



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 25 June 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.

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

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

17 June 2026

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 25 JUNE 2026 at 9.30 AM



**NIKKI BRIDLE
Chief Executive**

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Minute of Meeting of Clackmannanshire Council held on 21 May 2026 (Copy herewith):	07
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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.

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| 13. | Exempt Minutes of Meeting of Clackmannanshire Council held on 21 May 2026 (Copy herewith) | 299 |
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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 Alison Britchfield – 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 21 MAY 2026 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Provost Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Kenneth Earle (Via Teams)
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Fiona Law
Councillor Darren Lee (Via Teams)
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Bryan Quinn
Councillor Janine Rennie

IN ATTENDANCE

Nikki Bridle, Chief Executive
Lorraine Sanda, Depute Chief Executive and Director of Wellbeing
Chris Alliston, Head of Corporate Services
Dr Jennifer Borthwick, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Colin Bruce, Chief Education Officer (Wellbeing)
Sharon Robertson, Chief Social Work Officer (Wellbeing)
Lindsay Sim, Chief Finance Officer (Corporate Services)
Lesley Baillie, Strategy and Performance Adviser (Corporate Services)
Aidan Fleming, Equality, Diversity & Human Rights Officer (Corporate Services)
Alastair Hair, Senior Manager (Corporate Services)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Corporate Services)
Wendy Robertson, Senior Manager (Transformation and Capital) (Corporate Services)
Lee Robertson, Senior Manager, Legal and Governance (Corporate Services) (Clerk)
Robbie Stewart, Senior Manager, Sport and Leisure (Wellbeing) (Via Teams & Chambers)
Melanie Moore, Committee Services (Corporate Services)
Gillian White, Committee Services (Corporate Services) (Minute)

At the start of the meeting, the Convener advised that the Chief Executive would make a statement on the incredibly difficult and challenging circumstances for people who have been caught up in the Coalsnaughton ground movement incident.

The Chief Executive provided a brief update on the significant incident impacting Benbuck View residents in Coalsnaughton. She advised that the incident continues to be managed in the response phase of the Council's civil contingencies duties. The incident requires a multi-agency response and the Forth Valley Resilience Partnership has been coordinating the multi-agency response chaired by Police Scotland. A further meeting of the Forth Valley LRP is planned and it will continue to meet as required. The Mining Remediation Authority have control of the site of the incident and are continuing their investigations to identify the cause of the ground movement. Council officers continue to consult with MRA several times a day on the progress being made. Depending on the outcome of both the MRA's investigations and the LRP meetings, next steps and leadership of these activities into the future will be determined. Until then, the Council will continue to meet the response responsibilities under the civil contingencies' legislation.

A briefing has been arranged for affected residents that will be attended by some of the key multi-agency partners, specifically the Mining Remediation Authority, utilities representatives and the Council. This briefing aims to provide the opportunity for partners to explain their role and provide an update on activity, but most importantly, provide the opportunity for residents to ask questions. The Chief Executive invited the Council leader, spokesperson and ward members from the affected ward to attend. Member briefings will continue to be separately provided by officers for members' information.

CC(26)037 APOLOGIES

Apologies were received from Councillor Mark McLuckie, Councillor Craig Holden, Councillor Jane McTaggart and Councillor William Keogh.

CC(26)038 DECLARATIONS OF INTEREST

None.

CC(26)039 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL – 19 MARCH 2026

The minutes of the meeting of the Clackmannanshire Council held on 19 March 2026 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 19 March 2026 were agreed as a correct record and signed by the Convener.

Action

Clerk to the Council

CC(26)040 MINUTES OF SPECIAL MEETING OF CLACKMANNANSHIRE COUNCIL – 23 APRIL 2026

The minutes of the special meeting of the Clackmannanshire Council held on 23 April 2026 were submitted for approval.

Decision

The minutes of the special meeting of Clackmannanshire Council held on 23 April 2026 were agreed as a correct record and signed by the Depute Convener.

Action

Clerk to the Council

CC(26)041 BRITISH SIGN LANGUAGE PLAN 2026-32

The report, submitted by the Head of Corporate Services, presented for approval the draft British Sign Language Plan 2026-2032.

Mark Cross and Younee Grman were in attendance to provide a BSL interpretation service.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted the steps taken to develop a new British Sign Language; and
2. Approved the draft British Sign Language Plan 2026-2032 to replace the Clackmannanshire Council's British Sign Language Plan 2018-2023.

Action

Head of Corporate Services

CC(26)042 BE THE FUTURE UPDATE – TOM UPDATE

The report, submitted by the Chief Executive, provided the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme.

The report provided an update on progress on the implementation of the 'immediate state' changes to the management structure set out in the previous Council paper in February 2026

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council noted that:

1. The Target Operating Model has substantially implemented the "immediate state";
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;
3. Three Heads of Service have been appointed, with the remaining post currently being recruited;
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; and
5. A structured organisational change programme will be established to oversee the implementation of the new outcomes-focused Target Operating Model.

CC(26)043 BUDGET STRATEGY AND MEDIUM TERM FINANCIAL STRATEGY UPDATE

The report, submitted by the Chief Finance Officer, maintained Council's regular update on the approved Budget Strategy and its Medium Term Financial Strategy (MTFS). The report provided an update on the post Budget context and set the timetable and key milestones to commence the 2027/28 Budget process.

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. Agreed the high level Budget Timetable (Appendix A);
2. Noted 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);
3. Noted the indicative funding gap of £10.096m in 2027/28 rising to £24.462m by 2031/32 (paragraph 3.2);
4. Noted the update on the Medium Term Financial Strategy (MTFS) (paragraph 3.10);
5. Noted 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);
6. Noted the creation of the Capital Programme Board, previously the Capital Operations Group (paragraph 4.1);
7. Noted the approach to the preparation of the HRA 2027/28 Revenue and Capital Budgets (paragraphs 4.4 to 4.6);
8. Noted the continuation of the cross party working group to support the budget setting process (paragraph 4.7); and
9. Noted the ongoing work with CoSLA and the Scottish Government to raise awareness of the systemic and contextual challenges facing Clackmannanshire (paragraph 4.9).

Action

Chief Finance Officer

CC(26)044 SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS

The report, submitted by the Head of Corporate Services, sought approval to review the Scheme for the Establishment of Community Councils to allow for revisions in keeping with current circumstances and attitudes.

Motion

To agree the recommendations as set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Scott Harrison.

Decision

The Council:

1. Proposed to make a new Scheme for the Establishment of Community Councils; and
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.

Action

Head of Corporate Services

CC(26)045 HR POLICIES

The report, submitted by the Senior Manager (HR and Workforce Development), invited 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.

Motion

To agree the recommendations as set out in the report.

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

Decision

Having challenged and commented as appropriate, the Council:

1. Agree the policies and procedures; and
2. Noted the Equality Impact Assessments.

Action

Senior Manager (HR and Workforce Development)

At the conclusion of the public business, the Provost intimated that May Cameron, who had

EXEMPT ITEMS

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

The Convener paused the meeting for to provide an opportunity for external parties attending virtually to leave the meeting.

CC(26)046 KEEPING THE PROMISE – SALE AND LEASE BACK OF 8 GRANT STREET, ALLOA

The report, submitted by the Depute Chief Executive and Director of Wellbeing, provided Council with an update on progress toward improving outcomes for children and young adults who are currently accommodated and cared for out with Clackmannanshire, by supporting their return to care settings closer to their families, communities and established support networks. The report outlined the position on negotiations and sought approval for a proposed sale and leaseback of Grant Street, Alloa. It also highlighted that some of the terms of the transaction have changed since the original report approved by Council on 29 August 2024.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council agreed the recommendations set out in the report.

The detailed minute from this item of business is recorded separately.

Action

Depute Chief Executive and Director of Wellbeing

Ends: 11.17 am

Report to Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: Major Emergency Incident, Coalsnaughton

Report by: Nikki Bridle, Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the Coalsnaughton major incident following the emergency evacuation of homes, including the response to date, the support provided to affected residents and the ongoing response actions, while outlining how the Council is meeting its statutory duties in terms of the Civil Contingency legislation as a Category 1 responder details of which are provided in the Report.

2.0 Recommendations

- 2.1. It is recommended that Council notes the update.

3.0 Considerations

Incident and co-ordination

- 3.1. On 18 May 2026 the Council was informed via our out of hours contact centre for an emerging issue of possible ground movement at Benbuck View, Coalsnaughton and the following series of events then took place:
- 3.2. Emergency Planning Officers were mobilised to the homes and called for Police Scotland and Fire & Rescue to attend;
- 3.3. On site observations showed cracking and what appeared to be movement of roads, footpaths, gardens, drives and damage to properties. As part of the assessment residents commented to those responders that they could hear loud noises and witnessed damaged within their properties within a short period of time being the reason for the emergency call to the Council;
- 3.4. To allow for further assessment of the homes and to ensure the safety of residents they were asked to move to a nearby safe point on The Glen;
- 3.5. Fire & Rescue together with Police Scotland and the Council entered, with consent of the residents to assess the risk to safety and extent of damage;

- 3.6. A total of four Multi agency meetings (which included Police Scotland, Scottish Fire and Rescue, Scottish Ambulance Service and the Mining Remediation Authority (MRA)) then took place at Benbuck View to coordinate and agree response actions which included the initial evacuation of residents to Devonvale Hall on the night of the 18 May 2026, with this decision based on the risk of further movement;
- 3.7. Residents were asked to take essential items from their homes including medication and any required supplies for children and babies;
- 3.8. Residents were then asked to attend the Devonvale Hall where housing officers coordinated temporary accommodation for those who required with some residents selecting to stay with friends and family;
- 3.9. The Forth Valley Local Resilience Partnership (LRP) was stood up on Tuesday 19 May 2026. Following further information from partners including the MRA and Utility Companies, the following evacuations then took place;
- 3.10. Dunmoss View, Coalsnaughton on 27 May 2026 (being 30 homes);
- 3.11. Nechtan Drive and Langour on 29 May 2026 (being 33 homes). Please note that 6 homes refused to leave their homes;
- 3.12. A temporary road closure was put in place for The Glen on 28 May;
- 3.13. Utility supplies (gas, electricity and water) were isolated for the above homes, with the exception of Langour, on or around the evacuation dates.
- 3.14. Civil Contingencies legislation requires the Council, along with partners, to plan for, respond to and recover from the consequences and impacts of emergencies within a clearly established framework and centred on the principle of Integrated Emergency Management (IEM). The aim of IEM is to develop flexible and adaptable arrangements for dealing with emergencies through a multi-agency approach and the effective co-ordination of those agencies through formal and tested approaches (command, control, coordination and communication).
- 3.15. Under the legislation the multi-agency management of an incident follows key objectives: protecting human life, property and the environment; minimising the harmful effects of the emergency; managing and supporting an effective and coordinated joint response; maintaining normal services as far as is possible; supporting the local community and its part in recovery and managing and supporting an effective and coordinated joint response. During response and recovery phases of the management of an incident, arrangements must be established to provide support for care for people and to inform and communicate with communities impacted by the incident.
- 3.16. It was agreed at the multi-agency meeting detailed in paragraph 3.6 that the MRA would take control of the site and carry out the necessary investigations with a view to establishing the reason for the ground movement.
- 3.17. The LRP was chaired initially by Police Scotland, and subsequently by the Local Resilience Partnership Chair from Falkirk Council. Decisions on incident response, including those to evacuate homes have been made at a multi-agency level under the Civil Contingencies Scotland legislation and Preparing

Scotland Guidance [Ready Scotland - Ready Scotland](#) with a clear set of strategic aims agreed and reviewed at each partnership meeting. As is the Councils agreed approach set out in our Major Emergencies Operational Plan (MEOPs) our Incident Management Team was also stood up. The incident was declared as a Major Incident on 27th May.

- 3.18. The Resilience Partnership, which is a formal mechanism under the Scottish Government Civil Contingencies framework, comprises Category 1 and 2 responders including Police Scotland, Scottish Fire and Rescue, Scottish Ambulance Service, NHS, Utilities and Scottish Government representation. In addition, the MRA attended as a Category 2 responder. The Health and Safety Executive (HSE) was also in attendance. The incident remains in the emergency response phase, with the LRP continuing to meet regularly. Transition to the recovery phase (although planning is underway) will take place when the cause of the ground movement is established, risk is assessed and safety of all residents can be achieved, including the safe restoration of utility supplies. At an appropriate point in the near future a full formal debrief of the coordination of incident response and recovery will be undertaken as is our normal practice.
- 3.19. The MRA continues to lead on on-site activity and is undertaking detailed specialist engineering and geotechnical investigations to determine the cause of the incident and continued monitoring for any potential risks. On 2 June the MRA confirmed further detailed investigations would be required to be carried which would take approx. 8 weeks. The MRA have deployed a team of contractors including Structural Engineers and Geotechnical experts, deploying a series of measuring tools from drilling rigs to undertake ground bore-hole sample, to drone LiDAR scans. Additionally, there have been a series of measurement pins installed throughout the slope, measuring movement daily.
- 3.20. Partners provide situational updates, which includes the MRA, at each LRP. This sharing of information has supported key decision points under the Civil Contingencies legislation. An example of the information shared can be found in **Appendix 1** of this report.
- 3.21. The Council Incident Management Team (IMT) was also stood up in response to the major incident on 19 May 2026. Officers of the IMT for Coalsnaughton consisted of a number of key officers from various services to ensure compliance with the Council's statutory duties and as a Category 1 Responder.
- 3.22. The IMT meet regularly to obtain situational updates from LRP, sub-groups (technical), welfare, resilience and media and communications and the MRA which allows for decisions to be made to assist in the response to this ongoing major incident.

Emergency Accommodation

- 3.23. The Council applied a consistent approach to support households requiring temporary accommodation. This included private residents who were unable to remain in their homes due to the emergency. While the number of Council tenanted households requiring decant was limited, the Council sought to apply a fair and equitable approach for all affected residents, taking account of

individual circumstances and at the same time ensuring that the response is proportionate while prioritising families who are more vulnerable or with specific individual needs.

- 3.24. Due to existing pressures on the housing stock, combined with the scale and immediacy of the major incident, a range of accommodation options has been utilised. These include Council properties, Air BnB properties, lodges, hotels, holiday pods and student accommodation at the University of Stirling. All accommodation arrangements remain under review on the basis of needs and support.
- 3.25. Throughout, officers have acted professionally and with due consideration to those residents impacted by the evacuation of their homes. Officers provided practical and emotional support alongside clear communication as the situation evolved.
- 3.26. While the current planning assumption reflects the eight-week investigation period, contingency planning is underway should a longer-term response be required. Any changes to accommodation arrangements will be communicated to residents in a timely manner.
- 3.27. An Operational Framework has been developed to guide the provision of ongoing housing support, aligned to the additional funding announced by Scottish Government, and the Bellwin Scheme. This framework is now being implemented and provides a safety net for residents. The framework is specifically designed to provide essential supports and funding receipted costs for extraordinary expenditure wholly attributed to the incident for which there is no other funding mechanism. It is not intended to provide universal one-off financial awards.
- 3.28. The Council has worked closely with Kingdom Housing Association and its tenants, as owners of a number of evacuated properties in Coalsnaughton. Kingdom Housing Association and the Council have provided a coordinated and consistent response for those tenants where Kingdom were unable to rehouse these households.
- 3.29. Mutual aid has been provided by both Stirling and Falkirk Councils in response to accommodation provision, with aid also provided by Falkirk Council for emergency planning, resilience and communications support for our Incident Management Team, LRP and response and recovery planning activity. This mutual aid support has been critical in enhancing the Councils capacity to manage an incident of this scale.

Welfare and support

- 3.30. Care for people is part of the resilience response providing support to vulnerable people. This response included a need to coordinate welfare and emotional supports to the residents. A wide range of needs were required which included financial, childcare, transport, pets, insurance and energy advice, health and linking with GPs. It was established that a bespoke service was required to assist with individual families, based on circumstances rather than a one size fits all. IMT agreed that the Council's STRIVE (Safeguarding

through Rapid Intervention) model should be deployed to ensure the support for the welfare of the residents was met.

- 3.31. Officers have facilitated support for welfare grants, emergency funding applications, assistance grants, and financial support for transport.
- 3.32. The Gate Charity, CTSI and other third sector organisations have provided help in managing donations and providing essentials including electrical goods, food vouchers, internet access, hot plates and microwaves, and a washing machine. The British Red Cross have provided volunteers at Devonvale Hall to support the STRIVE and Housing teams with emotional support and signposting.
- 3.33. Citizens Advice Bureau (CAB) together with the Association of British Insurers (ABI) have provided additional support to residents through face to face engagement at Devonvale hall. ABI reached out to their members (insurance companies) requesting support at all levels and asking that claims are given a priority.
- 3.34. Officers also provided an insurance pack to residents (both via email and hard copy) of disconnection letters from utility companies, MRA incident letter, copy of title deeds, Incident Numbers from Fire & Rescue/Police Scotland amongst others.
- 3.35. STRIVE have been supporting families with childcare, transport to school, meeting the needs of children with identified additional support needs by linking with Early Years and schools to ensure that children and young people are getting emotional and welfare supports. STRIVE have also liaised with Health and Social Care colleagues to meet health and wellbeing needs of residents including priority appointments at GP surgeries and for mental health supports.
- 3.36. Schools and Early Learning settings have also provided support including, daily attendance checks—with targeted support put in place where required.. Educational Psychology are providing guidance to school staff on trauma-informed and wellbeing approaches, alongside context-specific support, including for Additional Support Needs, Sporting activities were offered to children and young people attending Coalsnaughton Primary School (being the weekend support centre for residents). The service has started planning to provide access for free places as part of the Summer of Wellbeing programme (CLD and Sports & Leisure) for those evacuated children.
- 3.37. In addition, extra ELC hours are being provided to identified families to support childcare arrangements and reduce pressure on households. These enhanced provisions are reviewed on a weekly basis to ensure they remain responsive to family needs.
- 3.38. Community Learning and Development (CLD) teams are offering activities for children and young people. These provide safe, supportive spaces and help occupy children constructively while families may be engaging in meetings or managing wider pressures.
- 3.39. A significant number of Council staff have been deployed to support the Incident, drawn from services across all Council Directorates. While efforts have been made to put back-up arrangements in place where possible, the size and scale of the response, combined with the relatively small size of the

Council's overall workforce, has inevitably meant that some services have been affected with core staff and management diverted to support the emergency. This is likely to continue for some time. Staff have been required to take on substantial additional workloads, often balancing emergency response duties alongside their existing responsibilities, resulting in sustained periods of exceptionally high demand across the Council. Key personnel have worked substantially extended hours over prolonged periods, frequently responding to rapidly changing circumstances, urgent operational requirements, and out of hours calls and communication. This has placed considerable pressure on individuals and teams, requiring significant flexibility, resilience and commitment from staff at all levels. Human Resources and Health and Safety colleagues have played a critical role throughout providing support on staff welfare, fatigue management, health and safety considerations, risk assessments and maintaining morale, recognising the physical and emotional demands placed on employees during such an unprecedented event. The collective effort of staff across the Council has been instrumental in sustaining the emergency response while continuing to deliver essential services to wider residents and communities.

Communication and engagement

- 3.40. Communications has been coordinated through an established resilience partnership cell to ensure a single point of contact for all communications and media enquiries across all partners including the MRA. This ensured coordination of responses to media enquiries, creation and regularly updated content on dedicated webpages and Frequently Asked Questions (FAQs), updates provided on social media, and letter drops to properties and neighbouring properties.
- 3.41. Media interest and activity relating to the major incident has been significant and one of the most intensive incidents ever managed by the Council with high media interest across local, regional, Scottish and UK wide broadcast media covering multiple stories throughout the course of incident response. This has included print, radio, television and social media coverage.
- 3.42. As the incident has progressed the approaches to communication, information and engagement has transitioned. Devonvale Hall in Tillicoultry was opened daily to provide residents with face-to-face support from housing officers, alongside partners including the Citizens Advice Bureau. A dedicated telephone number and email address was implemented by the Council, with CAB also implementing a dedicated telephone number.
- 3.43. Direct engagement with Coalsnaughton residents also followed a coordinated and partnership approach, including two resident's meetings held to share information with residents. In addition, a system was established early in response to share information directly with residents through gov.notify text and email. A key focus driving the communication and engagement approach was to ensure that residents were first to receive information affecting them, and to avoid where at all possible that information was in the public domain before being shared with affected Coalsnaughton incidents.

Engagement with Scottish Government and UK Government

- 3.44. There has been significant political and managerial engagement with governments to raise awareness of the unprecedented and unique nature of this major incident, the significant impacts it is having on our affected residents and their families and to seek both financial and non-financial supports for residents and to support the Council in sustaining its response.
- 3.45. Key engagements include:
- 3.46. Council Leader engagement with the First Minister and Cabinet Secretary for Justice, Scottish Government
- 3.47. Council Leader and Chief Executive with Keith Brown, MSP
- 3.48. Council Leader and Chief Executive engagement with Brian Leishman, MP
- 3.49. First Minister Round Table held at Kilncraigs, Council Headquarters; meeting with residents, and site visit facilitated by the Mining Remediation Authority
- 3.50. Council Leader and Chief Executive meeting with Michael Shanks, MP, Minister of State for Energy, UK Government and Neil Gray, MSP, Cabinet Secretary for Justice
- 3.51. Chief Executive and Section 95 Officer at the Ministerial Oversight Group set up for this incident by Neil Gray, Cabinet Secretary for Justice
- 3.52. Weekly meetings between the Chief Executive and Senior Civil Servants.
- 3.53. These engagements are extremely valuable and have resulted in the First Minister (**Appendix 2**) announcement of £1million of funding and ongoing discussions and arrangements to provide non-financial support such as unlocking barriers in respect of housing supply issues and providing peer support in professional and technical areas.

4.0 Sustainability Implications

- 4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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

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

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

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

(2) Council Policies

Complies with relevant Council Policies

8.0 Impact Assessments

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

Appendix 3 What is Happening in Coalsnaughton Accessible Guide

Appendix 4 EQIA

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 Ground Monitoring Graphs

Appendix 2 Correspondence from the First Minister 9 June 2026

Appendix 3 What is Happening in Coalsnaughton Accessible Guide

Appendix 4 EQIA

11.0 Background Papers


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

Yes (please list the documents below) No

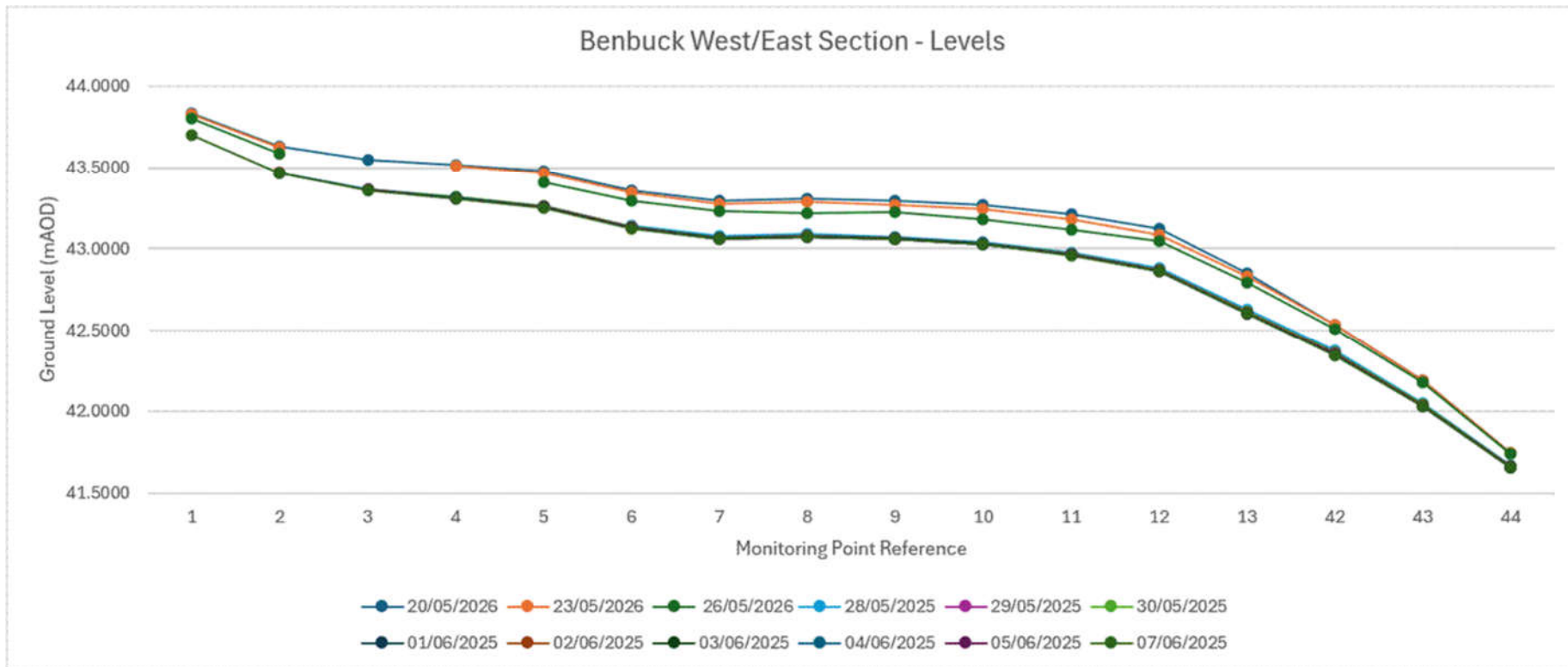
Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lorraine Sanda	Depute Chief Executive and Director of Wellbeing	2425

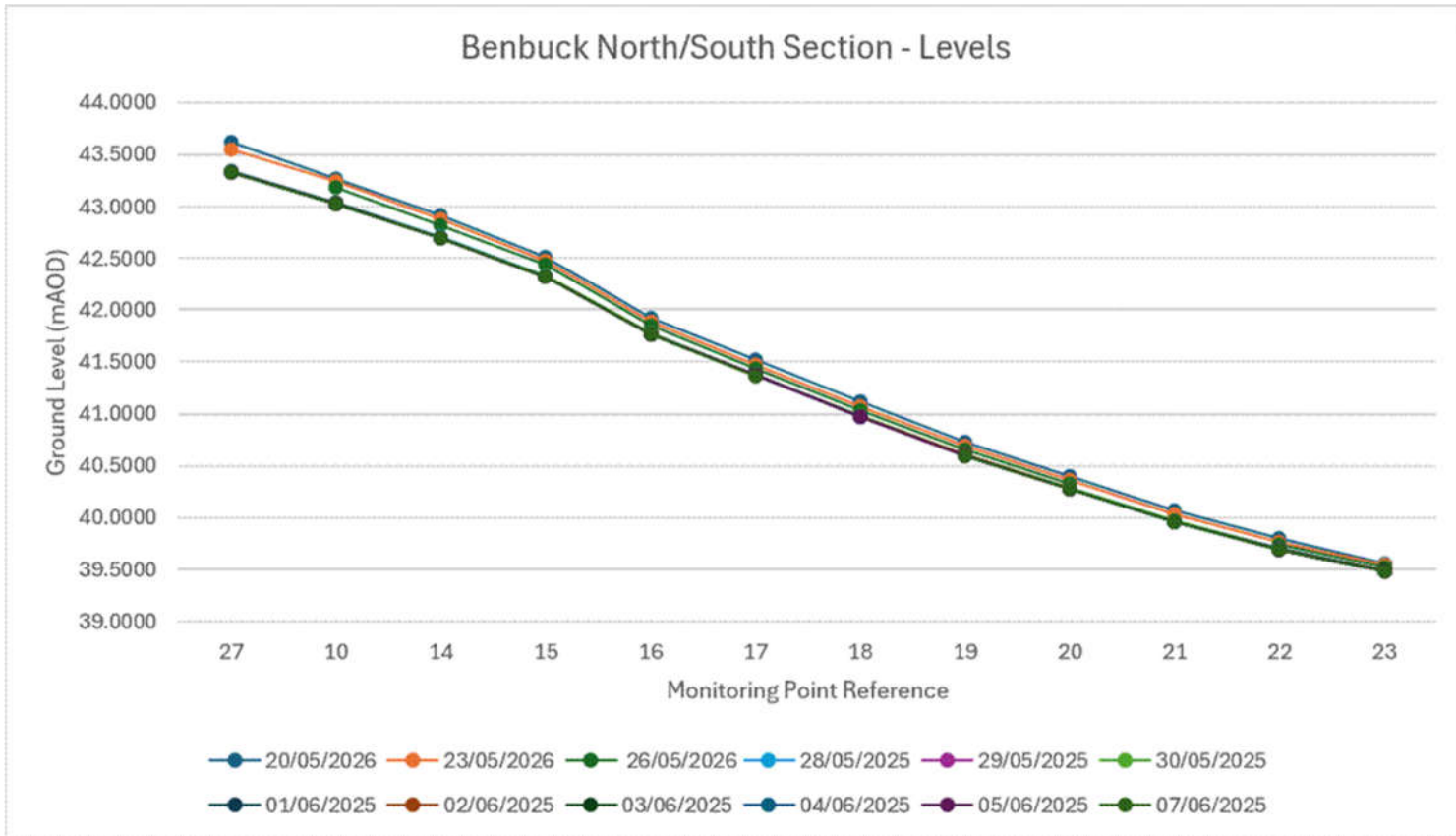
Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

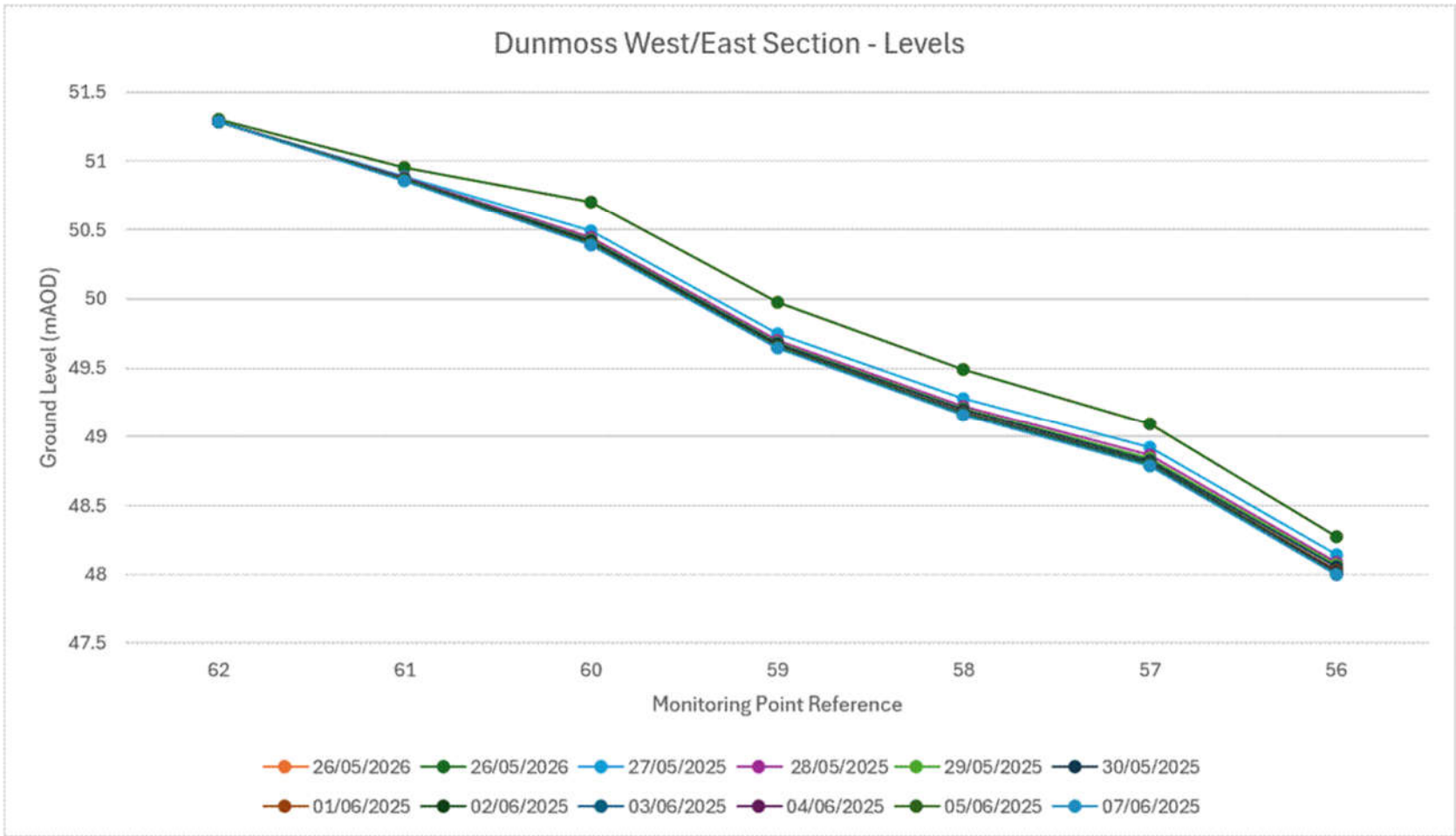
Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026



Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026

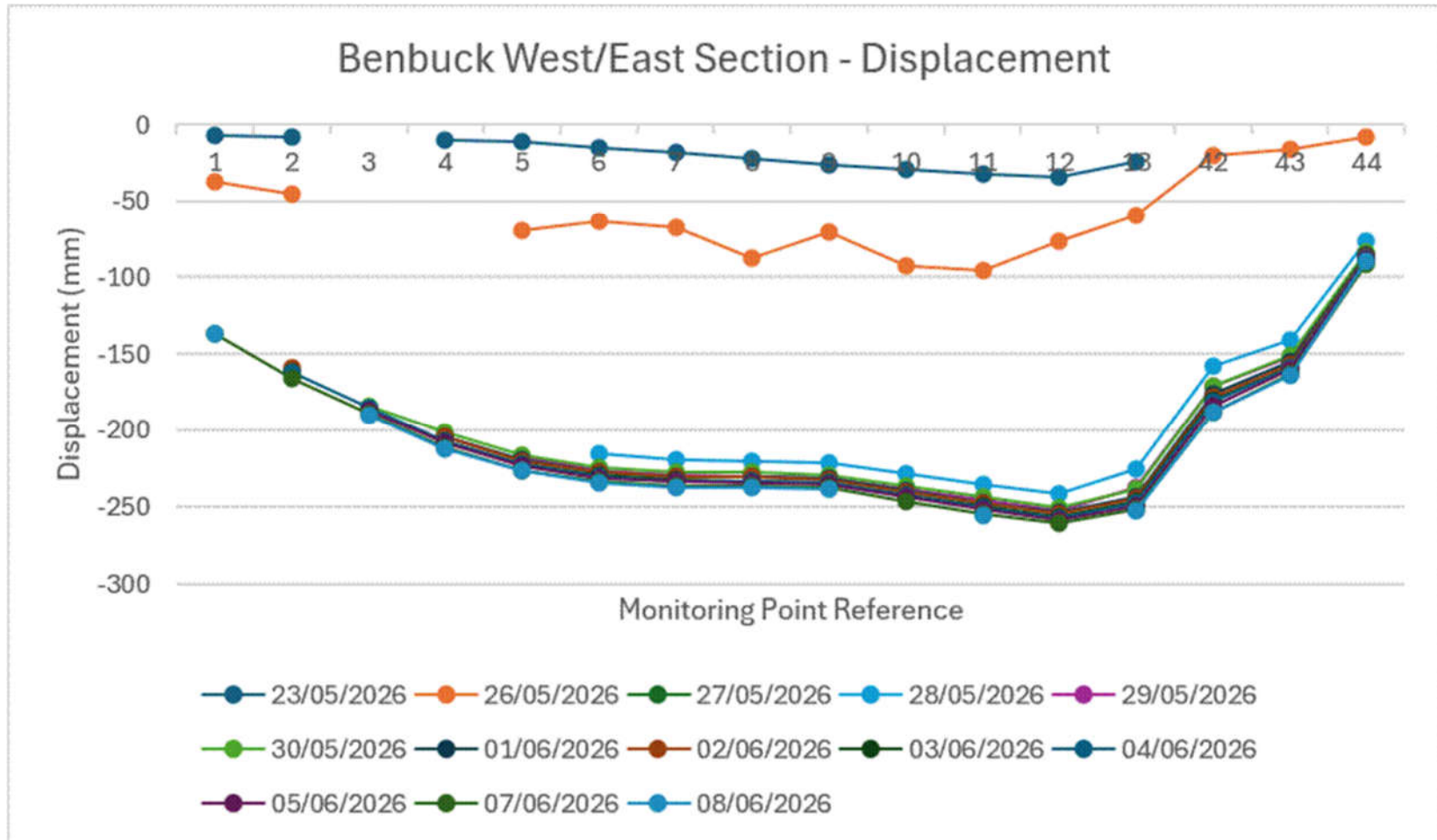


Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026

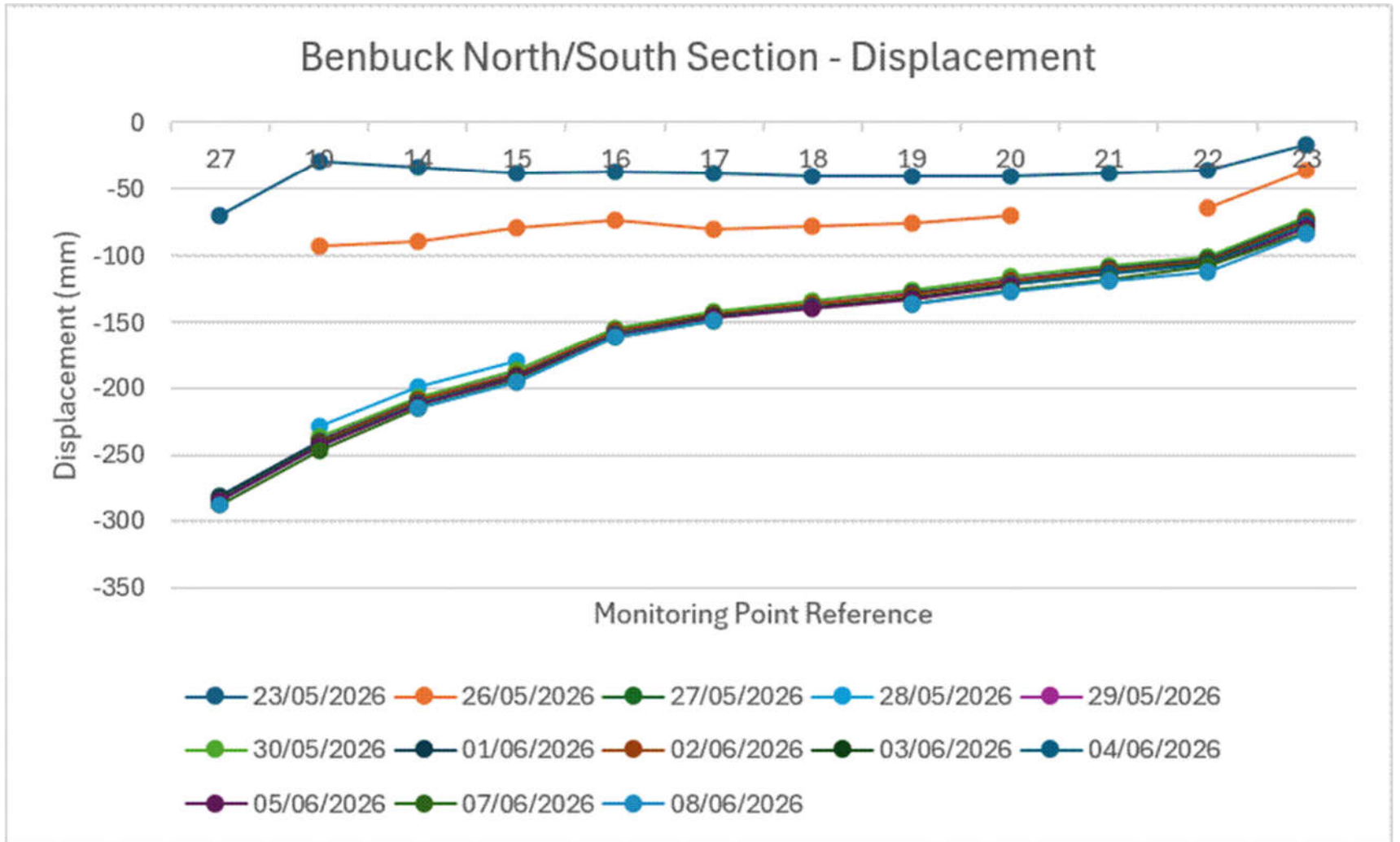


Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026

Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026



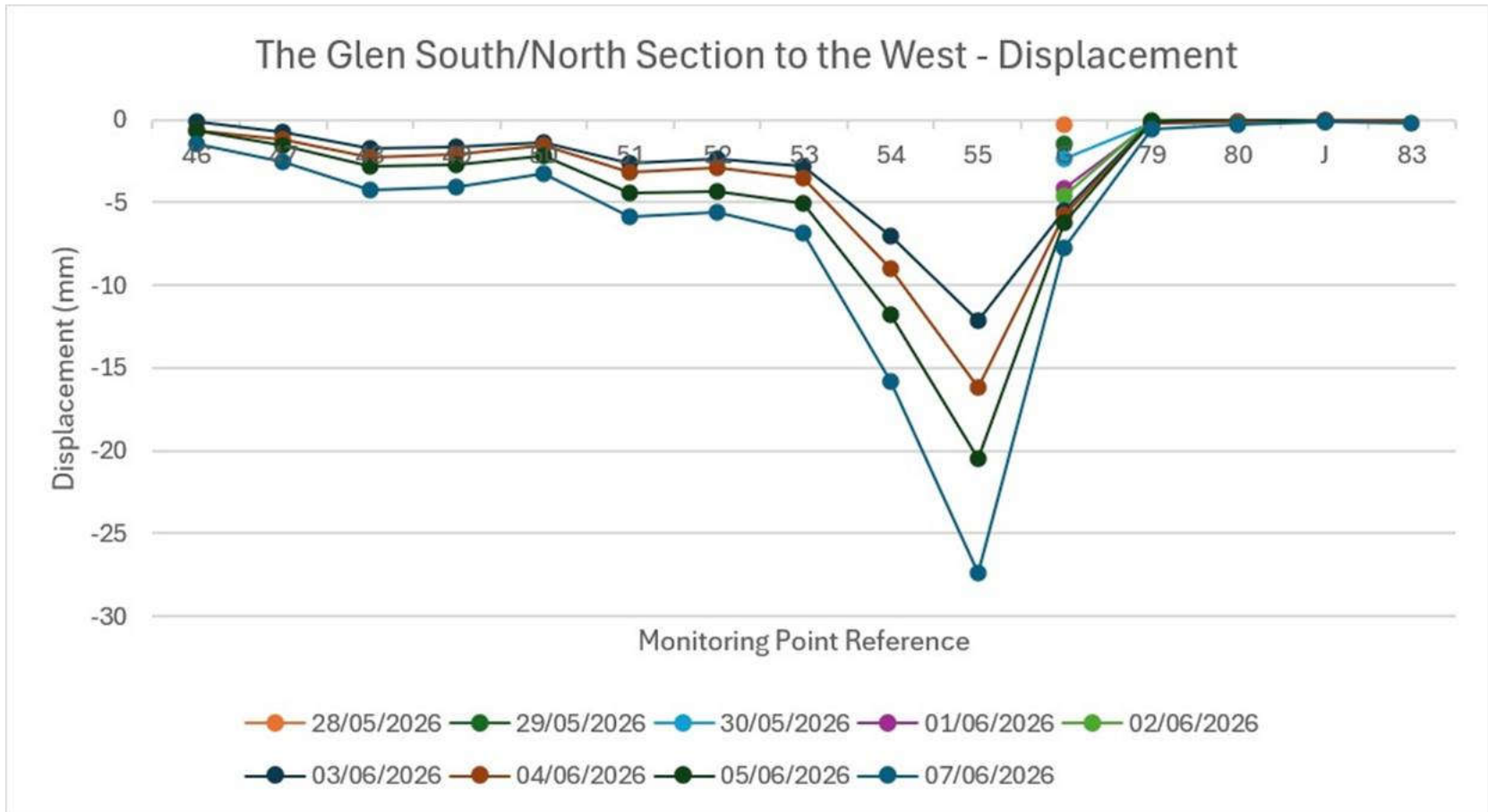
Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026



Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026



Coalsnaughton, Ground Movement Incident – Monitoring Graphs – 09/06/2026



St Andrew's House, Regent Road, Edinburgh EH1 3DG
Taigh Naomh Anndrais, Rathad Regent, Dùn Èideann
EH1 3DG

Councillor Ellen Forson
Council Leader
Clackmannanshire Council

Copies to Chief Executive, Director of Finance

9 June 2026

Dear Ellen,

Following my visit on 5 June and productive discussions between our officials, I am writing to confirm the current position regarding financial support for Clackmannanshire Council following the ongoing incident of ground movement at Coalsnaughton.

