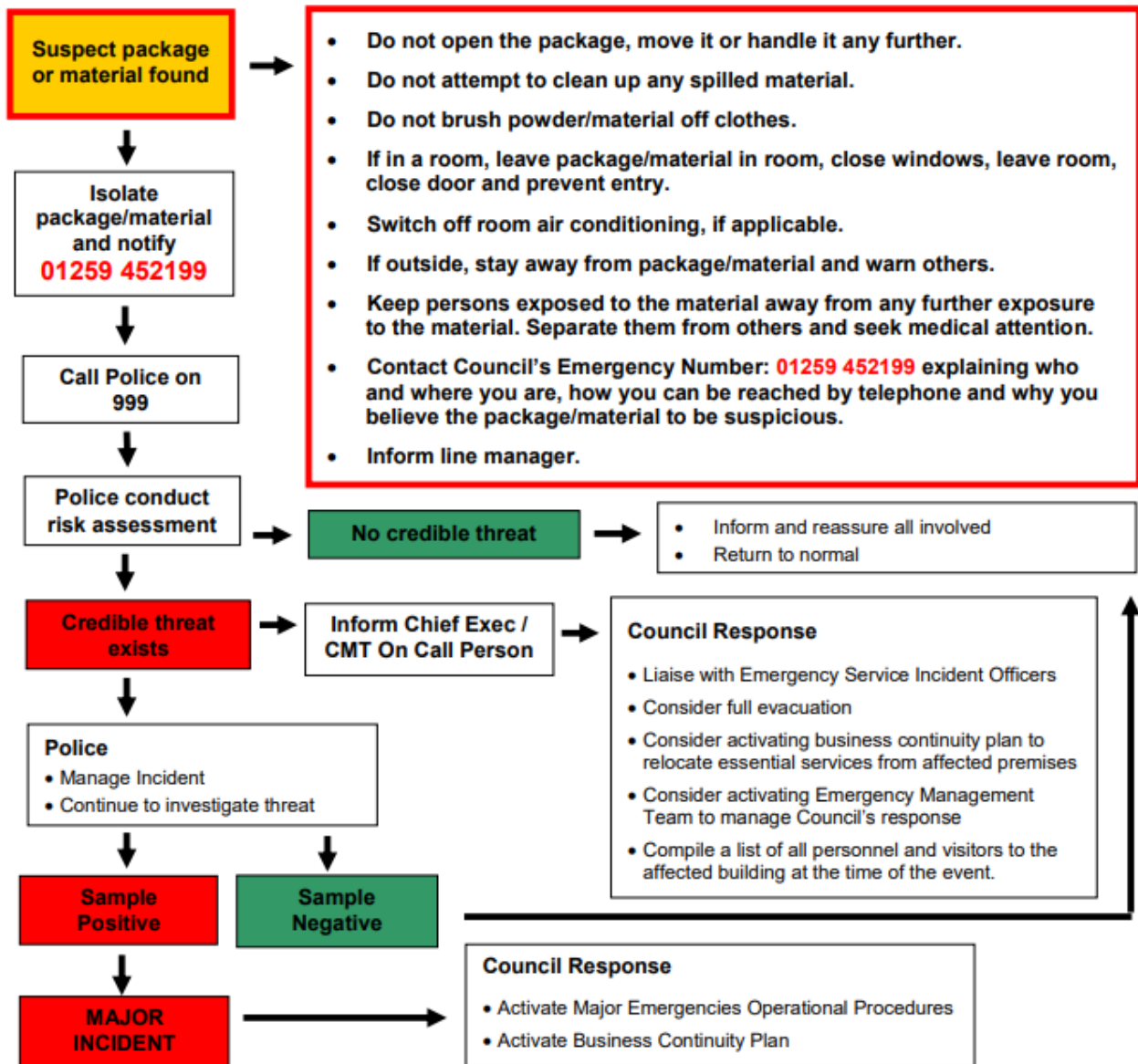
.....  
.....



## Suspect Packages

### Signs that might trigger suspicion include:

- Any envelope or package with a suspicious or threatening message written on it or contained inside
- Oily stains, strange odours
- Envelopes that are lopsided, rigid, bulky, discoloured, or feel as though they contain powder
- Unexpected envelopes or packages from foreign countries
- No postage stamp, no franking, no cancellation of the postage stamp, excessive postage
- Incorrect spelling of common names, places or titles
- Handwritten envelopes/packages from an unknown source particularly if addressed to an individual and marked 'personal' or 'addressee only'
- Symptoms (runny nose, streaming eyes, cough, skin irritation) in exposed persons



# If you receive a suspicious letter or package What should you do?



- 1** Handle with care  
Don't shake or hump
- 2** Isolate and look  
for indicators
- 3** Don't Open, Smell  
or Taste
- 4** Treat it as Suspect!  
Call 999



- Misspelled Words  
Addressed to Title Only  
or Incorrect Title  
Badly typed or written
- Protruding Wires
- Lopsided or Uneven
- Rigid or Bulky
- Strange Odor
- Wrong Title with Name

## If parcel is open and/or a threat is identified.....

### For a Bomb

Evacuate Immediately

### For Radiological

Limit Exposure - Don't Handle  
Distance (Evacuate area)  
Shield yourself from object

### For Biological or Chemical

Isolate - Don't Handle  
Wash your hands with soap and warm water

Call **999** (Police)

If safe to do so, call **452199** (Council Emergency Number)

## Security Policy

### **Appendix 2 – Reporting Security Incidents and Suspicious Activity**

Once completed send to [resilience@clacks.gov.uk](mailto:resilience@clacks.gov.uk)

Complete page 1 for all incidents

Complete the relevant section of page 2 and 3 dependent upon incident type

<b>Location</b>	
What building did the incident occur in/at	
What was the specific room or area of the building the incident occurred in	

<b>Reporter</b>	
Name of reporter	
Job Role	
Service	
Contact Phone Number	
Contact Email Address	

<b>Incident Details</b>	
Type of Incident	
Date and Time of Incident	
Were there any injuries – if so complete EVOTIX	
Was there any damage to premises or equipment	
Police informed	
Emergency Services attended	
Police Reference number	
Other emergency Service details	

## Security Policy

Please give as much detail on the incident as possible	
--	--

### Suspicious Package

Please complete suspicious package

Were Police Notified	
----------------------	--

Was the building evacuated	
----------------------------	--

Have the building been reoccupied	
-----------------------------------	--

### Suspicious Activity

What was the nature of the suspicious activity	
--	--

If a suspicious person, please list a description and any other info Please include any logos/insignias or other symbology on clothing/bags etc including tattoos.	
---	--

If a suspicious vehicle please list a description, vehicle registration and any other info	
--	--

Did staff approach the suspicious person/vehicle. If so, provide as much info as possible	
---	--

Please attach any pictures/video or other info if held	
--	--

### Bomb Threat

Please complete the bomb threat crib for info received via call

## Security Policy

Were police notified	
Was a package found	
Was the building evacuated	
Has the building been reoccupied	

### Evacuation/Invacuation

What was the cause of the Evacuation or Invacuation	
Where were personnel moved to	
Where were personnel with additional support needs moved to the same location and if not, where did they move to	
Where were injured personnel moved to	

### Intruder/Lockdown

How many intruders were there	
Where did they enter	
Describe the intruders with as much detail as possible Please include any logos/insignias or other symbology on clothing/bags etc including tattoos.	
Was a lockdown initiated	
If there were no intruders confirm why the lockdown was initiated	
Please provide all known information on staff actions in line with Run, Hide, Tell	

## Security Policy

### **Appendix 3 – responsibilities crib sheet**

#### **Managers**

<b>Responsibility</b>	<b>Tick</b>
All staff have access to the policy either via connect, hard copy, saved to a shared area or a service specific option	
Engaged with premises duty holders of buildings staff work in to support sharing building specific procedures	
Engaged premises duty holder to confirm if any staff need to support security arrangements	
New staff have ID card and have read policy	
Leavers have followed leavers process; ID card has been handed in	
Staff are using their own ID cards and not sharing	
Work staff undertake can be done in compliance with the security policy.	
Risk assessments have been conducted for work and include security considerations	

#### **Premises Duty Holders**

<b>Responsibility</b>	<b>Tick</b>
Premises risk assessment includes security considerations	
Security infrastructure is in place i.e. Paxton, CCTV etc.	
A process is in place for staff to report suspicious activity/security incidents in the premises	
Suspicious activity and incidents are reported to Police and Resilience as appropriate	
Property services are engaged for any defects with security infrastructure and supported in resolving issues	
Property services are engaged for new security infrastructure if required	
Property services policies are reviewed for impacts on security	
Emergency plans as per appendix 2 of the Corporate Security policy have been created and are held with in the building	
Staff have been identified to support security response arrangements appropriate to the building in conjunction with managers	
Access control procedures are in place for contractors and visitors	
Signage is in place informing staff of local procedures	
Security procedures specific to the premises are cascaded regularly within the building	
Where necessary ensuring suitable meeting spaces have been identified and given additional measures for the safety of staff and visitors, i.e. Panic Alarms, external visibility to reception staff and internal locking mechanisms supported by external keys to create refuge points. All of these are to be recorded in a premises meeting room procedure	



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

**Title: Corporate Security Policy**

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

**The findings of this assessment are that the Corporate Security Policy has a limited impact on protected characteristics and looks to impose a policy that aims to promote the safety and security of all.**

**Summary of actions taken because of this assessment:**

**None**

**Ongoing actions beyond implementation of the proposal include:**

**None**

**Lead person(s) for this assessment:**

**David Webster – Emergency and Resilience Officer**

**Senior officer approval of assessment:**

**DATE: 19/02/2026**

## **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 policy is to set out the corporate security arrangements, including the roles and responsibilities of staff, elected members and certain services or individuals within the council. It aims to inform all impacted parties of these measures, roles and responsibilities to enable them to comply.

#### **2. Why is the proposal required?**

The proposal is required to ensure appropriate security arrangements are in place across the council estate and to build a robust and accountable security culture within the council.

#### **3. Who is affected by the proposal?**

All staff, elected members, visitors, contractors and other third parties attending council buildings.