The Bellwin Scheme was activated by the Minister for Public Finance to allow Clackmannanshire Council to claim emergency financial assistance for any eligible costs resulting from the incident. However, I appreciate that payments are only made once a local authority has exceeded its Bellwin threshold and the parameters of the scheme could result in the majority of your expenditure being ineligible. In my view, that makes Bellwin insufficiently flexible for the situation you are responding to.

In lieu of the Bellwin scheme, the Scottish Government will provide £1 million of General Revenue Grant funding in 2026-27 to contribute to the immediate costs incurred by the Council and this will be included in your General Revenue Grant payment on 17 June.

We will continue to work in partnership to address the current challenges and a full reconciliation of the cost of the incident can be undertaken following the outcome of the Mining Remediation Authority's (MRA) investigation. I have asked that the Scottish Government's Director for Building Safety and Standards, Stephen Lea-Ross meets weekly with the Chief Executive to ensure ongoing and effective partnership working and I am aware that engagement has already commenced.

Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

Tha Ministearan na h-Alba, an luchd-comhairleachaidh sònraichte agus an Rùnaire Maireannach fo chumhachan Achd Coiteachaidh (Alba) 2016. Faicibh www.lobbying.scot

I would like to thank you and your officials for the opportunity to discuss the incident and ongoing response during my visit on Friday, alongside the opportunity to hear directly from the Mining Remediation Authority. I was also grateful for the opportunity to speak with affected residents.

With my kind regards,



JOHN SWINNEY MSP



Scottish Ministers, special advisers and the Permanent Secretary are covered by the terms of the Lobbying (Scotland) Act 2016. See www.lobbying.scot

Tha Ministearan na h-Alba, an luchd-comhairleachaidh sònraichte agus an Rùnaire Maireannach fo chumhachan Achd Coiteachaidh (Alba) 2016. Faicibh www.lobbying.scot




WHAT'S HAPPENING IN COALSNAUGHTON?

Date: June 2026

There has been a serious incident in Coalsnaughton and because of this some people cannot stay in their homes. The Council is here to help keep everyone safe.




How the Council is Helping

We are making sure that everyone who needs help:

-  Has a safe place to stay
-  Gets food, support, and care
-  Has someone to talk to and check in on them

Where People Might Stay





If you can't live in your home right now, you might stay:

-  With family or friends
-  In temporary homes
-  In places like hotels or university accommodation

The Council will find the best and safest option for each family.

Looking After People

We understand this may feel worrying. We will:

-  Listen to what each family needs
-  Help with moving belongings
-  Offer emotional support
-  Keep you updated on what's happening

Key Points:



Support



Safety



Homes



Updates



Chat



Clackmannanshire
Council
www.clacks.gov.uk

Comhairle Siorrac
Chlach Mhanann

What Happens Next?



The Council will check in regularly



People will return home when it is safe



Support will continue until things feel normal again

Working Together

Many organisations are helping:



The Council



Emergency services



Charities and other groups

Everyone is working together to keep people safe and informed

Important Message

We want to make sure you are:



Safe



Supported



Treated fairly

Key Points:



Check-ins



Family



Moving



Listening



Charities



Treated Fairly

Scan the QR
Code for Further
Information



Clackmannanshire
Council
www.clacks.gov.uk

Comhairle Siorrac
Chlach Mhanann



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

Title: Report to Clackmannanshire Council – Major Emergency Incident, Coalsnaughton

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

The assessment has determined that a full Equality and Fairer Scotland Impact Assessment is not required for this report, as it is an informational document providing an update on actions already undertaken in response to the Coalsnaughton Major Incident.

While the report relates to activities that have had significant impacts on affected residents and Council staff, these impacts have already been considered and addressed through the Coalsnaughton Major Incident Operational Framework and associated response arrangements.

The assessment confirms that there is no evidence of unlawful discrimination arising from the report itself, and that equality considerations are embedded within the wider operational response.

Summary of actions taken because of this assessment:

No additional actions have been identified as a direct result of this assessment, as the report reflects actions already undertaken as part of the operational response.

However, the assessment confirms and reinforces the importance of:

- Maintaining a person-centred and needs-led approach to supporting affected households
- Ensuring ongoing consideration of protected characteristics in the delivery of support
- Continuing to provide appropriate support to Council staff, including wellbeing, health and safety measures and fatigue management
- Embedding equality considerations within existing operational frameworks and response arrangements

Ongoing actions beyond implementation of the proposal include:

Ongoing actions will continue as part of the wider response to the Major Incident and include:

- Continued monitoring of impacts on affected households, with support needs assessed and reassessed on an ongoing basis
- Ongoing direct engagement with residents to ensure support remains appropriate and responsive to individual circumstances
- Continued support for staff wellbeing, including input from Human Resources and Health and Safety services
- Regular review of the overall response, ensuring alignment with equality considerations and emerging needs

Lead person(s) for this assessment: Monika Bicev

Senior officer approval of assessment:

DATE: 12/06/2026

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 this report is to provide the Council with a comprehensive update on the Coalsnaughton Major Incident following the emergency evacuation of residential properties. It outlines the response to date, including the actions taken, the support provided to affected residents, and the ongoing response arrangements.

The report also sets out how the Council is fulfilling its statutory duties as a Category 1 responder under relevant Civil Contingencies legislation, as detailed within the main report.

2. Why is the proposal required?

The report is required to inform the Council of the current position in relation to the ongoing Major Incident at Coalsnaughton. It provides a summary of the actions undertaken to date, the support delivered to affected residents, and arrangements in place.

3. Who is affected by the proposal?

The report itself is informational and does not directly impact individuals. However, it relates to activities that have had a significant impact on affected residents and Council staff.

The primary group affected by the incident are households and individuals who have been required to vacate their homes. As of June 2026, this includes 97 households across the following streets:

- Nechtan Drive
- Dunmoss View
- Langour
- Benbuck View

These households represent a diverse range of tenures, household types and individual circumstances, all of whom may require varying levels of support due to displacement.

In addition, the Council's response has placed demands on staff involved in managing and delivering services during the incident. Employees have been required to respond to increased operational pressures,

including physical and emotional demands. Human Resources and Health and Safety services have played a key role in supporting staff, including through wellbeing support, fatigue management, risk assessments and maintaining safe working arrangements.

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

The report is directly related to, and aligned with, the Coalsnaughton Major Incident Operational Framework. It is also consistent with the Council’s wider policy and operational context, including:

- The Council’s STRIVE principles and overarching service delivery approach
- Housing Service processes relating to decanting and emergency accommodation, in line with the Housing Allocations 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:

No, the report itself does not constitute a strategic decision, as it is intended to provide information on actions already undertaken as part of the Council’s response to the Major Incident.

However, it is closely linked to wider strategic decisions that have informed the Council’s response, including the development and implementation of the Coalsnaughton Major Incident Operational Framework and associated support arrangements.

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	Local data/resident lists	A total of 97 households, comprising 253 individuals (176 adults and 77 children), have been displaced following the major incident at Coalsnaughton. This includes a range of age groups, including children, young people, working-age adults and older people, including pensioners. Some individuals are also known to have care-experienced backgrounds. In addition, the response to the incident has placed demands on Council staff across a range of age groups, who have been required to respond to operational pressures associated with the emergency.
Disability	Local data/resident lists	While a complete dataset is not available, ongoing engagement with affected residents and Council services

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>indicates that a significant proportion of households include individuals with disabilities, long-term health conditions, neurodivergent needs, or other support requirements.</p> <p>This highlights a clear need to ensure that accommodation and support provision for the affected residents are fully responsive to the needs.</p>
Race	Local data/resident lists	<p>Data on the ethnic origin of affected residents is not currently available. Based on available evidence, no differential impact by race has been identified.</p> <p>However, in the absence of comprehensive data, it remains important that the response adopts a person-centred and needs-led approach.</p>
Sex	Local data/resident lists	<p>Data on the sex of affected residents is not currently held in a sufficiently robust format to inform detailed analysis. There is no evidence to suggest that any activities within the report will result in differential impacts based on sex</p>
Gender Reassignment	Local data/resident lists	<p>Information on gender reassignment status is not held. No evidence has been identified to suggest that individuals with this protected characteristic will experience differential impacts as a result of the report</p>
Sexual orientation	Local data/resident lists	<p>Information on sexual orientation is not available. There is no evidence to indicate that the Report will have had a differential impact on individuals on this basis.</p>
Religion or Belief	Local data/resident lists	<p>Data on religion or belief is not currently held. No specific differential impacts have been identified.</p>
Pregnancy or maternity	Local data/resident lists	<p>While comprehensive data is not available, it is known that some affected residents are pregnant or have maternity-related responsibilities, including caring for children.</p> <p>Displacement may create additional challenges for this group, including disruption to healthcare, childcare arrangements, employment and established support networks.</p> <p>It is also recognised that some Council staff involved in the response may be affected by pregnancy or maternity. The report highlights the role of Human Resources and Health and Safety services in supporting staff wellbeing, including managing fatigue, undertaking risk assessments and ensuring appropriate support is in place.</p> <p>Overall, the available evidence suggests that while the report itself is informational, it relates to activities in an area where there are already known vulnerabilities and potential</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).
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		Not applicable, not an employment matter.
Socio economic disadvantage (if required)	Local data/resident lists	Not applicable, not a strategic decision

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

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

The report itself does not have direct relevance to any equality groups, as it is an informational document setting out the actions undertaken to date in response to the Major Incident at Coalsnaughton.

However, the report relates to operational activities which do impact on equality groups. These impacts have already been appropriately considered and addressed through the Coalsnaughton Major Incident Operational Framework and associated response arrangements. These are underpinned by established principles of Integrated Emergency Management (IEM), which ensure a coordinated, multi-agency and needs-led approach to emergency response.

As such, no further detailed assessment is required within this screening, and the report can proceed without a full EFSIA, noting that equality considerations are embedded within the wider operational response.

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)	Implications for the proposal
	<p>No major change Your assessment demonstrates that the proposal shows no risk of unlawful discrimination and that you have taken all opportunities to advance equality of opportunity and foster good relations, subject to continuing monitoring and review.</p>
	<p>Adjust the proposal and/or implement mitigations You have identified ways of modifying the proposal to avoid discrimination or to better advance equality of opportunity or foster good relations. In addition, or alternatively, you will introduce measures to mitigate any negative impacts. Adjustments and mitigations should be recorded in the tables under Step D above and summarised in the summary sheet at the front of the document.</p>
	<p>Continue the proposal with adverse impact The proposal will continue despite the potential for adverse impact. Any proposal which results in direct discrimination is likely to be unlawful and should be stopped and advice taken. Any proposal which results in indirect discrimination should be objectively justified and the basis for this set out in the tables under Step D above and summarised in the summary sheet at the front of the document. If objective justification is not possible, the proposal should be stopped whilst advice is taken.</p>
	<p>Stop the proposal 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 findings of this assessment have been discussed with the Council's Senior Leadership Team. Senior decision-makers have been engaged on an ongoing basis and have been provided with sight of the assessment prior to its finalisation.

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.

No specific post-implementation actions are required as a result of this report, as it is an informational document outlining actions already undertaken in response to the ongoing Coalsnaughton Major Incident.

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

The impact of the proposal on equality groups will be monitored as part of the overall response to the Major Incident at Coalsnaughton. This will be achieved through ongoing, direct engagement with affected households.

Each displaced household will receive tailored support, with needs assessed and regularly reassessed. Any additional requirements – including those arising from protected characteristics – will be identified, considered and recorded where appropriate. This approach ensures that emerging or unforeseen impacts can be addressed in a timely and proportionate manner.

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

This screening EFSIA will not be subject to routine review, given the informational nature of the report.

However, related EFSIAs, particularly those associated with the Coalsnaughton Major Incident Operational Framework, will be reviewed where significant changes are made to the operational approach or where new evidence emerges regarding impacts on affected households.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Monika Bicev

Signed: MBicev

Date: 12/06/2026

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.

Report to Council

Date of Meeting: 25 June 2026

Subject: Transformation Through Collaboration - Update

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress achieved in delivering the Transformation through Collaboration (TtC) programme, following approval in November 2025 to commence joint working with Falkirk Council and other partners.

2.0 Recommendations

It is recommended that Council:

- 2.1. Notes the progress and emerging outcome from the collaboration work with Falkirk Council and Stirling Council.
- 2.2. Agrees that a further update on progress, outcomes and next steps is presented to Council in Quarter 3 2026/27.

3.0 Background

- 3.1. The report ([here](#)) presented to Members in November 2025, set out the need for further transformation work to be undertaken by the Council.
- 3.2. As has been outlined previously, whilst the Council's Be the Future Transformation programme is ambitious in itself it is not sufficient to meet the financial, service delivery and service sustainability challenges facing the Council in future years. The Council's Medium Term Financial Strategy sets out these challenges in more detail and can be found [here](#).
- 3.3. Nationally, the Scottish Government is also encouraging transformation beyond the boundaries of any single organisation as highlighted in their June 2025 [Scotland's Public Service Reform Strategy: Delivering for Scotland - gov.scot](#)
- 3.4. Whilst the Scottish Government's reform Strategy considers change opportunities within public bodies, local government is a partner in this work, rather than the strategy directly impacting on the local government sector.

The Strategy is, however, helpful in setting the context for change, recognising that “we must be willing to be brave, to challenge ourselves to ensure we are delivering what the people of Scotland need and deserve”. There is also a recognition that risks need to be taken in this context if we are to deliver the best we can.

- 3.5. Solace is also leading a programme of reform supported by the Improvement Service. Significant work is underway to deliver the ambitions set out in their report published in October 2022: [Delivering a future for Scottish local authorities](#).
- 3.6. The report sets out the significant challenges facing local government but also recognises the opportunities to transition to models of service delivery focused on current successful partnerships across Councils. The report recognises the need for this to build on the delivery of good outcomes needed and expected by communities. A number of workstreams are now in place to deliver the ambitions set out in the report. Officers are connected to this work to ensure the Council can benefit from this wherever possible.

Local Perspective

- 3.7. To progress the need for collaboration with partners locally, discovery work, in partnership with PWC was undertaken by Clackmannanshire and Falkirk Councils during Spring/Summer 2025. Council considered a report in November 2025 ([here](#)) which set out the work and the findings. Council also agreed that work should commence in the delivery of what was described as Tranche 1 work, which included the following 14 services being assessed for integrated models of service delivery with partners:
 - Asset Strategy – with Forth Valley Public Sector partners
 - Corporate Procurement
 - Economic Development
 - Employability
 - HR & Payroll Services (to be considered on a Once for Scotland basis)
 - Internal Audit & Fraud
 - Social Care Front Door Provision – including contact centre and access arrangements, case management, financial assessments, service user charges & income policies (and automation), opportunities for Children’s services joint commissioning, shared business processes for Children’s Adults & Justice services.
 - Potential for Joint Foster Care Work
 - Procurement and contracting of IT for Education
 - Regulatory Services: Trading Standards, Building Standards, Environmental Health
 - Resilience & Emergency Planning
 - Revenue & Benefits Services
 - Storage & maintenance of JLES and education equipment
 - Support for ASN Services
- 3.8. For all services, further work was to be undertaken to consider the options for integration, with business cases being developed. These businesses cases would then be presented to Members for consideration.

3.9. In addition, 3 further services were identified as areas which would benefit from further 'deep dive' work given the complexity of these services. This work would further explore the budgets, workforce, processes and technology, prior to consideration of the development of business cases:

- Housing
- Roads
- Estates Management

3.10. In February 2026, Stirling Council joined this work as a full and equal partner. This has enabled all work originally considered to be applicable to Clackmannanshire and Falkirk only, to be expanded to the three Forth Valley partner Councils. In addition, it has provided an immediate partner to enable commencement at the appropriate stage of those projects requiring more than two partners.

4.0 Considerations

4.1. Significant work has been undertaken since receiving approvals from the three partner Councils and the following provides a summary of work to date and the next steps.

Oversight Board

4.2. An officer Board was established to provide oversight of progress and to ensure delivery at pace with terms of reference agreed in December 2025 and the Board commenced meetings, on a 4-weekly basis, in January 2026. The Board is chaired on a rotational basis by the Chief Executives of the three partner Councils.

4.3. The Board considers the priority order for projects to commence and approves scoping documents which are developed by lead officers. The Board also receives updates on the progress of projects and any barriers or risks which require to be addressed. In addition, the Board approves any use of the £2m Invest to Save funding provided by the Scottish Government to support this work (see paragraphs 4.26 – 4.30).

4.4. A Programme Management officer (PMO) has been appointed to support this work. This appointment has been made on a secondment basis from the Improvement Service. This ensures that the learning from this work can be shared nationally. Any learning from national work can also be brought back to this Transformation through Collaboration (TtC) work.

4.5. The PMO officer is working with all project leads to ensure good standards of project management are instilled in all TtC work.

Project Updates

4.6. Eight of the overall 17 projects have now commenced, , with activity progressing at different stages reflecting the complexity and scale of each service area

- 4.7. Project scoping documents have now been agreed for Revenue & Benefits, Internal Audit & Fraud, Emergency Planning & Resilience and Corporate Procurement. Development and design work is now being undertaken to inform and produce business cases for all projects, with some nearing completion.
- 4.8. Housing and Procurement & Contracting for IT in Education have also commenced, and scoping documents are being prepared by the lead officers.
- 4.9. Transitional work is being undertaken for Roads and Estates Management/Land Services by Clackmannanshire Council and Stirling Council. This work is focused on addressing immediate operational pressures and stabilising service delivery, while also generating insight to inform future integrated service options across all partners, including Falkirk.
- 4.10. Progress has continued in advancing the programme, with a strong emphasis on effective engagement and the successful onboarding of Stirling Council. While this has required a more considered approach across three councils, it has established a stronger collaborative foundation and increased the potential for sustainable benefits. All projects are expected to be commenced and progressing during 2026.
- 4.11. Collectively, this work is establishing the foundations for more sustainable, resilient and efficient service delivery across the three Councils. Early benefits will include improved alignment of service design, shared learning and increased opportunities for economies of scale. Further financial, service sustainability and service delivery improvements will be quantified through the development of business cases and reported to Council in due course

Overarching Projects

- 4.12. Work has also commenced on a number of corporate projects which will inform the full programme of work. Governance and Legal was first to commence. This work will set out the structural options for integrated service delivery and the legal considerations including employment law, procurement and governance. Ensuring a good foundation in all of these areas is fundamental to the success and expansiveness of this work. A procurement exercise has commenced to appoint a law firm to support this work.
- 4.13. Finance work is also required to consider the cost/benefit analysis of projects, to inform the development, design and implementation phases of this programme. This work will also consider the cost sharing options for integrated services.
- 4.14. In addition, business analyst support is needed as is support for the HR implications of this work; both of which are now being scoped out. A programme of organisational development activities will also be required to support the culture and behaviour changes needed, for such an expansive programme of collaboration.
- 4.15. External support is being procured to help with all of these overarching strands.

Benefit Realisation

- 4.16. As projects are being developed, lead officers will consider the current 'as is' service delivery arrangements in each Council followed by options for integrated services going forward, looking at what can be achieved and the 'to be' model. To do this, officers will assess people, processes, systems and financial details of the service area. In addition, consideration will also be given to a model for integrated service delivery, based on the legal work being undertaken to establish a framework for this.
- 4.17. This work will enable business cases to be developed outlining the proposed way forward. These will set out the changes being recommended, and the reasons for these recommendations. To do this, clear benefit realisation must be set out, including financial benefits, service sustainability benefits and service delivery improvements. Only if these are sufficient, will a move to integrated service delivery be recommended. Business cases will be considered by the Board, updated as required then submitted to Council for approval. Approval would be required from all partners for the business case to progress to implementation. If approved, significant work is still required to implement any integrated model of service delivery before the actual benefits will be realised.
- 4.18. Over the full programme, it is expected that there would be sufficient financial and other benefit realisation in return from the investment of the Invest to Save funding.

Joint Staff Forum

- 4.19. Throughout this work, employee and Trade Union engagement is essential. To support this, a Joint Staff Forum has been established. This is chaired on a rotational basis by the three partner Council Chief Executives. It includes representation from Trade Unions across the three Councils, as well as appropriate officer representatives.
- 4.20. The terms of reference for the Forum was developed with Trade Union colleagues in January and February. These were formally agreed at the first formal meeting of the Forum in March. The Forum meets on a quarterly basis to ensure Trade Unions are provided with updates on progress.
- 4.21. Whilst the Forum enables cross Council engagement, it does not replace local engagement in each Council which will continue and will provide Trade Unions with other opportunities to raise issues in-between formal meetings.

Communication and Engagement

- 4.22. Alongside the Forum, good timely communication is also required for all employees. Following each Board meeting, a news story is issued to inform employees of actions and decisions being taken by the Board. This is also sent to all elected Members.
- 4.23. A page has been developed on the employee section of the Council's website, which provides access to all news story updates from the Board, as well as a set of Frequently Asked Questions: [Latest News](#) As scoping documents are agreed, these are also made available on this web-page.

4.24. This page is updated and added to as the work progresses. Hosting it on the website enables employees who do not use a laptop or similar device at work, to still access the page to find updates.

4.25. In addition, and as projects commence, lead officers will engage with their teams working in the project area to ensure they are updated on the work and involved in relevant workshops at appropriate stages as the project develops.

Invest to Save Funding

4.26. There are clearly costs associated with the implementation of this work. Members will recall that Clackmannanshire and Falkirk Councils submitted a bid for Invest to Save funding from the Scottish Government during 2025 to support these costs. As previously reported, this was successful and £2m of funding was received.

4.27. To date, the following areas of spend have been committed from this funding:

Collaboration Programme Area	Spend
PMO Support - To fund external PMO support via the Improvement Service. The person undertaking this work also has a link to national work to ensure lessons learned both ways.	£65k
Revenue & Benefits – To enable external support for the project design work required for revenue & benefit services	£50k
Governance Work - To provide legal advice and develop a framework for models of integration, setting out the employment and procurement advice for each option. In addition, to provide legal advice to inform a framework for democratic processes.	£250k
Finance Work – External support to map the cost/benefit analysis for projects and the cost sharing arrangements for integrated services	£80k
Additional anticipated spend – HR Support and OD Support	c£120k
Current total committed spend from £2m funding	£565k

4.28. All requests from lead officers for access to this funding are made via a bid template which ensures the funding is being used for appropriate purposes in line with the funding criteria.

4.29. It is anticipated that further bids for use of this funding will be received from most other project workstreams.

- 4.30. The original bid for £2m was made when there were two partner Councils. With the onboarding of Stirling Council additional work is required to assess current arrangements and data in all three Councils. There will also require to be further time spend in the development and design phase to take account of this. In this context, and to ensure sufficient funding to deliver integrated services, officers have submitted a further bid to the 2026 Invest to Save fund, for an additional £1.5m. At the time of writing, feedback on this bid is awaited and a verbal update will be provided at Council.

Next Steps

- 4.31. The Board will continue to receive updates from those projects which have now commenced, with a view to some business cases being agreed for consideration by Council later this year. In addition, during the remainder of 2026, it is anticipated that most other projects will commence.
- 4.32. As work is being undertaken to deliver this Tranche 1 of collaboration work, further areas for collaboration are being identified. This may enable new services to be included in a Tranche 2 which would be presented to Council for consideration. Development of a Tranche 2 is however, subject to good progress and pace being maintained and elected Member approval, as appropriate, for collaboration through integrated services for those which are part of Tranche 1.

5.0 Consultation & Engagement

- 5.1. All partners have contributed to the preparation of this report. A similar report is being submitted to each partner Council at the same time to ensure elected Members across the three Councils receive simultaneous updates.
- 5.2. Trade Unions continue to receive updates through the Joint Staff Forum, as well as local engagement in each Council.
- 5.3. Employees continue to receive updates through communications after each Board and engagement from lead officers if they work in one of the service areas which have now commenced.

6.0 Sustainability Implications

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

7.0 Resource Implications

7.1. Financial Details

- 7.2. At this stage, there are no financial commitments for the Council in progressing with this work. The costs currently associated with the development and design phase of Tranche 1 are being met from the £2m of Invest to Save funding received from the Scottish Government.
- 7.3. A bid for £1.5m has been made to the Scottish Government for additional Invest to Save funding. A verbal update on this will be provided at the meeting of Council.

7.4. The aim is for the cost of delivering services to be reduced, whilst becoming more sustainable through this work. This, however, will only be identified through business cases which are under development and will be reported to Council at a future date.

7.5. 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

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

Yes

7.7. *Staffing*

7.8. As each project commences, lead officers from the service area are identified to undertake this work. It is recognised that this is in addition to their normal duties. Where required, and if approved by the Board, additional support is being provided. This additional support is funded through use of the Invest to Save funding.

8.0 Exempt Reports

8.1. 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

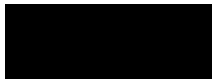
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: **Be the Future Update – Clackmannanshire Transformation Space**

Report by: **Lorraine Sanda, Depute Chief Executive and Director of Wellbeing**

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. It provides an update on progress on the Clackmannanshire Transformation Space.

2.0 Recommendations

- 2.1. It is recommended that council:
- 2.2. Notes the progress of the Clackmannanshire Transformation Space in delivering voice led transformation contained in sub paragraphs 3.0 to 3.14.
- 2.3. Notes the investment which has been made in Clackmannanshire through the Transformation Space to improve outcomes for residents as outlined in **Appendix One**.
- 2.4. Notes the findings of the Year Zero End of Year Learning Report, **Appendix Two**, which evidences early impact, system change, and strong community engagement, alongside identifying key areas for development in Year One, contained in sub paragraphs 3.18 – 3.19.
- 2.5. Approves the continuation of the Clackmannanshire Transformation Space for a further three years, up to March 2029, based on the evidence provided that the Transformation Space model demonstrates effectiveness in delivering community-led, preventative and outcomes-focused change.
- 2.6. Approves the transfer of identified council funding for 2026/27, subject to a revised legal agreement, into the Transformation Space noted in 3.17.

3.0 Considerations

Clackmannanshire Transformation Space

- 3.1 Following Council approval in June 2025, the transfer of funding (£1.34 million) to Foundation Scotland to fulfil their role as the current Fund Manager has been completed, as per the legal agreement also now in place between Foundation Scotland and Clackmannanshire Council. The Oversight Board has been assembled and is now fulfilling its role as outlined in the June 2025 council update.
- 3.2 Three Directors have been appointed to the Independent Community Interest Company (CIC) which is now set up. Lorraine Sanda, Director of Wellbeing and Elma Murray and Zoe Ferguson (who are both independent of Clackmannanshire Council) currently make up the directorship of the Clackmannanshire Transformation Space CIC.
- 3.3 As a result of extensive engagement with community groups, the Community Voice panel (formerly referred to as the Citizens panel) now comprises of over 64 local residents with a wide range of backgrounds and experiences including significant lived experience of poverty, inequality, and related issues which help to inform and shape panel decision making.
- 3.4 £819,646 has been allocated awarded to community projects, supporting a diverse range of locally identified priorities. However, in line with the strategic direction set out in paragraphs 3.15 and 3.16, this funding should be understood not as discrete project support, but as part of a broader approach to strengthening community capacity, enabling long-term impact, and embedding delivery within the transformation space. From the wider panel, 42 members have been directly involved in a decision making panel to award investment that best meets their needs. Panels have reviewed 57 funding applications this year. Full details on all awards made in year zero can be found in **Appendix One**.
- 3.5 The fund manager makes payments to panel members to ensure they are paid fairly for their time and expertise, ensuring participation is accessible, valued, and inclusive. Different approaches to facilitation have also been delivered to ensure the process is accessible and inclusive. This includes all female facilitators for the women and girls decision making theme, safeguarding for young people through colleagues in Education and including 10 employers and 10 young people on the Employability theme. Conflicts of interest are noted and Panel members who have a conflict will leave the discussion for that particular bid.
- 3.6 The Oversight Board is fulfilling its role to ratify panel decisions and brings additional guidance, expertise and strategic advice. The board includes representation from Clackmannanshire Council, Elected Members, Public Health Scotland, NHS Forth Valley, the Joseph Rowntree Foundation and the Community Voice Panel. There are two permanent panel members on the board, with an additional panel member from each wave of funding invited to share their experience with the board and explain how the panel made their decisions.
- 3.7 The Oversight Board has discussed the need for continued long term funding of successful projects to ensure continuity, highlighting evaluations from UK

Governments Sure Start programmes where it was noted that positive outcomes were stronger over time and that early intervention work had produced long term impact. However, the funding was discontinued before these impacts had been realised. The Board also noted that while both the panel and the board are keen to see new and innovative ideas coming through, consistent funding is equally important. The intention is to support a transition whereby projects are increasingly able to move towards longer-term sustainability. This includes strengthening organisational capacity, developing partnerships, and exploring opportunities for alternative funding. PwC are providing pro bono support for some of the organisations who have already been funded. Work is ongoing with the panel to find ways to measure and evaluate impact, to identify where projects need to continue being funded.

- 3.8 Several sessions have now been held with panel members to identify priorities for Year One investment. A panel is currently looking at 'A better experience of finding and providing information' in direct response to Community Voice feedback that there are good initiatives happening across the county, but people do not always know where to go to find the right support at the point that they need it. Youth Voice forums are currently working with Young People to identify topics that matter to them, to be discussed by a Youth Community Voice Panel during the 26/27 academic year.
- 3.9 Over the past year, the Transformation Space has implemented a structured communications approach to ensure communities are informed, able to engage, and clear about its purpose and progress. This has included a dedicated website (clackstransform.org) and a public Facebook page sharing updates for residents and community organisations.
- 3.10 Since launch, the Facebook page has achieved over 15,400 views, demonstrating strong local reach. A closed Facebook group has also been established to support deeper engagement, with over 60 active members. Press releases linked to funding calls and awards have been widely picked up locally, supported by a regular newsletter providing updates on activity. A co-designed Panel Handbook has also been published to support current and prospective panel members.
- 3.11 Communications activity has also supported growing national interest, communicating the role Clackmannanshire Council is playing in leading new approaches to Public Sector Reform. A LinkedIn presence showcases the work at a national level, including coverage in *The Scotsman* highlighting the Transformation Space as an example of community-led public service reform. A policy paper, *From Christie to Clackmannanshire – a bold new approach to community-led, relational public service reform in Scotland*, has further strengthened attention and engagement with partners, national bodies and senior political stakeholders including the from the First Minister, reflecting increasing recognition of Clackmannanshire's approach.
- 3.12 Additional funding of £72,667 for Clackmannanshire projects has been secured through the fund manager, Foundation Scotland, drawing on a combination of Foundation Scotland's own resources and contributions from private donors they have identified. This funding has enabled support for projects previously approved by the panel but deprioritised due to budget constraints. The allocation of this additional funding reflects previously agreed priorities by panel

members and a focus on maximising impact across the programme, with consideration given to evidence of need, delivery readiness, and alignment with programme objectives. Through this partnership, a further £20,000 donation has also been secured to provide direct financial support to displaced residents of Coalsnaughton area.

- 3.13 Positive discussions are taking place to secure additional funding from independent funders and business to ensure the sustainability of the fund. The Hunter Foundation has agreed ongoing funding for Year One to cover the costs of the Fund Manager. Two fundraisers have been appointed by the CIC, initially on a three-month contract from April, to focus on fundraising. One is working on corporate and local business engagement, building relationships and developing a proposition for private investment. The Consultant has already secured a corporate donation from Ogilvie Construction and is progressing conversations for additional donations from both Robertson's Construction and Kerry Group, expected to secure additional investment in the region of £20,000. A second fundraiser is focusing on grants, trusts and foundations with a view to creating a funder pipeline. Early conversations have highlighted that further consideration is required to explore the potential benefits of establishing a SCIO for the Transformation Space, to access more charitable trusts.
- 3.14 Further opportunities to expand the fund include unlocking dormant trusts and securing targeted funding, including a dedicated allocation for young people. Work is underway, supported by Education colleagues, to establish a Young People's Community Voice panel aligned to wider Youth Voice activity, creating a pathway into ongoing participation.
- 3.15 The Be the Future Target Operating Model (TOM), approved by council in February 2026, establishes the Family Wellbeing Partnership as the core framework for delivering whole-family, preventative support and improving outcomes. It aligns funding, commissioning, and delivery around family needs rather than organisational structures. The model also positions the Transformation Space as key infrastructure, enabling families and communities to shape priorities, influence investment, and co-design services. Through independent governance, learning partnerships, and commissioning, it supports outcome-led decision-making, informs service improvement, and strengthens the Council's ability to operate within a mixed economy of provision.
- 3.16 The Target Operating Model reinforces a move towards more agile, commissioned, and outcomes-based approaches. As a Whole Family Support Early Adopter, this supports integrated planning, consistent partnership working, and greater funding flexibility, with a 'One Plan, One Report' approach aligning priorities, performance, and resources within a single outcomes-focused framework.
- 3.17 In 26/27, in scope policy areas where Scottish Government have agreed funding flexibility and/or reduced reporting requirements as a Whole Family support Early Adopter authority include:
- Trauma Plan Funding
 - Community Mental Health and Wellbeing Fund

- Rapid Rehousing Transition Funding
- Homelessness Prevention
- Alcohol and Drug Partnerships Funding (Mission Fund Elements)
- Young Carers Funding
- Parental Employment Support (including additional Transport for Employment Funding)

Flexibility will also be applied to:

- Fairer Future Partnership Funding
- All Age Childcare - Early Adopter Community Funding
- Emerging Neurodiversity (ND) Funding
- Whole Family Wellbeing Funding
- Summer of Sport Funding
- Holiday Playschemes and Activity for Disabled Children Funding

3.18 Council officers are working with colleagues to agree the level of contributions for Year One (26/27) and how the various policy areas above can be fully aligned. Once contributions have been agreed, we will revise the current legal agreement to allow the transfer of funds. The role of the Community Planning Partnership is also expected to be more integrated into this whole system approach.

3.19 The Year 0 End of Year Learning Report (**Appendix Two**) provides independent evidence of the progress and early impact of the Transformation Space. It highlights that the model has successfully:

- Mobilised community voice at scale, with a diverse panel of over 60 residents actively shaping priorities and directing investment.
- Distributed significant funding aligned to local need, with increasing demand and engagement from organisations across successive funding rounds.
- Strengthened collaboration across sectors, bringing together public, third sector and private partners in new ways and reducing duplication.
- Demonstrated a shift towards prevention and whole-person support, with funding decisions explicitly recognising the interconnected nature of poverty, mental health, homelessness and employability.
- Built confidence, agency and capacity within communities, with panel members reporting increased confidence, influence and participation in wider civic activity.
- Enabled a test-and-learn approach to public service reform, supported by strong leadership, political backing, and a culture of reflection and adaptation.

Importantly, the report concludes that the Transformation Space is beginning to demonstrate the conditions required for long-term system change, including shifting power towards communities, aligning resources around outcomes, and influencing wider Council systems such as the Target Operating Model and One Plan/One Report approach.

3.20 The report provides independent evidence that the Transformation Space model is operating effectively and highlights a strong culture of continuous learning and adaptation, which is critical to long-term success. The learning

report identifies a number of priority areas for development in Year 1, alongside additional priorities agreed by the Transformation Space Oversight Board to support the next phase of delivery. Together these will guide activity in Year 1. These priorities are intended to consolidate Year 0 progress, address identified challenges, and support scaling of the model.

Priorities identified through the Year 0 learning report include:

- Building the market – Support organisations to strengthen their thinking around innovation
- Reinvestment and Scale Opportunities – Define a process with the panel to assess initiatives and identify where funding should be extended
- Evaluation of Investments – Work with the panel to agree a process for evaluating investments to complement the fund manager evaluation

Additional priorities agreed by the Oversight Board to strengthen the model and deepen community engagement include:

- Living Well Conversations – Build this Community Voice model to introduce a series of informal conversations between local people, elected members and officials.

3.21 In response to Community Voice feedback, Council Officers have been supporting work with Ceteris and Flexible Childcare Scotland to develop a Women’s Enterprise Hub with onsite childcare facilities. This project is an example of building the market. It will enable more women to start and grow businesses by removing childcare barriers, whilst boosting economic participation, wellbeing, and inclusive local growth. This partnership is also leveraging additional funding in Clackmannanshire through applications to charities and Scottish Government.

3.22 The progress outlined in this report demonstrates the Be the Future Target Operating Model moving decisively from design into delivery. The alignment of Family Wellbeing Partnership and the Transformation Space and new ways of working is strengthening collaboration, building community capability and creating the conditions for improved outcomes and long-term financial sustainability. Sustained investment and continuation of the Transformation Space is now required to consolidate this progress, scale what is working, and fully realise the intended system-wide benefits.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1 Running costs for the Transformation Space for 2026-27 will be partly covered by The Hunter Foundation and partly by existing Invest to Save funding from Scottish Government. Discussions are underway with The Robertson Trust and Foundation Scotland around funding for ongoing costs on a multi-year basis. These costs include associated staffing costs related to developing and

delivering the Transformation Space. Following positive discussions with Scottish Government, a bid has been submitted to Scottish Government for additional funding through the next round of Invest to Save.

5.2 Financial Details

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

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

5.5 Staffing

5.6 Other than as discussed above, there are no further 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 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Year Zero Investment Summary

Appendix 2 – End of Year 0 Learning Report

Appendix 3 – EQIA

11.0 Background Papers

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

Yes (please list the documents below) No

Clackmannanshire Council: Be the Future – Transformation Space Update, June 2025

Clackmannanshire Council: Be the Future – Target Operating Model, February 2026

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Strategic Director Wellbeing	

Appendix 1: Clackmannanshire Transformation Space – Year Zero Investment Summary

Homelessness Prevention

£200,000 was invested through the council's Rapid Rehousing Transition Planning funding. Six organisations bid into the fund, with bids amounting to £340,000. The panel decided to award five of the bids. Overall investment made in Homelessness Prevention is **£297,406**.

Organisation	Summary	Cost	No. of Beneficiaries	Project duration
Change Please Foundation	To contribute to the cost of delivering barista training, wraparound support, and paid placements for 6 people at risk of homelessness, improving skills, confidence, and work-readiness while addressing housing, wellbeing, and financial challenges.	£13,608	12 Participants at risk of homelessness (6 paid placements)	6 months
Action for Children (Functional Family Therapy)	To contribute to the cost of a part-time Functional Family Therapist for 2 years to support families at risk of breakdown, thereby improving family functioning and wellbeing and reducing risks of young people aged 15-19 becoming homeless in Clacks systems	£93,214	20 Families; estimating approx. 60 individuals	24 months
Barnardo's	To contribute to the cost of a three-year programme providing early intervention, targeted support, and family mediation to prevent homelessness among young people aged 16-25 and improve their housing readiness, wellbeing, and family relationships	£38,642	225 direct beneficiaries	36 months
Citizens Advice Bureau	To contribute towards housing support advice services for private rental tenants and landlords over two years, reducing risks of eviction and subsequent homelessness.	£75,000	200 beneficiaries	24 months
The Gate Charity	To contribute to a new three-year early intervention programme, providing life skills workshops, mentoring, housing literacy sessions, and welfare checks to those at risk of homelessness, building resilience, reducing isolation, and helping them stay securely housed.	£76,942	300 direct beneficiaries	36 months

Mental Health for Young People under 25 years

Investment of £25,000 was provided to this fund from the council's Community Mental Health Supports and Services Grant. An allocation of £100,000 was given to the panel to award organisations. The fund received thirteen applications amounting to just over £500,000. The panel decided to award five local projects, investing **£96,080** in Mental Health supports for young people.

Organisation	Summary	Cost	No. of Beneficiaries	Project duration
Arts Included CIC - <i>Groove Grove Guitar sessions</i>	To trial provision of free guitar lessons for 8 young people who show interest in music, have low confidence and self esteem but for whom financial barriers prevent them pursuing out of school music opportunities.	£3,690	8 Young people	6 weeks
Barnardo's – Little Roots	To cover the costs of delivering a Little Roots befriending service for children ages 5-9 years in Clackmannanshire.	13,504	45 Children	36 months
Recyke-a-Bike – Beyond Four Walls	To deliver mountain bike training with three Clackmannanshire primary schools, targeting 48 children with poor mental health or emotional challenges to improve resilience, confidence and wellbeing.	£10,057	48 School pupils	12 months
SAMH – Stronger Minds, Brighter Futures	To provide a dedicated Children and Young People (CYP) Practitioner as a resource for schools across Clackmannanshire, delivering direct support, preventative interventions and capacity building, addressing gaps in mental health and wellbeing support for children and young people.	£42,875	Up to 1,000 young people and adults	12 months
Transform Forth Valley – Time 4 Us: Harm Prevention	To fund a staff role to deliver early intervention and harm prevention sessions, helping to reduce risks for vulnerable young people in Clackmannanshire.	£25,954	Not specified but, pilot reached 1,675 participants	12 months

Support for Women and Girls

The council's Family Wellbeing Partnership invested £75,000 to this theme. The panel had an allocation of £105,000 to invest in support for Women and Girls, utilising additional funding from Invest to Save and a private donation. The panel received 17 applications amounting to £426,032 and awarded 6 proposals to the value of **£98,058**.

*The panel have offered their remaining balance to Street Soccer Group to train 2-3 women up to coach. Enhancing skills and employability and building local capacity to sustain this project. Total investment awarded by the panel is **£105,000**.

Organisation	Summary	Cost	No. of Beneficiaries	Project duration
Circle	To contribute towards early-intervention services supporting families in Clackmannanshire to build healthy relationships, safety, and resilience.	£7,050	65 family members	12 months
Ochil Youths Community Improvement	To support the costs of a creative gender equality project, helping young people to explore and challenge gender norms.	£7,720	100 P6/7 pupils	12 months
Victim Support Scotland	To provide support to women and girls in accessible community hubs across Clackmannanshire for those affected by abuse.	£11,298	50 women (aged 16+)	12 months
Resilience Learning Partnership	To contribute towards the costs of recruiting, establishing and running a VAWG lived experience panel in Clackmannanshire over two years, enabling survivor voices to directly inform local VAWG strategic planning and service design.	£28,684	Directly 8 women, & wider community impact	24 months
Wasp Community Club	To fund a weekly girls-only drop-in and targeted intervention programme addressing gender-based violence through education, support, and prevention, promoting wellbeing, resilience, and safer community connections for three years.	£32,100	Up to 450 girls	36 months
Street Soccer Group	To deliver a women's only soccer project in Alloa for women who are isolated	£11,206	40 women	12 months

	and excluded.			
*Street Soccer Group	The panel wish to see local women with lived experience trained up to coach so the project builds local capacity and trains people who could potentially take forward any activities in the future. They would like to offer Street Soccer the remaining fund balance to do this.	£6,942	2-3 women	12 months

Employability

Clackmannanshire's Local Employability Partnership invested £40,000 of No One Left Behind's Tackling Child Poverty funding for this theme. In addition to the Community Voice panel, an additional panel made up of employers and young people was convened to bring additional views and experiences. As a result, two separate briefs were developed for organisations to consider when bidding to an allocated fund of £400,000. For this theme, it was decided to provide organisations with two options; submit a full bid or submit an expression of interest with an outline idea to be considered. If panels like the expressions of interest, bidders will then be asked to submit a full application for consideration. The panel have received 19 applications amounting to £1,152,201, and 6 expressions of interest. Due the volume of applications, the panel added an extra shortlisting step to help them manage the volume of information. The panel made their initial decisions but it was established that some proposals were an exact fit for funding and provision delivered through the Local Employability Partnership. To avoid duplication, the panel reconsidered their awards, funding 8 projects to a value of **£321,160**. The panel will meet again with organisations who submitted an Expression of Interest to determine if there are any further proposals they would like to consider with the remaining balance.

Organisation	Summary	Cost	No. of Beneficiaries	Project Duration
Scotia Homecare Solutions Limited	To support an 'Introduction to Care in the Community' programme that provides unemployed residents with practical training and learning opportunities to help them explore and prepare for roles in the care sector.	£8,000	20 Participants	1 year
Alloa Hub	To contribute towards the salary of a new 16-hour per week Volunteer Assistant, enabling young adults to receive 1:1 support, build confidence and progress into sustained employment.	£30,000	45 Young People	3 years
Community Wellbeing and Education CIC	To contribute towards the costs of delivering accredited make-up training for 16 young women to improve their skills, confidence, and employability.	£12,820	16 Young Women	1 year

Resonate Together	To contribute to the cost of delivering a 12-month employability programme to design, fabricate and install permanent, site-specific chandeliers to build confidence, practical skills, and progression pathways for people facing barriers to employment.	£25,000	36 Participants	1 year
Routes to Work Ltd	The grant will pay for 6 programmes to run over the three years. 72 young people will benefit from improved confidence and work-readiness and will be supported to take the next steps.	£53,780	72 Young People	3 years
The Gate Charity	To support an employability project that will aim to provide training opportunities to residents facing poverty and barriers to work.	£83,700	150 – 200 Participants	3 years
Green Skills Training Limited	To support the delivery of a green energy sector employment programme that will aim to upskill young people with energy assessor qualifications.	£54,290	10 Participants	1 year
Wasps Community Club	To fund the delivery of hospitality and sports coaching programmes, providing practical skills, qualifications, and progression support to improve employability, confidence, and access to sustainable employment in Clackmannanshire.	£53,570	92 Participants	1 year



**CLACKMANNANSHIRE
TRANSFORMATION SPACE**



The Transformation Space:

Learning from Year 0,
the first year
of operations



Comhairle Siorrachd
Chlach Mhanann

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Overview

The Transformation Space aims to eliminate siloed funding and maximise community assets to deliver improved outcomes for the population of Clackmannanshire.

It pools funds from Clackmannanshire Council, Scottish Government and independent and private sector funders to support delivery of goals which are defined by the local community. Its focus is not only on what needs to change but on how change is implemented, supported and sustained.

Learning is actively built into the model: a learning partner accompanies the team, gathers stories and develops regular briefings ensuring that planning is based on experience on an ongoing basis. Over the course of Year 0 the learning partner has been developing a learning framework, based on indicators for success highlighted by the panel members and the team. This will guide us during Year 1 as we monitor progress. And it is hoped that the learning from the Clackmannanshire Transformation Space, a radically new approach rooted in the public sector, will provide valuable learning for public sector reform across Scotland.

In our initial Early Learning Report (September 2025) we detailed the story behind the founding and setting up of the Transformation Space and outlined the development of the new structure.

At that stage 50 people had been recruited to the Community Voice panel and it had met three times to consider a vision for ending homelessness in Clackmannanshire.

Since September 2025

- The panel has grown to more than **60 members**
- **£297,000** has been awarded to **five organisations** to prevent homelessness, supporting young people and families in a variety of ways (Nov 25)
- **£96,000** has been awarded to **five organisations**¹ to support young people's mental health (Feb 26)
- A panel which included women with lived experience of gender-based violence, was recruited to focus on the safety of women and girls. A call for proposals went out, **21** were received and **£105,000** was awarded to **seven organisations** by the panel (Mar 26)
- A session was held with **10 employers** and **10 fourth year pupils** at Alloa Academy to explore challenges in recruitment and barriers to employment. The output from this session was included in the call for proposals and participants were invited to become part of the decision making panel. (April 26)
- **£1.34m** funding has been transferred to the Transformation Space in Year 0 and by the end of April 26, **£820,000** will have been distributed
- Applications to the fund have increased with each call for proposals, **from six initial applications to 19** for the most recent call

1. <https://clackstransform.org/news/community-voice-have-decided-on-our-first-series-of-investments/>

Alongside setting up and running the Transformation Space, Clackmannanshire Council continues to work on an integrated planning process: the Community Wellbeing Plan (One Plan, One Report), endorsed by elected members in August 2024.

The local authority as a whole has now developed a new Target Operating Model, rooted in the collaboration pioneered by the Family Wellbeing Partnership, which has a clear focus on delivering outcomes for communities.

In this model

“Outcome leadership becomes the focus of senior leadership accountability. This will drive new ways of working and cascade throughout the organisation... it will be supported by strengthened leadership, shared purpose and drive, and underpinned by a new accountability matrix...Community empowerment and decision-making is a key principle

It is deliberately breaking the ‘linear’ route of management and planning in which services are grouped by leadership, in favour of recognising that many services will be contributors to a number of outcomes... and explicitly seeking options to drive partnership and collaboration opportunities in order to increase the impact, and to reduce the delivery risk, from the Council delivering all services itself.”²

This model includes



a new Performance Framework, building on One Plan, One Report



workforce development focused on leadership, skills for partnership and prevention



strengthening the role of the Community Planning Partnership, sharing leadership, resources and accountability through channelling money through the Transformation Space and being accountable to one joint Performance Framework

The new target operating model was unanimously endorsed by elected members at a Council meeting in February 2026³. Clearly, it is too soon to say what impact it is having, but its development is an indicator of how the local authority is building the Transformation Space and the Community Voice panel into the heart of its structure.

The Early Learning Report detailed what was working well, what was enabling that to happen; the challenges and how they are being addressed and the risks and how they are being mitigated. It concluded with an outline of what success would like from different perspectives.

This Year 0 progress report revisits what is working well, identifies early signs of success; considers the challenges being faced at this point and concludes with questions for exploration in Year 1. A Learning Framework was constructed in a collaborative process with those involved in the design and delivery of the Transformation Space - and intended to guide planning and delivery in Year 1. It is included as Appendix 2.

“

It demonstrates that we are not risk averse. It's really innovative.

**Director of Place
and Economy**

“

Our constant question is where are you beginning to see this work make a difference? And where and how are you connecting together? That is the work of Year 0.

Fund Manager



3. See Annex 1: Transformation Space Ecosystem

What is working well?



A focus on vision

The Transformation Space started out with a clear and compelling vision: to build a healthier Clackmannanshire where communities live well and decisions are shaped by the people of Clackmannanshire.

This vision is underpinned by a widespread belief shared by community members and practitioners, that the community members, and people with lived experience, are the experts on what needs to change in their community and how that might happen, signalling a move from being seen as 'the problem to be fixed' to being the co-creators of the solution.

This founding Transformation Space ambition continues to guide everyone involved. And has been strengthened by the focus on a positive future which is at the heart of every panel discussion.



[A vision set by communities] is the direction of the travel for the Council as a whole – we should be a support function for the community and community organisations – it's a great approach – and our council needs to adapt and change in order for that to happen.

Employability Lead



Communication

A purposeful strategic communications plan working at both national and local levels was developed from the outset and is a fundamental part of the transformation process. Communicating the vision and progress towards it has been strengthened by the publication and dissemination of three resources over the past six months: the Early Learning Report (Sept 25), from Christie to Clacks (Dec 25) and 10 Steps to setting up a Transformation Space (Jan 26)⁴.

And there is a strong social media presence both on LinkedIn and Facebook.

Panel members and third sector organisations are being encouraged to speak to as many people as possible about the work of the Transformation Space. One of the panel members put a video on Facebook, and attracted 2500 views and generated 30 comments. By the beginning of February, the Transformation Space was covered in 15 online, offline and social clips with a potential audience of 1.96m.

4. <https://clackstransform.org/resources/>



Active and engaged leadership at all levels

The Transformation Space relies on political support both locally and nationally. It continues to attract cross party support locally because of the evident success of the Family Wellbeing Partnership, and the strong and respectful relationships between elected members and strategic leaders in the local authority.



I wanted to do something that would make a difference to the future as a councillor. [The strategic director] was starting to make inroads and I wanted to support her. I found this transformation really exciting... We all voted unanimously for it to go ahead. All of us are really enthusiastic about it. We are very early intervention focused. It has not been made into a political football. None of the elected members see it as a threat.

Elected member

It is actively led and championed by the Depute Chief Executive and Director for Wellbeing. She is working closely with the Director of Place and Economy and more widely across the local authority to develop a collaborative way of working which responds directly to the voice of local communities. This leadership is evident and inspirational within the local authority and beyond.

The Community Learning and Development Coordinator, who previously worked locally in the third sector sums it up like this:



I think we have got the buy-in from all senior leaders. It is a big shift. We have always had a really strong partnership between the third sector and the local authority. But the local authority has always been the gatekeepers of the money.

Now it is really in the hands of the community. It is due to senior managers having a vision. We had been working the same way and we were not seeing a shift. [The Depute Chief Executive and Director for Wellbeing] is willing to take that risk. She has talked about this for years. I still find it really interesting that everyone is willing to give up their power.

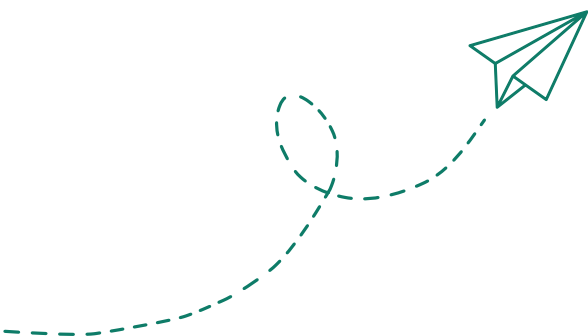
CLD Coordinator

Managers from the local authority and health have also invested in the Transformation Space, seeing it as an opportunity to release the expertise in the community, to promote a focus on prevention, to encourage more diversity in services and to bring match funding into the sector. For instance an investment of £25,000 from the local authority for young people's mental health, was topped up to £97,000 by the Scottish Government Invest to Save Fund and independent funders.



The Transformation Space was a different and innovative way to use the money.

Principal Educational Psychologist





Offering alternative ways to hold ourselves accountable

Clackmannanshire Council has been negotiating with Scottish Government to accept the annual Community Wellbeing Plan (One Plan, One Report) rather than reporting against multiple funding streams. The 2024–25 Report coordinates 11 plans under 6 overarching strategic outcomes. It was submitted to Scottish Government and scrutiny bodies in September 2025. Where feedback was received, it was positive. The 2025–26 Interim Report for Invest to Save funds was submitted in December 2025 to Scottish Government. By February 26 there were more developments to report so the Programme Lead for the Family Wellbeing Partnership requested a meeting with the Invest to Save team in Scottish Government. During that meeting she was told that the report was ‘outstanding’.



It felt like they were really invested in what we were doing.

Programme Manager for the FWP

Developing One Plan, One Report is demanding for the three council officers responsible for coordinating it, but it also

- saves time for elected members and other council officers.
- strengthens collaboration and reduces duplication
- provides a more unified system focused on prevention-focused long-term wellbeing outcomes

Particular examples of areas highlighted for development include children with disabilities, gender based violence prevention and strengthening specialist employability pathways for those with justice experience.

At a national level the Family Wellbeing Partnership’s STRIVE programme is being considered by audit and scrutiny bodies as a test of change to align their frameworks, cutting the burden of reporting requirements on a local authority⁵.



When we go to Audit and Scrutiny now, we go as a united People Directorate. We have all been through the plan and the report together. We are presenting an integrated, outcomes-focused plan mapped against the 6 key integrated outcomes, with a set of overarching indicators. One Plan, One Report negates the need for 22 covering papers to be presented twice a year to Council.

Each iteration of the plan and report has led to greater understanding of the strengths and areas for development, increasing collaboration and focus and leading to improved outcomes. The 2026/27 cycle will continue to refine our planning and reporting, learn from pooling of funds and take cognisance of the learning from the strong community voice through the Transformation Space and others.

Programme Manager for Clackmannanshire Family Wellbeing Partnership

5. The influence of the FWP and the Transformation Space at a national level will be explored in more detail in a further learning report on wider reach (June 2026).



The Community Voice Panel

The most visible progress over the past six months has been made by the Community Voice members. There are currently more than 60 members. The Community Development Advisor has been working one day a week throughout Year 0 to ensure recruitment to the panel has continued. At the behest of the panel, it has become more targeted to ensure a diversity of voices and expertise.



Having a diverse group of people is a real strength.

Panel member

Community Voice members have now made up four panels and have awarded over £500,000, a figure which will almost double by the end of April 2026, as awards are made by the Employment which Lifts People out of Poverty panel. In the Early Learning Report (Sept 25), the risk that the panel would not be able to come to a consensus about what to fund, has not been realised. Three of the panels have made decisions which have been ratified by the Oversight Board, with the fourth anticipated in April 2026.

Developing and supporting the Community Voice members has been a primary concern. Communicating clearly with more than 60 members has taken time and attention. In response to questions raised by members, the Programme Manager has, in conjunction with panel members, developed a handbook explaining the purpose of the panel, clarifying roles and expectations, and answering key questions about remuneration and expenses. And a team member at Foundation Scotland has been tasked with responding promptly to requests for information from panel members.

The approach to the panel is deliberately trauma informed, safeguarding is a serious consideration and panel members who have been recruited for their lived experience only declare it if and when they want to.

Overall panel members have overcome any initial scepticism, are enthusiastic about the approach and recognise how it is evolving over time.



At first it felt more like the same old... how we fill the cracks anyway. And I wondered how much power we really had... But when they listened to our views and overturned a recommendation, that made us feel like we did have some power.

Panel member



I'm blown away by the organisation and the attention to detail.

Panel member

Panel members are beginning to see the impact of their decisions. Although it is too early to assess whether the funded projects themselves are making a difference (they have yet to submit their first six monthly reports) jobs are being advertised in the local community which gave one panel member 'pride and reassurance that she was contributing to something meaningful'.⁶

And they are growing in confidence:



I facilitated the support for women and girls decision making panel. At the [beginning] one of the participants said she was really nervous. She participated and by the end she was saying it's OK I can do this... There is a growth in confidence and agency in that space and in that time irrespective of who is getting shortlisted for funding.

Fund manager

One panel member, who is also involved in another community voice initiative, has gone on to get a paid employability role with a local organisation and credits her involvement with both organisations as being key to her success. Other panel members have joined the Oversight Board or are taking part in wider forums to promote the Transformation Space and share their experiences.

Seeing the gaps has inspired another panel member to initiate their own response to the panel vision, recruiting others to specifically address the needs of neurodivergent young people. They are developing a proposal to set up their own community hub, using a Community Asset Transfer, to provide enterprise opportunities and support their wellbeing.



They are personally rising to the challenge. It gives you that sense of what can be possible.

Depute Chief Executive and Director for Wellbeing

The Programme Manager recently organised an independently facilitated feedback session for the panel to co-design the next stages of the process. It was attended by 12 panel members, who were keen to share ideas about how the existing process could be improved and what should happen next.

They suggested:

- improving the process of recruiting people to individual panels by offering the opportunities out more widely
- taking more time to prepare for discussions to ensure that they fully understand what is available in the area now
- having a process whereby they could send in ideas after panel discussions
- taking more time to review investments and make decisions

Feedback is also gathered from panel members during the process of making funding decisions. The Support for Women and Girls panel were particularly keen to give 'compassionate feedback' to organisations that they didn't award funding to, and to make a public statement explaining how the process was undertaken and decisions made.

The Programme Manager is working with Foundation Scotland to respond to all these suggestions over the coming months, designing ways in which panel members can have more opportunities to:

- get involved in supporting local organisations to apply for funding
- monitor and evaluate the success of funded initiatives
- hear in person from applicants to the fund
- select the issues they want to address in the community
- celebrate together and with projects which have been awarded funding

All the panel members were clear that they wanted to stay involved. Some have particular passions such as more opportunities for children with disabilities or improving mental health, especially for young people; others were enjoying meeting new people and having new experiences.

All of them were committed to improving their community.

“

I've not been here long and I feel like I'm part of the community now. It's a way of finding and making community and discovering more about my community.



“

It's a beautiful place – I want better lives for the children and families who live here.

“

Everyone's quality of life is interdependent so we must give marginalised people a voice.



“

The level of poverty is unacceptable.



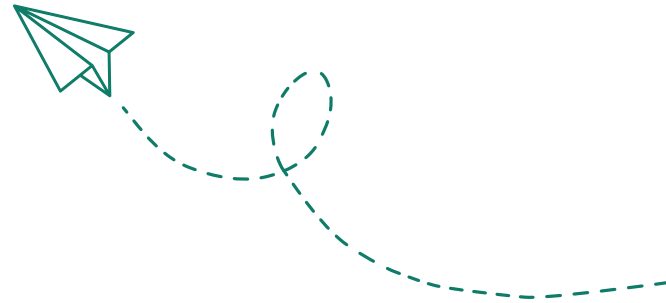
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There is lots of potential – we can be a beacon for others.

“

I want to give something back – I have spare time now and I want to make a contribution





Distributing the Funding

Sixteen projects have now been funded, five focused on preventing homelessness, another five to improve the mental health of young people and six providing support to women and girls. And they appreciate receiving funding in this way:



We are thrilled to have been awarded funding to launch this innovative early intervention project. The model responds directly to a long-standing gap in local provision, where the absence of timely support has contributed to young people aged 16–25 reaching homelessness crisis. This project will enable us to intervene earlier and help our young people build stability and brighter futures.

Service Manager, Barnardo's

The panel has asserted its independence by choosing to fund some projects which have previously been turned down because they didn't meet specific local authority criteria. And there is some diversity, the applications for the Employment which Lifts People out of Poverty includes both the public and private sector.

Foundation Scotland pays particular attention to supporting good working relationships with funded organisations. Regular meetings bring organisations funded by all four panels together.

“By connecting organisations on a regular basis, these sessions aim to reduce duplication, strengthen collaboration, and enable more immediate joint working where common challenges or priorities are identified... This approach could support Clackmannanshire's growing understanding and culture of prevention by encouraging collective problem-solving and the development of innovative responses that extend beyond individual projects.”

Early indicators of success

The Early Learning Report (Sept 25), highlighted early indicators of success identified by panel members, council employees and elected members.

They included:

- the members of Community Voice come back and tell us that they have a genuine say and they stay on the panel
- elected members understand the process and are behind it
- the volume of applications for funding in response to the call for proposals increases

All these indicators have been met in the past six months.

In addition, early 'setup' indicators were identified at a workshop in June 2024 hosted by the Hunter Foundation and Clackmannanshire Council, facilitated by the International Futures Forum and attended by elected members from all political parties alongside key enablers. During the workshop participants highlighted 'must dos' to support the Transformation Space to succeed (highlighted below). There has been significant progress in relation to all these 'setup indicators'.

Must dos to support the Transformation Space to succeed



a **safe environment** for honest conversations about successes and failures



an **agile and reflective approach** that learns from experience and builds on what works



a clearly articulated **theory of change**



ensuring that the team has the **right skills**



resilient leaders who can navigate challenges



robust **tracking processes** to keep all partners aligned and informed



regular **engagement with authorising boards** to maintain legitimacy and momentum



stakeholders taking **responsibility for outcomes**, remaining transparent about their roles and seeking support from others with similar experiences

A commitment to learning

The strongest evidence of success is in relation to ‘an agile reflective approach’. The Strategic Leads for Clackmannanshire Council, the Programme Manager and Foundation Scotland have all shown a real willingness to highlight when it is not working well, to learn from mistakes and to try new approaches.



We can adapt and flex. We can do it because it is independent from the Council. We don't have to run it by anyone else.

Strategic Lead



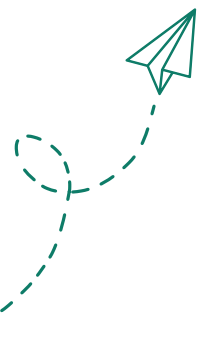
You will only learn the lessons from what goes wrong as well as right

Elected member

The Programme Manager has weekly meetings with the Depute Chief Executive and Director for Wellbeing, the leads in Clackmannanshire Council, the Hunter Foundation and the Fund Manager.

This regular contact of a small team enables them to ‘learn as they go’ adapting the process and innovating in a whole variety of ways including:

- ensuring that there is extra capacity in the Fund Management team to ensure better communication with panel members
- producing a handbook for panel members in response to frequently asked questions
- arranging for the panel to engage with local employers and young people as part of the process of exploring employment which lifts people out of poverty
- finding creative ways to include the voice of young people
- using a different way to recruit members for the support to women and girls panel to ensure that it included people with lived experience
- using a female team to facilitate that panel
- traffic lighting applications and providing summaries to reduce the volume of information
- developing an ‘expressions of interest’ stage to the application process so that organisations can get early feedback on whether their application is likely to be successful

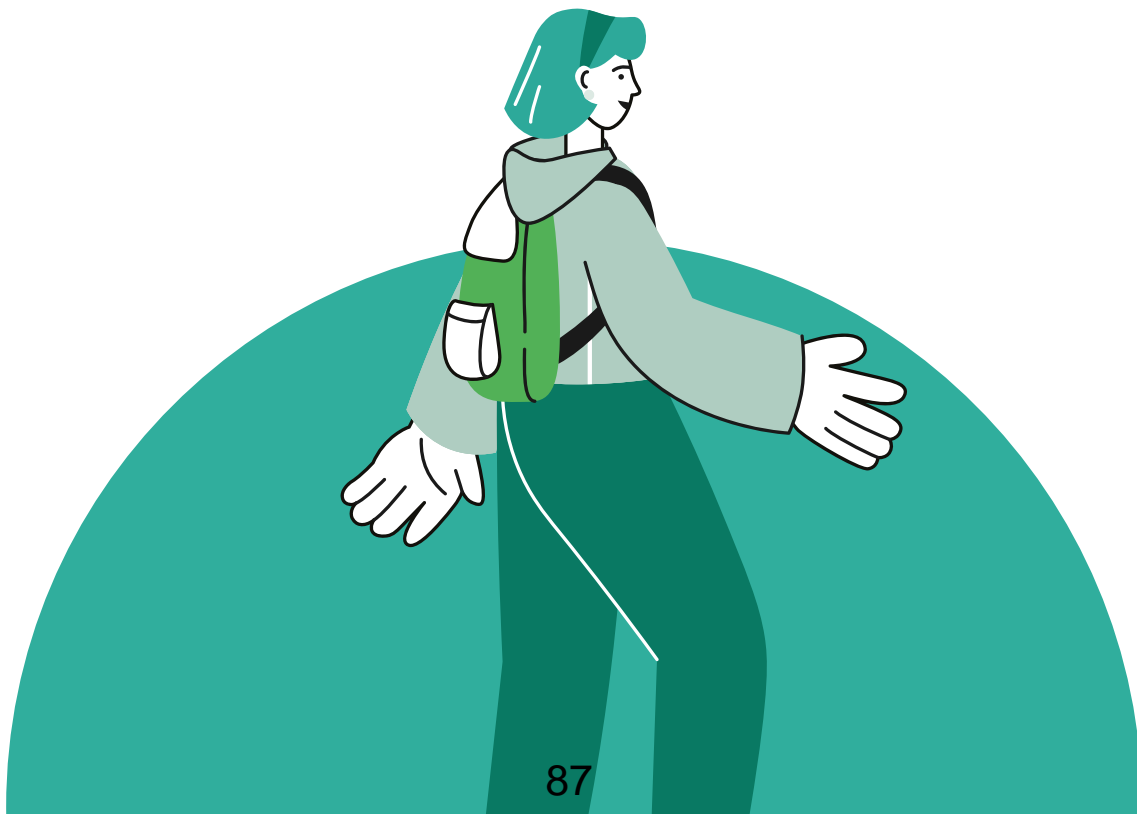


Year 1 Learning Framework

The 'set up indicators' developed in the June 2024 workshop guided the work of Year 0. And have given us time to develop a bespoke learning framework for the Transformation Space. This has been constructed through a collaborative process with those involved in the design and the delivery (see Appendix 2). The questions included in the learning framework encompass learning about operations, impact, systemic working and change, equity of voice and representation and sustainability.

They were developed to support considered and intentional reflection by the team and the Transformation Space Oversight Board enabling them to remain aligned to and meet the aims of the fund. They will guide us as we compile a learning and evaluation report to be submitted at the end of Year 1.

Quarterly learning sessions facilitated by the learning partner, began in December 2025 and focus on an exploration of the learning framework questions. These will continue throughout Year 1. There is a strong commitment to testing and learning, recognising that there is no blueprint and we will learn by through testing and reflecting.



Challenges and how they are being addressed

The pace of change

The tension between community members and elected members wanting to see real change fast, and the need to consolidate and ensure that all the foundations are strong, is evident. The work is proceeding at pace. For instance, the Prevention of Homelessness panel went from forming to awarding in 15 weeks, the Support for Women and Girls panel will have taken 20 weeks and the Employment that Lifts out of Poverty, approximately 22 weeks. A fifth panel has just begun meeting to address improving information for community members.



I am reasonably comfortable with that. What was important early on was to get momentum to get the Community Voice panel on board. By mid-April we will have four waves that have gone through the whole process.

Programme Manager

The challenge is that some panel members have felt rushed, and even 'led' at times and resourcing five panels in five months has put a lot of strain on the Fund Manager.



We are in react and support mode to the donor and the client... There are so many opportunities to miss a trick.

Foundation Scotland

And local organisations have struggled to keep up with the invitation not only to encourage local people to join the Community Voice panel, but also to develop their own responses to the call for proposals.

There is a consensus that over the next few months the pace needs to slow down to ensure that the due attention can be paid to the individual needs of panel members, getting the process right and focusing on the bigger picture. During May, the panel will come together to celebrate what they have achieved thus far, consider what differences want to see across Clackmannanshire and identify the focus for two more funding panels.

Slowing down will also allow for the development of a more solid short, medium and longer term strategy in Year 1. And it will enable the new Target Operating Model to take root so that the work of the Transformation Space can extend across the Council at the same time as making sure that it is not undermining other ways in which voice is being heard eg. through Community Councils.



We need to pause to navigate how we upscale it.

Director of Place and Economy



I think we can grow too quickly. I am learning that. We have to do it in a measured way allowing enough space for the innovation and growth.

Depute Chief Executive and Director of Wellbeing

Embedding the Transformation Space in the local authority structure

The Target Operating Model embeds the FWP outcomes-led and collaborative approach and will allow the Community Voice panel to influence more widely. The FWP One Plan, One Report approach is aligned with the Local Outcome Improvement Plan (LOIP) and the next step is to draw in all elements of the Council into a One Plan approach, ensuring that community voice is at the heart of all local authority work, promoting agility of delivery and reducing duplication.

This will take time. It will also necessitate managing larger amounts of money and convincing many more senior officers locally and nationally to take a risk.



The Transformation Space needs to be an integral part of Community Planning. It is an ideal place to identify early where the problems are and start to make a difference.

Elected member



I am happy to take the risk but it becomes harder if it is larger amounts of money.

Director of Place and Economy

Providing the right level of support to the Community Voice Panel

The Community Voice Panel has been the most successful aspect of the Transformation Space thus far and it presents the most challenges. It has been hard to keep up with members' continued need for information and to strike the balance between opening up the opportunity to participate in panels and ensuring that those with lived experience are prioritised.



We have been really trying to take the feedback we have been given and respond to it. We haven't got communication right yet with the panel.

Strategic Lead

Members feel heard but as the volume of applications for funding increases, other issues are arising. Some panel members want time to read all the applications in detail, whilst others want a summary.

*"When the proposals returned for assessment, she (panel member) was surprised to find that the group did not see the full applications. Instead, they were shown only assessments summarising them. To her, this raised questions about how much influence the participants really had and how transparent the process truly was."*⁸

Some are ready to move quickly, and others are taking time to get into their stride. Ensuring that everyone on the panel feels influential, included and well supported is an ongoing challenge.



More of a whole, the panels aren't ready to take the level of autonomy that we are offering them.. We had the topics in Year 0 but when we asked them for their priorities they are struggling with that.

Strategic Lead

Foundation Scotland and the Programme Manager are addressing it by:

- recognising that panel members have individual needs for support and information and putting additional resource in the form of more staff time into the Space so that members concerns can be addressed more promptly
- circulating more information in formats such as the website, the newsletter and the staff handbook
- ongoing dialogue with panel members, seeking and responding to feedback
- exploring opportunities for further dialogue between community members and funded organisations

There is a recognition that with more time, panel members could be given more opportunities to make a difference beyond making decisions about funding. This is beginning to happen naturally as they take the initiative to explore their own ideas (such as Community Asset Transfer for the neurodivergent community hub).

Spreading the word in the local community

Panel members have chosen to focus on 'finding the right support as the topic for their next round of funding because communication is an issue with local organisations and in the local community.

It is still the case that the Transformation Space is not well known or understood in Clackmannanshire.



I am wondering about how we are holding each other to account in this work. I think there is room to evolve something different which is about the community members and the funded organisations having some kind of dialogue, particularly at the beginning. Enabling the residents to set the tone before they get too far down the line.

Fund Manager



I have two children who live in the area who wouldn't have a clue. They are just living their lives.

Elected member



Getting the governance right

The Transformation Space is governed by an Oversight Board and a Community Interest Company. Two regular members of the Community Voice panel sit on the Oversight Board with additional places for members of panels which have recently made awards.

The Oversight Board provides reassurance to statutory funders and elected members that an adequate level of accountability and scrutiny is in place, and it also provides an opportunity for input from other trusts and foundations. It has met three times and each time it has ratified the decisions of the panel. Feedback from the community members about how to make it more inclusive has been acted upon.

Good governance which is simple, transparent and trusted by community members and by statutory and independent funders is crucial to the ongoing success of the Transformation Space. Both the Oversight Board and the Community Interest Company are still finding their role in terms of governance, understanding where they fit and the extent of their responsibilities. This extends to the two permanent Community Voice members on the Oversight Board who have both had 'why am I here?' moments in the past.

Focusing on outcomes for individuals and communities

The Transformation Space seeks to eliminate siloed funding, in Year 0 it has put out four calls for proposals addressing particular issues, such as preventing homelessness. Local authority and Scottish Government funding comes 'with labels' but the Community Voice panel sees both underlying causes and connections. It has championed a focus on the whole person and used its authority to fund initiatives that improve lives and build community without being narrowly targeted. In practice because it came through the Transformation Space, the funding was flexible.

For instance, when the panel was considering homelessness, they understood that the root causes could be related to mental health, poverty or employment and funded proposals that took a whole person approach.

The Community Voice approach aligns with the direction being taken by the FWP in One Plan One Report which focuses on progress towards outcomes for individuals and communities which straddle multiple policy areas. Balancing this systemic outcomes focus with the way funding is targeted in the statutory sector is an ongoing challenge.



Accountability and scrutiny

The national system for accountability and scrutiny is also focused on audit and performance in particular areas rather than outcomes for individuals or communities. And the level and type of reporting (eg. from the housing regulator) gives council officers the impression that they can't do what they are doing.



That is causing nervousness within the Council – people are wary because they are getting mixed messages. They want to do the right thing.

**Deputy Chief Executive and
Director of Wellbeing**



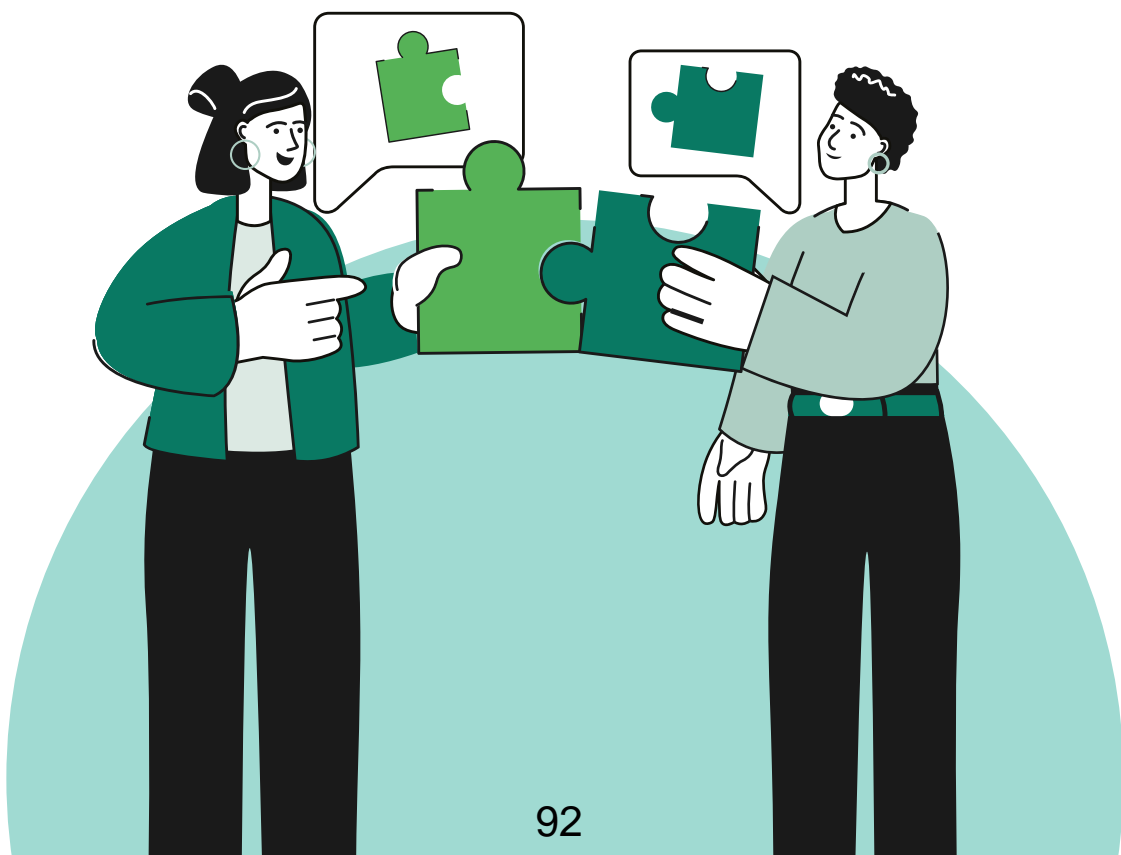
The £40,000 for the employability panel came out of the Child Poverty Fund. Scottish Government had quite a few questions around it.