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

Personal Safety Policy 2024

Potentially Violent Persons Database Policy

#### **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 it is a strategic decision.

---

### **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	<p><a href="https://scotland.shinyapps.io/sg-equality-evidence-finder/">scotland.shinyapps.io/sg-equality-evidence-finder/</a></p> <p><a href="#">EIA assessment template</a></p>	<p>The policy applies equally across all ages. Within the council 51% of staff are aged between 41 and 60 in 2024.</p> <p>In the application of the policy through premises specific procedures consideration needs to be given to ensure no discrimination is made based on age where the following info is relevant:</p> <p>Violent crime most commonly involves offenders under 40 estimated at 80% in 2019/2020</p> <p>Terrorism offences are associated with those between the ages of 21-29 (492 between 2001 and 2024) vs 508 for 30 and over and 234 for 20 and under.</p>
Disability	<p><a href="https://scotland.shinyapps.io/sg-equality-evidence-finder/">scotland.shinyapps.io/sg-equality-evidence-finder/</a></p> <p><a href="#">EIA assessment template</a></p>	<p>The policy applies equally across disabled and non disabled people but in the implementation of this policy consideration must be given to disabled staff. The template emergency plan has been written with guidance intended to ensure consideration is given should the most appropriate plan for staff not be suitable for disabled staff.</p> <p>Disabled people are more likely to be a victim of crime estimated at 15% vs 11% for non disabled people in 2019/2020.</p>
Race	<p><a href="https://scotland.shinyapps.io/sg-equality-evidence-finder/">scotland.shinyapps.io/sg-equality-evidence-finder/</a></p> <p><a href="#">EIA assessment template</a></p>	<p>The policy applies across all races within the council however it is important to ensure that any associated bias towards certain races is disrupted in the application of the policy and any premises specific procedures:</p> <p>Racial aggravated crimes are the most commonly reported hate crimes in Scotland with 3285 reported in 2020-21 which was a 6% increase vs the previous year. 90% of perpetrators of racist incidents are 'White British'</p> <p>Terrorism is most commonly associated based on Race and Religion with 62% of those convicted of terrorism offences self identifying as Asian however when drilled down beyond this generalisation between 2021 and 2024 64 White British persons were charged</p>

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).
		with terrorism offences, the next highest group was Pakistani at 22.
Sex	<a href="https://scotland.shinyapps.io/sq-equality-evidence-finder/">scotland.shinyapps.io/sq-equality-evidence-finder/</a>  <a href="#">EIA assessment template</a>	<p>The policy applies equally across all staff, with 76% of staff identifying as female.</p> <p>There is no overarching difference between men and women regarding being a victim of a crime though 73% of violent crimes are committed by males, 80% of domestic abuse cases are with a female victim and male offender while 75% of homicide victims are male.</p> <p>There is a more than 10 to 1 ratio between male and female offenders convicted of terrorism.</p>
Gender Reassignment	<a href="https://scotland.shinyapps.io/sq-equality-evidence-finder/">scotland.shinyapps.io/sq-equality-evidence-finder/</a>  <a href="#">EIA assessment template</a>	<p>The policy applies equally across staff and there is no evidence that it would negatively impact those undergoing or having undergone gender reassignment.</p> <p>It is noted that those undergoing or having undergone gender reassignment may be more prone to hate crimes than others though there is no data available on recorded incidents.</p>
Sexual orientation	<a href="https://scotland.shinyapps.io/sq-equality-evidence-finder/">scotland.shinyapps.io/sq-equality-evidence-finder/</a>  <a href="#">EIA assessment template</a>	<p>The policy applies equally across all staff regardless of sexual orientation.</p> <p>It is noted that sexual orientation is the second most reported hate crime after race. Offenders of terrorism are at 97% self-identified as heterosexual.</p>
Religion or Belief	<a href="https://scotland.shinyapps.io/sq-equality-evidence-finder/">scotland.shinyapps.io/sq-equality-evidence-finder/</a>  <a href="#">EIA assessment template</a>	<p>The policy applies equally across all staff regardless of religion or belief. However the application of premises procedures must consider religion in application.</p> <p>Terrorism offenders are generally of a religious background with 161 Muslim, 47 Christian, 8 non-religion and 9 other. National threat assessments highlight that Islamist terrorism is still the main threat to the UK.</p> <p>Religious aggravated charges have lowered by 14% between 2019-2020 and 2020 and 2021 however it remains a main factor for hate crimes</p>
Pregnancy or maternity	<a href="https://scotland.shinyapps.io/sq-equality-evidence-finder/">scotland.shinyapps.io/sq-equality-evidence-finder/</a>  <a href="#">EIA assessment template</a>	<p>The policy applies equally across all staff regardless of pregnancy or maternity.</p> <p>There is no data on criminal or terrorism impact on pregnancy or maternity</p>

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).
<p><b>Marriage or civil partnership</b> (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)</p>	<p><a href="https://scotland.shinyapps.io/sg-equality-evidence-finder/">scotland.shinyapps.io/sg-equality-evidence-finder/</a></p> <p><a href="#">EIA assessment template</a></p>	<p>The policy applies equally to staff. There is again no data to indicate that it negatively impacts anyone with this protected characteristic.</p>
<p><b>Socio economic disadvantage (if required)</b></p>	<p><a href="https://scotland.shinyapps.io/sg-equality-evidence-finder/">scotland.shinyapps.io/sg-equality-evidence-finder/</a></p> <p><a href="#">EIA assessment template</a></p>	<p>The policy applies across social economic groups – it is noted that those within deprived areas are more likely to be a victim of a crime, particularly robbery or murder and serious assault. More than half of prison population come from the 20% most deprived areas of Scotland.</p> <p>Clackmannanshire experiences higher-than-average levels of deprivation. A quarter (25%) of all SIMD datazones in the area fall within the 20% most deprived in Scotland. Eight datazones have more than a quarter of residents who are income deprived, and 10% of the population live in the most deprived SIMD areas, ranking Clackmannanshire 9th highest nationally. Only 5% of the population live in the least deprived SIMD areas.</p> <p>It is important to disrupt bias in the application of premises procedures with regards to socio economic disadvantage.</p>

7. Based on the evidence above, is there relevance to some or all of the equality groups? Y/ N/ unclear

No

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## 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				

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)				

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?				

## 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)	<b>Implications for the proposal</b>
	<p><b>No major change</b> 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.</p>
	<p><b>Adjust the proposal and/or implement mitigations</b> 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.</p>
	<p><b>Continue the proposal with adverse impact</b> 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.</p>
	<p><b>Stop the proposal</b> The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

---

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

---

## Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed:

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.



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Comhairle Siorrachd  
Chlach Mhanann

# Additional Employment and Extra Mural Activities Policy

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**2026**



# DOCUMENT CONTROL SHEET:

## Key Information:

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<b>Author:</b>	Cheryl Dennington
<b>Owner:</b>	Human Resources
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	TBC
<b>Contact:</b>	Human Resources

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<u>1.0</u>	<u>September 2025</u>	<u>Draft</u>	<u>CD</u>	<u>N/A</u>

## **1. POLICY STATEMENT**

- 1.1 Clackmannanshire Council aims to recruit and retain high calibre employees and ensure a commitment to equal opportunities. The Council recognises that on occasion, employees may wish to take on additional employment or voluntary work and this policy is intended to allow employees this flexibility while fulfilling it's obligations in relation to the Working Time Regulations, relevant legislation and Clackmannanshire Council's Code of Conduct for Officers.

## **2. INTRODUCTION**

- 2.1 Employees must not undertake any form of employment additional to their current employment with Clackmannanshire Council which is potentially in conflict or is of such a nature, timing or duration that it may have an adverse effect upon the proper performance of their duties.

## **3. DEFINITION**

- 3.1 Additional employment relates to any paid or unpaid employment undertaken by an employee which is additional to their substantive post with Clackmannanshire Council, including self employment and employment elsewhere within or out with the Council. It is noted that an employee's substantive post may be with another organisation and that their employment with the Council may be secondary.
- 3.2 This policy also relates to extra-mural activities not regarded as employment but only where such activities may conflict with the proper performance of an employee's duties. This is not intended to refer to ad hoc charitable or voluntary work but rather where an individual is an officeholder with a charitable/ voluntary organisation, Parent Council, or other similar body and their extra-mural role has the potential to conflict with their Council employment. For example, a conflict may occur where an employee is involved in issuing grants on behalf of Clackmannanshire Council and also holds a position such as Treasurer or Secretary of a voluntary group applying for financial assistance from the Council. It is not the intention of the policy to prevent employees from undertaking such extra-mural activities but simply to identify the need for such activities to be discussed with the relevant line manager to avoid any conflict of interest arising.
- 3.3 The carrying out of public duties should also be considered as part of this policy. Examples include a local councillor, a member of the Environment Agency or the Scottish Environment Protection agency and a member of any statutory tribunal (for example an employment tribunal).
- 3.4 Employees will only be permitted to engage in other employment or business activity provided that it does not interfere with, or adversely affect either the Council's interests or the employees' ability to meet contractual requirements and does not breach any

statutory obligation (e.g. Working Time Regulations). Any additional employment or business requires the prior written consent of an employee's line manager.

#### **4. PURPOSE**

4.1 The purpose of this policy is to:

- Set clear expectations for employees considering additional employment and/or extra mural activities.
- Prevent conflicts of interest or situations that could impact on the Council's reputation.
- Ensure employees' health and well-being is maintained by managing workloads effectively.
- Provide a formal process for seeking approval and managing additional employment and extra mural activities.

#### **5. SCOPE AND RESPONSIBILITY**

5.1 This policy applies to all employees of Clackmannanshire Council.

5.1.1 Teachers are excluded when undertaking work involved with the Scottish Qualification Authority i.e. setter, examiner, marker. In all other circumstances the provisions of this policy applies to teachers.

#### **6. PROCESSING OF PERSONAL DATA**

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

#### **7. MONITORING AND REVIEW**

7.1.1 HR shall monitor the effectiveness of these procedures on an ongoing basis. Amendments will be made as and when deemed necessary and, where appropriate, after consultation with recognised trade unions.