Employability Lead

New national frameworks for accountability such as the Whole Family Support Outcomes Framework, introduce new indicators which underpin the Community Voice approach.

Ongoing negotiations with senior leaders in Scottish Government have informed changes in policy such as:

- recognising the role of Community Planning Partnerships and Third Sector locally
- funding and reporting flexibility
- specifying that communities should be involved in co-design and decisions on services
- including qualitative data (stories) as part of the evidence
- encouraging local authorities to explore further barrier reduction or report impact through a wider lens e.g. One Plan, One Report



Building the market and encouraging Innovative approaches

Part of the vision for the Transformation Space was that it should offer an opportunity for local groups and organisations to apply for funding in new ways. Local organisations have been applying but there is evidence that some smaller organisations might be missing out.



We need to get to the point that the local community leader with the great ideas can find us.

Programme Manager

Although the market is building: the first call for proposals attracted 6 applications, the most recent, 21, the Transformation Space has not attracted the range and diversity of applications particularly from local organisations and community groups that was anticipated.



What is coming through from the market is not as exciting and different as we had hoped. People are still relatively traditional in thinking about what would make the difference. We need to be careful because everyone sees it as a pot of money – it is about the change.

Depute Chief Executive and Director of Wellbeing

The Community Development Advisor tasked with finding out more about why local organisations weren't applying, and to encourage them to submit joint bids, found that they are suffering from the impact of many years of underfunding. They don't have the capacity to look for funding in new places, develop new ideas, or to collaborate.



We need to get the message across that it's worth a try. We will expect some new ideas to fail.

Community Development Advisor

The Community Panel have offered to reach out to smaller charities and community organisations to help them to apply for funds and promote the opportunity in schools and colleges. They are suggesting that more work is undertaken to make the application process even more straightforward. These ideas will be explored in the next couple of months.

Attracting new funding

Almost £74,000 of new funding has been found for the Transformation Space through Foundation Scotland identifying private donors. But bringing more and larger amounts of money is crucial for the Transformation Space to make a meaningful difference to the community of Clackmannanshire.

A new fundraiser and a corporate relationship lead have been engaged with specific objectives to increase Trust and Foundation income and to build relationship with local businesses. And Foundation Scotland are working with Clackmannanshire Council to explore the potential for releasing funds from dormant trusts.

Areas for exploration in Year 1

? How can we develop topics and funding calls which move us even further away from a siloed environment and towards funding outcomes for communities?

The Transformation Space is committed to working towards outcomes identified by the Community Panel that improve the lives of individuals and communities in Clackmannanshire and focus on prevention. The experience of the FWP has shown that it is not possible or helpful to separate these into particular areas such as mental health or homelessness, as they are all connected. But existing funding structures and accountability and scrutiny requirements provide a strong pull towards splitting into panels with a particular priority.

The intention in Year 1 is to find new processes and structures to allow for a focus on outcomes for individuals and communities, and the Community Voice panel are meeting in May 2026 to begin work towards this aim.

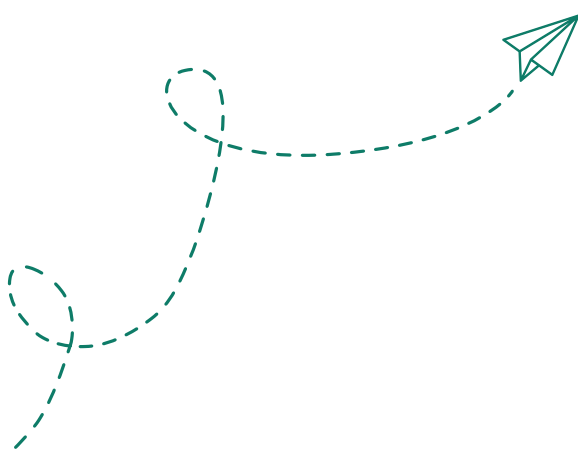
? How could we realise the full potential of the community voice panel without overburdening or exposing them?

The Community Voice panel members are keen to get more involved in setting the direction of the Transformation Space, assessing applications and evaluating the impact of funded organisations. However, they have varying amounts of interest in detail and varying amounts of time. And there are concerns that if their identities were made public they might be a risk of lobbying from organisations, particularly those that had not been awarded funding.

These considerations need to be explored in more depth in the next phase of the work.

? How can we put just the right amount of governance into the Transformation Space?

The governance structures set up to support the Transformation Space aim to reassure funders that public and foundation money is being spent responsibly at the same time as putting power into the hands of communities. The roles and responsibilities of different bodies are not completely clear. A review of governance is required in Year 1 and will be scheduled over the next few months.



Interviewees

Lesley Taylor

Principal Educational Psychologist

Stacey Craig Napier

Partnership Officer/Employability Lead

Kevin Wells

Director for Place/Economy

Veronica Cully

Programme Manager for Clackmannanshire
Family Wellbeing Partnership

Janine Rennie

Elected Member and Leader
of the Labour Group

Lorraine Sanda

Depute Chief Executive and
Director of Wellbeing

Lynn Hendry

The Hunter Foundation

Rachel Searle and Andy Hyde

Foundation Scotland

Norman Gill

Programme Manager,
Transformation Space

Madeleine Muirhead

Strategic Lead for Community
Collaboration and Redesign

Martin McManus

Community Development Advisor

Julie Haslam

CLD Coordinator

- Panel members Group Discussion attended by 12 Community Voice members
- Individual interviews with panel members
Heather Stobie (conducted by Ian McKenzie) and **Liz Hinchcliffe**



CLACKMANNANSHIRE
TRANSFORMATION SPACE



norman@clackstransform.org



clackstransform.org

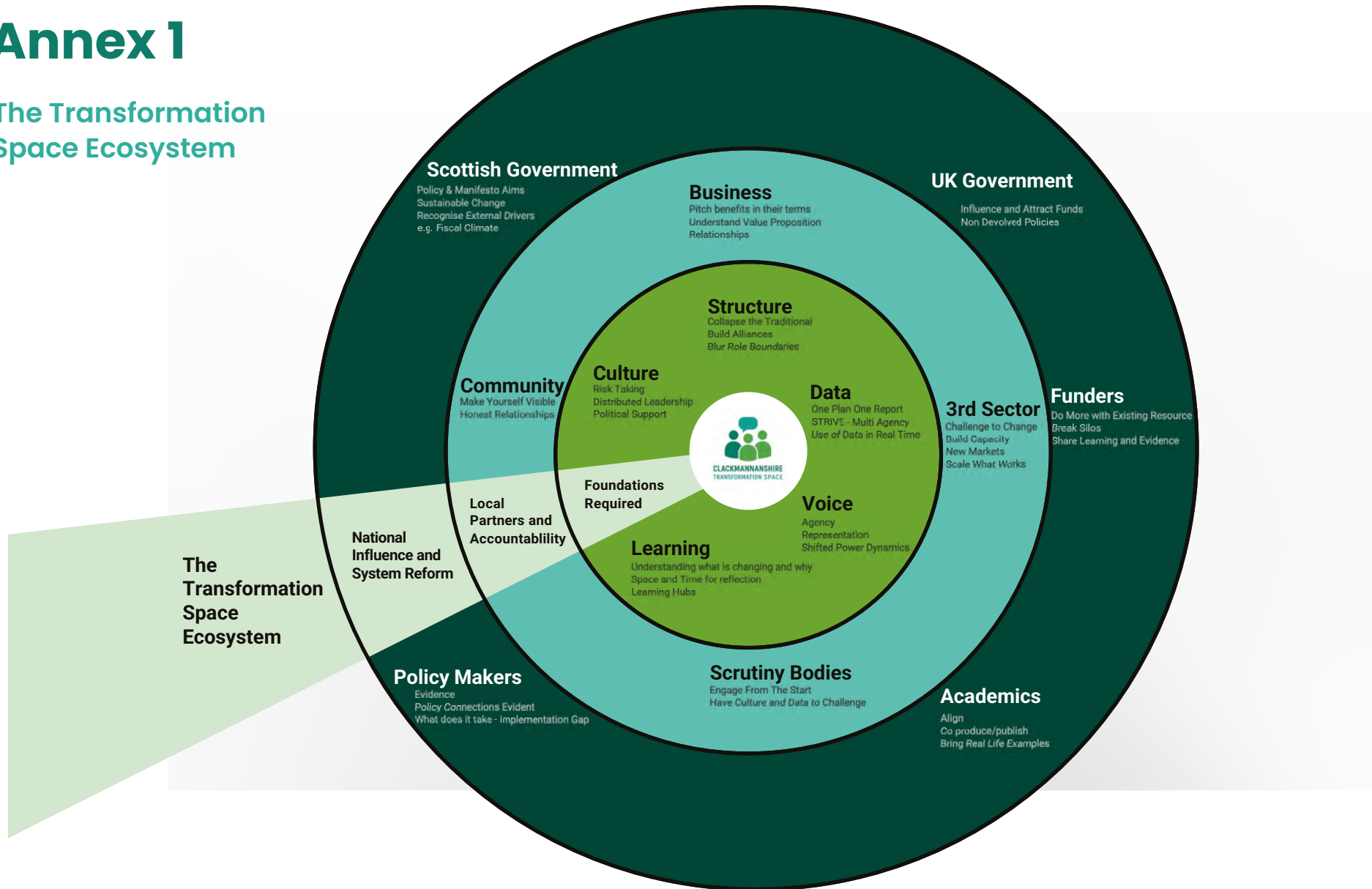


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Council
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Comhairle Siorrachd
Chlach Mhanann

Annex I

The Transformation Space Ecosystem



The Learning Framework: Design and Purpose

Overview and rationale

The learning framework presented here has been constructed to support the establishment, growth and ongoing implementation of the Transformation Space in Clackmannanshire. The Transformation Space represents a novel implementation of community led funding for public services driven by those living in that community. Its ultimate purpose is to deliver improved outcomes for the population of Clackmannanshire, reducing poverty and inequalities. The innovativeness of the devolved funding structure and shifting of power for decision making from council to community represents a departure from business as usual. As such, this approach can be better supported to grow and evolve through considered learning.

It has been built using a collaborative process with those involved in the design and delivery of the Transformation Space. Working together over the first 12 months of implementation (year 0), we sought to capture the intention of the fund, its aims for community development and for centring community voice. The learning questions presented below, were developed to support considered and intentional reflection by the Transformation Space Oversight Board in remaining aligned to and meeting the aims of the fund.

Alignment with Foundation Scotland monitoring and the Community Wellbeing Plan (One Fund, One Report)

The learning framework incorporates monitoring indicators providing quantitative measures complimentary to the qualitative insights and reflections from the learning questions. These monitoring indicators have been developed to align the learning framework with the outcome measurement framework implemented by Foundation Scotland for funded projects and with the Community Wellbeing Plan (One Plan, One Report) as the Clackmannanshire vehicle for statutory planning and reporting. To reduce research waste and resource burden, these monitoring indicators predominantly utilise data already being collected or readily available and that can be usefully used to support the One Plan, One Report approach.

Learning domains of the framework

There are three key domains that the learning framework supports:

- Operational Excellence
- Community Voice & Equity
- Sustainability & Systemic Change

These domains have emerged through the development of the framework and represent the core ambitions of the Transformation Space.

Operational excellence

At a practical level, there is the desire to ensure the fund is able to function to deliver funds to projects in an efficient and effective manner. However, operationally the framework goes beyond pragmatic delivery to reflect the aims of supporting diverse and innovative services beyond simply the established delivery organisations. The fund seeks to drive change, not business as usual. Central to the operation of the Transformation Space is the community panel so the operational domain also seeks to ensure that the delivery model is supporting a diverse range of community members to engage with the panel and remain engaged with it.

Community Voice & Equity

Central to the ethos of the Transformation Space is the empowerment of community and the elevation of their voice. Their decision making represents a shift in power as the community decides both what is being funded and generates themes for future funding. This itself is best achieved with conscientiousness and consideration, hence core to the learning framework is equity of voice and representation. These learning questions challenge the Oversight Board to ensure that their panels equitably represent the diverse communities in Clackmannanshire. This is most important in ensuring minority and underrepresented communities are included and heard. A proactive approach is sought to tackling anti-racism and discrimination ensuring that people from all backgrounds feel safe and encouraged to engage with the work of the fund.

Sustainability & Systemic Change

At the heart of the Transformation Space is the determination to create change across community and public sector services. The fund approaches the development of funding topics across service boundaries. The Transformation Space seeks to tackle topics of direct relevance to the community, that drive change through collaboration and have real impact in the communities most in need. This type of change takes time and sustained effort, the Transformation Space is not intended to be a one-off or short term activity but a new model of working for the future. It is in itself not solely a grantmaking scheme but seeks to provide infrastructure for long term community led systems change. Sustainability is considered within the learning framework by considering the financial sustainability of the fund and the operational sustainability of management, community panel and applicants. The Community Voice panel seeks to develop people both personally and professionally.

Learning questions and monitoring indicators for each domain

We present the learning framework as 5 categories of learning questions and 4 categories of monitoring indicators

Learning questions

Operational learning

- Is the fund able to distribute funds to grantees in a timely and effective manner?
- Are a diverse range of organisations able to be the primary grantee in direct receipt of funds?
- Are the funding panels able to retain their members?
- Is the voice of the different decision making panels and their members being meaningfully listened to when allocating funding to projects?
- Is there an understanding of who the likely target organisations are who might apply to a given funding call?
- Are funding calls accessible and searchable to organisations who might be looking to apply?

Fund learning

- Have funded projects met the outcomes that they stated they aimed to achieve?
- Are projects being reviewed so as to champion successes and provide support?
- Has grantee reporting been appropriately aligned to funding round objectives?
- Are funding round objectives SMART enabling their achievement to be appraised?
- Is data from public service datasets being used to inform the objectives set for funding rounds?
- Are high quality applications not appropriate to a current call being supported to apply for a future call and how is this being achieved?
- How is the Transformation Space linking with other funding opportunities to ensure collaboration, alignment and a lack of repetition?

Systemic working/change learning

- Are a diverse range of grantees in receipt of funding?
- Are projects seeking to tackle a broad range of issues and needs?
- How is community voice informing fund thematic area visioning?
- Is community aspiration and vision informing local authority planning and decision making?
- Are stories of change being collected and what do they say about the fund?
- What is the public perception of the delivery and impact of funded projects and the fund overall?
- How is the public perception of the fund being communicated with elected members, funding organisers, the Oversight Board and panels being captured and communicated?

Equity of voice and representation

- How does the constitution of the community panel reflect the communities involved?
- Does the panel include representation from minority and underrepresented communities?
- Are the voices of all community panel members fairly represented in decision making?
- Are the projects being funded meeting the needs of diverse populations within the communities
- How is the fund helping to tackle racism and discrimination?
- Does community panel activity actively support inclusion and equity of voice?
- How is the physical and psychological safety of panel members being considered and managed?

Sustainability learning

- Are financial commitments to future funding rounds being made?
 - Are these financial commitments increasing or reducing?
 - Are funding organisations making repeat donations to the fund?
- Is the management of the fund and the paid positions required to administer the fund being supported and filled locally?
- Is the fund in receipt of a sufficient number of high quality applications to enable it to allocate all of the funds in each round?
- What would the size of the fund need to be to fund all sufficiently high quality applications in each round? [What size could the fund begin to grow to?]
- How are panel members being supported to engage with wider opportunities?
- How are panel members being supported with personal and professional development?
- Are panel members being fairly remunerated for their time in way that enables them to afford to be involved?

Monitoring indicators

Operational learning

- Funds can be transferred to grantee organisations
 - Proportion of successful transfers of number allocated
- Diversity of organisations able to be primary grantees in direct receipt of funds
- involvement and retention of panel members
- Level of agreement on funding decisions
- Undertaking scoping of the target organisations against a given funding call

Fund learning

- Proportion of funded project outcomes met
- Funded project outcome reporting aligned to fund objectives
- Funding round / theme objectives are SMART

- Data from public service datasets is used to inform funding round objectives
- The number of high quality applications redirected to future funding calls or alternative funding streams and their destinations

Project level impact measure

- Project specific impact measure determined from Foundation Scotland outcomes framework

Systemic working/change learning

- Diversity of projects funded
 - Number of new grantees
 - Number of returning grantees
 - Organisation types funded
- Breadth of project outcomes
- Understanding, mindset and actions of public sector practitioners
- Identifying the instances and types of change that projects have contributed to
- Identify where thematic area visioning, funded projects and community input has informed the One Plan, One Report, Local Community Planning Partnership and Local Outcome Improvement Plan
- Appraisal of public feedback

Changes that have resulted from the presence and activity of the Transformation Space relating to

- Changes in commissioning and funding practices
- Changes in relationships between services and communities
- Changes to collaboration across sectors
- Examples of policy/service redesign influenced by Community Voice

Sustainability learning

- Embeddedness of the approach
 - Commitment to funding
 - From local authority departments
 - From private business
 - From other sources
- Translation to local ownership
 - Who holds the fund management positions?
- Proportion of funds allocated in each round / theme
- Level of funding required to fund all high quality applications made in a funding round
- Number and type of wider opportunities offered to panel members and uptake of those opportunities
- Number and type of development opportunities offered to panel members and uptake of those opportunities

Using the Learning Framework for Continuous Improvement

The learning framework is provided to strengthen the ability of the Transformation Space, through the Oversight Board, to engage in continuous learning and improvement as it embeds and matures. It provides a way for the Oversight Board to hold the delivery of the Transformation Space to account to the aims and aspirations on which it was founded. This can be exemplified in several ways illustrated below.

Effective operational delivery

Effective operational delivery is supported through aspects of the learning framework such as ensuring that there are sufficient funds available and that Transformation Space distribution mechanisms are able to release those funds to the organisations being funded. The Community Voice panel is essential to the effective operation of the fund. The Transformation Space needs to balance retention of panel members and their training and development with the need to bring in fresh voices ensuring representativeness.

Appropriate and meaningful funding themes

The Transformation Space will create the greatest change by ensuring that it is funding the most appropriate and meaningful themes. This is incorporated in the learning framework through understanding what has and what has not worked by appraising projects through both stories of impact and measurement of impact. The learning framework also challenges the fund to ensure that data is being used to support decision making about funding themes. These sources however are not sufficient to ensure that funding themes remain relevant and meaningful. The Community Voice panel are expected to be engaged in determining the funding themes and overall fund vision ensuring money is being spent in areas that are of greatest benefit to their communities.

Centring people's voices

Ensuring that people's voices remain at the centre of what the fund is doing is woven throughout the learning framework. Ensuring the panel is retained, developed and given fair remuneration for their time provides the basis of ensuring people want to be on the panel. The community panel is not only responsible for making decisions about what projects to fund in each round but also in determining what the funding themes are. This we expect to see grow as the fund matures and eventually the community panel more directly determines the visioning of the fund itself. With inequality disproportionately affecting those most disadvantaged and at risk in a community, it is essential that they are equitably engaged in the Transformation Space.

Legitimate place in public service delivery

As the Transformation Space moves into year 1 of operation, projects funded during year 0 will begin to demonstrate the difference they are making. The learning framework centres the collection of the stories through continued aligned measurement of outcomes to provide a growing body of evidence for the impact of the fund. The monitoring indicators are of direct relevance to the statutory planning and reporting of Clackmannanshire Council. By ensuring that the operation and impact of the Transformation Space can be evidenced from its inception in a way that is meaningful not just to local planning but national reporting, enables it to be seen as an essential model for public service delivery.

Meaningful change in communities

The structure of the Transformation Space centring community voice is focused on achieving the change that communities want and not the change that councils think the community needs. The learning framework can be used to contribute to ensuring that such meaningful change occurs in communities by encouraging reflection on the engagement of community panel members in both decision making and determining the fundings themes being offered. Focusing on fair and equitable representation of the Clackmannanshire community will help ensure that the changes serve the community broadly including those most disadvantaged. Stories of change will support the fund's understanding of what change has been achieved and how it has impacted on people in the community. Beyond the direct impact of funded projects, it will be important to understand the perception of the fund across the community outside of those involved in the Transformation Space and the funded projects. This understanding extends to those working in the Council and the Council's elected members to ensure the benefit of the fund is recognised more widely.



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

Title:

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

Clackmannanshire Transformation Space

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

The assessment indicates that the Transformation Space proposal is likely to have positive equality and socio-economic impacts, particularly for groups experiencing homelessness, mental health challenges, poverty, unemployment and other forms of disadvantage. The model is designed to shift power to communities, strengthen participation of people with lived experience, and target systemic inequalities through

Summary of actions taken because of this assessment:

The assessment has reinforced the need to ensure that the Transformation Space strengthens inclusive participation, addresses inequalities, and targets resources toward groups experiencing socio-economic disadvantage.

Ongoing actions beyond implementation of the proposal include:

Ongoing actions include continuing to develop the Learning Framework, gathering data to understand impacts, and regular community voice panels ensure lived experience shapes decisions. Governance and equitable decision-making will be supported through ongoing CIC Oversight Board involvement. Cross-council and partner collaboration will remain central to embedding the model across key service areas. Efforts will continue to secure additional funding from a range of sectors, while senior leaders and community planning partners will stay actively involved to maintain alignment and accountability. Continuous learning and adaptation will guide future improvements and ensure the model continues to reduce inequalities and improve outcomes.

Lead person(s) for this assessment:

Judith Morrison

Senior officer approval of assessment:

Madeline Muirhead

DATE: 16 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.

The proposal aims to bring together multiple funding sources and empower local residents to shape priorities and decisions, enabling Clackmannanshire to deliver stronger, community-led solutions to issues such as homelessness, mental health, poverty and employability. By reducing siloed working and pooling resources through the Transformation Space model, the initiative focuses on both *what* needs to change and *how* change is implemented and sustained. It aims to maximise community assets, build local capacity, and establish shared governance to support long-term, preventative improvements in outcomes for local people. The learning generated from this new, collaborative approach within Community Planning is intended to inform wider public sector reform across Scotland.

2. Why is the proposal required?

The proposal is required to overcome fragmented funding and ensure communities can directly shape better, more preventative solutions to challenges like homelessness, mental health and poverty.

3. Who is affected by the proposal?

The proposal affects local residents, families, young people, and communities in Clackmannanshire who experience challenges such as homelessness, mental health issues, poverty, and limited employment opportunities, as well as the services and partners working to support them.

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

This proposal relates to other Council policies and activities focused on community wellbeing, anti-poverty work, homelessness prevention, mental health support, employability, and the broader Transformation Space and Family Wellbeing Partnership approach, as these all aim to improve outcomes through joined-up, community-led decision-making.

- Family Wellbeing Partnership (FWP)
- One Fund, One Plan, One Report
- Community Planning (Clackmannanshire Alliance)
- Housing & Homelessness Prevention Strategies
- Children & Young People’s Mental Health and Wellbeing Plans
- Community Asset Mapping and Community Empowerment Activities
- Council’s Strategic Transformation and Public Sector Reform Work
- Local Anti-Poverty and Employability Strategies
- LOIP – Local Outcome Improvement Plan
- Be The Future

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

Yes

Step B – Consider the level of EFSIA required

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

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

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

Equality Group Socio economic disadvantage (if required)	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		Young people and families experience higher levels of mental-health and wellbeing challenges. A Young Peron’s panel is being developed to create broader spectrum of age representation.
Disability		People with disabilities particularly those experiencing mental-health challenges or addiction are already known to face inequalities in Clackmannanshire, and the proposal directly involves individuals with these lived experiences through the Community Voice Panel, helping ensure their needs are recognised and addressed.

Equality Group Socio economic disadvantage (if required)	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Race		No specific race-related evidence is provided in the documents, but the inclusive recruitment approach seeks to reflect diverse groups and reduce barriers to participation.
Sex		A dedicated funding theme addresses inequalities faced by women and girls, reflecting existing gender-based barriers in safety, wellbeing and access to support.
Gender Reassignment		No specific gender re-assignment evidence is provided in the documents
Sexual orientation		No specific impacts are identified in the available evidence; however, the proposal's emphasis on community voice, inclusion, psychological safety and removing participation barriers suggests positive potential effects across group
Religion or Belief		No specific impacts are identified in the available evidence; however, the proposal's emphasis on community voice, inclusion, psychological safety and removing participation barriers suggests positive potential effects across group
Pregnancy or maternity		There is no indication at this stage that this protected characteristic would be impacted.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		There is no indication at this stage that this protected characteristic would be impacted.
Socio economic disadvantage (if required)		The report addresses that people experiencing socio-economic disadvantage in Clackmannanshire especially those affected by poverty, homelessness, mental-health challenges and limited employment opportunities face significant and long-standing inequalities. The proposal directly targets these issues by involving people with lived experience in decision-making through the Community Voice Panel and by directing funding toward prevention and early support.

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:

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 community people with lived experience of homelessness, poverty and mental-health challenges, Donors, Trusts, Consultants, Fund Managers and Learning Partners.

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

Further engagement and research have included ongoing work with the Community Voice/Citizens Panel, where over 60 members with lived experience have helped shape priorities such as homelessness and youth mental health. Consultation with Scottish Government and key partners has supported alignment with national objectives and enabled successful funding bids. The Learning Partner has also conducted interviews and attended panel sessions to inform the emerging Learning Framework and ensure community insights directly influence decision-making.

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			<p>Promote intergenerational working where relevant, encouraging knowledge-sharing between colleagues or service users of different age groups.</p> <p>Highlight opportunities that benefit specific age groups, such as mentoring programmes, flexible working arrangements, or initiatives supporting early careers opportunities or changes.</p> <p>Review accessibility of information and processes to ensure they are inclusive for all age groups. This includes using clear language, offering multiple formats (digital and non-digital), and avoiding assumptions about digital skills.</p>
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	X			
potential for developing good relations	X			
potential to advance equality of opportunity	X			<p>Review policies and procedures to ensure they are applied consistently and contain no criteria that could unintentionally disadvantage protected groups.</p> <p>Ensure decision-making processes are transparent, with clear rationale documented so that all actions can be evidenced as fair and proportionate.</p>

				<p>Provide staff training and guidance on equality duties, unconscious bias, and inclusive practice to minimise inadvertent discriminatory behaviour.</p> <p>Offer appropriate adjustments or support where individuals may otherwise be placed at a disadvantage due to a protected characteristic.</p> <p>Conduct regular monitoring and analysis of data (e.g., service uptake, complaints, recruitment outcomes) to identify patterns that may indicate discrimination</p>
--	--	--	--	--

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			There is no evidence of disproportionate impact on individuals from racial minority backgrounds in this area.
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	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				
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				
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				
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				
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)	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			Continue to ensure that people with lived experience of socio-economic disadvantage e.g. those affected by homelessness, mental health concerns, addictions, and financial hardship are directly shaping decisions and resourced to participate

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?

No Impact

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

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

Ongoing monitoring to ensure the changes are working as intended and have no unintended negative impacts. Review feedback from staff/service users after the implementation period and make adjustments if necessary. Update relevant documentation, processes, or guidance based on what is learned during implementation.

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: Judith Morrison

Date: 19 March 2026

Senior officer approval of assessment:

Signed: Madeleine Muirhead

Date:

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

Report to: Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: Annual Review of Debtors 2025/26

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. To provide Council with an annual update on income collection and seek approval to write off irrecoverable debts.

2.0 Recommendations

- 2.1. It is recommended that the council;
- 2.1.1. Note the trends in income collection for 2025/26;
 - 2.1.2. Approve the proposed debt write-off of £4,298,263 (paragraph 6.2 & Appendix B);
 - 2.1.3. Approve the write-off of school meal debt held within Schools of £9,624 (paragraph 4.6 & Appendix C)
 - 2.1.4. Note and comment as appropriate on the other matters raised in the report.

3.0 Background

- 3.1. Responsibility for the collection and recovery of income due to Clackmannanshire Council rests primarily with Finance and Revenues within Corporate Services. All income collection activity is undertaken in accordance with the Council's Corporate Debt Recovery and Write-Off Policy. Where appropriate, the Council also engages Sheriff Officers to act on its behalf in pursuing debt recovery, with Stirling Park continuing to provide this service.
- 3.2. This report reviews income collection performance provides an update to Members on recovery activity and service developments and seeks approval for the write-off of debts across all income streams for the financial year.
- 3.3. During the year, the Council issued bills and invoices totalling £94.443m, an increase from £85.483m in 2024/25. The following paragraphs provide a breakdown of performance across each income stream.

- 3.4. Council is asked to note that, following changes introduced by the Prescription (Scotland) Act 2018, which came into force in 2025, Council Tax and Non-Domestic Rates in Scotland are now subject to a true 20-year prescription period. Under section 7 of the Prescription and Limitation (Scotland) Act 1973, as amended, these debts are fully extinguished 20 years after they become legally enforceable, irrespective of any recovery action taken, acknowledgement given, or payment made during that period. Councils are therefore legally required to review and write off any debts that fall outwith this statutory time limit.
- 3.5. In simple terms, this means the Council can no longer recover any monies due for Council Tax or Non-Domestic Rates that are older than 20 years, even where repayments are currently being made.

4.0 Income Streams

Council Tax

- 4.1. During 2025/26, Council Tax bills totalling £41.181m were issued to 25,395 households incorporating a 13.0% increase in the Band D charge compared to 2024/25. Total income received in the year was £39.729m which includes income in relation to water and sewerage charges that are included in the annual council tax bill and collected by the Council on behalf of Scottish Water. Charges for water and sewerage are set by Scottish Water on an annual basis.
- 4.2. The key indicator of performance for Council Tax collection (excluding water and sewerage) is the in-year collection rate. This represents the total amount of Council Tax collected as a percentage of the total amount billed. In 2025/26 the in-year collection rate was 96.1%. This is a decrease of 0.1% on the recorded collection rate of 96.2% in 2024/25.
- 4.3. There has been continued development of our online services for Council Tax payers through the introduction of electronic billing. Since going live in September 2025, 500 residents have opted to receive bills electronically, helping to reduce postage costs while supporting the Council's environmental sustainability.

Sundry Debt

- 4.4. During 2025/26 sundry debtor invoices totalling £7.605m (£5.024m 2024/25) were issued by the Council. A sundry debt is the name given for invoices raised for chargeable council services. Other chargeable services include; client contribution towards care, commercial waste and after school fees. However, large invoices for Health and Social care to the NHS and Stirling Council are also raised using the same approach.
- 4.5. Individual services are responsible for raising their own invoices with payments monitored by Finance and Revenues.

School Meal Debt

- 4.6 Debt relating to unpaid school meal income is initially pursued by individual schools. Where outstanding balances reach £50, the debt is transferred to Sundry Debtors for invoicing and recovery action.
- 4.7 As at 31 March 2026, the total outstanding balance across schools for 2025/26 was £9,624. This represents an increase of £6,081 compared to 2024/25. No invoices were raised through Sundry Debtors during 2025/26. A breakdown of outstanding debt by school is provided in Appendix C.

Non Domestic Rates (NDR)

- 4.8 Clackmannanshire Council are required to bill and collect Non Domestic Rates (NDR) on behalf of the Scottish Government. Income is then pooled and distributed to Councils, under the rates pooling system. During 2025/26 the council billed businesses for rates totalling £20.391m (2024/25 £20.549m). The collection rate for 2025/26 as a percentage of the total billed was 95.84%. This is decrease of 0.13% on the 2024/25 collection rate of 95.97%.

Housing

- 4.9 The total gross rental liability for 2025/26 payable by approximately 5,000 council tenants and associated lock-ups was £25.267m (2024/25 £22.768m).
- 4.10 Overall, rent arrears decreased during the year by £0.165m to a total of £1.667m (2024/25 £1.832m). As a percentage of gross rental income, the arrears represent 7.04% (2024/25 7.25%) which is equivalent to £347 (2024/25 £361) per house. Housing officers work closely with tenants to reduce the occurrence and build up of arrears.
- 4.11 In addition to the debtor for rents, the Housing debtor also includes unpaid invoices for rechargeable repairs and Housing Benefit Overpayments. The following sections sets out details for each of the categories of debts within Housing. Appendix A summarises the arrears position for Housing debts broken down by category for the years 2023/24 to 2025/26.

Current Rent Arrears

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

Table 1 – Current and Former Tenant Arrears

	2022/23	2023/24	2024/25	2025/26	Current / Last Year Increase (Decrease)
Current tenant rent arrears value SHR figure	£861,472	£601,708	£620,950	£720,959	£100,009
Gross rent arrears (current and former tenants) as a % (SHR indicator 31)	11.51%	11.15%	7.25%	7.04%	(0.21%)
SHR Current Tenant arrears as a %	3.32%	2.42%	1.77%	1.77%	-
SHR Former Tenant arrears as a %	8.19%	8.73%	5.48%	5.27%	(0.21%)

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

Table 2 – Breakdown of Arrears Case Load

Breakdown of arrears case load	2023/24	2024/25	2025/26	Current / Last Year Increase (Decrease)
Total No of current rent accounts in arrears	1,527	1,863	2,079	216
Greater than £4,000	2	0	0	0
Between £3,000 & £3,999	0	2	3	1
Between £2,000 & £2,999	26	13	18	5
Between £1,000 & £1,999	130	99	107	8
Between £500 & £999	211	248	278	30
Between £0 and £499	1,158	1,501	1,673	172
Highest rent account balance	£4,398.42	£3,465.94	£3,705.94	£240.00

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

Table 3 – Current Arrears and UC Cases

	2022/23	2023/24	2024/25	2025/26	Current / Last Year Change
Total Arrears Value	£861,742	£601,708	£620,950	£720,959	£100,009
Average value per case	£454	£407	£385	£347	(£38)
Total Number of UC cases in arrears at year end	1,398	1,213	1,484	1,705	221
Total Arrears value for UC cases	£669,646	£493,835	£503,625	£598,913	95,288
Average value per case	£479	£407	£339	£351	£12
Non UC claimants in arrears at year end	501	314	379	374	(5)
Total Arrears value for non UC cases	£192,096	£107,873	£117,325	£122,046	£4,721
Average value per case	£383	£344	£310	£326	£16
Total Number of UC claimants at year end	2,204	2,409	2,713	3,064	351
% UC claimants in arrears	63.43%	50.35%	54.69%	55.65%	0.96%

Former Tenant Arrears

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

4.16 The total former tenant arrears at the 31 March 2026 was £1.280m (including lock-ups) made up of 1,345 cases. This is an increase from 2024/25 of £0.071m but a decrease in of 16 cases.

Housing Benefit Overpayments

- 4.17 A Housing Benefit overpayment occurs when a customer receives more benefit than they were entitled to receive. This can happen for a number of reasons, including changes in circumstances, customer error or administrative error. Where possible, overpayments are recovered from ongoing benefit entitlement, with other customers required to make repayment arrangements.
- 4.18 During 2025/26, positive progress continued to be made in reducing outstanding debt, particularly through the increased use of Department for Work and Pensions (DWP) recovery methods such as the Payment Deduction Programme (PDP), which provides a sustainable long-term recovery route for customers in receipt of Universal Credit.
- 4.19 The total Housing Benefit Overpayments as at 31 March 2026 was £1.162m (£1.209m in 2024/25).

5.0 Overall Debt Position

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

Table 4

Debt Type	2023/24 £000	2024/25 £000	2025/26 £000
Council Tax	12,418	12,652	13,551
HRA Debts (excl Housing Benefit Overpayments)	2,599	2,214	2,370
Total Housing Benefit Overpayments (incl HRA)	1,825	1,209	1,162
Sundry Debt	2,589	2,366	1,581
Total Debt	19,431	18,441	18,664

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

6.0 Irrecoverable Debt for Write-Off

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

Table 5 – Debt Write Off

Type of Debt	Approved Write Off 2024/25		Proposed Write Off 2025/26	
	Number of accounts	Value £	Number of accounts	Value £
Council Tax	729	264,029	17,618	3,806,135
NDR	67	225,400	54	155,409
Sundry Debt	1,260	147,703	628	188,106
Former Tenant Arrears (incl Lockups and Recharges)	137	75,745	188	117,374
Housing Benefit Overpayments	36	6,762	174	31,239
Total	2,229	719,639	18,662	4,298,263

6.3 Accounts can be proposed for write-off for a number of reasons including;

- Deceased – where the customer has died and left no estate.
- Sequestration – The customer has applied for and been awarded bankruptcy and there is unlikely to be any dividend for creditors.
- Untraceable – No up-to-date contact information is available for the customer and all means of contacting them have been exhausted.
- Small Balance – The balance outstanding on the account is small and it is not deemed cost effective to pursue.
- Management Write-Off – Management have agreed to the write-off of the debt due on a particular case due to the individual circumstances of the customer.
- Time Barred – Where the debt has prescribed under the Prescription and Limitation (Scotland) Act 2018 and it has been more than 5 years since last contact from the customer. This excludes debt relating to Council Tax and NDR which can be recovered upto 20 years (as noted above in paragraph 3.4).

6.4 Appendix B provides a breakdown by reason for the proposed write-off of debts in each income stream.

7.0 Sustainability Implications

7.1 None

8.0 Resource Implications

8.1 Financial Details

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

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

8.4 Staffing

8.5 There are no staffing implications arising from this report.

9.0 Exempt Reports

9.1 Is this report exempt? Yes No

10.0 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)

Complies with relevant Council Policies

11.0 Impact Assessments

11.1 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)

11.2 Yes No

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

There are no direct impacts resulting from the content of this report.

12.0 Legality

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

13.0 Appendices

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

Appendix A – Housing Debts at 31 March 2026

Appendix B – Proposed Write-offs at 31 March 2026

Appendix C – School Meal Debt by School at 31 March 2026

14.0 Background Papers


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

Yes (please list the documents below) No

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	

Housing Debts at 31 March 2026

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

HRA arrears position 2023/24 to 2025/26

	2023/24 £000	2024/25 £000	2025/26 £000
Current Tenant Arrears (incl lock ups)	618	870	909
Former Tenant Arrears (incl lock ups)	1,761	1,209	1,280
HB Overpayments (HRA only)	944	841	751
Rechargeable Repair	220	135	181
Miscellaneous	0	0	0
Total Gross Debtor	3,543	3,055	3,121
Provision	(3,416)	(2,829)	(2,780)
Total Net Debtor	127	226	341

- 1.2 For 2025/26 the gross Debtor has increased by £0.066m. This is mainly due to an increase in Arrears in Current and Former arrears plus rechargeable repairs offset by a reduction in Housing Benefit Overpayments.
- 1.3 Housing rent is managed by the Tenancy Management Team and Housing Officers work closely with tenants to help them to sustain their tenancy and pay their rent.

Proposed Write-Offs at 31 March 2026

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

Council Tax and Water Charges

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

Reason	2024/25		2025/26	
	No of Accounts	Total £	No of Accounts	Total £
Deceased	519	134,742	444	138,382
Sequestration	169	123,526	68	39,025
Untraceable	39	5,753	-	-
Small Balance	2	8	2,284	14,849
Time Barred	-	-	14,822	3,613,879
TOTAL	729	264,029	17,618	3,806,135

- 1.4 The proposed write off for Council Tax including Water Charges has increased significantly due to the change in legislation that requires councils to write off debts beyond 20 years, regardless of interruption (as noted in paragraph 3.4 of the main report). Any Council Tax debt older than 20 years has been fully provided for within the bad debt provision.

Non-Domestic Rates (NDR)

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

Year	2024/25		2025/26	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	29	69,864	14	10,327
Sequestration/ Liquidation	27	95,907	20	77,795
Ceased Trading/ Dissolved	11	59,629	17	66,909
Small Balance	-	-	3	18
Deceased	-	-	-	-
Total	67	225,400	54	155,049

1.6 The number of cases proposed for write-off has decreased by 19.4% from 2024/25, with the total value of proposed write offs reducing by 31.2%.

1.7 The largest proportion of cases and debt values identified for write-off (50.17%) are attributable to ratepayers who have been sequestrated/placed into liquidation.

Sundry Debts

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

Year	2024/25		2025/26	
Reason	No of Accounts	Total £	No of Accounts	Total £
Ceased Trading	6	1,640	-	-
Deceased	744	71,599	253	60,477
Small Balances	30	233	36	198
Time Barred	480	74,231	339	127,431
Total	1,260	147,703	628	188,106

1.10 The majority of the debt proposed for write-off is time barred (67.7%). For time barred, any debt that exceeds 5 years with no acknowledgement must be written-off.

Former Tenant Arrears

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

Year	2024/25		2025/26	
Reason	No of Accounts	Total £	No of Accounts	Total £
Untraceable	1	1,001	5	1,792
Deceased	44	15,999	84	48,252
Small Balances	10	1,162	14	181
Sequestration	17	18,773	20	18,773
Time Barred	65	38,810	65	48,376
Total	137	75,745	188	117,374

1.12 The majority of the proposed write-off is due to the debt being time barred (41.2%) and Deceased (41.1%).

Housing Benefit Overpayments

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

Year	2024/25		2025/26	
Reason	No of Accounts	Total £	No of Accounts	Total £
Deceased	2	6,553	35	12,710
Sequestered/Bankruptcy	-	-	1	6,612
Small Balances	34	209	20	154
Untraceable	-	-	118	11,763
Total	36	6,762	174	31,239

1.14 The majority of the debt proposed for write-off is due to Deceased (40.7%) and Untraceable (37.6%).

APPENDIX C

School Meal Debt by School

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

School	2024/25 £	2025/26 £
Abercromby PS	1,449	1,221
Banchory	-	1,150
Alva PS	-	3,136
Clackmannan PS	15	35
Coalsnaughton PS	169	-
Craigbank PS & ELC Sauchie	-	-
Deerpark PS	-	83
Lochies School	-	-
Menstrie PS	-	-
Muckhart PS	71	-
Park PS	781	2,385
Redwell PS	20	-
St Bernadettes RC PS	-	-
St Mungos RS PC	314	-
St Serfs PS	-	1,114
Strathdevon PS	55	-
Sunnyside PS & ELC	189	-
Tillicoultry PS	480	500
TOTAL	3,543	9,624

1.2 There were no sundry invoices for school meal debt raised in 2025/26.

Report to: Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: Corporate Debt & Write off Policy

Report by: Chief Finance Officer

1.0 Purpose

- 1.1. The purpose of this report is for Council to review and agree the updated Corporate Debt & Write off Policy.

2.0 Recommendations

Council is asked:

- 2.1. To review and approve the updated Corporate Debt & Write off Policy (appendix 1)

3.0 Considerations

- 3.1. The Council approved the Corporate Recovery and Write-Off policy in June 2018. Over the last few months a full review of the policy has been undertaken to ensure it continues to be fit for purpose.
- 3.2. The policy sets out the corporate approach to the collection and recovery of income. The policy also deals with the arrangements for the identification of debts proposed for write off. The annual review of debtors report is presented to Council in June each year and includes all debt proposed for write off. The policy underpins the internal procedures followed in the collection of income.
- 3.3. Effective debt management is crucial to maximise income in order to avoid an increase in costs or decrease in the quality of services provided. It is important therefore that the policy clearly states the approach to debt collection.

The aims of the policy are;

- Promote a consistent, corporate approach to income collection, debt recovery and debt management across all Council services.
- Ensure that income due to the Council is collected efficiently, effectively and in a timely manner through legal and proportionate recovery practices.

- Ensure that employees involved in income collection and debt recovery are appropriately trained, supported and aware of their responsibilities in managing and recovering debt.
- Minimise levels of outstanding debt and reduce the risk of debts becoming uncollectable.
- Treat customers fairly, consistently and with respect, taking account of individual circumstances and providing appropriate support, advice and signposting where required.
- Provide accessible, convenient and cost-effective payment options that encourage prompt payment and support customer choice.
- Support early intervention and engagement with customers to prevent debt from escalating and to maximise opportunities for sustainable repayment arrangements.
- Balance the Council's responsibility to protect public funds with its commitment to supporting vulnerable customers and those experiencing financial hardship.

3.4 The policy applies to all debts owed to the Council including statutory charges, rents, fees, service charges, invoices, overpayments and any other sums due from individuals, businesses, organisations or other bodies.

3.5 The following are the council's principles in our approach to debt collection.

- Our actions will be appropriate
- Our approach will be consistent
- Our actions will be transparent

Write-Offs

3.6 The Council recognises that despite utilising all recovery methods and tools available, there will be a small proportion of income due to the Council which will not always be collectable due to matters outwith our control. This income is classed as irrecoverable.

3.7 The policy outlines how this income is identified and the process for making arrangements for it to be proposed for write off in the annual report. The policy also aims to ensure all write off amounts are kept to a minimum.

The policy is subject to annual review with a formal review being undertaken every 5 years.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

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

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

5.2. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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

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

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

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

(2) Council Policies

Complies with relevant Council Policies

8.0 Impact Assessments

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

Yes

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Corporate Debt & Write off Policy

Appendix 2 – Corporate Debt & Write off Policy EQIA

11.0 Background Papers

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


Yes (please list the documents below) No

- Corporate Debt & Write off Policy (2018)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ben Watson	Team Leader – Revenues & Benefits	01259 226228

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	

Clackmannanshire Council

Corporate Debt & Write off Policy

June 2026

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1. Introduction

- 1.1 Clackmannanshire Council delivers a wide range of services that support residents, communities and businesses across Clackmannanshire. These services are funded through a combination of taxation, government funding, rents, charges and other sources of income.
- 1.2 Those who receive services, occupy Council properties, or are liable for statutory charges, have a responsibility to pay amounts due in accordance with relevant legislation, tenancy agreements, contracts and Council policies. The effective collection of income is essential to protecting public funds and ensuring the continued delivery of high-quality services.
- 1.3 This Policy sets out the principles and framework that the Council will apply in the collections, recovery and, where appropriate, write-off of monies owed to the Council. It aims to ensure that all income due is managed in a consistent, proportionate, fair and efficient manner.
- 1.4 The Council collects income from a range of sources, including:
- Council Tax
 - Non-Domestic Rates
 - Housing Rents
 - Housing Benefit Overpayments
 - Sundry debtor accounts and service charges
- 1.5 The Council is committed to maximising the collection of income while treating all customers fairly, consistently and with respect. We recognise that individuals, households and businesses may experience financial difficulties and changing circumstances that affect their ability to pay
- 1.6 The Council will seek to engage with customers at the earliest opportunity, offering appropriate support, advice and signposting to help them manage their financial commitments. Recovery action will be proportionate to the level of debt and the circumstances of the debtor, while ensuring that public funds are protected.
- 1.7 This Policy establishes the Council's corporate approach to income collection, debt recovery and debt write-off. It provides a consistent framework for managing debt across all Council services and supports the principles of good governance, financial stewardship and accountability.

2. Policy Aims

The aims of this Policy are to:

- 2.1 Promote a consistent, corporate approach to income collection, debt recovery and debt management across all Council services.
- 2.2 Ensure that income due to the Council is collected efficiently, effectively and in a timely manner through legal and proportionate recovery practices.

- 2.3 Ensure that employees involved in income collection and debt recovery are appropriately trained, supported and aware of their responsibilities in managing and recovering debt.
- 2.4 Minimise levels of outstanding debt and reduce the risk of debts becoming uncollectable.
- 2.5 Treat customers fairly, consistently and with respect, taking account of individual circumstances and providing appropriate support, advice and signposting where required.
- 2.6 Provide accessible, convenient and cost-effective payment options that encourage prompt payment and support customer choice.
- 2.7 Support early intervention and engagement with customers to prevent debt from escalating and to maximise opportunities for sustainable repayment arrangements.
- 2.8 Balance the Council's responsibility to protect public funds with its commitment to supporting vulnerable customers and those experiencing financial hardship.

3. Policy Scope

- 3.1 This Policy applies to all debts owed to the Council, including statutory charges, rents, fees, service charges, invoices, overpayments and any other sums due from individuals, businesses, organisations or other bodies.
- 3.2 The Policy covers the collection, recovery and write-off of all income due to the Council, regardless of the service area responsible for administering the debt, unless specific legislative requirements or separate approved procedures apply.
- 3.3 This Policy should be read in conjunction with the Council's Financial Regulations, Charging Policy, Scheme of Delegation and any relevant service-specific procedures. Where there is any conflict between this Policy and statutory requirements, legislation will take precedent.

4. Responsibilities and Delegated Authorities

- 4.1 The Council's Section 95 Officer, appointed under the Local Government (Scotland) Act 1973, has overall responsibility for the proper administration of the Council's financial affairs and for ensuring appropriate arrangements are in place for the management, recovery and accounting of debt.
- 4.2 Operational responsibility for the implementation, monitoring and review of this Policy is delegated to the Team Leader responsible for Revenues and Debt Recovery. The Revenues team will administer the Council's corporate debt recovery processes, including:
 - The progression of recovery action for Council Tax and Non-Domestic Rates arrears;
 - The application for Summary Warrants where appropriate;
 - The referral of debts to Sheriff Officers, legal services or approved external collection agencies in accordance with legislation, Council procedures and contractual arrangements;
 - The secure and lawful sharing of customer information where necessary to support debt recovery activities.

- 4.3 Service areas are responsible for the accurate billing, administration and monitoring of debts arising from their activities and for working with the Revenues Team to maximise collection and recovery. The Revenues Team, in conjunction with relevant service areas, will identify debts that are considered irrecoverable and will prepare reports to Council for approval, recommending write-off in accordance with the Council's Financial Regulations and Scheme of Delegation. Approved write-offs will be reported through the Council's governance and financial reporting arrangements.
- 4.4 Responsibility for decisions relating to recovery action associated with Council housing tenancies, including the approval of eviction proceedings where appropriate, rests with the Director of Pace and Economy or such other officer as authorised under the Council's Scheme of Delegation.
- 4.5 The Council will maintain robust governance arrangements and internal controls for all income collection, debt recovery and write off activities. These arrangements will include:
- Clear segregation of duties;
 - Appropriate authorisation and approval processes;
 - Compliance with relevant legislation, regulations and Council policies;
 - Effective management oversight and performance monitoring; and
 - Documented operational procedures and guidance for employees involved in debt management and recovery.

All decisions relating to debt recovery and write-off will be made by authorised officers in accordance with delegated powers and will be subject to appropriate review and scrutiny.

5. Recovery Policy

- 5.1 The effective management and recovery of debt is essential to safeguarding public funds and maximising the resources available to deliver Council services. While the majority of customers pay amounts due on time, the Council will take appropriate action to recover outstanding debts where payment is not made.
- 5.2 The Council's approach to debt recovery is guided by the following principles:
- Recovery action will be proportionate to the level of debt, the circumstances of the debtor and the costs involved.
 - Recovery processes will be applied consistently across services, while taking account of individual circumstances.
 - Recovery action will be transparent, with customers provided with clear information about amounts due, payment options, recovery processes and available support.
 - The Council will seek to engage with customers at an early stage to prevent debts from escalating.
 - The Council will balance its responsibility to recover public funds with its commitment to supporting customers experiencing financial hardship or vulnerability.

- 5.3 The Council's approach to debt recovery will include:
- Customers are responsible for paying bills, charges, rents, invoices and other amounts due by the required payment date. Outstanding debts will be actively pursued in accordance with relevant legislation and Council procedures.
 - Customers will be treated fairly, respectfully and consistently, with relevant information and individual circumstances considered, where known, before enforcement action is taken.
 - Early intervention and timely contact will be used to encourage payment and prevent debts from increasing.
 - Where appropriate, customers will be offered support, advice and signposting to services that can assist with debt management, welfare benefits, income maximisation and financial wellbeing.
 - Recovery and enforcement action will be proportionate and appropriate to the circumstances of each case.
 - The Council may use legal remedies and enforcement powers available to it where appropriate and where other recovery options have been unsuccessful.
 - Where legislation permits, the Council will seek to recover any costs, fees or charges associated with legal or enforcement action from the debtor.
 - Where lawful and appropriate, and subject to any statutory requirements, debts owed to the Council may be offset against monies payable by the Council to the debtor.
 - Legal action will normally be considered only after reasonable efforts have been made to engage with the customer, establish sustainable repayment arrangements and provide access to appropriate support.

6. Payment Methods

- 6.1 The Council will provide a range of accessible, secure and convenient payment methods to support customers in meeting their financial obligations. The availability of flexible payment options can help reduce the likelihood of debt arising and improve collection rates.
- 6.2 Payment methods will be reviewed periodically to ensure they remain efficient, cost-effective, inclusive and responsive to customer needs. The Council will seek to maximise the use of digital and self-service payment channels while ensuring alternative arrangements remain available for those who require them.

7. Withdrawal of Services

- 7.1 Where permitted by legislation, contract, policy or service conditions, the Council may suspend or withdraw discretionary services where payment is not made.
- 7.2 Any decision to withdraw a service will be considered on a case-by-case basis, taking account of the nature of the service, the circumstances of the customer and any potential impact on vulnerable individuals or households.
- 7.3 Essential statutory services will not be withdrawn where legislation prevents such action.

8. Offset of Income Against Council Debt

- 8.1 Where a customer owes money to the Council and is also due a payment from the Council, the Council may offset one amount against the other where permitted by law and in accordance with Council procedures.
- 8.2 Any remaining balance due to the customer will be paid in the normal manner. Where a debt remains outstanding following offset, the Council will seek to recover the outstanding debt in line with this policy.

9. Partnership Working and Stakeholders

- 9.1 The Council recognises that debt can have a significant impact on individuals, families and businesses and that customers may have financial commitments to multiple creditors.
- 9.2 The Council will work collaboratively with relevant partners, including welfare rights services, money advice agencies, housing services, social work services and third-sector organisations, to support customers experiencing financial difficulties.
- 9.3 Where appropriate and lawful, information may be shared with partner organisations to support debt resolution, income maximisation and customer wellbeing, in accordance with data protection legislation and information-sharing protocols.

10. Write-Off Policy

- 10.1 The Council recognises that, despite appropriate recovery action, a small proportion of debt may ultimately prove irrecoverable. In such circumstances, it may be appropriate to write off the debt in accordance with recognised accounting practices, the Council's Financial Regulations and delegated authority arrangements.
- 10.2 The write-off of a debt is an accounting procedure that removes the debt from the Council's accounts. It does not necessarily extinguish the debt or prevent future recovery action should circumstances change.
- 10.3 A debt may be considered for write-off where one or more of the following circumstances apply:
- The debtor is deceased and there are no assets or estate funds available from which the debt can be recovered.
 - The debtor has left the area or cannot be traced despite reasonable enquiries.
 - The debt is unrecoverable due to insolvency, sequestration, liquidation or other formal debt resolution processes.
 - All reasonable recovery and enforcement options have been exhausted without success.
 - The cost of pursuing recovery is likely to exceed the value of the debt.
 - Exceptional circumstances exist where Council officers have deemed continued recovery action would not be in the public interest or would present a significant risk to the wellbeing of a vulnerable individual.
 - The debt is legally unenforceable, or recovery is otherwise prevented by legislation.

- 10.4 All proposed write-offs will be assessed individually and supported by evidence demonstrating that appropriate recovery action has been undertaken and that the debt meets the relevant write-off criteria.
- 10.5 Authority to approve debt write-offs will be exercised in accordance with the Council's Scheme of Delegation and Financial Regulations. Records of all approved write-offs will be maintained and reported through the Council's governance arrangements.
- 10.6 The Council will undertake periodic reviews of outstanding debt to identify amounts that may be considered irrecoverable and to ensure that write-offs are minimised wherever possible.

11. Performance Monitoring and Reporting

- 11.1 The Council recognises that effective debt management relies on timely recovery action, robust monitoring and continuous improvement.
- 11.2 The Council will:
- Monitor the level, age and profile of outstanding debt across all service areas.
 - Maintain documented procedures and guidance for debt collection and recovery activities.
 - Review recovery methods and practices regularly to ensure they remain effective, proportionate and compliant with legislation and best practice.
 - Monitor levels of irrecoverable debt and debt proposed for write-off.
 - Develop and maintain appropriate performance measures and key performance indicators to assess the effectiveness of debt recovery activities.
 - Report performance information, debt recovery outcomes and details of proposed or approved write-offs through the Council's established governance and financial reporting arrangements.

12. Equality, Diversity and Inclusion

- 12.1 The Council is committed to ensuring that this Policy is applied fairly and consistently and that services are accessible to all members of the community.
- 12.2 In implementing this Policy, the Council will comply with the Equality Act 2010 and its Public Sector Equality Duty, ensuring that no individual is disadvantaged or discriminated against on the basis of a protected characteristic or socio-economic circumstance.
- 12.3 The Council will:
- Take account of equality, diversity and inclusion considerations when developing and implementing debt recovery procedures.
 - Provide appropriate training and guidance to employees involved in debt recovery activities.
 - Communicate with customers in clear and accessible language.
 - Provide information in alternative formats, languages or communication methods where reasonably required.
 - Consider the needs of vulnerable customers and make reasonable adjustments where appropriate.

13. Confidentiality, Data Protection and Information Sharing

- 13.1 The Council will ensure that all personal and financial information is processed lawfully, fairly and securely in accordance with the UK General Data Protection Regulation (UK GDPR), the Data Protection Act 2018, the Human Rights Act 1998 and any other relevant legislation.
- 13.2 Information will only be accessed, used, shared and retained where there is a lawful basis to do so and where it is necessary for the administration, collection, recovery or management of debt.
- 13.3 Appropriate technical and organisational measures will be maintained to protect customer information and ensure confidentiality.

14. Review of the Policy

- 14.1 This Policy will be reviewed periodically to ensure that it remains effective, compliant with legislation and aligned with Council priorities and best practice.
- 14.2 A formal review will normally be undertaken at least every five years, or sooner where required due to legislative changes, regulatory developments, audit recommendations, service improvements or changes in operational practice.
- 14.3 Any amendments to this Policy will be approved in accordance with the Council's governance arrangements.



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

Title: Corporate Debt and Write-Off Policy

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

The assessment identified that while the Corporate Debt and Write-Off Policy is not expected to result in adverse impacts, it is relevant across several equality groups, particularly those experiencing financial vulnerability, including younger households, disabled individuals, women (especially single parents), and those experiencing poverty.

The Policy has the potential to positively impact these groups through a person-centred, flexible and trauma-informed approach to debt recovery, supported by improved communication and access to repayment options and support services.

Summary of actions taken because of this assessment:

As a result of the assessment and stakeholder engagement, the Policy has been strengthened to embed a more person-centred and trauma-informed approach. This includes enhancing communication methods as well as improving accessibility and clarity of information.

Ongoing actions beyond implementation of the proposal include:

Ongoing actions include promoting awareness of the Policy, ensuring accessibility and understanding among residents and partners, and continuing to apply a person-centred approach in practice.

The impact on equality groups will be monitored through operational delivery, with continued collaboration across Council services and partners, and the EFSIA will be reviewed alongside the Policy to ensure it remains responsive and effective.

Lead person(s) for this assessment: Ben Watson

Senior officer approval of assessment: ?

DATE: 02/06/2026

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.

Clackmannanshire Council's Corporate Debt and Write-Off Policy sets out the Council's corporate approach to the collection and recovery of income owed to the Council, together with the arrangements for identifying and managing debt that may require to be written off. The Policy applies across all relevant service areas and establishes a consistent framework for income collection and debt recovery activities.

The Policy covers all income due to the Council from a range of sources, including:

- Council Tax;
- Rental income for Council properties;
- Sundry debt and service charges;
- Non-domestic rates;
- Housing benefit overpayments; and
- Other miscellaneous income streams.

The Policy was last reviewed in 2018, and this update aims to ensure that the Council maintains a modern, consistent and effective approach to debt management. The updated Policy seeks to:

- Establish a consistent Council-wide approach to debt collection and recovery;
- Ensure a professional, timely and proportionate approach to income collection and recovery action;
- Reduce overall levels of outstanding debt and minimise the requirement for debt write-off;
- Equip staff with the necessary knowledge and skills to effectively manage and recover debt;
- Promote a person-centred and trauma-informed approach, taking account of individual circumstances;
- Increase and improve methods of communication between the Council and customers.

2. Why is the proposal required?

The Corporate Debt and Write-Off Policy is required to ensure that Clackmannanshire Council has a streamlined, consistent and proportionate framework for the collection and recovery of income owed to the Council. It provides a clear structure for how debt is managed across services, ensuring fairness, transparency and consistency in approach.

Effective income collection is essential to maximise the level of income recovered by the Council, supporting its financial sustainability and its ability to deliver essential services. These services are funded through Council Tax and a range of statutory and non-statutory charges, and it is therefore important that all reasonable steps are taken to recover monies due while minimising the level of debt that requires to be written off.

It is also important that the Policy is regularly reviewed and updated to ensure that it remains fit for purpose, compliant with relevant legislation and statutory guidance, and responsive to changing circumstances. This includes recognising the needs of residents and businesses, particularly those who may be experiencing financial hardship, and ensuring that the Council's approach to debt collection remains proportionate and sensitive to individual circumstances.

3. Who is affected by the proposal?

The Policy has the potential to affect any individual, household or business that is liable to make payments to Clackmannanshire Council. This includes payments relating to Council Tax, rent, non-domestic rates, and a range of other statutory and non-statutory service charges.

In particular, the Policy will most directly affect residents of Clackmannanshire who are responsible for paying monies to the Council, especially those who may have outstanding debts subject to recovery action. The impacts of the Policy may be more significant for individuals and households who are financially vulnerable or experiencing socio-economic disadvantage. This may include, but is not limited to:

- Individuals on low incomes or in financial hardship;
- Single-parent households;
- Children and families within low-income households; and
- Individuals with disabilities or additional support needs.

The Policy therefore recognises the importance of adopting a person-centred approach to debt recovery, ensuring that support and appropriate engagement mechanisms are available to those who may be disproportionately affected.

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

The Corporate Debt and Write-Off Policy aligns with and supports a number of key Council policies and strategic activities, including the General Services Revenue and Capital Budget setting activities as well as the Local Outcomes Improvement Plan.

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

While the Policy is likely to have implications for individuals experiencing socio-economic disadvantage, it is not considered to be a strategic decision in itself. The Policy does not set strategic priorities or directly allocate resources; rather, it provides an overarching framework that governs how the Council approaches the collection and recovery of debt.

The Policy establishes principles and processes for managing income and debt consistently across services, including how the Council seeks to maximise income and address outstanding debt. As such, it supports and informs wider strategic activity but does not, in isolation, determine policy direction or resource allocation.

Nevertheless, the Policy is expected to link closely with related strategic work and may help to inform future policy development and service delivery approaches, particularly in relation to financial inclusion, debt management and support for vulnerable households.

Step B – Consider the level of EFSIA required

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

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

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

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019 People Community Wellbeing Plan 2025-26 Scottish Household Survey 2019 National Records of Scotland	<p>According to the 2022 Census, Clackmannanshire has a population of 51,778. The age profile is relatively evenly distributed, with 20.8% aged 65 and over, 22.57% aged 45-59, 17.87% aged 30-44, 14.86% aged 16-29, and approximately 28% aged 16 and under.</p> <p>Evidence from the People and Community Wellbeing Plan 2025–26 and wider national data indicates clear links between age and socio-economic disadvantage. Younger households, particularly those where the household head is aged 16–24, are significantly more likely to experience relative poverty. Between 2021 and 2024, 37% of individuals in this group were living in relative poverty after housing costs.</p> <p>Furthermore, DWP figures for 2022/23 show that 2,855 children in Clackmannanshire are living in relative low-income households, which indicates an increase of 36.3% since 2016/17. Of these, 65% live in lone-parent households.</p> <p>As a result, households with children and young people are more likely to experience increased cost-of-living pressures and may be more susceptible to accruing debt, including Council Tax arrears or housing-related debt. The Corporate Debt and Write-Off Policy is therefore likely to have a direct impact on these households, particularly those experiencing poverty.</p> <p>It is important that the Policy reflects these pressures by ensuring a flexible, person-centred and supportive approach to debt recovery, recognising the financial challenges faced by younger households and families.</p>
Disability	Scottish Census 2022 Scottish House Condition Survey 2017-2019 Poverty and Income Inequality in Scotland 2017-20	<p>The 2022 Scottish Census highlights that 22.3% of Clackmannanshire’s population report living with a long-term illness or condition, and 12.4% report a mental health condition. In addition, the Scottish House Condition Survey estimates that approximately 36% of households in the area include at least one person who is long-term sick or disabled.</p> <p>National evidence demonstrates that households containing a disabled person are more likely to experience poverty, with</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>27% of such households affected compared to 17% of households without a disabled member. This indicates a clear link between disability and increased financial vulnerability.</p> <p>Given this evidence, it is reasonable to assume that households with disabled members may be more susceptible to financial hardship and debt, including arrears owed to the Council. The Corporate Debt and Write-Off Policy is therefore likely to have an impact on this group.</p> <p>It is important that the Policy takes account of the needs and lived experiences of disabled individuals, ensuring that debt collection practices are fair, proportionate and responsive. This includes adopting a person-centred approach that recognises additional barriers and supports individuals in managing and resolving debt wherever possible.</p>
Race	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-20	<p>Clackmannanshire's population is predominantly White, with 94.5% of individuals identifying as White in the 2022 Scottish Census. Minority ethnic groups make up a small proportion of the population, with 2.1% identifying as Asian and 1.1% as African.</p> <p>National data indicates that individuals from minority ethnic groups are more likely to experience relative poverty after housing costs, with around 43% affected. This suggests an increased likelihood of financial hardship among these groups at a national level.</p> <p>However, given the relatively small minority ethnic population within Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a disproportionate impact on these groups at a local level. Despite this, it remains important that the Policy is inclusive and responsive to all individuals, regardless of ethnicity.</p> <p>The Policy should therefore continue to promote a flexible and person-centred approach to debt collection, ensuring that services are accessible, fair and sensitive to the needs of individuals from diverse backgrounds.</p>
Sex	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-20	<p>The 2022 Census indicates that the population of Clackmannanshire is broadly evenly split, with 49% male and 51% female.</p> <p>National poverty data highlights that women, particularly single women with children, face higher levels of economic disadvantage. Approximately 38% of lone-parent households headed by women are living in relative poverty, compared to</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).
	People Community Wellbeing Plan 2025-26	<p>lower rates among other household types. Single pensioners, particularly women, also experience notable levels of poverty. This suggests that women, and especially those heading single-parent households, may be more likely to experience financial pressures and, consequently, debt such as Council Tax arrears or other liabilities.</p> <p>The Policy is therefore likely to have a greater impact on women in these circumstances. It is important that the Council's approach to debt recovery recognises this and provides appropriate flexibility and support to mitigate financial hardship, while continuing to meet statutory duties and service requirements.</p>
Gender Reassignment	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019	<p>The Scottish Census (2022) reports that 0.44% of people aged 16 and over in Scotland identify as transgender, with Clackmannanshire's rate slightly lower at 0.35%, representing approximately 151 individuals.</p> <p>While the available data does not identify specific financial or debt-related impacts for this group at a local level, the absence of evidence does not indicate an absence of need. Transgender individuals may still experience financial pressures or barriers when engaging with services.</p> <p>Given the small size of this population, the Policy is unlikely to have a direct or disproportionate impact. However, it remains important that the Policy promotes equality, dignity and respect, ensuring that all individuals are able to engage with debt recovery processes in a safe and inclusive manner, regardless of gender identity.</p>
Sexual orientation	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019	<p>According to the 2022 Census, approximately 3.12% of individuals aged 16 and over in Clackmannanshire identify as LGB+.</p> <p>There is currently limited local or national data linking sexual orientation with financial hardship or debt. While this limits the ability to draw firm conclusions, it does not mean that individuals within this group do not experience financial pressures.</p> <p>Given the relatively small population size, it is unlikely that the Corporate Debt and Write-Off Policy will have a disproportionate impact on this group. However, the Policy should remain inclusive and ensure that all individuals are treated fairly and without discrimination in the collection and management of debt.</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).
Religion or Belief	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019	<p>National data from 2015–2020 indicates that Muslim adults are disproportionately affected by relative poverty after housing costs, with 52% living in poverty compared to 18% of adults overall. In contrast, 15% of adults affiliated with the Church of Scotland and 19% of adults reporting no religion were living in relative poverty.</p> <p>Locally, approximately 1.21% of Clackmannanshire’s population identify as Muslim. Given the relatively small size of this group within Clackmannanshire, it is unlikely that the Policy will have a disproportionate impact based on religion or belief. However, it is important that the Policy remains sensitive to cultural and religious considerations.</p> <p>Debt recovery practices should promote dignity, equality and respect, ensuring that individuals’ beliefs are recognised where relevant and that engagement processes are appropriate and inclusive.</p>
Pregnancy or maternity	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019 People Community Wellbeing Plan 2025-26	<p>National data indicates that single mothers and lone-parent households experience some of the highest levels of relative poverty, with around 38% living in poverty after housing costs. There has also been a notable increase in single parents claiming Universal Credit, reflecting growing financial pressures.</p> <p>Given these factors, individuals who are pregnant or in the maternity period – particularly single parents – may be more vulnerable to financial hardship and debt. This increases the likelihood that they may be affected by the Council’s debt recovery processes.</p> <p>The Policy is therefore likely to have an impact on this group, and it is important that appropriate provisions are in place to ensure flexibility and support. A person-centred and trauma-informed approach will help to ensure that debt recovery processes take account of individual circumstances and minimise additional financial or emotional strain.</p>
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		Not applicable, not an employment matter.
Socio economic disadvantage (if required)		Not applicable, not a strategic decision

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

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

Step C – Stakeholder engagement

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

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

Ongoing engagement is intended to take place with:

- Relevant internal Council services involved in income collection, welfare support and financial inclusion; and
- Relevant external partner organisations and stakeholders who provide direct support to individuals experiencing poverty, vulnerability or indebtedness.

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

Engagement was undertaken with Aberlour Children's Charity to inform the development of the Corporate Debt and Write-Off Policy. This included discussions on the current Policy framework, as well as consideration of potential areas of focus for the revised Policy.

Aberlour were invited to review the current iteration of the Policy and provide feedback. While discussions were primarily focused on the overall approach and processes set out within the Policy, the feedback provided has helped to inform several key areas of development. In particular, this includes:

- Strengthening the use of inclusive and accessible language;
- Embedding a more person-centred approach to debt collection and recovery and;
- Enhancing communication methods and improving how individuals can engage with the Council.

In addition, the feedback has informed consideration of potential procedural enhancements, including opportunities to strengthen staff awareness and training. This includes developing staff capability to better recognise financial vulnerability and respond appropriately, supporting a more responsive and empathetic approach to individuals experiencing debt.

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			<p>The Corporate Debt and Write-Off Policy aims to strengthen the Council's approach to communication and early engagement with individuals, households and businesses who are experiencing financial hardship and debt. The Policy promotes early intervention, encouraging individuals to make contact at the earliest stage of the debt recovery process and providing clear information on repayment responsibilities, available support and advice.</p> <p>A person-centred approach is adopted, recognising that households with children and young people, as well as younger adults, are more likely to experience financial pressures and may be disproportionately affected by debt. Council services will work proactively with individuals to ensure they understand their responsibilities and are supported to engage in a way that reflects their individual circumstances.</p> <p>The Policy provides a range of accessible payment methods and flexible repayment arrangements, including affordable repayment plans tailored to household circumstances. In addition, individuals are signposted or referred to relevant internal services and partner organisations where additional support is required.</p> <p>These measures aim to mitigate the risk of discrimination by ensuring that those who may be more financially vulnerable due various reasons, including due to age, are supported appropriately.</p>
potential for developing good relations			X	<p>While the Policy is not expected to directly impact relationships between different age groups, it supports the development of positive relationships between the Council and service users through clear communication, transparency and early engagement.</p> <p>By adopting a trauma-informed and person-centred approach, the Policy helps ensure that individuals feel</p>

				supported and understood when engaging with debt recovery processes. This approach promotes trust and confidence in the Council's services, including for younger households and families who may be experiencing financial hardship.
potential to advance equality of opportunity	X			<p>The Policy helps advance equality of opportunity by ensuring that households with children and young people, who are more likely to experience financial disadvantage, can access appropriate support to manage and repay debt.</p> <p>Through flexible repayment options, improved communication methods and clearer pathways for referrals/signposting to support services, individuals will be better able to engage with the Council and manage their financial circumstances.</p> <p>The focus on affordability and sustainability of repayment plans helps to reduce financial hardship and supports more equitable outcomes.</p> <p>Overall, the Policy supports younger households to manage debt effectively and reduces barriers to engagement, helping to ensure that they are not disadvantaged in accessing Council services.</p>

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			<p>The Corporate Debt and Write-Off Policy aims to adopt a person-centred and inclusive approach to debt recovery, recognising that individuals with disabilities or long-term health conditions may face additional barriers in managing debt and engaging with services.</p> <p>The Policy strengthens communication with customers by offering a range of accessible methods of contact and engagement. It also provides flexible repayment options, including tailored repayment plans that take account of individual circumstances, health conditions and wider household needs.</p> <p>Council officers will work proactively with individuals to understand their circumstances and ensure that appropriate support is in place. This includes signposting and referral to internal services and external partner organisations where required. Staff training is also emphasised to ensure that officers can recognise financial vulnerability and adopt a trauma-informed approach.</p> <p>These measures aim to help prevent disabled individuals from being disproportionately affected by debt recovery processes and reduce the risk of discrimination.</p>

potential for developing good relations			X	While the Policy is not expected to directly impact relationships between different groups, the Policy supports the development of positive relationships between the Council and disabled individuals through clear communication, early engagement and a supportive, person-centred approach.
potential to advance equality of opportunity	X			<p>The Policy aims to advance equality of opportunity by ensuring that disabled individuals can access the support required to manage and repay debt in a way that reflects their needs.</p> <p>Flexible communication methods, tailored repayment arrangements and clear referral pathways help to remove barriers to engagement and support individuals in achieving sustainable financial outcomes. The focus on individual circumstances ensures that disabled individuals are not disadvantaged in the debt recovery process.</p> <p>Overall, the Policy aims to support fair access to services and helps promote financial stability and wellbeing for disabled households.</p>

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			<p>While Clackmannanshire has a relatively small minority ethnic population, the Policy includes measures to ensure that all individuals are treated fairly and consistently in the collection and recovery of debt.</p> <p>The Policy enhances communication methods, offering accessible ways for individuals to engage with the Council. It also provides flexible repayment options and clear information on available support, with decisions based on individual circumstances rather than background.</p> <p>Where appropriate, individuals are signposted or referred to relevant support services to assist with financial hardship. These measures help mitigate any potential risk of discrimination and ensure a consistent and equitable approach to debt recovery.</p>
potential for developing good relations			X	While the Policy is not expected to directly impact relationships between different ethnic groups, it supports the development of positive relationships between the Council and service users through clear communication, transparency and early engagement
potential to advance equality of opportunity	X			The Policy supports equality of opportunity by ensuring that all individuals, including those from minority ethnic backgrounds, are able to access appropriate support to manage debt.

				Through improved communication, flexible repayment arrangements and access to support services, individuals are better able to engage with the Council and address financial challenges. This helps reduce barriers and supports more equitable outcomes for those experiencing financial hardship.
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Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			<p>The revised Corporate Debt and Write-Off Policy aims to strengthen the Council's approach to communication and early engagement with individuals, households and businesses experiencing financial hardship and debt.</p> <p>The Policy promotes early intervention, encouraging individuals to engage at the earliest stage of the debt recovery process and providing clear information on repayment responsibilities, support and advice.</p> <p>A person-centred approach is adopted, recognising that certain groups, including single-parent households – most commonly headed by women – are more likely to experience financial hardship and may be disproportionately affected by debt. Council officers will aim to work proactively with individuals to ensure that their circumstances are understood and that appropriate support is provided.</p> <p>The Policy aims to offer a range of accessible payment methods and flexible repayment arrangements, including affordable repayment plans tailored to household circumstances. Individuals are also signposted or referred to relevant internal services and partner organisations where additional support is required. Staff training further supports officers to recognise financial vulnerability and deliver trauma-informed services.</p> <p>These measures help mitigate the risk of sex-based discrimination by ensuring that women, particularly those in financially vulnerable households, are supported appropriately in managing debt.</p>
potential for developing good relations			X	<p>While the Policy is not expected to directly impact relationships between men and women, it promotes positive engagement through clear communication, transparency and a person-centred approach.</p>
potential to advance equality of opportunity	X			<p>The Policy helps advance equality of opportunity by ensuring that individuals, particularly women in low-income or single-parent households, can access appropriate support to manage and repay debt.</p> <p>Through flexible repayment options, improved communication methods and clear referral pathways, individuals are better able to engage with the Council and address financial challenges. The focus on affordability and sustainability of repayment plans helps reduce financial hardship and supports more equitable outcomes.</p>

				Overall, the Policy aims to support women experiencing financial vulnerability to manage debt effectively and reduces barriers to accessing Council services.
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Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given the demographic profile of Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a direct or indirect impact on this protected characteristic.
potential for developing good relations			X	Given the demographic profile of Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a direct or indirect impact on this protected characteristic.
potential to advance equality of opportunity			X	Given the demographic profile of Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a direct or indirect impact on this protected characteristic.

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

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	Given the demographic profile of Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a direct or indirect impact on this protected characteristic.
potential for developing good relations			X	Given the demographic profile of Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a direct or indirect impact on this protected characteristic.
potential to advance equality of opportunity			X	Given the demographic profile of Clackmannanshire, it is unlikely that the Corporate Debt and Write-Off Policy will have a direct or indirect impact on this protected characteristic.

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			<p>The Corporate Debt and Write-Off Policy aims to promote a person-centred and flexible approach to debt recovery, recognising that individuals who are pregnant or in the maternity period – particularly single-parent households headed by women – may experience increased financial pressures.</p> <p>The Policy aims to strengthen communication and encourages early engagement, ensuring that individuals are provided with clear information and support at all stages of the debt recovery process.</p> <p>Council officers will work proactively with individuals to understand their circumstances and ensure that appropriate consideration is given to their situation.</p> <p>Flexible repayment methods and tailored repayment plans are available, reflecting the individual and household circumstances of the debtor. In addition, individuals are signposted or referred to relevant support services where additional assistance is required. Staff training ensures that officers are able to recognise financial vulnerability and adopt a trauma-informed approach.</p> <p>These measures aim to help to ensure that individuals who are pregnant or in the maternity period are not disproportionately affected by debt recovery processes.</p>
potential for developing good relations			X	<p>While the Policy is not expected to directly impact relationships between different groups, it supports the development of positive relationships between the Council and service users through clear communication, transparency and early engagement</p>
potential to advance equality of opportunity	X			<p>The Policy helps advance equality of opportunity by ensuring that individuals who are pregnant or in the maternity period can access appropriate support to manage debt.</p> <p>Flexible repayment arrangements, improved communication methods and clear referral pathways enable individuals to engage with the Council in a way that reflects their circumstances. This is particularly important for single parents, which are primarily led by women, who are more likely to experience financial hardship.</p> <p>By focusing on individual needs and supporting sustainable repayment options, the Policy helps to reduce financial pressure and supports more equitable outcomes for this group.</p>

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			X	Not applicable, not an employment matter.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?			X	Not applicable, not a strategic decision.

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

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

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

The assessment is not expected to affect the overall timeline for the development and implementation of the Corporate Debt and Write-Off Policy.

Equality considerations have been embedded at an early stage in the policy review process, ensuring that the needs of individuals across protected characteristics have been taken into account from the outset. This has included drawing on a combination of national and local data, relevant policies and strategic documents, and engagement with internal services and external partners.

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

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

Following implementation, the Revenues Team will aim to take steps to ensure that the Policy is clearly visible, accessible and understood by residents, businesses and relevant partner organisations across Clackmannanshire.

This will include promoting awareness of the Council's approach to debt collection and recovery, ensuring clarity around the Council's remit, and supporting individuals and businesses to understand their responsibilities in relation to payments owed.

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

The impact of the Policy on equality groups will be monitored on an ongoing basis through operational practice and service delivery.

Officers responsible for administering the Policy will continue to adopt a person-centred and trauma-informed approach to debt collection. Particular attention will be given to identifying and responding to individuals who may be affected due to protected characteristics or financial vulnerability.

Where vulnerabilities are identified, officers will ensure that appropriate advice, support and signposting is provided, tailored to the individual's circumstances. This will include referral to relevant internal services and external partner organisations where required.

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

The EFSIA will be reviewed concurrently with the scheduled review of the Policy.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Ben Watson

Signed: 

Date: 02/06/2026

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.

Report to Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: Local Growth Fund Investment

Report by: Director of Place & Economy

1.0 Purpose

- 1.1. This report provides Council with an update on the UK Government's new Local Growth Fund (LGF) which was published on the 23 March 2026. Its intention is to provide strategic and flexible investment to drive economic growth and more productive regional economies. The UK Government has awarded Forth Valley £9.8m, which comprises the Clackmannanshire, Falkirk and Stirling Local Authority areas.

2.0 Recommendations

- 2.1. It is recommended that Council:
- 1) Note the introduction of the Local Growth Fund (Scotland), and its focus to support regional growth and opportunities across the Forth Valley from 1 April 2026 to 31 March 2029;
 - 2) Consider and agree the draft Forth Valley Local Growth Fund Investment Plan;
 - 3) Note that Falkirk and Stirling Councils will also require to approve the draft Forth Valley Local Growth Fund Investment Plan;
 - 4) If Recommendation 2 is approved, and Falkirk and Stirling Councils also approve the Forth Valley Local Growth Fund Investment Plan, note that officers will submit this to the UK Government for approval;
 - 5) Note that governance arrangements for the Local Growth Fund will be brought forward to Council as part of proposals to establish a Regional Partnership in autumn 2026;
 - 6) Note that Falkirk Council will act as Accountable Body for the administration of the Fund.