## 8. EQUALITY IMPACT ASSESSMENT

Policy Name	Additional Employment & Extra Mural Activities
Department	HR & WFD
Policy Lead	HR & WFD
Equality Impact Assessment	
Full EQIA required	Yes <input checked="" type="checkbox"/> No* <input type="checkbox"/>
* In no please provide rationale	
Date Full EQIA complete	
Date Approved	
Review Date	





**Clackmannanshire  
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Comhairle Siorrachd  
Chlach Mhanann

# Additional Employment and Extra Mural Activities Procedure

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**2026**



# DOCUMENT CONTROL SHEET:

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<b>Owner:</b>	Human Resources
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	TBC
<b>Contact:</b>	Human Resources

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<u>1.0</u>	<u>September 2025</u>	<u>Draft</u>	<u>CD</u>	<u>N/A</u>

## **1. INTRODUCTION**

- 1.1 This document outlines the procedure in relation to the steps that employees must follow when seeking approval for additional employment and/or extra mural activities and how the Council will assess and manage these requests.
- 1.2 It should be read alongside the Council's Additional Employment and Extra Mural Activities Policy.

## **2. GENERAL PRINCIPLES**

- 2.1 Any additional employment and/or extra mural activities should not affect the employee's ability to perform their primary duties or disrupt Council operations.
- 2.2 Employees should not put their physical or mental well-being at risk due to overwork.
- 2.3 Additional employment or extra mural activities should not create any situation where personal interests could conflict with the interests of Clackmannanshire Council.
- 2.4 Employees must not use Council resources or facilities for additional employment or extra mural activities.
- 2.5 Employees must ensure compliance with all applicable legal requirements related to additional employment and/or extra mural activities. Additionally, any additional employment or activities should be in line with the principles and code outlined in the National Code of Conduct for local government employees in Scotland (<http://connect/working-for-us/staff-conduct/1-13-national-code-of-conduct.html>).

## **3. DECLARING ADDITIONAL EMPLOYMENT AND OR/EXTRA MURAL ACTIVITIES**

- 3.1.1 Any employee, who is considering undertaking additional employment and/or extra mural activities, starting up a business or becoming an officeholder of a charity or other similar body, must discuss this in advance with their line manager to explore the potential for any conflict of interest to arise and complete a Record of Additional Employment/Extra Mural Activities form (Appendix 1).

- 3.1.2 Equally, any employee currently undertaking such extra-mural employment or activities, which have not been notified to their line manager, must complete this form and discuss the impact of this upon their substantive post with their line manager immediately.

#### **4. IDENTIFYING POTENTIAL CONFLICTS OF INTEREST**

- 4.1 If an employee is considering or is currently undertaking additional employment/extra mural activities, the employee's line manager should consider the potential for any conflicts of interest to arise in consultation with the employee concerned.
- 4.2 Where no conflict of interest is identified this should be recorded as detailed in Section 9.
- 4.3 When recruiting individuals already employed by Clackmannanshire Council it should be established at interview stage whether the employee intends to retain their current post if successful in their application. If an employee intends to retain their current post then a discussion will need to take place as to whether/how this may impact on their existing post and a Record of Additional Employment/Extra Mural Activities form should be completed to reflect this discussion and record any limitations required.
- 4.4 Where a potential conflict of interest is identified, this must be recorded, as detailed in Section 9 and the decision as to whether this is approved or not would lie with the Service Senior Manager in consultation with Human Resources and Legal where appropriate.

#### **5. AREAS TO BE CONSIDERED**

- 5.1 Areas to consider when determining whether a conflict of interest is likely to arise, include:

- **Hours of Work**

Consideration requires to be given generally to whether the hours involved in the employment/activities, in terms of their frequency and timing are liable to affect an employee's capacity at work.

Clackmannanshire Council has a responsibility under the Working Time Regulations (WTR) to ensure that employees receive appropriate rest breaks, daily rest periods, and weekly rest periods. Clackmannanshire Council also has a responsibility to ensure that employees do not exceed the maximum weekly working hours of 48 hours in any 7-day period averaged over 52 weeks.

Consideration should therefore be given to the employee's working hours arrangements in the other employment and also to the potential impact of those commitments on their Council duties. This also needs to be assessed against the WTR to ensure adequate rest periods are available and the additional time does not contravene any of the regulations. See Appendix 2 for further guidance on the WTR.

- **External Contractors**

If an employee involved in the award of contracts has or is likely to have a business relationship out with their Council duties with existing or potential external contractors, this may be perceived as a conflict of interest. Advice in this regard may be sought from the Council's Monitoring Officer, who is based within legal services.

- **Dealings with the Council**

Consideration should also be given to whether the employee is likely to have dealings with the Council in the course of their additional employment and/or extra-mural activities. For example, could the employee or their other employer gain financially or otherwise through decisions or actions taken by the employee in the course of Council employ or as a result of their knowledge of confidential Council matters?

- **General Impact**

Consideration requires to be given more generally to whether the additional employment or extra mural activities concerned is likely to detrimentally impact on public confidence in the Council.

## **6. WHERE NO CONFLICT IS IDENTIFIED**

- 6.1 Where no conflict of interest is identified, the employee's line manager should confirm their knowledge of the employee's additional employment/extra mural activities by ensuring that a Record of Additional Employment/Extra Mural Activities form (Appendix 1) is completed and this information is recorded as described in Section 9.
- 6.2 Thereafter, it is the responsibility of the employee concerned to advise their line manager of any change in circumstances relating to their additional employment/extra mural activities. The line manager should however, review this on a regular basis, at least annually.

## **7. WHERE A POTENTIAL CONFLICT OF INTEREST IS IDENTIFIED**

- 7.1 Where the potential for a conflict of interest to arise is identified, the line manager should discuss this with the employee, taking into consideration the details provided in the Record of Additional Employment/Extra Mural Activities form, to consider methods of preventing such a conflict arising.

For example:

- Limiting the hours worked in the additional employment/activities;
- Taking advice if there is to be a business relationship with the Council in the additional employment;
- Ensuring that the employee or their other employer does not gain financially or otherwise through decisions or actions taken by the employee in the course of their Council employment or because of his/her knowledge of confidential Council matters.
- This list is not exhaustive.

- 7.2 The Record of Additional Employment/Extra Mural Activities form, as attached at Appendix 1, should be completed, indicating areas of concern and any mechanisms proposed to prevent a conflict of interest arising, and sent to the relevant Senior Manager for consideration.

The Senior Manager, in consultation with Human Resources and Legal, will either:

- (a) Approve the additional employment/extra mural activities on the basis of information provided;
- (b) Approve the additional employment/extra mural activities with some specified limitations in order to prevent a conflict of interests arising; or
- (c) Where a clear conflict of interest exists, refuse consent for the employee to undertake the additional employment/extra mural activities detailed whilst maintaining their Council employment. In such circumstances, the employee concerned should be made aware that undertaking such additional employment/extra mural activities could lead to disciplinary action being taken against them under the Council's Disciplinary Policy & Code of Practice. Further advice in this regard is available from Human Resources.

- 7.3 If an employee disagrees with the decision to refuse consent for additional employment and/or extra mural activities then they should be informed of their right of appeal.

## **8. APPEALS PROCESS**

- 8.1 Wherever possible it is better to reach agreement on additional employment and/or extra mural activities within the workplace. However, if consent is refused the following appeal process should be followed. Firstly, hold an informal discussion wherever possible - there may be some simple misunderstanding which can be resolved in an informal way.
- 8.2 If the member of staff still wishes to appeal against a manager's decision they must do so within 10 working days of being notified of the refusal.
- 8.3 The appeal should be in writing and outline the grounds for making the appeal and submitted to the Senior Manager - HR.
- 8.4 An appeal meeting will be organised with the relevant Senior Manager within 10 working days of receipt of the appeal. Normal working practices will continue until the appeal is concluded. If the meeting is delayed for any reason (for example annual leave) this will be clearly communicated to the employee and a date set.
- 8.5 If the Senior Manager has been previously involved in the decision made, an independent Strategic Director should hold the meeting to review the business rationale provided to ensure fairness and transparency.
- 8.6 If the appeal is upheld, the Senior Manager will liaise with the original decision maker and confirm what has been agreed and the review date.
- 8.7 There is no further right of appeal.

## **9. RECORDING**

- 9.1 In order to assist managers in the systematic review of all declared additional employment and/or extra mural activities undertaken by employees within their section/service, details of such activities should be recorded on Itrent, the Council's management information system. This information should be reviewed and maintained by the individual's line manager.
- 9.2 The record of the additional employment/extra mural activities should contain:
  - (a) The nature of the extra-mural employment/activities being undertaken
  - (b) The name of any external employer/organisation
  - (c) Average hours worked and the timing of such hours

- (d) Whether employment is temporary and if so, the duration of such employment
- (e) Any comments recorded by line manager following meeting with employee
- (f) Any conditions/limitations agreed with employee in relation to their extra-mural employment/activities
- (g) Review date where applicable.

## **10. REVIEWING ADDITIONAL EMPLOYMENT/EXTRA MURAL ACTIVITIES**

- 10.1 The appropriate Manager should arrange to meet with the employee concerned by the agreed review date to consider whether the circumstances surrounding their additional employment/extra mural activities have altered and to ensure, where applicable, that any condition(s) placed upon such activities are being adhered to.
- 10.2 If at this stage, or at any point during the employee's employment, it becomes apparent that an employee's additional employment and/or extra mural activities are having an adverse effect upon the performance of their Council duties or have resulted in a conflict of interest arising, this matter should be reviewed initially by their line manager in discussion with the employee concerned.
- 10.3 Equally, if any limitations or conditions were in place and are not being adhered to, or other such issues have arisen, the Council will in such circumstances have the right to withdraw approval for the additional employment and/or extra mural activities with immediate effect and disciplinary action may be taken against the employee concerned in accordance with the Council's Disciplinary Policy & Code of Practice.

## **11. CASUAL EMPLOYMENT**

- 11.1 Whilst it is not intended that this formal procedure be applied to individuals employed on a casual basis by Clackmannanshire Council, managers should be aware of other employment undertaken by casual employees and should refrain from employing individuals on a casual basis in areas, or undertaking duties, where a potential conflict of interest may arise.