3.0 Considerations

Background

- 3.1. At the June 2025 Spending Review, the UK Government announced it would provide targeted, long-term local funding to support regional growth and opportunities across Scotland, Wales and Northern Ireland.
- 3.2. The Local Growth Fund (LGF) became operational on 1 April 2026 and provides three-year funding to five regions in Scotland. Funding has been allocated to Regional Partnerships to agree and deliver investment plans in the regional areas of Glasgow City; Edinburgh & South East Scotland; Tay Cities; Ayrshire; and the Forth Valley.
- 3.3. While not specifically replacing it, the LGF follows on from the previous UK Shared Prosperity Fund (2022-2026) which was delivered at a Local Authority level, rather than on a regional basis, and ended on 31 March 2026.
- 3.4. The LGF priorities specific to Scotland as well as the governance and monitoring arrangements are outlined within the 'LGF Scotland Prospectus' (the national level, three-year Investment Plan for Scotland), which was published on 23 March 2026.
- 3.5. Priorities specific to each regional area must be set out, by Regional Partnerships, in a three-year regional Investment Plan, which is required to be submitted to and signed off by the Ministry of Housing, Communities and Local Government (MHCLG), and the Scotland Office (SO).
- 3.6. The MHCLG and the SO set a deadline of 29 May 2026 to receive the three-year regional Investment Plans from Regional Partnerships in Scotland.
- 3.7. Unlike the other four regions which have been allocated money under the LGF (Scotland), the Forth Valley does not currently possess a formal Regional Partnership structure. Work is on-going between representatives of Clackmannanshire, Falkirk and Stirling Councils to develop a draft Regional Economic Strategy and associated Regional Partnership structure for consideration. However, this activity will not be concluded in time for the LGF submission.
- 3.8. The MHCLG and the SO recognises this situation and has agreed to receive a draft Forth Valley Investment Plan by 29 May 2026, subject to approval at the meetings of Clackmannanshire Council, Falkirk Council, and Stirling Council on 25 June 2026.
- 3.9. The UK Government requires one lead Local Authority to act as "Accountable Body" on behalf of the Forth Valley partners regarding the administration and delivery of the LGF. Following discussion, it has been agreed by the Chief Executives of the three Forth Valley Local Authorities, that Falkirk Council will undertake the role of Accountable Body for the Forth Valley LGF.
- 3.10. To support the work of, and reduce the resource burden on, the Accountable Body, a proportion of the total allocated funds (suggested at 4% or £131,213 per annum) can be allocated to meet the costs of implementing the regional Investment Plan. This can also include the costs of building regional capabilities and shared services that are used to deliver the LGF programme.

Any such allocation is required to be included and agreed within the three-year Regional Investment Plan. Falkirk Council is currently working through its planned resource requirements, but is clear that this role needs fully supported to not impact on existing Council business.

3.11. Falkirk Council, as Accountable Body will require to agree a Memorandum of Understanding with the Secretary of State for the MCHLG which sets out the terms and conditions along with expectations for appropriate spend of, the £9,840,986 LGF allocation in the Forth Valley from 1 April 2026 to 31 March 2029.

3.12. The outline payment schedule, for the Forth Valley Local Growth Fund is as follows:

	2026/27	2027/28	2028/29
Revenue Funding	£1,114,911	£1,088,617	£775,276
Capital Funding	£2,550,588	£2,386,935	£1,924,660
Total Funding	<u>£3,665,499</u>	<u>£3,475,552</u>	<u>£2,699,935</u>

3.13. The LGF Scotland Prospectus was published on 23 March 2026 and outlines the Fund's priorities specific to Scotland.

3.14. Recognising that Scotland possesses significant economic potential, the Prospectus acknowledges that over the last decade Scotland's economy and people's living standards have underperformed compared to the UK as a whole and inequality in wealth and opportunity exists between local areas.

3.15. The LGF in Scotland, is intended to help address such inequality to help build a fairer more productive society. To do this, local leaders are empowered to maximise the opportunities of their regional strengths and address the specific barriers holding their communities back.

3.16. The LGF is designed to provide strategic, flexible investment allowing regional partners to work together and design targeted three-year Investment Plans around the following three interconnected priorities:

- enabling local growth infrastructure;
- supporting local businesses to innovate and grow, and
- delivering the skills and employment support required for the industries of the future.

3.17. The package of supporting documentation received by Officers on 23 March 2026 included a spreadsheet containing a series of outputs and outcomes for the programme aligned to the three interconnected priorities detailed above. The full list is provided as Appendix 1.

3.18. The draft Forth Valley Investment Plan (included as Appendix 2) is based on an engagement process with key internal and external partners, outlined at section 4 of this report. The Investment Plan outlines initial regional project proposals including:

3.18.1 Enabling Local Growth Infrastructure

- Regional Housing Enablement Fund (Capital); and
- Regional Infrastructure Enablement Fund (Capital)

3.18.2 Business Support

- Increasing Business Adviser Support across the Forth Valley (Revenue);
- Regional Expert Help Programme (Revenue); and
- Business Support Grants (Capital)

3.18.3 Skills and Employment Support

- Supporting Year 1 transition of previous UKSPF programmes and setting up new regional skills and education programme – 6 posts across Forth Valley (revenue);
- New (regional) workforce development role plus training fund for employers for staff development; and

3.19. Appendix 3 contains the financial forecast.

Forth Valley Local Growth Fund Decision Making

3.20. In the absence of a formal Regional Partnership the Forth Valley local authorities require a collective decision-making structure to be established. The purpose of the decision-making structure will be to:

- monitor delivery of the LGF;
- act as a key contact for UK Government, and
- to provide decisions on behalf of the region specifically related to LGF.

3.21 It is proposed that the Chief Executive works with Chief Executives in Falkirk and Stirling Councils, as well as the main political group leaders in Clackmannanshire, to determine a Forth Valley wide decision-making structure to oversee the implementation of the LGF. Governance arrangements for the LGF will then be brought forward to Council as part of proposals to establish a Regional Partnership in Autumn 2026.

Consultation & Engagement

3.22 The deadline for submission of the Forth Valley Regional Investment Plan was Friday 29 May 2026, which is in line with the deadline across Scotland. Guidance and background supporting material for LGF were issued to Officers in all three Forth Valley local authorities on Monday 23 March 2026.

3.23 The draft Investment Plan has been submitted as a placeholder with the UK Government, in line with the stated deadline.

3.24 There is a challenging timescale to engage upon and agree the Regional LGF Investment Plan. To meet this, Officers across all three Forth Valley Councils agreed and completed an accelerated programme of engagement with external and internal partners on proposed projects for inclusion within the draft Forth Valley Investment Plan.

- 3.25 The Clackmannanshire Business Support Partnership meeting of 25 March 2026 was refocussed to allow a platform for regional consultation with 25 external business support, tourism, skills and employability stakeholders, representing 16 organisations, via a workshop format. The session provided valuable insights and ideas for potential projects for consideration in the draft Investment Plan with attendance from 25 individuals representing 16 organisations.
- 3.26 Two further sessions for specialist Officers within Housing, Roads, Transport and Planning departments across the three Councils were also arranged. The first on 23 April 2026, allowed for information sharing to contextualise LGF for colleagues. Informal discussions followed, before a second session was hosted by Falkirk Council for discussion of project ideas on the 5 May 2026.
- 3.27 There has been ongoing engagement between Forth Valley Council Officers and representatives of MHCLG and the SO to ensure adherence to the LGF Prospectus.
- 3.28 The outcome of the consultation and engagement is the draft Investment Plan (included as Appendix 2). This is a high-level document outlining the project proposals for the Forth Valley to be supported by LGF investment.

4.0 Sustainability Implications

4.1

5.0 Resource Implications

5.1 Financial Details

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

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

5.4 Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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

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

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

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

(2) Council Policies

Complies with relevant Council Policies

8.0 Impact Assessments

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

Yes

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

N/A

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Local Growth Fund (LGF) (Scotland) Outputs and Outcomes
Appendix 2 – Forth Valley Three Year LGF Investment Plan Narrative
Appendix 3 – LGF Financial Forecast

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

- Local Growth Fund (Scotland) Prospectus - Local Growth Fund (Scotland) Prospectus - GOV.UK

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Ali Davidson/Paul Morris	Economic Development Team Leader / Economic Development Strategy Officer	

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director Economy and Place	

Local Growth Fund (Scotland, Wales and Northern Ireland) Output and Outcome Indicator Lists

Introduction

As explained in the Local Growth Fund (Scotland, Wales and Northern Ireland (SWNI)) Technical Note, accountable fund leads are asked to collect data on relevant Local Growth Fund metrics to share progress with the UK Government against their Investment Plan. This document is the consolidated list of UK Government outputs and outcomes and definitions, which will be used by each fund lead for this purpose.

Note: there is no requirement to report against all of the output and outcome indicators listed - only those identified as relevant to the activities undertaken by each accountable fund lead. Each accountable fund lead may also identify additional and place-specific indicators, and delivery partners or applicants should refer to the relevant accountable fund lead and associated national documents for full details.

Purpose of this document

The purpose of this document is to provide further detail on the consolidated UK Government output and outcome indicators which can be used as a measure of Local Growth Fund progress.

For each of the indicators, the following information is provided:

- The indicator code
- The indicator name
- The unit of measurement
- The definition of the indicator

Please note: This is a reference document only, and should not be used to share progress with your accountable fund lead or the UK Government.

Navigation

Please use the links below to navigate to the relevant indicator lists:

[LGF SWNI Output Indicators](#)

[LGF SWNI Outcome Indicators](#)

Output Code	Output Indicator for Reporting	Unit of Measurement	Definition
Enabling local growth infrastructure - Infrastructure development			
OP1	Amount of commercial space completed/improved	Square metres (m2)	<p>The total square metreage of new commercial floorspace completed or improved. Commercial space includes, but is not limited to: retail, hospitality, office and industrial space.</p> <ul style="list-style-type: none"> • A retail space means a fixed location for the display or retail sale of goods or services. Examples include, but are not limited to: supermarkets, shops selling clothing, electronics, furniture, books, etc. • A hospitality space means a space whose primary purpose is for accommodation or food service. Examples include, but are not limited to: restaurants, cafes, pubs, bars, catering, hotels, campsites and other accommodation. • Office space means a fixed location where the primary activities are concerned with financial services, professional services (other than health or medical services), or any other appropriate services in a commercial, business or service locality. • Industrial space means space used for industrial processes, storage or distribution. • Other commercial space means non-public or community spaces that do not fall into the categories above. • Completed means physical completion of the facilities and space is ready for occupancy immediately. A building should be classified as complete once it is on the non-domestic rating list. • Improvement means adding, renovating or repairing facilities with the aim of creating a better space. It does not include maintenance of existing facilities.
OP2	Amount of land unlocked for development	Square metres (m2)	<p>The total area of land made available for development by project intervention. This includes remediation to bring land damaged by industrial or other development back into beneficial use, as well as clearing disused sites, and provision of enabling infrastructure such as transport links to make land investable.</p>
OP3	Number of additional premises with or covered by improved digital connectivity	Number of premises	<p>The number of additional commercial units with Broadband Access of at Least 1Gbps</p> <ul style="list-style-type: none"> • Commercial units means buildings or spaces used for business purposes, Examples include but are not limited to: offices, retail spaces, warehouses, and other non-residential sites. • Additional indicates that the commercial units are newly connected to broadband access during the reporting period. It does not include units that already had broadband access prior to this period. • Broadband is a high-speed internet connection that is always on and faster than traditional dial-up access. • Access means the availability of broadband service to the commercial unit, meaning the infrastructure is in place and the service can be used by the business. • 1Gbps (Gigabit per second): A data transfer rate of at least 1 gigabit per second, which is equivalent to 1,000 megabits per second (Mbps).
Enabling local growth infrastructure - Transport and mobility			
OP4	Total length of new or improved cycle ways or foot paths	Length in kilometres (km)	<p>The km of new or improved cycle ways or foot paths completed.</p> <ul style="list-style-type: none"> • New means a cycle way or foot path has been built where it previously did not exist. Constructing cycle ways on existing roads counts as new cycle ways. • Improved means the capacity or quality of the cycle way or foot path (including beautification and illumination) was improved. This excludes routine maintenance of cycle ways or foot paths. • Completed means the cycle way or foot path is fully operational and open to the public, and all planned improvements have been fully implemented and operationalised.
OP5	Number of new and/or improved public transport routes	Length in kilometres (km)	<p>Number of New Public Transport Routes</p> <ul style="list-style-type: none"> • New Routes: These refer to public transport routes that have been established and started operation during the reporting period. This includes bus routes, train lines, tram lines, and other forms of public transportation. • Improved Routes: These refer to existing public transport routes that have undergone significant enhancements during the reporting period. Improvements can include increased frequency of service or new services along existing routes, extended operating hours, upgraded vehicles, improved accessibility, or other enhancements that improve the quality and efficiency of the service. • Both new and improved routes can include new transport nodes, such as new bus, train, or tram stations. • Public Transport: This includes all forms of transportation that are available for use by the general public, typically operated on a scheduled basis and charging set fares. Examples include buses, trains, trams, subways, and ferries.
OP6	Total length of new/improved road	Length in kilometres (km)	<p>The length of new or improved roads completed.</p> <ul style="list-style-type: none"> • New means the road has been built where it previously did not exist. • Improved means the capacity or quality of the road (including beautification and illumination) was improved. This excludes routine road maintenance such as resurfacing, but can include new or improved safer junctions. • Completed means the road is fully operational and open to the public, and all planned improvements have been fully implemented and operationalised.
Support for business			
OP7	Number of enterprises receiving grants	Number of enterprises	<p>Number of enterprises that have received grants.</p> <ul style="list-style-type: none"> • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. • Grant means a cash payment by the project that is not repaid.

Output Code	Output Indicator for Reporting	Unit of Measurement	Definition
OP8	Number of enterprises receiving financial support other than grants	Number of enterprises	Number of enterprises having received financial support other than grants. <ul style="list-style-type: none"> Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. Non-grant financial support means loans, risk finance, financial investment from the project that is repayable or confers equity in the enterprise.
OP9	Number of enterprises receiving non-financial support	Number of enterprises	Number of enterprises that have received non-financial support with the intention of improving performance. <ul style="list-style-type: none"> Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity Non-financial support means business advice, guidance, mentoring and training. This must involve some form of direct interaction with members of the enterprises, in other words it cannot be broadcasted advice. Improved performance means reductions in costs or increases in turnover/profit. Support may be ongoing.
OP10	Number of potential entrepreneurs assisted to be enterprise ready	Number of individuals	Number of entrepreneurs having been assisted to be enterprise ready. <ul style="list-style-type: none"> Entrepreneurs mean individuals aged 16 and over currently in employment, unemployed or economically inactive with an interest in exploring creating their own business. Assistance means business advice, guidance, mentoring and training. This must involve some form of direct interaction with members of the entrepreneurs, in other words it cannot be broadcasted advice.
Skills and employment support for growth - Skills and education			
OP11	Number of people supported to participate in education	Number of people	People who have received support to engage in education (lifelong learning, formal education) or training activities (off-the-job/in-the-job training, vocational training, etc.). Education or training is a structured and agreed programme of: <ul style="list-style-type: none"> Lifelong learning Formal education Educational and/or vocational training activities (this may include on the job and/or off the job vocational training or a combination of the approaches listed). Statutory education is not supportable. Mandatory training (e.g. job-search related / CV writing) and other non-vocational / non-educational support such as confidence building, life-skills and personal effectiveness support also cannot be considered as education or vocational training in this context (even though such activities may, of course, be useful and important support measures).
OP12	Number of people receiving support to gain employment	Number of people	Number of people not in employment supported to improve their skills, confidence, qualifications or to address other barriers to them gaining employment. People may be economically inactive, unemployed or meet neither of these standard definitions. People in employment are people aged 16 and over who do one hour or more of paid work per week, or are temporarily away from work (e.g. because are temporarily sick or on holiday or taking maternity, paternity or adoption leave).
OP13	Number of courses developed in collaboration with employers	Number of courses	The number of courses developed in collaboration with employers. <ul style="list-style-type: none"> Employers mean any business, organisation, governmental department or non-profit organisation that can employ an individual. Courses include but are not limited to lifelong learning; formal education; educational and/or vocational training activities.

Outcome Code	Outcome Indicator for Reporting	Unit of Measurement	Definition
Enabling local growth infrastructure - Infrastructure development			
OC1	Number of vacant units filled	Number of units	The number of residential or commercial units filled in the current reporting period as a result of support e.g. in the April to September reporting period report the number of units filled between 1 April and 30 September. A unit may be counted again if it is filled, becomes vacant, and is filled again in another reporting period.
OC2	Number of new or improved residential units	Number of units	Number of New and Improved Residential Units <ul style="list-style-type: none"> • New Residential Units means buildings or spaces used for living purposes, such as houses, flats, and other dwellings, that have been newly constructed and became available for occupancy during the reporting period. • Improved Residential Units means existing residential units that have undergone significant enhancements during the reporting period. Improvements can include structural renovations, energy efficiency upgrades, accessibility modifications, or other substantial upgrades that improve the quality and liveability of the units. • Residential Units means buildings or spaces used for living purposes, such as houses, flats and other dwellings.
Enabling local growth infrastructure - Transport and mobility			
OC3	Increased use of cycleways or foot paths	Number of additional users	The increase in number of cyclists or pedestrians over a set period of time (e.g. weekly flow) along the specified length of cycleway or foot path that has been created or improved. Reporting will also facilitate the option to report a decrease metric.
OC4	Number of additional public transport trips on new/improved routes	Number of additional trips	The number of additional public transport trips on new/improved routes in the current reporting period e.g. in the April to September reporting period report the number of additional trips between 1 April and 30 September. <ul style="list-style-type: none"> • New Routes: These refer to public transport routes that have been established and started operation during the reporting period. This includes bus routes, train lines, tram lines, and other forms of public transportation. • Improved Routes: These refer to existing public transport routes that have undergone significant enhancements during the reporting period. Improvements can include increased frequency of service or new services along existing routes, extended operating hours, upgraded vehicles, improved accessibility, or other enhancements that improve the quality and efficiency of the service. • Both new and improved routes can include new transport nodes, such as new bus, train, or tram stations. • Public Transport: This includes all forms of transportation that are available for use by the general public, typically operated on a scheduled basis and charging set fares. Examples include buses, trains, trams, subways, and ferries.
Support for business			
Support for business - business support and local investment funds			
OC5	Number of full-time (FTE) equivalent permanent jobs created / Jobs created as a result of support	Number of jobs / Number of Full time equivalent (FTE)	The number of new, permanent, paid, full-time equivalent (FTE) jobs created following support. This includes both part-time and full-time jobs, which should be recorded relative to full-time equivalent (FTE), for example reporting 0.5 for a job at half of the standard full-time hours. FTE should be based on the standard full-time hours of the employer. <ul style="list-style-type: none"> • New means it should not have existed with that employer before the intervention. • Created jobs exclude those created solely to deliver the intervention (e.g. construction). • Permanent means it should have an intended life expectancy of at least 12 months from the point at which it is created. • Only count each individual FTE or job once through the lifetime of a project (i.e. it should not be counted every year) • FTE is a measure of an employees scheduled hours in relation to an employers hours for a full time workweek
OC6	Number of new enterprises created as a result of support	Number of enterprises	A new enterprise is one which has been registered at Companies House or HMRC as a result of the support provided. <ul style="list-style-type: none"> • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity.
OC7	Number of enterprises introducing new or improved products or services	Number of enterprises	The number of enterprises introducing a new product or service. Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. A product or service is new if the enterprise has not previously made this product or service available to the market before. Support must be for an enterprise to introduce one of the following: <ul style="list-style-type: none"> • Product - when it is either at pre-launch or launched to the market • Service - when it has been introduced to the market
OC8	Number of enterprises with improved productivity	Number of enterprises	Number of enterprises with improved productivity within six months. <ul style="list-style-type: none"> • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. • Productivity refers to the gross value added per hour worked or gross value added per worker.

Outcome Code	Outcome Indicator for Reporting	Unit of Measurement	Definition
OC9	Number of enterprises engaged in new markets	Number of enterprises	<p>Number of enterprises engaged in new markets following support.</p> <ul style="list-style-type: none"> Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. Engaged means they have launched a product or service into a new domestic or overseas market, or have undertaken research or attended conferences or events to prepare a launch into a new market. New market refers to a market the business has not previously engaged with, whether regional, national, or international.
Support for business - Research & development			
OC10	Number of new to market products	Number of products	<p>A product is new to the market if there is no other product available on a market that offers the same functionality, or the design or technology that the new product uses is fundamentally different from the design or technology of already existing products. Products can be tangible or intangible (incl. services and processes).</p> <p>Support must be for a business to introduce one of the following:</p> <ul style="list-style-type: none"> Product - when it is either at pre-launch or launched to the market Service - when it has been introduced to the market
OC11	Number of organisations engaged in knowledge transfer activity following support	Number of organisations	<p>This focuses on collaborations which are about transferring good ideas, research results and skills between the knowledge base and businesses to enable innovative new products and services to be developed and includes but is not exclusively limited to:</p> <ul style="list-style-type: none"> Research collaborations. Free dissemination of research. Joint and long-term development of new business or services. Formation of joint ventures and spin-out companies.
Skills and employment support for growth - Skills and education			
OC12	Number of people gaining a qualification	Number of people	Number of people who have received support to gain a qualification
OC13	Number of people in employment, including self-employment, following support	Number of people	<p>The number of people who were previously unemployed or economically inactive, who have received support, and who have been in employment, including self-employment, for at least a 2 week of a four week period following that support. This includes those moving into the "Working with requirements" or the "Working enough i.e. no working requirements" regimes on Universal Credit system.</p> <ul style="list-style-type: none"> Unemployed individuals, as defined by the International Labour Organisation (ILO) are those: <ul style="list-style-type: none"> Without a job, have been actively seeking work in the past four weeks, and are available to start in the next two weeks. Out of work, have found a job and are waiting to start it in the next two weeks. Economically inactive people are those not in work and not actively seeking work.

To secure the release of your LGF allocation for Year 1 (FY 2026/27), you are required to submit your 3-Year Investment Plan to the UK Government (Scotland Office and MHCLG) by **29th May 2026**.

Your Investment Plan submission should at minimum consist of a response to the Narrative Commission, the 3-Year Financial Forecast Spreadsheet, 3-year Outputs and Outcomes Indicators Forecast, and Indicative Year 1 Project-Level Information.

Scotland Office is available to support you throughout this development phase. Please do not hesitate to reach out if you have any questions regarding the Prospectus or this commission.

Scotland Office and MHCLG will together review your Investment Plan, prior to the release of Year 1 funding this summer.

LGF Regional Investment Plan - summary for communications purposes (up to 100 words)

Forth Valley aims to create Scotland's most inclusive, productive and sustainable economy. The area boasts a strategic location, diverse growth sectors and major investment programmes, but faces challenges including low productivity, inequality and industrial transition. The LGF will support a phased shift from local to regional delivery through the development of anchor activities.

From Year 1 - joint planning around growth infrastructure enablement with a focus upon Housing, Active Travel, Business Grants and Commercial property facilitates a regional focus for delivery and benefit realisation through years 2 and 3 and beyond. Year 1 will also see a regional alignment of skills and employability, business support, and Community Wealth Building to drive inclusive growth, improve connectivity and deliver long-term economic transformation.

Summary of economic priorities for the region - including key strengths/opportunities, challenges, and alignment to LGF objectives, UK Industrial Strategy, and relevant SG policies such as NSET, (up to c. 500 words)

The Forth Valley Local Authorities are in the process of drafting a Regional Economic Strategy that will set out an ambition for the region to become Scotland's most inclusive, productive, and sustainable economy. This ambition is underpinned by strong collaboration between Falkirk, Clackmannanshire and Stirling and a clear alignment with national economic priorities.

Forth Valley has significant existing strengths, including its central location, strong transport networks, and the presence of nationally significant and diverse business base spanning sectors such as advanced manufacturing, life sciences, digital and creative industries, food and drink, tourism, and logistics, which have strong growth potential.

Major investment programmes, including the Falkirk and Grangemouth Growth Deal, the Stirling and Clackmannanshire City Region Deal and the Forth Green Freeport, create a substantial pipeline for inward investment, job creation, and economic transformation.

The region also benefits from a strong innovation and skills ecosystem which is overseen by a Forth Valley Regional Skills Partnership which involves Skills Development Scotland, the University of Stirling, Forth Valley College, all Forth Valley local authorities, the third sector, Forth Valley Chamber of Commerce, Developing the Young Workforce, and the Scottish Funding Council. Collectively, the partnership works towards a [Forth Valley Regional Skills Action Plan](#) which supports the transition of key sectors towards higher-value and lower-carbon activities. The region's natural, cultural and heritage assets further strengthen its visitor economy, which continues to grow and diversify.

Despite these strengths, Forth Valley has a series of structural challenges. These include relatively low productivity, weaker innovation and export performance, and the need to transition from carbon-intensive industries. The future of traditional manufacturing, particularly at Grangemouth, requires large-scale investment, technological change, and workforce reskilling. Connectivity, housing, and transport gaps, especially within rural areas, alongside digital exclusion and labour market pressures, present additional barriers to inclusive growth. Persistent inequalities between communities further reinforce the need for targeted intervention.

Through the Local Growth Fund there is an opportunity to address these challenges through a Community Wealth Building approach, which seeks to ensure that economic benefits are retained and shared locally through measures such as fair work, progressive procurement, local supply chains and increased local ownership, which can create a more inclusive and resilient regional economy. This approach will focus the attention of all LGF funded activity upon the objective of improving real disposal household income for Forth Valley residents, particularly in the areas of greatest identified need.

These priorities align closely with wider UK and Scottish policy frameworks. The shared regional emphasis upon place-based investment, infrastructure and partnership working will present agglomeration benefits, address skills gaps and encourage greater investment to support the objective of stimulating economic growth in the Forth Valley.

The focus on innovation, clean growth and high-value sectors reflects the UK Industrial Strategy, while the structure of the Forth Valley's priorities aligns directly with Scotland's National Strategy for Economic Transformation, particularly its focus on people, place, and productivity. Community Wealth Building also reflects Scotland's legislative direction through the Community Wealth Building Act.

Overall, Forth Valley is a region of national significance, with the assets, partnerships and strategic focus required to deliver long-term inclusive and sustainable economic growth.

Descriptive summary of what LGF will be used for in the region. This should explain any transition from locally delivered activity in year 1, to regionally delivered activities in year 2 and 3. (up to c.750 words)

To support the development of Forth Valley's LGF Investment Plan, Falkirk, Clackmannanshire and Stirling Councils held 3 consultation events with national and local business support organisations and intermediaries, the third sector, skills and education providers as well as each local authority's employability services, the Department for Work and Pensions, Business Improvement Districts, as well as each local authority's roads, active travel, public transport and housing departments. Through the consultation events, feedback was sought on which outputs and outcomes should be prioritised, how spend should be apportioned and what initiatives, projects, or programmes could use LGF funding. As a result of this approach, a range of high-level priorities were identified.

The Local Growth Fund (LGF) in Forth Valley will be used to support a phased transition from predominantly locally delivered economic interventions towards a more coordinated, regionally delivered model that supplements any existing employability, business support and capital project programmes. This approach reflects both the need to maintain continuity of essential services in the short term and the opportunity to scale impact through regional collaboration over the medium term.

Year 1: Transition and Continuity

In Year 1, LGF will help to sustain and stabilise existing locally delivered interventions while laying the groundwork for future regional integration. Year 1 projects have, however, been selected due to their potential alignment with delivering LGF objectives.

Historically, programmes supported through the European Regional Development Fund, European Social Fund and subsequently UK Shared Prosperity Fund, have underpinned a range of employability, skills and advice services across the three local authority areas. These have included targeted employability pathways, money and debt advice services, and support for individuals facing barriers to work. LGF will be used to supplement and extend these activities locally, ensuring that provision is not lost during the transition period but which will also support a targeted approach to addressing skills, education and employability barriers to assist with improving real disposable household income.

At the same time, partners will seek to better reflect employer demand, particularly in key sectors such as advanced manufacturing, tourism, life sciences and digital. This work will include mapping provision, aligning delivery models, and co-designing services with employers to support a shift towards demand-led skills development, thereby supporting our local business base address skills shortages which will help to kick start the regional economy.

In addition, LGF capital funding will be used to support businesses and social enterprises to grow through grant funding targeted at business expansion, job creation as well as improving productivity and innovation. Support will also be

established to supplement existing Business Gateway and Expert Help services, as well as sector-specific support, which will provide in-kind and specialist expert advice to support companies to grow across a range of topics such as marketing, HR, exporting, business/trade development, digitisation/IT, raising finance, and business strategy.

LGF capital funding will also support preparatory work for housing enablement to undertake early-stage work to bring vacant or stalled housing sites back into productive use within the 3-year fund programme. This will support improved access to local affordable homes. The three local authority housing services have identified initial priority sites for this purpose that will be taken forward subject to approval of the Investment Plan.

Further project feasibility work will also be progressed to identify priority interventions with a focus upon active travel improvements to address provision or constraints related to access to employment and other public services. Again, the three local authorities have identified initial priority routes that will connect the three areas, create regional-scale impact and build upon previous investment through the Stirling and Clackmannanshire City Region Deal and the Falkirk and Grangemouth Growth Deal, and other investment programmes.

Further, issues have been identified with respect to the supply of commercial property in the region and capital funding is intended to be used to establish a fund to support opportunities where they are identified by the three local authorities.

Years 2 and 3: Regionalisation and Scale

From Year 2 onwards, the focus will shift towards regional delivery, reflecting the growing maturity in delivery of LGF and the need to maximise impact through scale, coordination and strategic alignment. A key priority will be the implementation of a regional employability and skills programme, building on the development work undertaken in Year 1. This programme will be explicitly aligned to employer needs and sectoral priorities, ensuring that skills provision supports growth sectors and the transition to net zero. The regional approach will enable more consistent delivery, better progression pathways, and improved outcomes for individuals and businesses.

Similarly, Expert Help and sector-specific business support services will transition to a regional model, enabling a more coherent and visible offer across Forth Valley. This will allow for prioritisation of support towards key sectors and growth opportunities, while also improving efficiency and reducing duplication. Workforce development will be embedded within this regional offer to support both business growth and Fair Work objectives.

Capital and place-based interventions will increasingly align with regional priorities. Housing enablement activity will similarly benefit from regional coordination, helping unlock strategic sites and support inclusive growth across the region.

Investment in transport, active travel and public transport will also take on a more regional dimension, informed by shared priorities around connectivity, access to

employment, and the transition to net zero. This aligns with the regions emphasis on improving both internal and external connectivity as a driver of productivity and inclusion.

Overall Approach

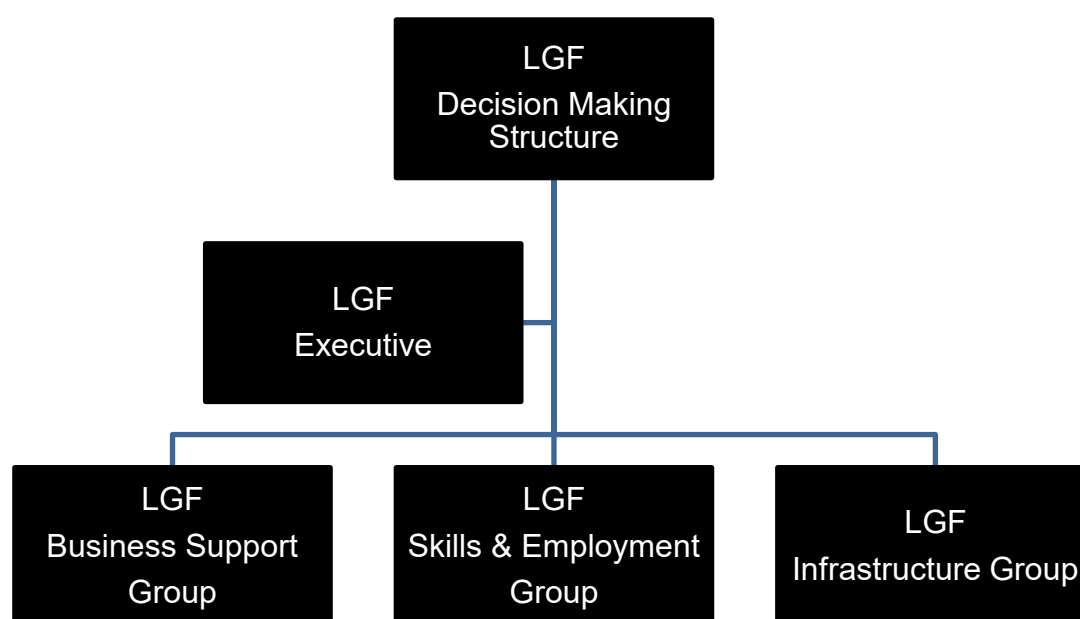
Across the three years, LGF will act as a catalyst for shifting from fragmented local delivery to a more strategic, regionally coordinated model. Year 1 ensures continuity and builds the foundation, while Years 2 and 3 focus on integration, scale and alignment with economic priorities. This phased approach supports both immediate needs and long-term transformation, ensuring that investment delivers sustainable, inclusive and productivity-enhancing growth across Forth Valley.

Summary of delivery model including how projects will be selected and approach to procurement (up to c.500 words)

As Forth Valley does not currently have a regional partnership or regional programme management office it is proposed a new regional structure for the Local Growth Fund will need to be implemented. The structure outlined in Table 1 provides for political decision making that would involve representation of elected members from all three local authorities as a minimum. While this structure will require to be developed over the summer and then approved by the three local authorities no earlier than September 2026, it is expected that this structure will also include representation from local business support agencies, further and higher education establishments, local business representation, health and the third sector.

An LGF Executive Group would see project proposals reviewed by senior staff and would also encompass representation from all three local authorities. Building upon best practice developed through the UK Shared Prosperity Fund, a series of topic groups would be set up to progress the details around each high-level theme in LGF:

Table 1: Forth Valley Local Growth Fund Delivery Structure



In terms of procurement, as Falkirk Council is the Lead Local Authority (LLA) for Forth Valley, all commissions will follow Falkirk Council's established public procurement processes unless Falkirk Council chose to delegate the procurement of any deliverables to other Forth Valley partners or providers. In this case, Falkirk Council as the LLA, will ensure that any procurement undertaken by a Contracting Authority using LGF funds complies with public procurement rules.

As part of administering the LGF, ongoing monitoring and evaluation would be undertaken of any commissions and any sub-contracting would require providers to adopt a similar process to public procurement to ensure best value is adhered to.

Given there is no regional structure or resource allocation at this time, Falkirk Council as LLA will require appropriate resource in place to deliver the LLA role and manage the additional regional engagement.

Falkirk Council has, in consultation with colleagues at Clackmannanshire and Stirling Councils, considered the resource implications of Falkirk Council assuming the LLA role. It is recognised that alongside other regional and large-scale investment programmes, Council services are under increasing pressure which carries the risk of impacting upon Falkirk Council delivery. The mitigation for this is to ensure the following annual resources are established from the LGF allocation:

- Programme Manager (suggested J Grade) - £65,000
- Finance Support Role (suggested J Grade) – £65,000
- Monitoring & Evaluation Costs - £14,000
- Audit Costs – £20,000
- Legal Costs –£20,000
- Total = £184,000

The above figures are an estimate only at this stage as the final requirements are being refined by officers.

Given the year 1 commencement and recruitment lead-in times, the year 1 admin resource is estimated to be £112,000. Given a perceived reduction in legal cost requirements by year 3, the admin cost for year 3 is estimated to be £164,000.

It is noted that the total admin cost projected is 4.67%, and slightly above the recommended level of 4%. However, given the position of Forth Valley with no existing regional structure nor staffing resource to manage LGF, consideration is requested to be given to this request.

Explanation of if/how LGF will be used to support the development of regional capabilities/capacity - such as shared services, regional intelligence hubs etc. including how these will be sustainable beyond the end of the LGF (up to c. 500 words)

On 28th November 2025 the Scottish Government announced that funding would be provided to regional economic partnerships in order to build capacity for regional working. With agreement from all local authorities within Forth Valley,

Stirling Council agreed to operate as the accountable body and was successful in obtaining £50,000 of funding. Funding was awarded to explore opportunities for greater regional working or to set up or formalise regional governance structures. This could include, but is not limited to, dedicated staff resource, taking forward in-depth consultation and outreach, and relevant consultancy costs. This funding cannot be used to fund existing work, unless it shows clear additionality (e.g. expanding the scope or remit of the work).

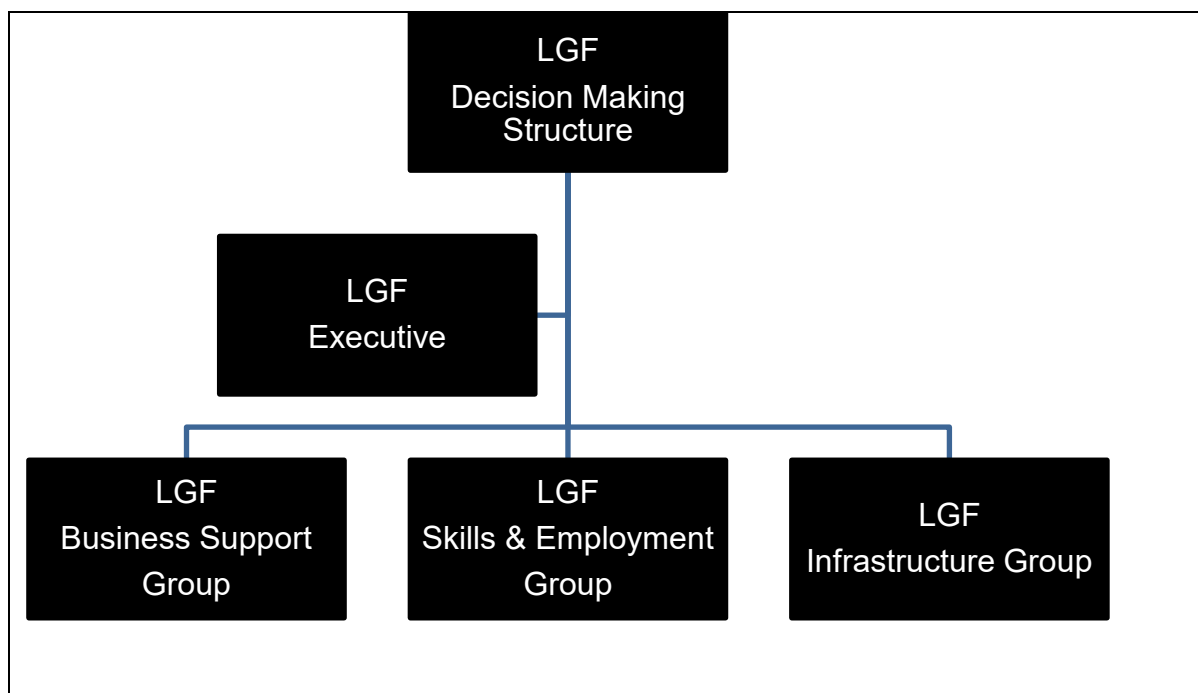
With this funding secured, it is proposed to prioritise this to develop more formalised regional governance structures as well as other associated costs. This will ensure more of Forth Valley's Local Growth Fund allocation is available to deliver on interventions.

In addition, a Shared Services programme between Falkirk, Clackmannanshire and Stirling Councils has already secured £2m of grant funding from the Scottish Government's Invest to Save Fund to support the cost of developing collaborative opportunities. As Economic Development is a service that is earmarked within tranche 1 of the Transformation Through Collaboration project, it is important any opportunities for regional development are explored in conjunction with this programme so services and structures are complimentary.

Summary of regional governance model / approach to decision making for LGF. (up to c. 500 words)

As Forth Valley does not currently have a regional partnership or regional programme management office a new regional structure for the Local Growth Fund will need to be implemented. The structure outlined in Table 1 provides for political decision making that would involve representation of elected members from all three local authorities as a minimum. An LGF Executive Group would see project proposals reviewed by senior staff and would also encompass representation from all three local authorities. Building upon best practice developed through the UK Shared Prosperity Fund, a series of topic groups would be set up to progress the details around each high level theme in LGF:

Table 1: Forth Valley Local Growth Fund Delivery Structure



Summary of approach to regional engagement - including details of what forums/groups are convened, membership, frequency etc. as well as how MPs/MSPs are engaged. (up to 500 words)

The Forth Valley has a strong range of forums/groups to support businesses, skills and employability providers, business intermediaries and public sector partners keep abreast of the latest developments and encourage joint working and collaboration. Some of the key forums/groups which cover the whole Forth Valley region are outlined below.

Forth Valley Regional Anchor Board is a strategic cross-sector partnership designed to improve regional health, wealth, and wellbeing. Chaired by NHS Forth Valley, it unites local authorities, universities, colleges, and the third sector to drive economic regeneration and community wealth building.