## **12. MONITORING AND REVIEW**

- 12.1.1 Strategic Directors/Senior Managers are responsible for monitoring the progress of cases within their service area, on an ongoing basis, to ensure that the timescales contained in this policy are adhered to.
- 12.1.2 Both HR and Trade Union Representatives shall monitor the effectiveness of the procedure on an ongoing basis. Changes may result from employee, management

and union feedback and/or from changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

### 13. EQUALITY IMPACT ASSESSMENT

Policy Name	Additional Employment and Extra Mural Activities Procedure
Department	HR&WFD
Policy Lead	HR*WFD
Equality Impact Assessment	
Full EQIA required	Yes <input checked="" type="checkbox"/> No* <input type="checkbox"/>
* In no please provide rationale	
Date Full EQIA complete	
Date Approved	
Review Date	





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

**Title:**

**Additional Employment and Extra Mural Activities Policy and Procedure**

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

**Summary of actions taken because of this assessment:**

**Ongoing actions beyond implementation of the proposal include:**

Equality and Diversity e-learning remains part of the Council's annual mandatory learning programme. Delivery of the mandatory training programme is monitored by the Senior Leadership Group.

**Lead person(s) for this assessment:**

**Cheryl Dennington, HR Business Partner**

**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.

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### **Step A – Confirm the details of your proposal**

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

To set a fair and transparent process for requesting and managing additional employment and extra mural activities (paid or unpaid), including approval criteria, conflicts of interests and working time/rest safeguards.

#### **2. Why is the proposal required?**

Governs approval/management of additional employment and extra mural activities.

#### **3. Who is affected by the proposal?**

Applies to all employees of Clackmannanshire Council.

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

Recruitment & Selection and Casual Workers.

#### **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:**

N/A

**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		<p>It is possible that certain age groups are more likely, on balance, to hold additional employment or activities.</p> <p>In Clackmannanshire Council, the highest age band of those with more than one role, including casual positions, was ages 31-40 – 138 employees in total (5.17% of total workforce) of which 128 were female (92.57%) and 10 were male (7.25%). This was closely followed by age band 41-50 – 137 employees in total (5.13% of total workforce) of which 126 were female (91.97%) and 11 were male (8.03%).</p> <p>Overall, the 31-40 age group was 23.87% of the total workforce, in addition to age group 41-50 which was 24.21% of the total workforce which equates to around 47.98% - almost half of the Council's workforce. The majority of those with more than one position, including casual position(s) in these age groups, were female.</p> <p>Source: Business Objects report based on information from Clackmannanshire Council's itrent system at 31<sup>st</sup> March 2025.</p> <p>Overall, this policy could have a positive impact on any employee wishing to take on additional employment or activities as it provides both clarity and a structure to support people with two or more jobs.</p> <p>There is no evidence to suggest that the application of the policy itself, could adversely affect employees on the grounds of their age.</p>
Disability		<p>All employees are required to declare any additional employment/activities. There is no evidence to indicate that this policy could affect employees differently or less favourably, on the grounds of disability.</p> <p>Additional employment or activities may exacerbate health conditions or clash with reasonable adjustments however these could be reviewed and occupational health</p>

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).
		input can be requested when exploring supportive alternatives.
Race		This protected characteristic is not directly relevant to this procedure, and it is not anticipated that there could be any differential impact on people on the grounds of race.
Sex		<p>A higher proportion of women worked part-time compared to men in Scotland (38.6% compared to 12.9%).</p> <p><a href="https://www.gov.scot/publications/scotlands-labour-market-insights-july-2024/pages/people-in-work/">https://www.gov.scot/publications/scotlands-labour-market-insights-july-2024/pages/people-in-work/</a></p> <p>In March 2025, Clackmannanshire Council's workforce consisted of 1015 part time employees, which equates to 38.04% of the total workforce. 69 (6.80%) were male, and 946 were female (93.20%).</p> <p>This procedure will apply to all employees who are seeking to take up additional employment, irrespective of their contracted working hours.</p> <p>Source: Business Objects report based on information from Clackmannanshire Council's itrent system at 31<sup>st</sup> March 2025.</p> <p>The majority of the 2.9 million lone-parent families in 2022 were headed by a lone mother (2.5 million, 84%), with lone fathers now accounting for 16% (457,000) of lone-parent families.</p> <p><a href="https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/families/bulletins/familiesandhouseholds/2022">https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/families/bulletins/familiesandhouseholds/2022</a></p> <p>Around three-quarters of carers in the 2023-24 Carers Census were female (73%), similar to last year. Female carers outweigh male carers in all age groups, with the most pronounced difference being seen in the working age carer group – where 80% of carers aged between 18 and 64 were female.</p> <p><a href="https://www.gov.scot/publications/carers-census-scotland-2023-24/">https://www.gov.scot/publications/carers-census-scotland-2023-24/</a></p> <p>This procedure is intended to ensure fair treatment for all employees, irrelevant of sex.</p>
Gender Reassignment		This protected characteristic is not directly relevant to this procedure, and it is not anticipated that there could be any differential impact on people on the grounds of gender reassignment.

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).
Sexual orientation		This protected characteristic is not directly relevant to this procedure, and it is not anticipated that there could be any differential impact on people on the grounds of sexual orientation.
Religion or Belief		This protected characteristic is not directly relevant to this procedure, and it is not anticipated that there could be any differential impact on people on the grounds of religion or belief.
Pregnancy or maternity		This protected characteristic is not directly relevant to this procedure, and it is not anticipated that there could be any differential impact on people on the grounds of pregnancy or maternity.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		This protected characteristic is not directly relevant to this procedure, and it is not anticipated that there could be any differential impact on people on the grounds of marriage or civil partnership.
Socio economic disadvantage (if required)		N/A

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

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

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

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## 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 procedure has been developed in consultation with recognised trade unions, along with elected manager representatives, all who will be involved in the review of the draft procedure at policy group.

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

N/A

**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	
potential for developing good relations	X			
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	
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	
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, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	
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	
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	
potential for developing good relations			X	
potential to advance equality of opportunity			X	

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	
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	
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 this protected characteristic and only in relation to work matters)			X	

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	

## 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)	<b>Implications for the proposal</b>
X	<p><b>No major change</b> 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.</p>
	<p><b>Adjust the proposal and/or implement mitigations</b> 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.</p>
	<p><b>Continue the proposal with adverse impact</b> 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.</p>
	<p><b>Stop the proposal</b> The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

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### 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:**

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

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## Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed:

Date:

Senior officer approval of assessment:

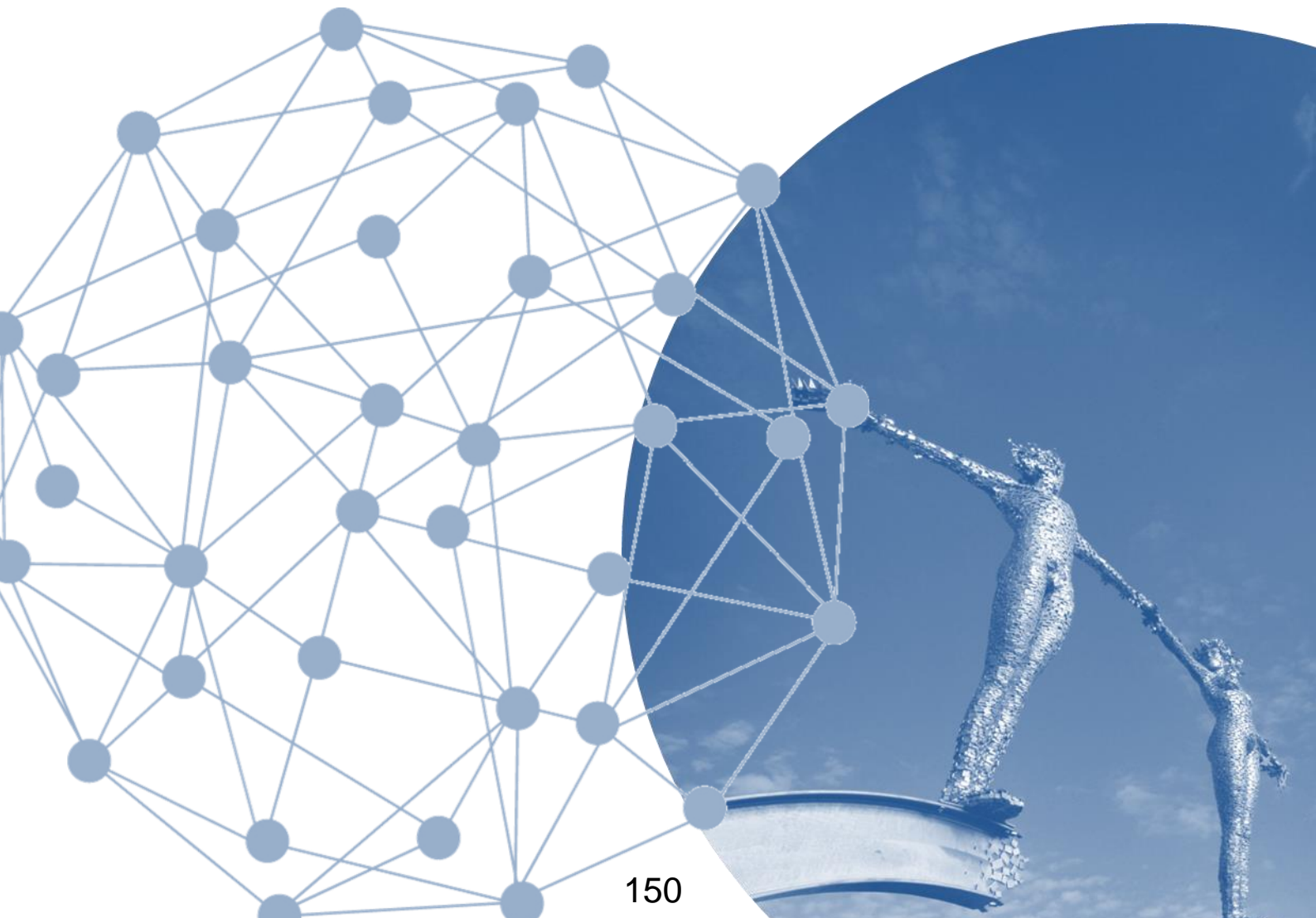
Signed:

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.



**SMOKING POLICY  
2026**



## DOCUMENT CONTROL SHEET:

### Key Information:

<b>Title:</b>	Smoking Policy
<b>Date Issued:</b>	<u>23 April 2026</u>
<b>Date Effective From:</b>	<u>On approval by Council</u>
<b>Version Number:</b>	2.1
<b>Document Type:</b>	Policy
<b>Document Status:</b>	Draft
<b>Author:</b>	Seonaid Scott
<b>Owner:</b>	Health & Safety Manager
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	
<b>Contact:</b>	<u>Health and Safety</u>

### Revision History:

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
1.1	08/01/20	Changes in line with HWL requirements	OO	
2.0	08/12/21	Changes in line with HWL requirements	SS	
2.1	Aug 2025	Minor updates	PM	

## **1. General Introduction**

- 1.1. “The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006” has been in place for over many years now but smoking has long been recognised as the biggest single cause of serious ill health and premature death in Scotland. Similarly, the effect of people breathing in other people’s tobacco smoke, i.e. passive smoking, is an important health concern.
- 1.2. Although substantial achievements have been made in reducing the smoking rate in Scotland, smoking remains a major influence on Scotland's health. Great progress has been made in tackling the health inequalities caused by tobacco and it is becoming unfashionable to smoke. As such the Council encourages its staff to quit smoking entirely and for those not able to do so to reduce significantly the amount they smoke. For the purposes of this policy the Council treats all nicotine delivery devices which create vapour or fumes (including e-cigarettes), in the same way as cigarettes.
- 1.3. The Council recognises its role in promoting and exemplifying Scotland’s smoke free ambitions as recommended by the Scottish Governments “Creating a Tobacco-Free Generation – A Tobacco Control Strategy for Scotland” and the NHS/COSLA Smoke-free local authority implementation guidance.

## **2. Policy statement**

- 2.1. Clackmannanshire Council is committed to maintaining the health and safety of its employees and all those affected by its activities. The Council recognises the health risks associated with smoking and is committed to a smoke-free working environment.
- 2.2. The purpose of the Council’s smoke free policy is to:
  - a) Comply with the Smoking, Health and Social Care (Scotland) Act 2005 and The Prohibition of Smoking in Certain Premises (Scotland) Regulations 2006. This will also support the Council in complying with the Health & Safety at Work Act 1974 and the Safety & Health of Pregnant Workers Directive (92/85/EEC).

- b) Support the 2013 Scottish Government recommendations that Local Authorities consider scope for extending smoking restrictions to outdoor areas within their jurisdiction (including smoking in vehicles parked on the grounds of Council property)
- c) Support the Scottish Governments Tobacco Control Strategy: Raising Scotland's Tobacco-free Generation: our tobacco control action plan 2018 (<https://www.gov.scot/publications/raising-scotlands-tobacco-free-generation-tobacco-control-action-plan-2018/>).
- d) Reduce the risks associated with passive smoking by prohibiting smoking in all Council owned premises and designated outdoor areas within their jurisdiction. This includes all doorways and entrances to Council premises.
- e) Prohibit smoking in any Council owned or hired fleet vehicle and,
- f) Whilst private cars are exempt under legislation, smoking shall not be permitted in leased cars during authorised journeys on Council business

2.3. This policy applies to all employees and Elected Members of Clackmannanshire Council. It also applies to all consultants, contractors or other third parties employed or engaged by or on behalf of Clackmannanshire Council as well as visitors and members of the public accessing Council premises.

### **3. Smoke free council premises**

- 3.1. Smoking is prohibited in all Clackmannanshire Council's premises and surrounding grounds. Public car parks to which staffs have access are not included. Private car parks to which the public do not have a general right of access will only be included where prohibiting smoking supports wider policy aims such as in schools or nurseries.
- 3.2. The only exemption to this is a designated smoking room for residents use only in adult care homes. This room will be subject to a risk assessment to prevent passive smoking and minimise risks to residents.
- 3.3. Smoking is prohibited in Council owned or leased vehicles and privately owned vehicles while being used for Council business. Employees can smoke in their privately owned vehicle being used for Council business, as long as they aren't carrying passengers. Council employees should be completely outside of the vehicle should they need to smoke. Smokers

should ensure that smoke does not enter the vehicle or can be inhaled by anyone who is using or who is currently situated in that vehicle.

3.4. Employees found smoking in contravention of this policy will be referred to the line manager who will deal with the breach in line with the Council's Disciplinary Policy and Procedures.

#### **4. Smoking during working hours**

4.1. Employees who wish to smoke may do so in their own breaks such as lunch breaks or where agreed, official mid-morning or mid-afternoon breaks. Employees are not permitted to smoke whilst at work under any other circumstances although it is recognised that employees may wish to smoke whilst travelling between Council sites. Employees wishing to do so should ensure they are familiar with Section 3 of this policy. The Council would encourage employees wherever possible to consider their personal health on these occasions.

4.2. The practice of taking time away from work specifically to smoke is not permitted.

4.3. The sale of tobacco is prohibited in all Clackmannanshire Council premises.

4.4. The policy applies equally to 'lit tobacco' products as well as Vapour producing instruments (often referred to as e-cigs) or any other nicotine based machines that produce vapour or fumes.

#### **5. Policy for third party premises**

5.1. Clackmannanshire Council has a duty of care to protect its employees but cannot control the smoking policy on third party premises. The Council will ask the Service User to arrange for a non-smoking area to be provided for the duration of the visit. Where this is not possible, the Council will ask the Service User to refrain from smoking during the duration of the visit.

5.2. In circumstances where it is not possible to arrange a smoke free visit, employees should seek advice from their line manager, who should take all reasonable steps to protect them from exposure to second hand smoke. Examples of reasonable steps may include but not limited to: arranging an alternative smoke-free location, requesting that the individual refrains from

smoking for the duration of the visit and opens the windows or ensures ventilation, holding the meeting remotely.

## **6. Visitors to Council Premises**

- 6.1. Visitors not adhering to the policy will be asked to comply or leave the premises or site. If the person who sees the visitor smoking does not feel able to deal with it, they should report the matter to the person the visitor came to see. In the case of a contractor, the matter should be reported to the Contract Responsible Officer for the work.
- 6.2. If a visitor regularly fails to comply with the policy the matter should be reported to the Premises Duty Holder for further action. This may include writing to the visitor and/or banning them from site.

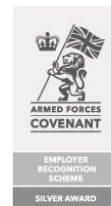
## **7. Support for those who smoke**

- 7.1. Staff members who wish to stop smoking should discuss their programme with their line managers to identify any reasonable support that the Council can provide.
- 7.2. In addition to Council run health promotion events free smoking cessation advice and local support groups can be gained by contacting:
  - The NHS smoking helpline 0800 169 0 169 between 7am and 11pm Monday to Sunday to speak to an experienced advisor
  - Visit PAM Wellness
  - QuitYourWay Scotland helpline: 0800 84 84 84 between 8am to 10pm 7 days a week. You can chat online with a Quit Your Way Scotland advisor. Webchat is open Monday to Friday 9am to 5pm, if an adviser is available. You can text 'Quit Your Way' and your question to 07903 588 669. You must include a question in your text. The SMS text service is monitored between 9am to 4.30pm. If you send a text outside of these times, you'll receive a reply the next working day.
  - visit NHS Inform for information on [Stopping Smoking](#)
  - From GPs or practice nurses
  - Clackmannanshire Community Health Centre

- Local pharmacies
- Request a quit pack <https://www.nhsinform.scot/healthy-living/stopping-smoking/help-to-stop/request-a-quit-pack>

7.3. If any employees have any concerns with any part of this policy, they should raise it with their line manager in the first instance. Further escalation of concerns should occur in line with the Council’s Health and Safety or Grievance Policies depending on the nature of the concern.

Policy Name	Smoking Policy
Department	Partnership & Performance
Policy Lead	H&S Manager
Equality Impact Assessment	
Full EQIA required	Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/>
* In no please provide rationale Policy has been assessed and applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQAI complete	N/A
Date Approved	
Review Date	





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

### **Title: Smoking Policy**

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

The Smoking Policy applies equally to all groups and supports positive ill health outcomes across all groups by prohibiting smoking (including e-cigarettes and nicotine-delivering devices) in Council premises, vehicles and designated outdoor areas, in line with the Smoking Premises (Scotland) Regulations 2006. No adverse impacts have been identified for any protected characteristic.

### **Summary of actions taken because of this assessment:**

1. Review the evidence available on smoking prevalence (the Scottish Health Survey 2022).
2. Consultation with the Council's Policy Group.

### **Ongoing actions beyond implementation of the proposal include:**

1. Monitoring to ensure policy is applied consistently across the Council.
2. Ongoing review and consultation of the Policy.
3. Healthy Working Lives to support promoting health campaigns.
4. Support via signposting to cessation services, etc.

### **Lead person(s) for this assessment:**

Health & Safety Team (Partnership & Performance)

### **Senior officer approval of assessment:**

Strategic Director (Partnership & Performance)

**DATE: 12/09/25**

## **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.

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### **Step A – Confirm the details of your proposal**

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

The Smoking Policy aims to protect the health of employees, elected members, visitors, contractors, and the public by prohibiting smoking, including e-cigarettes and other nicotine-delivering devices in Council premises, vehicles or designated outdoor areas, in line with the Smoking, Health and Social Care Regulations 2006. This will also support the Council in complying with the Health and Safety at Work etc. Act 1974 and the Safety & Health of Pregnant Workers Directive (92/85/EEC).

#### **2. Why is the proposal required?**

To protect health and support national public health goals in reducing smoking prevalence.

#### **3. Who is affected by the proposal?**

Employees, elected members, visitors, contractors and public who access Council premises.

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

Health and Safety and HR Policies (employee conduct, employee mental health & wellbeing).

#### **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 – it goes to Executive Health & Safety Committee for approval, and directly supports on protecting the health of employees, elected members, visitors, contractors, and the public.