Forth Valley Chamber of Commerce is a business membership organisation covering Stirling, Falkirk and Clackmannanshire, the Chamber's role is to work with businesses, from start-ups to scale-ups, to grow and prosper.

Business Improvement Districts (BIDs). Forth Valley currently has 4 operational BIDs, with at least one located in each of the three local authority areas.

MP/MSP Engagement – MPs and MSPs are routinely updated on developments within each local authority area.

The Transformation Through Collaboration Project is an initiative by Falkirk, Clackmannanshire and Stirling Councils to explore service collaboration. Backed by £2 million from the Scottish Government's Invest to Save fund, this joint initiative is designed to strengthen local service delivery, transform operations, and achieve financial sustainability.

Forth Valley Regional Skills Partnership is spearheaded by Skills Development Scotland alongside local authorities, Forth Valley College, and the University of Stirling to drive regional economic growth. It aligns education, upskilling, and reskilling initiatives to meet the demands of local employers and support major growth and just transition projects.

Explanation of approach to fulfilling legal duties outlined in the prospectus and technical guidance.

Falkirk Council will be the Lead Local Authority with legal responsibility for the management and reporting of the LGF for the region. These responsibilities will be formalised by an MoU between the UK Ministry for Housing, Communities and Local Government (MHCLG) and Falkirk Council.

Falkirk Council will also establish an SLA or MOU with key LGF delivery partners (Clackmannanshire and Stirling Councils in particular) setting out the key roles, responsibilities, governance, financial and information-sharing protocols with respect to delivery of the LGF.

Falkirk Council has experience in delivering a wide range of strategic funding that involves legal duties as outlined in the Local Growth Fund prospectus, such as equalities, environment, accessibility and transparency, as well as compliance such as subsidy control and managing public money.

The approach to identifying project selection and contracting has been outlined within the Investment Plan and will involve a collaborative approach with other Forth Valley delivery partners.

Falkirk Council will establish processes to enable the recovery of funding where beneficiaries do not comply with fund parameters, UK law or any local requirements.

While Falkirk Council has existing resources, processes and policies to manage investment programmes, to fulfil the legal duties placed upon the LLA with respect to LGF, legal advisers will be appointed to advise the LLA on the LGF process and work involved.

Summary of Regional Partnership approach to monitoring and evaluation activity (up to c.500 words)

As LLA, Falkirk Council will seek to carry out or commission an evaluation of any significant projects to demonstrate the effectiveness or delivery of the interventions pursued and help contribute towards accountability and provide learning on what worked in terms of delivery.

An allowance has been made within the admin allocation for monitoring and evaluation which is expected, at minimum, to provide a baseline position with respect to Forth Valley-wide real disposable household income, and associated indicators as well economic indicators. This will help partners to track impact of LGF interventions.

The proposed Programme Manager will coordinate the regular monitoring and evaluation activity required for the identified output and outcome indicators.

In addition to formal bi-annual reporting, the UKG (Scotland Office (SO) and MHCLG) will setup quarterly official-level check-ins meetings with Falkirk Council and other Forth Valley partners, as required, to discuss delivery progress, issues and any in-year Investment Plan changes.

Summary of risks and mitigations for the delivery of LGF in the region

- **No existing Forth Valley Governance Structure** – As part of the Investment Plan, Table 1 outlines a proposed structure that can be set up to facilitate LGF decision making and minimising the delivery impacts of LGF on any one Forth Valley partner.
- **Insufficient staff capacity** - There is a risk that the requirements of the Lead Local Authority role place an unacceptable burden upon existing staff capacity, which results in a negative impact upon Falkirk Council delivery. The mitigation for this is to ensure the maximum admin allocation is made, within the Investment Plan, to support the duties of Falkirk Council as Accountable Body. In addition, consideration is also given to what existing resources can be applied to manage the scheme and deliver approved LGF projects across the three Forth Valley Local Authorities.
- **Failure to deliver on needs and aspirations** - There is a risk that the Local Growth Fund does not represent or deliver on the needs and aspirations of the communities outlined in the Local Growth Fund Prospectus. This will be mitigated by ensuring effective oversight and monitoring of delivery.
- **Inability to support all the activities proposed** - Forth Valley partners will put in place a robust assessment process for projects and the LGF delivery structure facilitates a transparent mechanism and oversight should change control be necessary.

To secure the release of your LGF allocation for Year 1 (FY 2026/27), you are required to submit your 3-Year Investment Plan to the UK Government (Scotland Office and MHCLG) by **29th May 2026**.

Your Investment Plan submission should at minimum consist of a response to the Narrative Commission, the 3-Year Financial Forecast Spreadsheet, 3-year Outputs and Outcomes Indicators Forecast, and Indicative Year 1 Project-Level Information.

Scotland Office is available to support you throughout this development phase. Please do not hesitate to reach out if you have any questions regarding the Prospectus or this commission.

Scotland Office and MHCLG will together review your Investment Plan, prior to the release of Year 1 funding this summer.

Local Growth Fund Financial Forecast Table

Region: Forth Valley

Version: 2

Financial Year	Revenue or Capital	Theme	Lead Local Authority forecast	Total	
2026-27	Revenue	Enabling Infrastructure	0	0	
	Capital	Enabling Infrastructure	2,300,588	2,300,588	
	Revenue	Support for Business	590,000	590,000	
	Capital	Support for Business	250,000	250,000	
	Revenue	Skills & Employment	412,911	412,911	
	Capital	Skills & Employment	0	0	
	Revenue	Administration (inc. regional capabilit	112,000	112,000	
	Capital	Administration (inc. regional capabilit	0	0	
	Total Revenue			1,114,911	1,114,911
	Total Capital			2,550,588	2,550,588
2027-28	Revenue	Enabling Infrastructure	0	0	
	Capital	Enabling Infrastructure	1,676,935	1,676,935	
	Revenue	Support for Business	477,000	477,000	
	Capital	Support for Business	710,000	710,000	
	Revenue	Skills & Employment	427,617	427,617	
	Capital	Skills & Employment	0	0	
	Revenue	Administration (inc. regional capabilit	184,000	184,000	
	Capital	Administration (inc. regional capabilit	0	0	
	Total Revenue			1,088,617	1,088,617
	Total Capital			2,386,935	2,386,935
2028-29	Revenue	Enabling Infrastructure	0	0	
	Capital	Enabling Infrastructure	1,214,660	1,214,660	
	Revenue	Support for Business	350,000	350,000	
	Capital	Support for Business	710,000	710,000	
	Revenue	Skills & Employment	261,276	261,276	
	Capital	Skills & Employment	0	0	
	Revenue	Administration (inc. regional capabilit	164,000	164,000	
	Capital	Administration (inc. regional capabilit	0	0	
	Total Revenue			775,276	775,276
	Total Capital			1,924,660	1,924,660
All Years	Total Revenue			2,978,804	2,978,804
	Total Capital			6,862,183	6,862,183

As far as possible, please provide forecast outcomes and outputs for your 3-year LGF Investment Plans.

Formal outputs and outcomes reporting will be captured as part of bi-annual reporting set out in the prospectus.

Output	Output Indicator for	Unit of	3-Year Forecast	Definition
Enabling local growth infrastructure - Infrastructure development				
OP1	Amount of commercial space completed/improved	Square metres (m2)	NA	The total square metreage of new commercial floorspace completed or improved. Commercial space includes, but is not limited to: retail, hospitality, office and industrial space. <ul style="list-style-type: none"> • A retail space means a fixed location for the display or retail sale of goods or services. Examples include, but are not limited to: supermarkets, shops selling clothing, electronics, furniture, books, etc. • A hospitality space means a space whose primary purpose is for accommodation or food service. Examples include, but are not limited to: restaurants, cafes, pubs, bars, catering, hotels, campsites and other accommodation. • Office space means a fixed location where the primary activities are concerned with financial services, professional services (other than health or medical services), or any other appropriate services in a commercial, business or service locality. • Industrial space means space used for industrial processes, storage or distribution. • Other commercial space means non-public or community spaces that do not fall into the categories above. • Completed means physical completion of the facilities and space is ready for occupancy immediately. A building should be classified as complete once it is on the non-domestic rating list. • Improvement means adding, renovating or repairing facilities with the aim of creating a better space. It does not include maintenance of existing facilities.
OP2	Amount of land unlocked for development	Square metres (m2)	19,100	The total area of land made available for development by project intervention. This includes remediation to bring land damaged by industrial
OP3	Number of additional premises with or	Number of premises	NA	The number of additional commercial units with Broadband Access of at Least 1Gbps
Enabling local growth infrastructure - Transport and mobility				
OP4	Total length of new or improved cycle ways	Length in kilometres	9 km	The km of new or improved cycle ways or foot paths completed.
OP5	Number of new and/or improved public	Length in kilometres	NA	Number of New Public Transport Routes
OP6	Total length of new/improved road	Length in kilometres	NA	The length of new or improved roads completed.
Support for business				
OP7	Number of enterprises receiving grants	Number of enterprises	94	Number of enterprises that have received grants.
OP8	Number of enterprises receiving financial	Number of enterprises	NA	Number of enterprises having received financial support other than grants.
OP9	Number of enterprises receiving non-	Number of enterprises	370	Number of enterprises that have received non-financial support with the intention of improving performance.
OP10	Number of potential entrepreneurs	Number of individuals	NA	Number of entrepreneurs having been assisted to be enterprise ready.
Skills and employment support for growth - Skills and education				
OP11	Number of people supported to participate	Number of people	170	People who have received support to engage in education (lifelong learning, formal education) or training activities (off-the-job/in-the-job
OP12	Number of people receiving support to	Number of people	380	Number of people not in employment supported to improve their skills, confidence, qualifications or to address other barriers to them gaining
OP13	Number of courses developed in	Number of courses	35	The number of courses developed in collaboration with employers.

Outcome	Outcome Indicator for	Unit of	3-Year Forecast	Definition
Enabling local growth infrastructure - Infrastructure development				
OC1	Number of vacant units filled	Number of units	NA	The number of residential or commercial units filled in the current reporting period as a result of support e.g. in the April to September
OC2	Number of new or improved residential	Number of units	38	Number of New and Improved Residential Units
Enabling local growth infrastructure - Transport and mobility				
OC3	Increased use of cycleways or foot paths	Number of additional	90	The increase in number of cyclists or pedestrians over a set period of time (e.g. weekly flow) along the specified length of cycleway or foot path
OC4	Number of additional public transport trips	Number of additional	NA	The number of additional public transport trips on new/improved routes in the current reporting period e.g. in the April to September
Support for business				
Support for business - business support and local investment funds				
OC5	Number of full-time (FTE) equivalent	Number of jobs /	275	The number of new, permanent, paid, full-time equivalent (FTE) jobs created following support. This includes both part-time and full-time jobs,
OC6	Number of new enterprises created as a	Number of enterprises	NA	A new enterprise is one which has been registered at Companies House or HMRC as a result of the support provided.
OC7	Number of enterprises introducing new or	Number of enterprises	20	The number of enterprises introducing a new product or service.
OC8	Number of enterprises with improved	Number of enterprises	250	Number of enterprises with improved productivity within six months.
OC9	Number of enterprises engaged in new	Number of enterprises	5	Number of enterprises engaged in new markets following support.
0				
OC10	Number of new to market products	Number of products	2	A product is new to the market if there is no other product available on a market that offers the same functionality, or the design or technology
OC11	Number of organisations engaged in	Number of	NA	This focuses on collaborations which are about transferring good ideas, research results and skills between the knowledge base and businesses
Skills and employment support for growth - Skills and education				
OC12	Number of people gaining a qualification	Number of people	160	Number of people who have received support to gain a qualification
OC13	Number of people in employment,	Number of people	140	The number of people who were previously unemployed or economically inactive, who have received support, and who have been in

Please provide any forecast project level information for Year 1 of the LGF, where this available. This is to support our assessment of

Formal project level reporting will be captured as part of bi-annual reporting set out in the prospectus.

Project Name	LGF Theme	Project Description (Max 10 words)	LGF Budget (£)	Total Budget (£)
Forth Valley Business Advice	Support for Business	Increasing business advice capacity to support regional collaboration and priorities.	190,000	1,190,000
Forth Valley Expert Help Programme	Support for Business	Specialist support for growth businesses in target regional sectors.	400,000	400,000
Forth Valley Business & Social Enterprise Grant Scheme	Support for Business	Grand funding to support expansion, job-creation, improving productivity and innovation.	250,000	250,000
Forth Valley Regional Skills Programme	Skills & Employment	Transition of existing UKSPF programmes, and establishment of new regional skills and education programme.	330,000	330,000
Forth Valley Workforce Development Programme	Skills & Employment	Targeted support to assist businesses with identified workforce development needs.	82,911	82,911
Forth Valley Housing Enablement Fund	Enabling Infrastructure	Bringing vacant or stalled housing sites back into productive use	1,610,726	1,610,726
Forth Valley Infrastructure Enablement Fund	Enabling Infrastructure	Funding for commercial property & transport improvement projects on a regional-scale	689,862	689,862
LLA Administration Resource	Administration (inc. regional capability)	Resource costs to support regional collaboration and LLA role.	112,000	112,000



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

Title:

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

Local Growth Fund Investment

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

This report seeks approval for an Investment Plan to UK Government for the Local Growth Fund programme. The report does not make specific recommendations affecting any equality groups, though future activity will have an impact.

Individual assessments will be undertaken on approved project interventions over the three-year life of the investment plan. The proposal does not suggest discontinuation of current services, funded under previous UK Government-funded programmes, so the identified impacts section has not been completed.

Summary of actions taken because of this assessment:

Processes will be established – at a regional level – to ensure that the interests and positions of equality groups are protected when the proposal proceeds to operate across the Forth Valley.

Ongoing actions beyond implementation of the proposal include:

Establishment of required governance and project appraisal processes – in collaboration with Falkirk Council (Lead Accountable Body) and Stirling Council.

Development of Equality and Fairer Scotland Impact Assessment processes to support the creation and drafting of project proposals for Local Growth Fund approval and delivery.

Lead person(s) for this assessment:

Paul Morris, Economic Development Strategy Officer

Senior officer approval of assessment:

Alison Davidson, Economic Development Team Leader

DATE: Tuesday the 19th of May 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.**
- 2. Why is the proposal required?**
- 3. Who is affected by the proposal?**
- 4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.**
- 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:**

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		
Disability		
Race		
Sex		
Gender Reassignment		
Sexual orientation		
Religion or Belief		
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)		
Socio economic disadvantage (if 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:

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

Report to: Council

Date of Meeting: 25 June 2026

**Subject: Clackmannanshire Council Homelessness
Accommodation Project**

Report by: Director of Place and Economy

1.0 Purpose

- 1.1. The purpose of this report is to seek approval from Council to progress the development of 10 temporary accommodation modular units and a support hub on a suitable site.

2.0 Recommendations

Council is asked to:

- 2.1. Note the model of homes being proposed and the advantages against traditional build outlined at 3.6.
- 2.2. Agree to the recruitment of a project manager to deliver the project as provided for in paragraph 3.8.
- 2.3. Note the identified need for additional homelessness accommodation provided for in paragraphs 3.11 to 3.14.
- 2.4. Agree to public consultation on the location of the site as provided for in paragraph 3.19.
- 2.5. Agree to the progression of the business case and to submit a request for Rapid Rehousing funding of approximately £50,000 to support the necessary preliminary work as provided for in paragraph 3.20.

3.0 Considerations

- 3.1. The Council has a legal duty under Housing legislation to provide temporary accommodation to those individuals and households that present as homeless until a decision is reached on their homelessness status.
- 3.2. The proposal set out in this Report is a spend to save model, based on capital investment by the Council which will mean an annual reduction in current costs

associated with temporary accommodation not owned by the Council, specifically Bed and Breakfast nightly costs.

- 3.3. The proposal is for the development of new temporary accommodation based on other models elsewhere in Scotland. Council officers and elected members recently visited a similar temporary accommodation village, and it was noted that this type of housing can create accommodation at a lower cost and smaller timeframe than traditional build.
- 3.4. The provision of such accommodation has shown to improve the outcomes for individuals and/or households experiencing homelessness, particularly those with complex needs or a history of repeat homelessness. In addition to above the increased availability of temporary accommodation is expected to reduce reliance on B&B type accommodation which can be expensive and not suitable to the needs of the individual and/or household.
- 3.5. Officers have now completed an initial business case to consider the estimated capital cost against the cost savings on the same number of B&B option and have provided steps required to take the proposal to the next stage of development. This is set out in Appendix 1.
- 3.6. The proposed accommodation to be replicated are self-contained one bedroom modular 'nest' houses that are constructed off site with sustainable timber, they can be placed on site quickly and then dismantled and reused elsewhere if required, making this a low carbon and flexible alternative to traditional construction.
- 3.7. The proposed accommodation will be developed in accordance with Housing legislation requirements.
- 3.8. If approved, the project will require a project manager to ensure delivery, legal compliance with construction industry requirements, site management and ensure the project is brought in on budget. There is no capacity and experience within the Council to lead on this project. It is therefore proposed that a project manager (on a fixed term contract) with experience in delivering such development is employed on a fixed term contract for the period of the project completion. The proposed budget for the employment of a project manager will come from earmarked reserves accrued from Homelessness Accommodation.
- 3.9. A preferred site has been identified and the initial proposal is for 11 units; 10 for temporary accommodation and one as a central 'hub' support unit to bring additional benefits by having a central point of support for individuals experiencing homelessness, bringing in additional support services where required from Alliance partners or established third sector partners and having access to a 'concierge' on the site.
- 3.10. The project will contribute much needed homeless accommodation in Clackmannanshire and will reduce the need to use temporary accommodation outside the boundary of Clackmannanshire. Demand exceeds supply, resulting in out-of-area placements and statutory breaches. The Council are currently under review by the Housing Regulator in relation to these breaches as a result of limited local available providers.

- 3.11. On average, each Council-owned temporary accommodation unit provides approximately 292 nights of accommodation annually. Where such provision is unavailable, the Council relies on bed and breakfast accommodation, at an average cost of £39,712 for the same number of nights. Taking account of operating costs and rental income, the provision of accommodation within Council-owned units generates a net financial benefit—through cost avoidance and income of approximately £43,000 per unit per annum.
- 3.12. In 2025/26 650 homeless applications were made, up from 647 in 2024/25 and 589 in 2023/24.
- 3.13. In 2025/26 135 placements were recorded where individuals were accommodated outside the Clackmannanshire Boundary, including Stirling, due to reliance on out of area temporary accommodation.
- 3.14. The Scottish Housing Regulator's Engagement Plan for both 2025/26 and 2026/27 highlighted homelessness as a key area of focus due to increasing pressures and identified risks within the service.
- 3.15. The Regulator has noted a heightened risk that demand for homelessness services may exceed the Council's capacity to respond, reflecting wider national concerns about potential systemic failure in some areas. As a result, there is targeted regulatory engagement with the Service on its assessment of homelessness applications and, in particular, the availability and suitability of temporary accommodation for those presenting as homeless. The engagement plan emphasises the need for continued improvement, robust monitoring and strengthened service responses to ensure that people experiencing homelessness receive appropriate support, are placed in suitable accommodation and can achieve sustainable housing outcomes.
- 3.16. Benefits**
- 3.17. A Capital investment of around £1,500,000 for 11 units at a cost of £82,000 per unit, totalling £902,000, plus infrastructure costs. These are indicative costs and final costs will be provided in the business case for approval by Council. It is proposed the project being funded through ear marked reserves associated with homeless income.
- 3.18. Projected savings £430,000 per annum (£43,000 per unit x 10 units), would ensure a return on investment in around 3.5 years.
- 3.19. The Council would look to undertake early public consultation, subject to Council approval. This will be undertaken over the summer and will inform Clackmannanshire constituents of the draft proposals and seek feedback on the proposed project.
- 3.20. To progress to the next stage and develop a more detailed business plan, subject to a successful bid to the Scottish Government's Rapid Rehousing Transition Fund, up to £50,000 which would be utilised to undertake initial investigations (including but not limited to site investigation, utility survey) which will allow for a fully costed plan for the project to be presented to Council.

- 3.21. Once the various investigations have been completed and a business plan prepared it proposed that a Report is brought back to Council for approval of the project.
- 3.22. If the project is agreed the aim would be to deliver a strong outcome focused and person-centred approach. Emphasis will be placed on achieving measurable best value and outcomes, including successful transitions into permanent accommodation, reduced reliance on temporary accommodation, and improved tenancy sustainment, supporting individuals to succeed in their tenancies over the longer term.

4.0 Sustainability Implications

- 4.1. The proposed material supplier sources the material and build within Scotland, making best use of local materials.

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 any financial implication will be addressed working with Finance colleagues utilising identified budgets. Yes

- 5.4. *Staffing - Additional staff resources are required to deliver the project provided for in paragraph 3.8.*

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies

8.0 Impact Assessments

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

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1: Outline business case

Appendix 2: Timeline to delivery

11.0 Background Papers

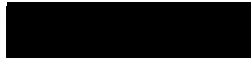
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kate Fleming	Senior Housing Strategy Officer	01259 45 2361
Wilson Lees	Team Leader	01259 45 2357

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Director: Place & Economy	



Appendix 1

Proposal / Business Case – Temporary Accommodation

Project Proposal Title	Supported Temporary Accommodation Units
Version and Date:	1.3 12/5/2026
Author’s name and role:	Kate Fleming, Senior Housing Strategy Officer
Lead Portfolio or Service:	Housing
Theme¹:	Housing / Homelessness

SECTION 1 – NEED/DRIVER FOR CHANGE

What is the purpose of this proposal / bid? Give a brief description and consider the difference between current practice and what the change will bring. What will the effect of those changes?

The project will contribute much needed temporary accommodation in Clackmannanshire and will reduce / eradicate the need to use temporary accommodation outside the boundary of Clackmannanshire. Accommodating individuals outside Clackmannanshire is classed as a ‘breach’ in terms of homeless accommodation.

The bid is for funding approval for around £1,500,000 which will cover 11 units will give an over all saving of around £430,000 each year for owning own Council property amount versus paying for temporary accommodation and will bring a return on investment in 3.49 years.

What are the expected benefits²?

The project will bring new, innovative homeless accommodation and a unit to act as a support hub to give additional benefits having a central point of support for individuals experiencing homelessness, reduce / eradicate the need for costs associated with Bed and Breakfast and allow individuals to stay in their own locality with convenient access to transport and shopping facilities on a suitable site.

¹ Please choose from: Sustainable Growth, Empowering Individuals, Families and Communities, Health and Wellbeing or Compliance and Operational Resilience.

² Consider the return on investment, savings potential, invest to save, income potential and other economic / financial, social, technological advancement, legislative or statutory need, organisational development, environmental benefits etc.

What might prevent this proposal / bid from being delivered successfully (i.e. risks)?

Land constraints – Legal issues, ground conditions.
Lack of support from the public – consultation
Lack of support from Elected Members – proposal and report to Council for consideration
Procurement of required buildings
Planning constraints
Lack of person resources to drive the project forward

Please note what, if any, political or policy implications this proposal / bid may have.

The proposal would require full local political and public support to continue to next stage. Implementation would have positive policy implications in terms of homeless accommodation breaches and overall costs to the Council of unsuitable B & B accommodation. Money sitting in Homeless reserves and Rapid Rehousing budget would be utilised to the benefit of the Council and those who find themselves homeless.

What funding or investment opportunities can be realised? Will this replace existing funding for existing service delivery or is it new or additional funding for new or additional service delivery?

Initial capital investment from GF (homeless reserves) / Rapid Re-housing funds will release future funds from reduction in annual spend on B & B accommodation.

SECTION 2 – DELIVERABLES

High Level Project Plan / Milestones³

What? (Key actions)	Who? (Responsible person?)	By when? (Date)
Finalise a business case	Wilson Lees/Kate Fleming	May 2026
Approval of business case preferred recommendation	Council Paper	June 2026 Council
Site Investigation	Kate Fleming	August / September 2026
Public Consultation	Kate Fleming	August / September 2026
Fully costed proposal back to Council for approval	Kate Fleming / Wilson Lees	
Design completion	External	
Procurement completion	Wilson Lees/Kate Fleming/Derek Barr	
Implementation or Site Start Date		TBA
Implementation of Site Closure		TBA

³ Examples noted in table below. List is not exhaustive and should be tailored to the proposal accordingly.

Date		
------	--	--

SECTION 3 – SCOPE

What will the proposal / bid deliver (in scope) and what will it not deliver (out of scope)?

In Scope	Out of Scope
10 temporary accommodation units	
1 support hub building (potential)	

What are the main objectives of the proposal / bid?
 Construction of 10 temporary accommodation units and 1 support hub building.

Who are the main stakeholders involved?

Key Stakeholder's Role	Name	How will they be affected / impacted by this proposal?
Service Accountant	Lindsay Sim	Authorise funding stream
Legal Business Partner	Lee Robertson / Rona Burns	Land searches / ownership of land
Transformation Business Partner		Support for model
Procurement Support	Derek Barr	Procurement route
HR Business Partner	N/A	
External	Professional Services	Site investigation to be commissioned Site construction project management
Support Services	Homeless / Housing Support / STRIVE	
Elected Members	All	Support for project
Public	All	Public Consultation

What are the key enablers / dependencies / interdependencies / impacts on other work / activities / projects affecting this proposal / bid?

Initial Business case to be presented to Council Meeting, supported by Legal and Finance. On outcome, public consultation for support for project.

Legal require some initial work on land to provide information for the business case and allow identified land suitable for project go ahead.

External reports on suitability of land for project. Utilities, ground conditions etc.

Procurement requirements for units and construction.

What boundaries have been agreed with other proposals, projects or initiatives to avoid duplication, omission of tasks or maximisation of expected benefits?

Ongoing/Recurring Costs

Although entitled 'costs' this should also include any savings/efficiencies being delivered by the preferred option. The costs associated with the existing service should be included as a benchmark. Narrative should be provided to explain the figures in the table where appropriate (for example if the staffing budget is reduced by, say £100,000 – the narrative should explain exactly how this would be realised).

Note that this section should not include any of the set up costs included above. This should only be ongoing costs – and could include both Capital and Revenue.

Baseline (Existing)	Year 1 (2026/27)	Year 2 (2027/28)	Year 3 (2028/29)
Capital			
Unit Purchase	£902,000		
Site Investigation	TBA		
Planning Application			
Construction Cost		TBA	
Ground work Cost		TBA	
Total (Capital)	£902,000 - TBA	TBA	£0
Revenue			
Staffing			£100,000
Insurance			
Utilities			£10,000 (£1k per unit)
Maintenance			
IT costs			
Insurance			TBA
Total (Revenue)	£0	£0	£110,000
Overall Total			£110,000

Summary

This section should summarise the financial information included above. It should focus on the key points – any initial investment, payback periods and overall impact on annual spend.

The bid is for funding approval for £1,500,000 which will cover 10 units accommodation and a support unit will give an over all saving of £430,000* per year versus paying for temporary accommodation over the course of the financial year 2027/28 to 2028/29. ~~Eradicate~~ Reduce the need for costs associated with Bed and Breakfast. Return on investment within around 3.49 years.

**minus operating costs*

6. Deliverables

6.1 *What is going to be actually delivered by the preferred option? Is it a new system? Is it a new building? Are we co-locating? Are we saving money? What should be included here is what has traditionally been called ‘outputs’. These should be easy to measure and it should be obvious when they have been achieved. (Note that this section is not about benefits or outcomes – that comes in the next section. This is purely about the outputs of the project.*

6.2 *Remember that the project will need to demonstrate successful delivery of these deliverables. All deliverables should be listed.*

- 10 units for temporary accommodation
- 1 support unit

7. Benefits / Outcomes

7.1 *The first thing to ask is what is an outcome? This is sometimes described as the change that the project has caused. For example: “Vulnerable people will feel safe in their communities” or “Children have the best start in life”. Often these are hard to measure, or the impact of the project may take a number of years to have an impact in those areas.*

The project objectives are:

- Reduce use of B & B, specifically out of the area
- Improve health and wellbeing
- Homelessness outcomes improved

7.2 *All expected outcomes should be listed (bullet points will be fine). The more difficult part of this exercise will to identify how these outcomes will be measured. There is a raft of existing performance indicators (PIs) that could be used for this – both national (that form part of the Local Government Benchmarking Framework) or local (specific to Clacks). The PMO’s Benefits/Risk Manager will be able to work with you to identify appropriate outcomes and indicators for inclusion. Where appropriate, targets should be included for the identified indicators – to demonstrate the level of improvement expected. The Benefits/Risk Manager will be able to assist with target setting – taking into account other projects that form part of the Transformation Programme may also impact on the same outcomes/PIs.*

Outcome 1 – Reduction in temporary accommodation ‘breaches’ in Clackmannanshire

Outcome 2 – Reduction in cost of B & B accommodation

Outcome 3 – Increase income to Council by owning 10 units of temporary accommodation

Outcome	Indicator	Baseline 2025/26	Target Year 1 (2026/27)	Target Year 2 (2027/28)	Target Year 3 (2028/29)
Outcome 1	Reduce out of area breaches	135 (average 11.25 each month)			
Outcome 2	Annual Cost of B & B accommodation x 10	292 nights £136 @ 292 x 10 = £397,120			
Outcome 3		£3,288 surplus per bedspace annually = £32,880			

These figures added show overall annual saving of £430k per annum

8. Stakeholder Engagement

8.1 What consultation/engagement has been undertaken as part of the Business Case development? This should include discussions with staff, trade unions, clients, HR, Finance, IT, Procurement etc. It is suggested that this is presented in a 'you said, we did' kind of format (see table below).

Stakeholder(s)	Feedback	Impact on Business Case
Procurement Finance Legal Homelessness Service Elected Members SLG Public Consultation		

Part 2 – Implementation

8.2 It is essential that a Stakeholder Engagement Plan is produced for each project to ensure consistency but also any similarities across projects can be identified to maximise engagement whilst minimising duplication and resources.

8.3 The plan should be relatively simple, and a suggested format is shown below. A few lines are completed as an example, and for this the assumption the project is Housing related. Consideration should be given to all methods of communication – not just 'traditional' methods (i.e. social media, electronic, technological etc.)

Internal

Stakeholder	Communication Methods	Frequency	Start Date	End Date	Owner
Housing					

Planning					
Legal					
Finance					

External

Stakeholder	Communication Methods	Frequency	Start Date	End Date	Owner
Community residents					

8.4 Note: All individuals named as being the ‘owner’ of an action in the Stakeholder Engagement Plan should be involved in the discussions – and have agreed to their role prior to the Business Case being submitted.

9. Governance

9.1

At Project Level, the project is managed as indicated in the triangle below.



10. Risk

10.1 A number of risks have been identified that, if they were to happen, would impact on the Council’s ability to successfully deliver the project. The table below details all of these risks, and the Project Teams proposed response to each risk. The Risk Register will be reviewed regularly by the Project Team to ensure that it remains up to date and captures any new or emerging risks.

Risk Register

Ref	Risk	Current Risk	Approach	Mitigation	Owner
-----	------	--------------	----------	------------	-------

		Likelihood	Impact	Total		Actions	
	Non engagement of community	1	3	4	Tolerate	Community Engagement in establishing project. Use of social media, to keep community up to date with timescales, building developments.	K Fleming
	Going over budget	2	5	10	Treat	Ensure tendering process meets budget requirements.	K Fleming
	Not securing Funding approval	1	4	4	Treat		
	Funding for revenue costs unsecured	3	5	15	Treat		W Lees

Notes:

All risks should be assessed using corporate 5x5 risk matrix/scoring system
 Approach should be Treat, Tolerate, Transfer, Terminate. Where approach is 'Treat' the actions required to reduce the impact and/or likelihood should be stated.

11. Equality and Fairer Scotland Impact Assessment

11.1 An Equality and Fairer Scotland Impact Assessment has been undertaken, and can be seen at Appendix A. The key issues emerging are: -

- ISSUE 1
- ISSUE 2
- ISSUE 3

(Note: If there are no Equality/Fairer Scotland issues this should be stated – although the assessments should always be included as an Appendix).

12. Project Plan

12.1 A detailed Project Plan is attached at Appendix B. This plan sets out how the preferred option will be delivered, with the key milestones included in the table below for information.

Action	Deadline (for	Owner
--------	---------------	-------

	Completion)	
Project Team established	January 2026	Kate Fleming
Report to Council with business Case	June 2026	Kate Fleming
Timetable to be agreed once approved		Kate Fleming
Consultation	July 2026	Kate Fleming
Feasibility (site investigation report)	July 2026	
Procurement	October 2026	

12.2 The Project Manager will be required to produce regular monitoring reports for the Future Homes Board which will be used to inform Update Reports for Council.

SECTION 13 – STAFF RESOURCES REQUIRED

The estimated resources required to make this proposal / bid happen include:

Staff Resource (Role and Service)	Comments (i.e. Type, Frequency, Duration, Additional Capacity Requirements, Back-filling requirements etc.)
Project Management	Out with scope of current roles. Requirement to get additional resource on a temporary basis
Senior Housing Officer / Homelessness Manager / Housing Support Coordinator / Homelessness Senior Officer	Within scope of current roles – to form project team, complete procurement, ensure project managers are on track, internal governance requirements and communications.

What specialist skills or resource may be required and why?

- Site investigation work
- Utilities
- Ground and build work
- Project management of construction
- Legal
- Planning

SECTION 14 – GOVERNANCE PROPOSALS

What governance arrangements will this proposal / bid follow?

Report to Council for project approval

Project meetings

Update reports from project team to Future Homes Board

Update reports to Elected members

SECTION 15 – BUSINESS CASE PRODUCTION (TIMESCALES AND RESOURCES REQUIRED)

What? (key actions)	Who? (who is responsible?)	By when?
Business Case complete		May 2026
Initial Report to Council		June 2026
Consultation		July 2026
Procurement		October 2026

SECTION 16 – FINANCIAL BENEFIT

What is the gross cost / benefit for this proposal / bid? Detail as far as is possible at this early stage. Where there are estimates, please advise of these estimates and when further detail is expected.

(A) Revenue Savings by Service Reporting Category						
	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Year 5 2030/31	Years 1-5 Total
Employee						
IT						
Premises						
Supplies and Services	£0	£0	£430,000	£430,000	£430,000	£1,290,000
Third Party Payments						
Transport						
Other – specify*						
Total⁴ Revenue Savings	£0	£0	£430,000	£430,000	£430,000	£1,290,000

*Please specify:

(B) Revenue Costs by Service Reporting Category						
	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Year 5 2030/31	Years 1-5 Total
Employee						
IT						
Premises						
Supplies and Services	£397,120 (cost of 292 nights B & B x10)	£397,120 (cost of 292 nights B & B x10)	£ xx Revenue costs for 10 x own units	£0	£0	
Third Party Payments						
Transport						
Other – specify*						
Total Revenue Costs:	£397,120	£397,120	£?	£?	£?	£794,240

*Please specify:

⁴ i.e. budgetary saving as an operating cost reduction / ongoing benefit

(C) Capital Costs by Portfolio						
	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Year 5 2030/31	Years 1-5 Total
Homeless R RTP Funding	£1,000,000	£500,000				£1,500,000
Assets						
Fleet						
Property						
IT						
Land						
Roads						
Other – specify*						
Total Capital Costs:	£1,000,000	£500,000				£1,500,000

*Please specify:

Total Costs (B+C)						
	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Year 5 2030/31	Years 1-5 Total
Total Costs:	£1,397,000	£897,120				

Net Benefit (A-(B+C))						
	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Year 5 2030/31	Years 1-5 Total
Net Benefit:	- £1,397,000	-£897,120	£430,000 minus revenue costs	£430,000 minus revenue costs	£430,000 minus revenue costs	- £1,004,120

Funding or Other Income						
	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29	Year 4 2029/30	Year 5 2030/31	Years 1-5 Total
Council-funded:	£1,000,000 Homeless reserves	£500,000 Homeless reserves				
Grant income:						
Other income:	R RTP	R RTP				
Total						

Funding or Income:							
-------------------------------	--	--	--	--	--	--	--

END.

DRAFT

Appendix 2

Estimated Timeline of Project Work – Temporary Accommodation Project

Task	Reason	Timeframe	Status
Initial Business Case	Set out a clear case for the project	May 2026	Complete
Report to Council	Approval to move to pre-construction phase – initial site investigation and consultation	June 2026	Complete
Public Consultation	To consider suitable sites and gain public opinion	Summer 2026	
Site investigation	To look at ground conditions of preferred site and other alternatives	Summer 2026	
Feasibility / Options Appraisal	Setting out results of consultation and site investigations	Autumn 2026	
Report back to Council to agree final option	To consider the overall feasibility of the project	Autumn 2026	
Procurement for units	Dependant on approval	Quarter 3 2026/27	
Procurement for construction	Dependant on approval	Quarter 3 2026/27	
Planning	Dependant on approval	Quarter 3 2026/27	
Site Manager recruited	Dependant on approval	Quarter 3 2026/27	
Modular Works and Groundworks	Dependant on approval	Quarter 4 2026/27	
Model of support Agreed	Support services in place on a drop in basis	By Quarter 3 2027/28	
Recruit Concierge Service	Support service in place	By Quarter 3 2027/28	
Units Installation	Dependant on approval	Quarter 3 2027/28	



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

Title:

Temporary Accommodation Project

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

Summary of actions taken because of this assessment:

Will ensure groups affected are included specifically in consultation

Ongoing actions beyond implementation of the proposal include:

Continue to monitor the impact on the outcome of homeless applicants being supported by this project

Lead person(s) for this assessment:

Kate Fleming

Senior officer approval of assessment:

DATE: 27/5/26

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.

Step A – Confirm the details of your proposal

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

The project will provide additional homeless accommodation in Clackmannanshire

2. Why is the proposal required?

Reduce the costs associated with B & B accommodation and provide alternative, higher quality temporary accommodation.

3. Who is affected by the proposal?

People affected by homelessness, who are in need of temporary accommodation, particularly single people.

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

As a Council, there is a statutory duty to assist those finding themselves homeless and to offer temporary accommodation if you have no where to stay.

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

Yes

Step B – Consider the level of EFSIA required

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

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

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

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Scottish Government statistics	Around 44 % of all homeless applicants are between 16 and 25, evidencing that younger people are more vulnerable to being homeless and in need of temporary accommodation.
Disability	Scottish Government Homelessness Statistics	<p>Around half of all applicants in Scotland applying as homeless have one or more physical or mental support needs.</p> <p>As such, it is likely that any projects associated with the provision of further temporary accommodation units are likely to impact individuals who have disabilities. The proposal should take into account the needs of this protected group</p>
Race		
Sex	Scottish Government Homelessness Statistics	The majority of homeless applicants are single person male who are the most likely group to present as homeless.
Gender Reassignment		<p>The Scottish Census (2022) reports that 0.44% of people aged 16 and over in Scotland identify as transgender, with Clackmannanshire's rate slightly lower at 0.35%, representing approximately 151 individuals.</p> <p>While the small population size suggests that the proposal is unlikely to have a direct or disproportionate impact on this group, the absence of detailed local data does not imply that transgender individuals do not face housing-related pressures, including homelessness.</p> <p>As such, while no specific impacts have been identified at this stage, it remains important that the proposal is inclusive in its approach and that temporary accommodation developments are designed to support dignity, safety, and equality for all individuals, regardless of gender identity.</p>
Sexual orientation		<p>According to the 2022 Census, 1,343 individuals (3.12%) aged 16 and over in Clackmannanshire identify as LGB+.</p> <p>There is currently no available local or national data on the proportion of LGB+ individuals experiencing housing insecurity. While the absence of data does not imply that LGB+ individuals do not face housing-related challenges, the relatively small size of this population group in Clackmannanshire suggests that the proposal is unlikely to</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).
		have a direct or disproportionate impact on them.
Religion or Belief		N/A
Pregnancy or maternity		It is a statutory requirement not to place pregnant women in B & B accommodation.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		Not applicable, not an employment matter
Socio economic disadvantage (if required)		<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>The youngest age groups are disproportionately represented in the most deprived areas, indicating a strong link between age and socio-economic disadvantage locally.</p> <p>According to the 2022 Census, Clackmannanshire had 24,072 households, with 63% owner-occupied, 8.9% privately rented, and 27% socially rented. The Scottish Household Survey (2019) shows that 47% of socially rented households are located in the most deprived areas, compared to 17% of privately rented and 12% of owner-occupied households.</p> <p>Fuel poverty is also a significant issue. In 2022, 31% of all Scottish households were estimated to be in fuel poverty, with 18.5% in extreme fuel poverty. Social sector households were disproportionately affected, with 48% in fuel poverty and 26% in extreme fuel poverty, compared to 26% and 16% respectively in the private sector.</p> <p>Employment data shows that only 48.2% of Clackmannanshire households are “working households,” below the Scottish average of 57.6%. Meanwhile, 27.5% are “workless households,” significantly higher than the national average of 17.8%. Notably, 31% of workless households in Clackmannanshire have children, compared to just 10.2%</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>nationally.</p> <p>This evidence highlights widespread socio-economic disadvantage across Clackmannanshire, particularly among households in the social rented sector and those with children. The SHIP's focus on increasing the supply of affordable housing and improving housing quality will have a direct and positive impact on these groups, helping to reduce inequalities of outcome caused by poverty and deprivation.</p>

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:

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:**

Young people under the age of 26, particularly single people of this age group.