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### **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.**

<b>Equality Group</b>	<b>Evidence source</b> (e.g. online resources, report, survey, consultation exercise already carried out)	<b>What does the evidence tell you about the experiences of this group in relation to the proposal?</b> NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
<b>Age</b>	Scottish Health Survey 2022	<p>According to Scottish Health Survey 2022, in 2022, smoking was most prevalent for those aged 45-54, and least prevalent for those aged 75 and over. The use of Nicotine Vapour Products (NVPs) was most prevalent among those aged 16-24. 15% of adults aged 16-24 reported that they currently used NVPs and usage was lowest among those aged 75 and older: 1% reported that they currently use NVPs. 4% of all adults reported using both NVPs and cigarettes, while 5% reported current use of NVPs and previous use of cigarettes. Use of NVPs tended to decrease with age, with dual use of NVPs and cigarettes and use of NVPs with no history of smoking highest among those aged 16-24 (7% and 3% respectively) and lowest among those aged 75 and older (&lt;1% and 0% respectively).</p> <p>Smoking impacts all age groups, but application of the policy is consistent regardless of age.</p>
<b>Disability</b>	N/A	No evidence of impact.
<b>Race</b>	N/A	No evidence of impact.
<b>Sex</b>	Scottish Health Survey 2022	<p>According to Scottish Health Survey 2022, significantly more men (18%) than women (13%) reported that they were currently smokers. A higher proportion of men than women had never tried to stop smoking in 2021/2022 combined (28% men; 16% women), while a lower proportion of men than women had tried to stop smoking three times or more (37% and 49% respectively).</p> <p>Smoking prevalence is slightly higher among men, but policy applies equally.</p>
<b>Gender Reassignment</b>	N/A	No evidence of impact.
<b>Sexual orientation</b>	N/A	No evidence of impact.
<b>Religion or Belief</b>	N/A	No evidence of impact.
<b>Pregnancy or maternity</b>		The policy protects pregnant employees from second-hand smoke and aligns with the Safety & Health of Pregnant Workers Directive (92/85/EEC).

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).
<b>Marriage or civil partnership</b> (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	N/A	No evidence of impact.
<b>Socio economic disadvantage (if required)</b>	Scottish Health Survey 2022	<p>In 2022, the age-standardised prevalence of current cigarette smoking remained highest among adults living in the most deprived areas (25%), and lowest among those living in the least deprived areas (7%). This continued the trend observed since 2003, when smoking prevalence was 45% in most deprived areas and 17% in least deprived areas.</p> <p>In 2022, the age-standardised mean number of cigarettes smoked per day was highest among adults living in the most deprived areas (13.0 per day) and lowest among those living in least deprived areas (10.0). This pattern has been evident across the timeseries.</p> <p>The Smoking Policy is consistent in its approach. Cessation support will help reducing illness and improve quality of life.</p>

**7. Based on the evidence above, is there relevance to some or all of the equality groups? Y/ N/ unclear**

No

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

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

Age, Sex and Socio-economic data show variation, however the policy applies equally to all with the purpose of improving health. There are no evidence findings to suggest that any protected group will be impacted more than others.

### 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:**

N/A

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

N/A

**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				

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)				

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?				

**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)	<b>Implications for the proposal</b>
X	<p><b>No major change</b> 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.</p>
	<p><b>Adjust the proposal and/or implement mitigations</b> 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.</p>
	<p><b>Continue the proposal with adverse impact</b> 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.</p>
	<p><b>Stop the proposal</b> The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

### 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 Smoking Policy has been developed in consultation with recognised trade unions, who, along with the Council Management, form the Council's Policy Group. In addition, the policy will be considered by, and approved by, the Councils Executive Health and Safety Committee.

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

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## Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Paulina Malczewska

Date: 12/09/2025

Senior officer approval of assessment:

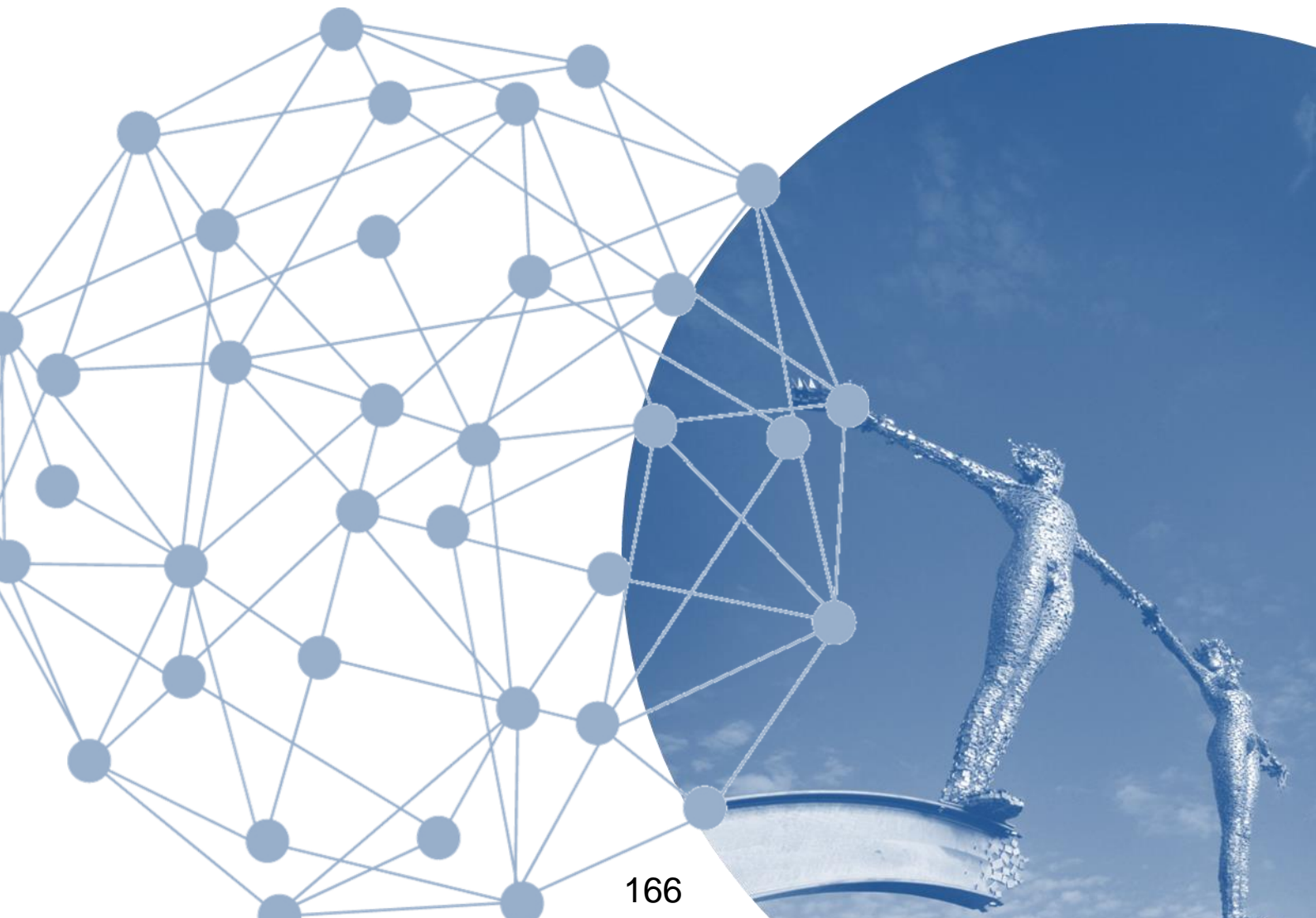
Signed: A. Hair

Date: 12/09/25

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



# **Mental Health, Stress & Wellbeing Policy 2026**



## DOCUMENT CONTROL SHEET:

### Key Information:

<b>Title:</b>	Mental Health, Stress and Wellbeing Policy
<b>Date Issued:</b>	<u>23 April 2026</u>
<b>Date Effective From:</b>	<u>On approval by Council</u>
<b>Version Number:</b>	1.1
<b>Document Type:</b>	Policy
<b>Document Status:</b>	Draft
<b>Author:</b>	Russell Dadzie / Paulina Malczewska
<b>Owner:</b>	Health & Safety Team
<b>Approver:</b>	Council
<b>Approved by and Date:</b>	<u>TBC</u>
<b>Contact:</b>	<u>Health and Safety</u>

### Revision History:

<b>Version:</b>	<b>Date:</b>	<b>Summary of Changes</b>	<b>Name:</b>	<b>Changes Marked:</b>
<u>0.1</u>		<u>Draft</u>	<u>SS</u>	<u>N/A</u>
<u>0.2</u>		<u>Minor changes to clarify some points.</u>	<u>SS</u>	<u>No</u>
<u>0.3</u>	<u>June 2021</u>	<u>Significant redrafting – clarifying roles and responsibilities, and measures for managing mental health, stress and wellbeing</u>	<u>RD</u>	<u>No</u>
<u>1.1</u>	<u>April 2025</u>	<u>Draft – Review of existing Policy; minor changes with additional details</u>	<u>H&amp;S Officer, Paulina Malczewska</u>	<u>N/A</u>

## 1. Policy Statement

- 1.1. Clackmannanshire Council is committed to ensuring the health and welfare of employees, including their mental as well as physical health and wellbeing. As an employer, we aim to create and maintain a workplace environment that promotes and supports good mental health and wellbeing for all employees.
- 1.2. The Council recognises its responsibilities under the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999, and the Equality Act 2010 in this regard.

## 2. Introduction

- 2.1 Mental health and wellbeing is an important aspect of overall health and wellbeing and can be affected by different factors, including life events such as relationship breakdowns, bereavement, workplace pressures and mental health conditions such as depression or anxiety. The National Health Service (NHS) describes mental wellbeing and mental illness as follows:

**Mental Wellbeing** - Definitions of mental wellbeing generally include aspects such as: life satisfaction, optimism, self-esteem, mastery and feeling in control, having purpose in life, and a sense of belonging and support.

**Mental Illness** - refers to a diagnosable condition or personality disorder that significantly interferes with an individual's cognitive, emotional or social abilities, e.g. depression, anxiety, schizophrenia. The International Classification of Diseases ICD 10, Chapter 5 provides a comprehensive list of recognised mental and behavioural disorders.

**Stress** - The Health and Safety Executive (HSE) defines stress as 'the adverse reaction people have to excessive pressures or other types of demand placed on them. It arises when they perceive that they are unable to cope with those demands'.

- 2.2. Promoting positive mental health and wellbeing in the workplace is essential to strengthen the positive, protective factors of employment, reduce risks factors for mental ill health and improve general health.

2.3 Although it can be healthy for people to experience challenges in their lives, this can cause a degree of pressure on the individual. It is acknowledged that too much pressure can be harmful and destructive to health and, if excessive or long term, this can lead to stress. It is recognised that while stress can result from a build-up of excessive pressures in the workplace, it can equally result from non-work related pressures or life events that transfer the symptoms to the workplace.

### **3. Purpose and Scope**

3.1 The purpose of this policy is to:

- Create a working environment where the mental health and wellbeing of employees is paramount and where colleagues feel valued and protected.
- Set clear responsibilities for ensuring safe and healthy workplace, and positive mental wellbeing, for all employees.
- Clearly outline measures that will be pursued to ensure good mental health and wellbeing for all staff.

3.2 The aims of the policy are to:

- Promote mental health and wellbeing for all staff.
- Promote an open and supportive culture where mental health issues can be raised and dealt with effectively.
- Communicate and promote the council's commitment to identifying and tackling organisational issues that negatively affect mental health and wellbeing.
- Ensure suitable and sufficient risk assessments are conducted in accordance with the HSE Management Standards to prevent, identify and control sources of work-related stress, and ensure that the outcomes of risk assessments are reported and acted upon. Training in dealing with Stress Risk Assessments (SRAs) and how to support staff is available to all managers and HR Business Partners via e-learning module. SRA meetings should focus specifically on identifying and addressing these workplace stressors.
- Provide employees experiencing mental health problems with access to professional assistance and support. Reasonable paid time off to access

support will be given in line with relevant policies and procedures, such as Maximising Attendance Policy, Work Life Balance and Flexible Working Policy, etc.

- Reduce barriers to employment for people who have experienced mental health problems.

3.3 This policy applies to all employees of Clackmannanshire Council. The implementation of this policy will be supported by other relevant Council policies and guidance e.g. Maximising Attendance Policy, Work Life Balance and Flexible Working Policy, Stress Risk Assessment Guidance, Managing Stress – A Guide for Managers, Family Friendly Policy, etc.

## **4. Responsibilities**

### 4.1. The Chief Executive & Senior Managers

The Chief Executive has overall responsibility for Health, Safety and Welfare within the council, and ensuring that suitable arrangements and procedures are in place to comply with this policy and all relevant health and safety legislation.

In line with the Council's scheme of delegation, senior managers are responsible for ensuring that this policy is effectively implemented throughout out their areas of service.

### 4.2. Employees with Line Management Responsibilities

Managers play a key role in creating a mentally healthy workplace and, in this regard, are responsible for:

- Managing their staff in a manner which is not detrimental to mental health and which, at its best, can positively promote mental health and wellbeing;
- Ensuring, as far as is reasonably practicable, that the work environment is safe and that measures are taken to reduce the risk of mental ill health as a result of work related factors;
- Providing supportive leadership and creating an open and supportive environment that encourages employees to discuss issues related to mental ill health;

- Initiating and maintaining effective and consistent communication with team members, including wellbeing conversations;
- Reviewing management information, being alert to indicators of stress within the team and undertaking risk assessment as appropriate;
- Ensuring that all new employees receive appropriate induction and training and, thereafter, identifying and meeting the learning and development needs of all employees through the use of the Constructive Conversations meetings;
- Monitoring workloads, working hours and holidays to ensure that staff are not overloaded or overworking, and are taking their full holiday entitlement;
- Ensuring that all employees are aware of the council's wellbeing programme and support mechanisms, including confidential counselling, employee assistance provision and procedures for dealing with bullying & harassment at work;
- Providing their staff with opportunities to participate in mental health promotion activities;
- Liaising with Human Resources to maximise support for employees who have mental health problems;
- Supporting employees who become sick as a result of mental ill health in accordance with the council's Maximising Attendance Policy, and providing additional support to staff who are experiencing stress outside work, e.g. bereavement, separation, etc;
- Monitor and report on levels of sickness absence which relate to mental health problems, including stress-related illness (in conjunction with the occupational health service and human resources);
- Completing relevant Mental Health Awareness and Stress Management Training.
- Treat employees with dignity and respect.

#### 4.3 Employees

All employees are obliged to take account of their own health and safety in the workplace along with that of others and, in this regard, are responsible for:

- Raising issues of concern promptly with their line manager, HR or TU rep, so they can be addressed at an early stage;
- Being alert to symptoms of stress in themselves and others;

- Supporting any colleague experiencing poor mental health by encouraging them to speak to their line manager;
- Seeking appropriate support at the earliest opportunity from their GP, the Employee Assistance Programme or other appropriate agencies if they have health and wellbeing problems;
- Recognising the importance of achieving a work-life balance;
- Cooperate with managers to assess levels of stress and engage with measures to support mental ill-health issues.
- Treating other employees with dignity and respect.

#### 4.4 Human Resources

Human Resources will:

- Provide confidential advice and support to employees and managers in relation to this policy and ensure policies and procedures are being followed.
- Help signpost appropriate support for employees who are experiencing mental ill-health.
- Where there is conflict between manager and employee facilitate relevant processes to help resolve the issues.

#### 4.5 Health & Safety Team

The Health & Safety Team will:

- Train and support managers in promoting mental health and wellbeing, and in implementing stress risk assessments - ensuring policies are being followed.
- Monitor and review the effectiveness of measures to promote mental wellbeing and report this to the Executive Health & Safety Committee and Tripartite as required.

#### 4.6 Occupational Health & Employee Assistance Programme

Occupational Health and Employee Assistance Programme (EAP)/Employee Counselling Service will provide advice to employees and managers to help employees remain at work if possible. They will:

- Provide specialist advice on mental wellbeing.

- Support individuals who have been off sick with mental health and stress problems, and advise them and their management on a planned return to work.
- Refer individuals to workplace counsellors or specialist agencies as required.

#### 4.7 TU Safety Representatives

Safety representatives can support employees in identifying the causes of stress and meeting with management to raise and address issues which may be causing them stress. They will:

- Promote mental wellbeing across the Council.
- Participate in Healthy Working Life Group activities, and the Council's wellbeing planning and implementation.
- Encourage employees who approach them to seek appropriate support.

#### 4.8 Healthy Working Lives Group

The Council's Healthy Working Lives Group will promote healthy lifestyles for employees by initiating and leading wellbeing campaigns, activities and opportunities, such as healthy eating, stress control, smoking cessation, drugs and alcohol awareness, employee engagement, etc.

Their objectives are:

- To promote a healthy work environment and improve the mental and physical health and wellbeing of Council's employees.
- To address the specific challenges arising from remote working, including isolation, unhealthy working habits, and stress.
- To enhance employee's morale, engagement, and overall wellbeing
- To lower absenteeism and improve overall productivity.

## **5. Measures for Managing Mental Health, Stress and Wellbeing**

### **5.1 Promotion of Mental Health and Wellbeing for all staff**

- All employees will undergo a mandatory mental health awareness and wellbeing training. The training will provide a basic understanding of mental health and wellbeing issues, and highlight the various resources and support available to staff.

- The Council will run regular mental health and wellbeing campaigns to encourage awareness of mental health issues.
- All employees will be given opportunities to look after their mental wellbeing and participate in mental wellbeing activities, e.g. physical activities, stress busters, social events, relevant mental health and wellbeing seminars/workshop, etc.
- Employees will, wherever possible, be offered flexible working arrangements that promote their mental wellbeing.
- Employees will be given the opportunity to influence how they do their jobs, scope for varying their working conditions as far as possible, and opportunities to develop and fully utilise their skills.
- Managers will ensure that employees are set realistic targets that do not require them to work unreasonable hours, and have clearly defined job descriptions, objectives and responsibilities.
- Appropriate actions will be taken to effectively manage conflict and ensure the workplace is free from bullying, harassment and any form of discrimination.
- Wellbeing Champions will receive relevant awareness training in mental health and wellbeing. They will liaise with the Council Healthy Working Lives Group, Health and Safety and Human Resources Teams, and Team Managers/Supervisors in leading and promoting mental health and wellbeing activities in their respective teams.

## **5.2 Promotion of an Open and Supportive Leadership Culture**

The following will be pursued:

- Managers will undergo relevant mandatory mental health and wellbeing training (such as NHS 'Mentally Healthy Workplace', or SAMH 'Mental Health in the Workplace – a Guide for managers' and 'Understanding Stress Management in the Workplace') to enable them to promote the mental wellbeing of their staff and deal with issues around mental health and stress effectively.
- Managers will help to prevent excessive pressure becoming stress by recognising the common signs and symptoms of this in themselves and others, by ensuring that appropriate interventions are carried out and by

promoting an open and supportive environment that encourages employees to discuss issues. Tips on signs of mental wellbeing issues and stress are contained in the Council document: *Managing Stress – A Guide for Managers*.

- Managers will give non-judgemental and proactive support to individuals who experience mental health problem, and deal sympathetically with any staff suffering from mental health problems due to circumstances outside the workplace.
- All matters discussed between manager and member of staff must be treated with strict confidentiality and not disclosed to anyone without express permission from the staff member. Any concerns from managers should be raised with the relevant HR Business Partner or a member of the H&S Team.
- They should ensure that their management style reflects the behaviours outlined in the Council's Competency Framework and Dignity at Work Procedure.

### **5.3 Effective and Consistent Communication**

- Managers should ensure effective and consistent communication with team members to enable them identify and tackle any organisational or work-related issues (e.g. job demands, control over the job/role, support from managers and colleagues, working relationships, the role and changes at work) that negatively affect the mental health and wellbeing of their staff. This can be achieved through regular team meetings, constructive conversations, and wellbeing conversations. Regular and consistent communication will also offer employees the opportunity to alert their line managers to any mental health or stress related concerns they may have.
- Communication at an early stage is important to allow any mental wellbeing issues or causes of stress to be identified and appropriate action to be taken to minimise its effects on the employee and on service delivery.
- A good two-way communication should be established and maintained to ensure staff involvement, particularly during periods of organisational change, or any unexpected events.
- Managers should be particularly aware of the impact that organisational change may have on employees and should ensure that appropriate

communication and adequate support is provided, particularly where it is known that an employee may already be vulnerable to stressful reactions.

## **5.4 Management of Stress**

### **5.4.1 Identifying the Causes and Symptoms of Stress**

- A strong moral and business case exists for addressing the causes of stress in the workplace and the council places emphasis on preventing stress wherever possible. In order to do so, managers and employees alike need to be equipped to identify possible sources and triggers of stress in the workplace.
- While the council cannot prevent or control the causes of stress, early identification of the symptoms of stress will allow employees to be supported in the workplace and assisted to manage the circumstances which are causing them stress.
- Each team must have a stress risk assessment which identifies the likely sources of stress and measures to control these. These should be reviewed on a regular basis in line with the Council's Risk Assessment policy. The Health & Safety Team can provide support in identifying causes of stress within a team.
- Where issues of mental ill-health are identified, the line manager should liaise with the HR Business Partner to ensure that appropriate support is offered. Agreement must be reached by line manager and employee before that information is shared with HR/H&S.

### **5.4.2 Stress Management Standards**

The Health and Safety Executive (HSE) has identified six key areas (or risk factors) which may lead to work related stress. These are:

- Demands of the job;
- Employee's control over their work;
- The support an employee receives from managers and colleagues;
- Relationships at work;
- Role in the organisation;
- Change and how it's managed.

Key to managing these risks are ensuring supportive leadership and effective and consistent communication, along with appropriate risk assessment as described in sections 5.2 and 5.3. The Council will strive to implement the HSE management Standards.

## **5.5 Support for Mental Ill-Health**

### **5.5.1 Line Management Support**

- Employees who are experiencing symptoms of mental ill-health are encouraged to advise their manager at the earliest opportunity in order that the most appropriate means of help can be identified and offered. Where employees are not comfortable speaking to their line manager, they should speak to one of the HR Business Partners, H&S, their TU Rep or a Mental Health First Aider.

In some cases the employee's concerns will be alleviated by reviewing the balance of their workload commitments and any other non-work commitments to determine whether they are taking on/allocated more than they can realistically cope with. A temporary adjustment to workload priorities and/or some support in self-regulating their work, such as the use of time management techniques may be sufficient to assist the employee manage and control their stress levels.

- The Stress Risk Assessment process may be helpful to identify more significant issues including unrealistic workloads or pressures. The documents for this are issued by the line manager and analysed by the Health and Safety Team. The manager, or a nominated person, is then responsible for discussing the report and implementing any measures to help control or prevent the stress being exacerbated.
- If an employee is not comfortable approaching their manager or having done so feels that their concerns have not been adequately addressed, they should seek advice from Human Resources. Additionally, the employee may wish to seek advice from a Trade Union representative, and if appropriate, seek a medical view from their GP.

### 5.5.2 Mental Health First Aiders

- The Council also has a number of employees who have undertaken the Mental Health First Aid training and have gained crucial skills in managing mental health in the workplace and how to support others.
- List of names and contact details of Council Mental Health First Aiders will be published and made accessible to all employees.

### 5.5.3 Employee Assistance Programme

The council offers free access to an employee assistance programme which can provide support for work and non-work related issues (e.g. health, legal, marital, relationship, family, financial, substance abuse or emotional concerns, etc.). A telephone helpline, web portal, live chat and mobile phone app are available to all employees 24 hours a day, any day of the year. The support provided includes:

- Structured Counselling – available via telephone, face-to-face or online depending on the issues requiring support.
- Trauma and Critical Incident Support
- Eye Movement Desensitisation and Reprocessing therapy.
- Cognitive Behaviour Therapy.

### 5.5.4 Stress Control Classes and other Wellbeing training

- Stress Control classes are also held within the Council and the local community.
- A number of e-learning courses are also available to all employees on Clacks Academy.
- The Council will also, on a regular basis, identify and run relevant mental health and wellbeing seminars/workshops to support staff.

## **5.6 Reducing Barriers to Employment for People with a History of Mental Health**

### 5.6.1 Council Policy on Maximising Attendance

- Where an employee is advised by their GP to take some time off as a result of a mental health condition, the relevant provisions of the council's Maximising Attendance Policy will apply in conjunction with this policy. In these circumstances, managers should adopt a proactive but sensitive approach so

that the employee does not feel isolated or guilty. The manager should establish with the employee whether regular contact would be helpful and how this should be arranged during the period of absence.

Care should be taken to ensure that any return to work is planned and the employee supported to prevent further absence. Occupational Health advice can be invaluable in achieving this.

## 6. Monitoring and Review

This document is subject to monitoring by management and Trade Unions on an ongoing basis. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

Policy Name	Mental Health and Wellbeing Policy
Department	Partnership & Performance
Policy Lead	H&S Manager
Equality Impact Assessment	
Full EQIA required	Yes <input type="checkbox"/> No* <input checked="" type="checkbox"/>
* In no please provide rationale Policy applies equally to all Council employees and does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Full EQAI complete	N/A
Date Approved	
Review Date	





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

**Title: Mental Health, Stress & Wellbeing Policy**

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

Revision of existing policy which helps to reduce inequalities due to mental ill-health. This policy applies equally to all employees and has only positive impacts on equalities.

**Summary of actions taken because of this assessment:**

1. Review the evidence available on mental ill-health
2. Consultation with the Council's Policy Group & Executive Health & Safety Committee.

**Ongoing actions beyond implementation of the proposal include:**

1. Monitoring to ensure policy is applied consistently across the Council.
2. Ongoing review and consultation of the Policy.
3. Healthy Working Lives to support promoting health campaigns.
4. Support via signposting to relevant services, etc.

**Lead person(s) for this assessment:**

**Paulina Malczweska**

**Senior officer approval of assessment:**

**DATE: 21/01/26**

## **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.

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### **Step A – Confirm the details of your proposal**

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

The policy outlines Clackmannanshire Council's commitment to supporting the mental health, stress management and wellbeing of its employees. It sets out the roles, responsibilities and strategies for creating a safe, inclusive and mentally work environment. The policy aims to promote an open, supportive culture, reduce stigma around mental health, ensure early access to support, and implement measures for stress prevention and wellbeing improvement.

#### **2. Why is the proposal required?**

The Council has a legal obligation to look after the health, safety and wellbeing of staff. The policy sets out the practical arrangements for how these obligations are undertaken.

#### **3. Who is affected by the proposal?**

All Council employees.

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

Health, Safety & Wellbeing Strategy, and a number of

#### **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

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### **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.**

<b>Equality Group</b>	<b>Evidence source</b> (e.g. online resources, report, survey, consultation exercise already carried out)	<b>What does the evidence tell you about the experiences of this group in relation to the proposal?</b> NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
<b>Age</b>	<b>Scottish Health Survey 2021</b>	Mental health issues can affect all ages, but different age groups may face different stressors. Mental health generally improves with age.
<b>Disability</b>	<b>Scottish Health Survey 2021</b>	Those with a disability are significantly more likely to also experience mental ill-health. Under the Equality Act 2010 long-term mental health condition may be considered as a disability. The condition is long term if it lasts or is likely to last 12 months.
<b>Race</b>	<b>Scottish Surveys Core Questions 2017</b>	Mental wellbeing is declining for most of our workforce demographic. Cultural differences may affect how mental health is perceived and reported. An inclusive approach ensures access to support.
<b>Sex</b>	<b>Scottish Health Survey 2021</b>	There is no significant difference in different genders wellbeing, but evidence shows men are less likely to seek help for mental health issues. Women may face stress from caregiving roles.
<b>Gender Reassignment</b>		Transgender individuals face increased risks of poor mental health. The inclusive nature of the policy, including access to support and anti-discrimination protection, supports their wellbeing.
<b>Sexual orientation</b>	<b>Scottish Surveys Core Questions 2017</b>	LGBTQ+ individuals are more likely to experience mental health challenges, including anxiety and depression, often linked to experience of stigma, discrimination, etc.
<b>Religion or Belief</b>	<b>Scottish Surveys Core Questions 2017</b>	Roman Catholic and Other Christian groups reported higher mental wellbeing scores than those in the No Religion group.
<b>Pregnancy or maternity</b>		This group may experience heightened emotional and mental stress. The policy helps by promoting open communication, flexible working and access to support for employees.
<b>Marriage or civil partnership</b> (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		
<b>Socio economic disadvantage (if required)</b>	<b>Scottish Health Survey 2021</b>	Mental wellbeing is significantly lower in areas of deprivation and this is evidenced across several different metrics.

7. **Based on the evidence above, is there relevance to some or all of the equality groups? Y/ N/ unclear**  
**YES**  
**If yes or unclear, proceed to further steps and complete full EFSIA**

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

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## 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:**

Policy has been developed to support those who have mental ill-health or wellbeing challenges. It has been developed in consultation with policy group some of whom have direct or family experience of such issues. Consultation has also taken place with the HSCP Mental Health Team and Educational Psychologists.

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

The consultation concluded that the policy has appropriate measures in place to support affected groups.

**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			
potential for developing good relations			X	
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			
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			
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, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			
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			
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			
potential for developing good relations	X			
potential to advance equality of opportunity	X			

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	
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			
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 this protected characteristic and only in relation to work matters)			X	

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			

## 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 policy will be supported by measures already agreed in the Health, Safety and Wellbeing Strategy such as the procurement of the HSE Stress Indicator Tool to allow proactive stress risk assessments to be conducted. Training has already been provided to Managers and Wellbeing Champions have been identified and trained to support this policy.

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)	<b>Implications for the proposal</b>
x	<p><b>No major change</b> 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.</p>
	<p><b>Adjust the proposal and/or implement mitigations</b> 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.</p>
	<p><b>Continue the proposal with adverse impact</b> 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.</p>
	<p><b>Stop the proposal</b> The proposal will not be implemented due to adverse effects that are not justified and cannot be mitigated.</p>

### 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:**

**Agreed at Executive Health & Safety Committee on 2<sup>nd</sup> February 2026.**

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## 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.

Metrics are reviewed at Executive Health & Safety Committee on a quarterly basis. Some are also discussed at Service Bipartite meetings. Any issues identified are addressed or raised as appropriate.

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

Metrics are reviewed at Executive Health & Safety Committee on a quarterly basis. Some are also discussed at Service Bipartite meetings. Any issues identified are addressed or raised as appropriate.

Staff survey results will also provide information to support this.

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

Annually

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## Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Paulina Malczewska

Date: 26/01/2026

Senior officer approval of assessment:

Signed: A. Hair

Date: 26/01/26

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