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

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The provision of 11 additional temporary accommodation units would ensure that more homeless households, which are predominantly young single male households, have access to quality temporary households while awaiting assessment and homeless decision
potential for developing good relations	X			
potential to advance equality of opportunity	X			The provision of 11 additional temporary accommodation units would ensure that more homeless households, which are predominantly young single male households, have access to quality temporary households while awaiting assessment and homeless decision

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		Consider having an accessible unit for use for those with physical disabilities
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	Given the demographic profile of Clackmannanshire, it is unlikely that the proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations			x	Given the demographic profile of Clackmannanshire, it is unlikely that the proposal will have a direct or indirect impact on this protected characteristic.
potential to advance equality of opportunity			x	Given the demographic profile of Clackmannanshire, it is unlikely that the proposal will have a direct or indirect impact on this protected characteristic.

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

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	Given the demographic profile of Clackmannanshire, it is unlikely that the proposal will have a direct or indirect impact on this protected characteristic.
potential for developing good relations			x	Given the demographic profile of Clackmannanshire, it is unlikely that the proposal will have a direct or indirect impact on this protected characteristic.
potential to advance equality of opportunity			x	Given the demographic profile of Clackmannanshire, it is unlikely that the proposal will have a direct or indirect impact on this protected characteristic.

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	x			
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	Not applicable, not an employment matter

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			This will provide temporary accommodation in the local area, negating the requirement to be housed temporarily outside the area which can have issues accessing work education and family.

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?

Further consultation is built into the timeframe so will ensure that the relevant groups are included in any further information gathering

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

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

Date: 27 May 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.

Report to Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: Wellbeing Hub and Lochies School Project Update

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

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub and Lochies School project including the status of the social value and community benefit commitments.

2.0 Recommendations

It is recommended that Council notes the following:

- 2.1. Summary of progress of the community benefits programme up to May 2026 following Financial Close in October 2025. **(See paragraphs 3.1 – 3.12).**
- 2.2. Summary of progress on the construction works up to May 2026 following Financial Close in October 2025. **(See paragraphs 3.13 – 3.20).**

3.0 Considerations

Social Value update

- 3.1. The community benefits programme was an important factor in awarding Robertsons Construction Central East (RCCE) the contract for the construction of the Wellbeing Hub and Lochies School. The community benefits programme was initiated slightly ahead of financial close with schools, community groups and the employability forum engaged in preparation for the programmes outlined in this report.
- 3.2. The community benefits programme is measured against the Social & Local Economic Value (SLEV) as reported to Council in the Final Business Case in August 2025.
- 3.3. The Social Impact team at RCCE meets monthly with the Wellbeing Hub and Lochies Project Director, Wellbeing Hub & Lochies Team Leader, Clackmannanshire Council Employability Lead, Economic Development Strategy Officer and the Economic Development Business Advisor. These monthly meetings monitor progress to date and ensure future plans are connected to all relevant Clackmannanshire Council services and initiatives.

- 3.4. The most recent Social Impact Progress Report (**see appendix 1**) shows detailed progress to date. Below are some highlights extracted from this report:
- 3.5. **Ideal Candidate Programme** provides an SCQF level 3/4 Employability Award for Secondary School pupils who attend an 8-week programme culminating in a site visit to the construction site. The programme is targeted towards young people who have expressed an interest in moving into construction as a career. Lornshill Academy pupils were the first to be offered the programme which they completed in April 2026. 25 S3 pupils participated. Alva and Alloa Academy pupils begin the programme in August 2026. All pupils who complete the programme are offered the chance to interview with contractors for apprenticeships in the current or future projects.
- 3.6. **Robertsons Reporters** initiative has been offered to all Primary Schools across Clackmannanshire. The social impact team will have their first school visit to Redwell Primary School in June to provide an overview of the project. 10 pupils ranging from P2 to P6 will participate. Following this they will be invited to visit the site as a class, where they will be tasked with interviewing site staff and then reporting back to their school and families with information on the project. This programme is being extended to local nurseries and adapted to be age appropriate.
- 3.7. **Employability Programme:** Throughout the construction programme there is a requirement to promote opportunities for local people to gain employment, training and placements. To date 10 new local jobs have been created on site with 1 full time employee recruited directly to a cleaning role. They have subsequently been promoted to a receptionist role. With a target of 20 FTE's detailed in the SLEV, this number is expected to grow significantly to, and potentially beyond, target once a wider range of contractors are brought to site for the internal fit out and landscaping. Clacks Works employability programme is linking to the project to ensure local training and interview opportunities are created and delivered.
- 3.8. **Volunteering:** RCCE have delivered the equivalent of 48 community benefit hours so far through volunteering with local organisations. These include gift wrapping at Christmas for HomeStart, electrical surveys with the Citizens Advice Bureau and a volunteering day with the Conservation Volunteers in the community woodland in Alloa to remove invasive species (Himalayan Balsam).
- 3.9. **Donations and In-kind Contributions:** As part of the community engagement, RCCE have committed to making contributions to local groups to reduce waste and increase local productivity. Selection boxes were donated to Community House, Alloa prior to Christmas, Alloa allotments have been donated pallets from site, and Personal Protective Equipment (PPE) was donated to little stars nursery.
- 3.10. **Site visits:** A number of site visits have taken place so far for community groups, Schools, Early Learning and Childcare settings (ELCs) and Colleges. This number will increase significantly as the site moves away from the significant ground and steel work phase.

- 3.11. **Skills Academy:** A major programme is the Skills Academy which will commence in June 2026. This will bring students, pupils and local people to site to learn about construction techniques with pathways to education through Forth Valley College pre-qualification programme, or employment through the employability programme. This is a significant focus for RCCE and will be promoted widely and monitored closely.
- 3.12. **Investment in Local Supply Chain:** The project is supporting the local supply chain with significant subcontracts awarded to local companies such as Tillicoultry Quarries and Central Rebar.

Construction works update

- 3.13. The construction works have progressed significantly since the project achieved Financial Close in October 2025. The project has encountered challenging weather conditions throughout the winter; however, the Contractor has mitigated any lost time, and the works are on programme for completion in September 2027.
- 3.14. The foundations, including piling works, are complete along with the ground floor slabs, below slab drainage and the overhead high voltage power lines have been diverted. The substructure works are nearing completion with the formation of the slabs and walls complete for the basement and swimming pools.
- 3.15. The superstructure works are well advance with the primary steel frame for the Wellbeing Hub erected and has also commenced on Lochies School. The Glulam structure has been installed over the pool areas with the Cross Lamnited Timber (CLT) panels complete.
- 3.16. The first-floor structural decking has been installed, and concrete slab poured and completed with the roof decking 90% complete within the Wellbeing Hub. Lochies to follow on completion of steel frame construction. The roof build up finish is underway on the Wellbeing Hub with Lochies to follow.
- 3.17. The Structural Framing System (SFS) contractors have commenced on site which will open up areas for cladding and window installation to commence.
- 3.18. The car park is close to completion. To help with programme and to allow for storage of materials.
- 3.19. By the end of June window installation, cladding and brickwork will have commenced.
- 3.20. The quality of the work to date has been excellent thanks in part to the rigorous quality control measures required by the Passivhaus standards.

4.0 Sustainability Implications

- 4.1. All appropriate data recorded through the SLEV will be shared between RCCE with a view to sustaining education and employment opportunities either through Clacks Works, Forth Valley College, Clackmannanshire Schools or construction opportunities locally, regionally and nationally.

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) Our Priorities

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

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

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

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

(2) Council Policies

Complies with relevant Council Policies

8.0 Impact Assessments

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

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

The EQIA was provided as part of the Full Business Case to Council on the 21st August 2025.

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Social Impact Progress Report

Appendix 2 – Progress Images

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
Robbie Stewart	Senior Manager	2431

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Depute Chief Executive and Director of Wellbeing	

APPENDIX 1

Social Impact Progress Report

Project: Alloa Wellbeing Hub & Lochies ASN School

Contractor: Robertson Construction Central East

Reporting Month: May-26

Themes	SFT Ref	Measures	Unit	Supplier Target (across duration of project)	Achieved to Date
Fair Work	SFT1 (NT1)	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	no. of people (FTE)	20	3.32
	SFT1a (NT1c)	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain	no. of people (FTE)	30	5.57
	SFT50	Number of local jobs created on the project (no)	No. of jobs	25	10
	SFT4 (RE3)	Employer's fairs held to encourage local employment in the area	£ invested including staff time	£4,000.00	£2,585.16
	SFT5 (NT3)	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	no. of people (FTE)	5	
	SFT51 (NT4a)	No. of full time equivalent 16-25 year old care leavers (FTE) hired on the contract	no. of people (FTE)	3	pending FTE
	SFT8 (NT6)	No. of full time equivalent disabled employees (FTE) hired on the contract	no. of people (FTE)	3	pending FTE
	SFT10	No. of graduate employment opportunities on contract	no. of weeks	104	38
	SFT11 (NT11)	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	no. hrs (total session duration)*no. attendees	600	96.5
	SFT12 (RE14)	Employment taster days for those interested in working in the primary project industry or sector, such as real estate, construction, or facilities management	£ invested including staff time	£1,000.00	£2,077.65
	SFT13 (NT12)	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	no. of weeks	30	6.6
	SFT14 (NT13)	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	no. of weeks	15	21
	SFT16 (NT8)	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	no. staff hours (including preparation time)	400	215
	SFT17 (RE10)	No. site visits for school children or local residents	no. of visits	30	6
	SFT18 (NT9)	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years	no. of weeks	450	57
	SFT20 (NT10)	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	no. weeks	400	18
	SFT52	New apprenticeships created (FTEs) (no)	no. people	10	1
	SFT53	No. existing apprenticeships sustained (no)	no. people	15	
Economy	SFT24 (NT15)	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)	no. of staff expert hours	250	2
	SFT27 (RE21)	Meet the buyer events held to highlight local supply chain opportunities	£ invested including staff time	£4,000.00	£5,073.00
	SFT28 (NT18)	Total amount (£) spent in local supply chain through the contract	£	£36,000,000.00	£140,000.00
	SFT29	Total amount (£) spent through contract to Scottish Micro, Small and Medium enterprises (MSMEs) - including Territory and local MSMEs	£		£17,958.02

	SFT30 (NT19)	Total amount (£) spent through contract to Territory located Micro, Small and Medium enterprises (MSMEs) - excluding local MSMEs	£	£1,625,000.00	£18,220,282.66
	SFT33.a (NT21)	Equality and diversity and inclusion training provided both for staff and supply chain staff	no. hrs (total session duration)* no. of attendees	100	
Communities	SFT37 (NT28)	Donations or in-kind contributions to local community projects (£ & materials)	£ value	£45,000.00	£658.00
	SFT38 (NT29)	No. hours volunteering time provided to support local community projects (E.g. community benefit days)	no. of staff volunteering hours	300	48
Protecting and Enhancing the Environment	SFT54 (NT86)	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	no. staff volunteering hours	50	39
	SFT55 (NT90)	Activities to influence staff, suppliers, customers and communities to support environmental protection and improvement.	no. staff expert hours	50	7
Social Innovation	SFT45 (NT50)	Innovation measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£250.00	£186.23
	SFT46 (NT51)	Innovative measures to promote and support responsible business to be delivered on the contract - these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£250.00	
	SFT47 (NT52)	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract- these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£250.00	
	SFT48 (NT53)	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives	£ invested inc. time, materials, equipment etc	£250.00	

Wellbeing Hub & Lochies School

July 2025

Wellbeing Hub & Parking – June 2026



Lochies School – June 2026



Wellbeing Hub & Pool – June 2026



Swimming Pool – June 2026



WBHLS North East View



WBHLS South West View



Report to: Clackmannanshire Council

Date of Meeting: 25 June 2026

Subject: Home School Transport

Report by: Colin Bruce (Head of Service – Wellbeing)

1.0 Purpose

- 1.1. This report seeks Council agreement to progress to the next stage in the review of the Home to School Transport Policy, including undertaking stakeholder consultation on proposed revisions, in line with the commitment made in August 2025 following completion of the Equality Impact and Fairer Scotland Assessment, and to ensure that the revised policy fully considers the associated financial, legal and equalities implications.

2.0 Recommendations

Council is asked to:

- 2.1. Note the outcomes of previous reports and the EQIA (attached).
- 2.2. Agree that stakeholder consultation is undertaken on proposed revisions (2.3) to the Home to School Transport Policy.
- 2.3. Agree, as part of that consultation, that the focus will be on the proposed revisions:
- eligibility changes linked to catchments and new developments;
 - arrangements for denominational provision (including St Modan's);
 - placing request transport policy;
 - allocation of concessionary places, with a recommendation to prioritise available spaces for care experienced learners in line with Councils commitment to The Promise.
 - allocation of concessionary places, with a recommendation to prioritise available spaces for children who have a Free School Meal entitlement.

- 2.4 Note that consultation with stakeholders will be proportionate and in line with updated Scottish Government Guidance (non-statutory).
- 2.5 Agree that a further report will be brought back to Council, setting out the consultation findings and include a draft policy for consideration of the full implications before any final decision on the future policy.

3.0 Considerations

- 3.1 The current Home to School Transport Policy has not been significantly updated since 2011.
- 3.2 At a Council Meeting on 30 January 2025, Council agreed that an Equality Impact Assessment (EQIA) of the Home to School Transport Policy be undertaken.
- 3.3 The completed EQIA was presented on 21 August 2025, where Council agreed that “A further paper be brought back to enable the Council to decide on the scope (2.3) of any future public consultation on revisions to the home to school transport policy. The paper will outline the financial (3.8) and equalities implications (3.4) associated with the options to be considered as part of the consultation”
- 3.4 At that stage (August 2025), The Equalities Impact Assessment had identified a potential inequality in the transport policy as
- free transport is provided to non-catchment children attending St Modan’s High school, who previously attended St Mungo’s and St Bernadette’s Primary school.
 - It did not provide free transport to non-catchment children who attended other primary schools in Clackmannanshire.
 - The reason why the Council provides free transport for the children leaving St Bernadette’s and St Mungo’s is to enable them to travel with their peers to St Modan’s.
 - All RC children are entitled to free transport to St Modan’s as it is the RC catchment school for Clackmannanshire.

The Equalities Impact Assessment highlighted some measures which were considered as mitigating the impact of this potential inequality which included:

- Where the Council has unused spaces on the buses to St Modan’s it will provide free transport to any young person who applies until all places are used up.
- 3.5 This report therefore brings forward the proposed next step to proceed to a consultation that will lead to a revised policy.

3.6 **Financial and Operational Considerations**

3.7 Financial sustainability remains a significant factor in reviewing the policy.

3.8 Previous analysis indicates that extending free transport more widely could result in additional recurring costs of at least £50,000 per annum, with potential wider cost pressures if applied more broadly. The Council must balance any changes against its duty to secure best value.

3.9 The draft policy reflects a more sustainable and efficient approach to transport provision, including:

- greater use of the Young Persons' Free Bus Travel Scheme;
- more systematic use of existing transport capacity, including concessionary places;
- continued reliance on defined eligibility criteria linked to distance, catchment and need.

3.10 Operationally, changes to school catchments and new housing developments will continue to affect eligibility. In such cases, the Council must ensure that safe walking routes are available where transport is not provided, following national guidance. Additionally, appropriate communication and engagement with affected families would take place.

3.11 The policy will also retain the established position that transport is not normally provided for pupils attending schools because of a placing request, subject to limited exceptions.

3.12 **Policy, Legal and National Context**

3.13 In reviewing and updating the policy, the Council must have regard to:

- the Education (Scotland) Act 1980;
- the Equality Act 2010;
- Scottish Government School Transport Guidance (2025);
- the UNCRC (Incorporation) (Scotland) Act 2024;
- the principles of The Promise.

3.14 These frameworks require the Council to ensure that transport arrangements support children and young people's rights, wellbeing and access to education, while balancing this with financial sustainability and the requirement to secure best value.

3.15 Whilst full statutory consultation under the Schools (Consultation) (Scotland) Act 2010 is not required in this instance,, proportionate engagement with parents, carers, pupils and stakeholders is recommended to inform any future policy decisions.

4.0 Sustainability Implications

- 4.1 **Environmental:** A future policy aims to promotes more sustainable travel and encouraging walking and active travel where safe routes exist, reducing reliance on dedicated transport provision.
- 4.2 **Social:** A future policy aims to supports equitable access to education by maintaining provision for pupils with Additional Support Needs and prioritising vulnerable groups, including care experienced children and those from low-income households, in the allocation of available transport capacity
- 4.3 **Financial:** A future policy Reflects the Council’s duty to secure best value by promoting efficient use of existing transport capacity and managing the cost pressures associated with extending eligibility for free transport
- 4.4 **Policy Alignment:** A future policy aims to aligns with national expectations on children’s rights and wellbeing, ensuring that transport arrangements continue to support access to education while balancing resource constraints.

5.0 Resource Implications

5.1 *Financial Details*

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

5.4 *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life

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

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

(2) **Council Policies**

Complies with relevant Council Policies

8.0 Impact Assessments

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

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 Home to School Transport Policy (2011)

Appendix 2 EQIA

11.0 Background Papers

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

Yes (please list the documents below) No

- Motion to Meeting of Clackmannanshire Council - 30th January 2025

[8069.pdf](#)

- Council Meeting - 15 May 2025

[Item 08 Equality Impact Assessment of Home to School Transport](#)

- Council Meeting 21 August 2025

[Item 11 Equality Impact Assessment of Home to School Transport Policy](#)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Colin Bruce	Head of Service	2462

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Depute Chief Executive & Director of Wellbeing	

Clackmannanshire School Transport Policy

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Section 1: Roles and Responsibilities

The Education (Scotland) Act 1980 sets out the responsibilities for parents and local authorities regarding support with travel to and from school for eligible children and young people.

Parents, children and young people

As stated in the Education (Scotland) Act 1980, parents are responsible for their children getting to and from school safely. The local authority can support with travel via a designated vehicle or by providing parental mileage expenses for eligible children and young people. Where such support is being provided, parents are responsible for conveying their children to the designated pick up/drop off point.

The Pupil Acceptable Standards Statement below (see Section 3) outlines expectations of children and young people in Council provided vehicles.

Responsibilities of the Council

Clackmannanshire Council has entered a partnership with the Transport co-ordination Unit of Stirling Council to jointly provide transport services for children and young people. A division of key responsibilities and functions is listed below.

Clackmannanshire Council are responsible for:

- determining and reviewing the policy and eligibility criteria for access support with school travel for children and young people
- determining client specifications in relation to service level, quality and effectiveness in line with council policy, national legislation and the objectives of the transport service as defined by this policy
- assessing suitability of walking routes in line with safety route eligibility (see Section 3)
- responsibility for resolving any issues regarding pupil behaviour.
- processing payments for all contracts
- managing the day-to-day delivery and administration of Additional Support Needs transport services

The Transport Co-ordination Unit is responsible for:

- managing the day-to-day delivery and administration of mainstream transport services
- arranging for the specification, tendering and letting of school transport contracts in line with the agreed requirements of Clackmannanshire Education service
- monitoring and inspecting compliance of operators with contract requirements
- maintaining accurate records relating to the payment of all operators and monitoring variance in line with contract specifications
- determining distance entitlement in line with the council policy (Section 2) and ensuring that appropriate distance measurements are undertaken

- providing professional advice on transport matters to Clackmannanshire Education service
- liaising with Clackmannanshire Education service on all aspects of service delivery such as performance appraisal, policy developments/review, safety issues and pupil behaviour.

Section 2:

Catchment pupils travelling to Lornshil Academy

- Any pupil resident in the catchment area of Clackmannan PS, Craigbank PS, Fishcross PS or Deerpark PS; or who is resident in the catchment areas of Abercromby PS, Banchory PS or St Serf's PS and his/her residence is over two miles from the school, or from the nearest designated transport pick-up point, by the shortest suitable walking route.
- Pupils resident in Cambus will also receive free home to school transport.

Catchment pupils travelling to Alva Academy

All pupils who live in the catchment area of Tillicoultry, Strathdevon, Muckhart and Coalsnaughton primary schools are entitled to transport to Alloa Academy

Pupils travelling to St Modans

All catchment pupils from Clackmannanshire travelling to St Modans High School are entitled to transport. All pupils who left Primary 7 in St Mungo's Primary and St Bernadettes Primary and enrolled in S1 in St Modans are entitled to free transport to St Modans while they remain a pupil of St Modans

The above is an enhancement to Clackmannanshire Council's statutory responsibilities which states that children over the age of 8 years are entitled to support with travel where the distance exceeds 3 miles by the shortest available safe route. Children under the age of 8 years are entitled to support with travel if the distance from their catchment school exceeds 2 miles.

If a pupil lives in two or more places, transport is only provided to one address. The address used to assess eligibility will be the main address recorded on the pupil's school record.

If a child or young person is not eligible to receive support with mainstream travel to and from school based on distance entitlement, concessions to this may be made due to an individual pupil's exceptional circumstances such as medical requirements or statutory care circumstances. Please note that childcare, availability of public transport or parental work arrangements cannot be considered as an exceptional circumstance.

Parental Conveyance/Supervision

Parents/carers are required to make arrangements for conveying/supervising their child or young person to/from the nearest private road end, bus stop or uplift point for the school route. The Transport Co-ordination Unit will specify the recommended pick-up point.

Primary school transport

Support with travel will only be provided to the catchment primary school where the distance by the shortest safe walking route exceeds 2 miles.

Gaelic Medium Education

Local authorities in Scotland have a duty to promote and support Gaelic education, under the Education (Scotland) Act 2016 – Section 15(6). Within the Clackmannanshire Council area, Riverside Primary School and Wallace High School in Stirling provide Gaelic education for Clackmannanshire pupils. Transport will be provided to Riverside Primary School, pupils attending Wallace High School will be expected to use Public Transport and their National Entitlement Card

Section 3: Mainstream Travel

Mode of Transport

The mode of support with travel offered to eligible children and young people travelling to school will be the most financially sustainable to Clackmannanshire Council within quality standards identified by Education.

The mode of transport offered includes the following:

- contracted school bus
- registered bus service
- private hire car
- parental mileage contracts

The offer of support with travel considers a child or young person's individual circumstances.

The offer of support with travel provided to families may change between academic years to ensure transport remains financially sustainable to Clackmannanshire Council.

Accessing Transport Services

In providing access to transport services, it may be necessary for a child to walk an aggregated distance up to the distances highlighted above. These distances include the home to pick-up point and the drop-off point to catchment establishment. For the avoidance of doubt the distances above apply for the morning and afternoon journeys separately.

Placing Requests

Support with travel will not be provided for children and young people attending school because of a placing request. For the avoidance of doubt this also includes non-denominational children and young people who choose to attend a Roman Catholic school other than those pupils leaving St Bernadettes or St Mungo's at Primary 7 and attending St Modans High school in Stirling

Alternative Placement

Where children and young people are unable to attend their catchment school due to capacity restrictions appropriate support with travel will be provided according to normal distance entitled eligibility criteria as defined above.

Route Disruption

In the event of disruption to regular school travel routes due to roadworks or road closures, the Transport Coordination Unit will endeavour to ensure minimal changes to travel arrangements for pupils. There may be occasions where changes to pick up/drop off times and/or locations are unavoidable and whilst every effort will be made to give as much notice as possible, changes may occur at short notice. Where pick up/drop off locations are temporarily changed, arrangements for children and young people travelling to the new meeting point will be arranged in line with this policy.

School Closure

Where a school is mothballed or closed permanently, relocated children or young people who reside in the catchment area will be provided with support with travel on the basis of the distance entitlement set out above, to their new catchment school.

Behaviour

Transport entitlement will be withdrawn in instances where a pupil demonstrates consistent or serious negative behaviour whilst on any vehicle used for the transport of children and young people. Withdrawal of provision including the period of withdrawal will be considered following consultation with the headteacher and families as required.

As a result of withdrawal of support with travel, it will be the responsibility of parents/carers to transport the child or young person to school at their own cost.

Acceptable behaviour standards are laid out on page 8 which includes the Pupil Acceptable Standards Scheme.

Change of Address

Parents/carers are obliged to inform the Transport Co-ordination Unit if they move address.

If they feel they are still eligible for support with travel, a new transport application form must be submitted.

Should the change of address mean a child or young person is no longer eligible for support with travel, their travel pass, if they have one, should be returned to the Transport Co-ordination Unit.

Safety Route Eligibility

In addition to distance entitlement, support with travel will be provided when a route is assessed as being unsuitable for a child or young person to walk to school whilst accompanied by an adult.

If the shortest available walking route is deemed unsuitable, then the next shortest walking route that is deemed suitable will be used in the calculation of distance entitlement. Safety route criteria can apply if no other suitable walking route exists that does not exceed the distance criteria.

Where a route is classed as suitable, a parent/carer can request a review of the route to be undertaken.

Where such a request for review is received Clackmannanshire Council will either:

- a) undertake a review of the route, or
- b) provide the parent with a copy of the most recent safety assessment of that route.

Safety route reviews should be completed within 28 days of the request. Where a route is deemed as unsuitable, support with travel will be organised. This may be in the form of providing transport or paying parental mileage. Safety route eligibility will be subject to review where network improvements take place.

For the purposes of defining the suitability of walking routes an assessment of the following criteria will be taken into account:

- Footpaths
- Availability
- Condition
- Width
- Lighting
- School crossing patrols
- Road traffic management
- Speed limits
- Frequency and type of vehicles

In assessing the suitability of any route, the assessment is made on the basis that a child or young person is supervised by a parent/carer. Where a parent/carer allows a child to walk unsupervised, the parent/carer is still responsible for the safety of that child.

In assessing any route the combination of the above factors are reviewed. What is acceptable for a road with high traffic volume is different from what is acceptable for routes with low or very low traffic volume.

Assessments will be undertaken by Education with advice and assistance from Transport Co-ordination Unit, road safety experts, and the police where necessary. Assessments are normally undertaken using mapping software.

Privilege Pass Scheme

Clackmannanshire Council runs a Privilege Pass Scheme to allocate surplus spaces on vehicles. Privilege Pass places only exist where there are surplus spaces remaining after all children eligible for support with travel have been allocated a space.

Privilege passes can only be provided where surplus capacity exists

Additional capacity cannot be added to the transport provision and routes cannot be amended for non-entitled children and young people.

How to Apply for a Privilege Pass

Applications for Privilege Passes should be made via the Clackmannanshire Council Website.

Should there be any spaces left after allocation to pupils in the first group, they will then be allocated to pupils in the second group according to the distance between their home address and the school they attend.

Any pupil unable to be allocated a Privilege Pass on their first application is able to reapply throughout the course of the school year to find out if any spaces have become available.

If a new eligible pupil requires a space, a surplus space may require to be surrendered. The council will endeavour to give reasonable notice, not less than 2 weeks, if a privilege pass place requires to be withdrawn.

Acceptable Behaviour

The Education service works in partnership with the Transport Co-ordination Unit to provide transport services for children and young people.

All children and young people travelling on Clackmannanshire Council provided transport are required to adhere to the Pupil Acceptable Standard Scheme (PASS). PASS details the rights and responsibilities of children and young people failure to adhere to PASS may result in the withdrawal of entitlement to transport. The PASS standards are as follows:

Our Aims

Clackmannanshire Council works with many different transport operators to provide its school transport service. We want to ensure that everyone using this service is satisfied with it. You can expect that:

- We will provide safe, fit for purpose transport
- We will aim to provide service that run on time and are not over full

directly to the school who will deal with any issues raised. The school will fully investigate any reports. Parents/carers will be contacted and in serious cases, the police. Parents/carers may be held liable to pay for any damage caused to any vehicle. If appropriate, misbehaving pupils will be refused school transport and it will then become the parent/carer's responsibility to provide transport to and from school.

Further information about PASS can be found on the Council website.

Concerns and Complaints

Contracts to provide vehicles required to support pupils travelling to school are procured by the Transport Co-ordination Unit on behalf of Education.

Any queries over the operation or timing of a service should be made initially to the operator of the service.

Where an unsatisfactory response is received, a complaint should be made to the Transport Co-ordination Unit which will liaise, where necessary, with Education to investigate and address the concerns raised.

Concerns regarding behaviour of children and young people using a provided service should be addressed directly to the relevant school. Schools will take active steps to investigate and address issues of negative behaviour raised with them. In extreme cases, access to provided transport may be withdrawn in line with PASS.

Concerns about the conduct of any transport operator or employees of transport operators should be made to Transport Co-ordination Unit. Concerns about school transport escorts should be directed to Education services.

Useful Contacts

Transport Co-ordination Unit 01786 237511 transportcoordination@stirling.gov.uk

Clackmannanshire Education Services 01259 456000 education@clacks.gov.uk

Section 4: Additional Support Needs (ASN) Travel

ClackmannanshireCouncil may provide supported transport arrangements for children and young people who have been assessed as requiring it due to additional support needs or medical conditions.

ClackmannanshireCouncil places a strong emphasis on including pupils with additional support needs within their local schools and communities, and the transport policy reflects that commitment.

Eligibility Criteria for ASN Transport

Support with travelling to and from school is provided on the grounds of:

- distance entitlement
- additional support needs.

The distance criteria outlined in Section 2 applies to all children and young people, including those with additional support needs. However, some children and young people who live within the mileage distance may be considered for support with travel under the criteria for ASN.

Support with travel may be provided to children and young people with additional support needs where:

- the child has a disability which prevents them from accessing the transport generally available to take other children and young people from that area to school
- the child has a physical or sensory impairment or a severe, profound or multiple learning difficulty which requires specialist transport arrangements or supervision
- the child attends a specialist provision or special school as agreed by the Resource Allocation Group (RAG).

Process for Assessing Eligibility Criteria

It is acknowledged that some children and young people with additional support needs will require supported transport arrangements because of their additional support needs. Many children and young people will be able to make use of mainstream transport, which ensures their inclusion and encourages independence.

The main assessment process for children and young people who may require transportation due to their additional support needs is through Staged Intervention. The team around the child is best placed to assess individual needs, and to evidence those against the criteria set within the policy.

In determining eligibility for support with travel individual needs will be assessed using information from school staff, educational psychology, community health and allied health professionals as appropriate. Information from parents/carers will be crucial to this process.

If those present at a Staged Intervention meeting agree that support with travel should be considered as part of a child's support plan, consideration will be given to the following conditions:

- distance to be travelled
- safety of route
- ability for independent travel
- ability to use public transport
- viability of foster carers to provide transport when a child is accommodated away from home in foster care
- journey duration
- physical and psychological capabilities
- requirements for supervision.

Use of Pupil Escorts

Pupil Escorts are generally arranged to look after children and young people travelling by contract transport who are assessed as requiring supervision. This may be due to medical needs or for safety reasons.

The provision of a escorts can be recommended by the team around the child and the final decision on the provision of escorts lies with an Education Senior Manager.

Recruitment – Recruitment of pupil escorts is the responsibility of Clackmannanshire Council and is undertaken in line with the Council's agreed procedures.

Equality

In all decisions, the ability and age of the child will be considered along with any other factors which may be relevant to ensure equality of access to educational provision.

Mode of Transport

Where support with travel is awarded, access to mainstream travel provision will be provided unless this is deemed unsuitable for the child or young person's needs.

If mainstream transport is deemed unsuitable, the Transport Co-ordination Unit will determine the most appropriate travel arrangements for the child or young person in accordance with the criteria set out in the introduction of this policy.

To assist with this process, the Transport Co-ordination Unit should be notified of any special requirements on the request form. The provider of transport will be informed of these to ensure that the child's needs are met.

The mode of transport offered includes the following:

- Clackmannanshire Council in-house transport vehicle
- private hire car
- parental mileage contracts.

A parental mileage allowance may be paid to a parent who transports their child if the Council is unable to provide a suitable or more financially sustainable alternative.

Current legislation regarding the safe conveyance of wheelchair users is enforced. Current guidelines regarding the safe transportation of oxygen is adhered to.

The mode of support with travel offered to families may change between academic years to ensure transport remains financially sustainable to Clackmannanshire Council.

Seating on Private Hire

Where it is unavoidable, the use of the front seat of a contract vehicle is permitted as long as an approved restraint or adult seatbelt is used with a booster cushion where

necessary. In such circumstances contractors will be instructed to ensure that older children and young people are seated in the front seat.

Statutory guidelines and approved codes of practice must be followed by all contractors providing ASN transport.

Pick Up and Drop Off Arrangements

Due consideration must be given in the first instance to the individual needs of the child. Generally, the operator will collect the child from the home location or a designated uplift point.

The Transport Co-ordination Unit has responsibility for designating suitable uplift points in accordance with the needs of the child.

Headteachers have responsibility for designating school drop-off points suitable for children and young people's use, in conjunction with the Transport Co-ordination Unit.

It is the responsibility of parents/carers to have the child ready at the appointed time at the place of pick up.

Emergency Pick Up

Where it is necessary to change the time of a pick-up from educational establishment, (for instance, due to illness of child) a member of the Senior Management Team should contact parents and/or the Transport Co-ordination Unit directly.

Operators and escorts are not authorised to make any changes to normal transport arrangements unless directed by the Transport Co-ordination Unit.

Cancellation of ASN Transport

It is essential that parents contact the operator if their child does not require transport due to illness or other reasons to avoid unnecessary journeys. Repeated failure to do so may result in the withdrawal of transport arrangements until the matter can be resolved.

School staff must inform the Transport Co-ordination Unit of any pupil absences.

Nobody at Home

The duty of care of children and young people assumed by the Council in its provision of transport services is delegated to operators for the duration of the journey.

Parents are expected to be at home after school when the operator drops children and young people off.

Where a parent or carer is absent, operators must immediately contact the Transport Co-ordination Unit for further guidance and wait with the child until other arrangements are agreed or the parent/carer attends.

Behaviour

Children and young people with additional support needs may sometimes display challenging behaviour, and this should be taken into account during the risk assessment process. Measures should be put in place to ensure that the risk of misbehaviour on transport is minimised.

Consistent and serious misbehaviour by children or young people whilst on any vehicle should be reported to the headteacher and may result in withdrawal of transport. This decision will be made by the Education Service Manager.

Administration of Medication

Medication cannot be administered by operators or escorts under any circumstances unless they have been fully trained and authorised by Education to do so in respect of specific children or young people.

It is essential for operators and escorts to know of any medical condition that may adversely affect a child or young person during a journey. If medical confidence requires parental permission for transport staff to be informed, then this may be a condition on which support with travel is provided.

Accidents

In the event of an accident, the driver must abide by guidance contained within the Highway Code. The operator must immediately (by telephone) advise the Transport Co-ordination Unit or Council Contact Centre of the incident and, within three working days, supply a full written account of the circumstances.

Details of the information that must be provided are listed in the contract specification. If any party involved in the accident suffers injury, however minor, the incident must be reported to the police as soon as possible, and in any case within 24 hours.

Monitoring and Improving Performance

It is recognised that travel to and from school is an important part of a child's educational experience, and good relationships between operators, escorts, parents, children and young people is essential to ensure that this experience is positive. Continuity of travel arrangements and staff will be taken into account whenever possible to support this process.

The effective operation of contract transport can best be achieved by a partnership between Transport Co-ordination Unit, operators and escorts, school staff and parents.

Specific monitoring systems are in place to ensure that ASN transport arrangements meet individual and service needs. Guidelines for operator and escorts, schools and parents are available in addition to this policy.

The views of parents and carers with regard to ways in which their child or young person can be helped by transport staff are welcomed.

The implementation of this School Travel Policy is to be strictly adhered to. Appeals or complaints regarding:

- Delivery of service – in the first instance, complaints should be made to the operator, if there is no resolution after this, or the issue is repeated, then it should be brought to the attention of the Transport Coordination Unit who will investigate as appropriate and advise the Service Manager, ASN and Wellbeing.
- Policy or eligibility criteria should be brought to the attention of the ASN Officer who will investigate and advise Service Manager, ASN and Wellbeing who will have the final decision.

Useful Contacts

Clackmannanshire Council transport officer 01259 450000
education@stirling.gov.uk

Transport Co-ordination Unit 01786 404040 asntransport@stirling.gov.uk



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

Title: Review of School Transport Policy

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

The proposed revisions to the home to school transport policy updates eligibility criteria to reflect the availability of a safe walking route for certain pupils living within one mile of Lornshill Academy, particularly in the Ten Acres, Willowfields and Greenacres areas. The changes also seek to ensure fairer access to Privilege Passes by prioritising pupils in receipt of free school meals and care-experienced young people. The recommendations do not alter existing arrangements for pupils transitioning from St Mungo's or St Bernadette's to St Modan's High School, nor do they affect transport provisions for children with additional support needs.

Summary of actions taken because of this assessment:

As a result of reviewing the home to school transport policy, a public consultation on proposed changes to transport entitlement for pupils living within a safe walking distance of Lornshill Academy will take place. The proposed review will also lead to the introduction of a fairer system for allocating concessionary school transport passes, giving priority to pupils in receipt of free school meals and care-experienced young people. Additionally, the review confirmed that existing arrangements for pupils transitioning from St Mungo's and St Bernadette's to St Modan's High School should remain unchanged to support continuity with peers, and that no changes are required to ASN transport provisions. These actions ensure the policy reflects current local circumstances, supports equity, and continues to align with Council priorities.

Ongoing actions beyond implementation of the proposal include:

Lead person(s) for this assessment:

Judith Morrison, Improving Outcomes Engagement Officer

Senior officer approval of assessment:

Michael Boyle, Business Manager

DATE: 7 April, 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: 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 aim of the proposal is to review and update the Council's home-to-school transport policy to ensure it remains fair, consistent, and aligned with current local circumstances and legislative requirements. Specifically, the proposal seeks to consult on changes to transport entitlement for certain pupils in the Craigbank Primary School catchment who live close to a newly established safe walking route to Lornshill Academy. It also aims to introduce a more equitable system for allocating concessionary school passes by prioritising pupils in receipt of free school meals and care-experienced pupils. Additionally, the proposal intends to retain existing transport arrangements for pupils transitioning from St Mungo's and St Bernadette's to St Modan's High School to support continuity with peers. Overall, the purpose is to modernise the policy, reflect significant new housing developments, ensure equitable access to transport support, and uphold the Council's wider commitments to fairness and The Promise.

2. Why is the proposal required?

The proposal is required to modernise the home-to-school transport policy so that it reflects current local circumstances, including significant new housing developments in the Ten Acres, Willowfields and Greenacres areas, where pupils now have access to a safe walking route of less than one mile to Lornshill Academy. The existing policy, last reviewed in 2011, no longer aligns with national practice, as no other Scottish councils provide free transport for secondary pupils living under two miles from school where a safe walking route exists. The proposal is also needed to introduce a fairer system for allocating concessionary passes by prioritising pupils in receipt of free school meals and care-experienced pupils, and to confirm the continuation of existing arrangements supporting pupil transitions to St Modan's High School. These updates ensure the policy remains equitable, financially sustainable, and aligned with the Council's commitments.

3. Who is affected by the proposal?

The proposal affects secondary age pupils living in the Craigbank Primary School catchment area, particularly those in the Ten Acres, Willowfields and Greenacres developments who currently receive free transport but now have access to a safe walking route to Lornshill Academy. It also impacts pupils who apply for a concessionary pass as priority would be given to those in receipt of free school meals and care-experienced young people. In addition, pupils transitioning from St Mungo’s and St Bernadette’s to St Modan’s High School are affected through the continuation of existing transport arrangements, while pupils with additional support needs are unaffected as their bespoke transport provision remains unchanged. Parents, carers, and school transport services may also experience operational impacts from the proposed changes.

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

Home to School Transport Policy (2011 review / 2004 framework)
 The Promise
 Transport provision for pupils with Additional Support Needs

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

Yes

Step B – Consider the level of EFSIA required

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

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

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

Equality Group Socio economic disadvantage (if required)	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		The evidence indicates that secondary-age pupils affected by the proposed changes generally have access to a safe, lit walking route to Lornshill Academy, with those living in the Ten Acres, Willowfields and Greenacres developments being less than one mile from school. This suggests that, for many in this age group, independent and active travel is both feasible and appropriate within national expectations for pupils living under two miles from their secondary school where safe walking routes exist. The Council also recognises that some pupils particularly those in receipt of free school meals or with care

Equality Group Socio economic disadvantage (if required)	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).
		experience, face greater barriers to participation, which is why prioritisation for concessionary school transport passes is proposed to reduce inequality within this age group. Importantly, no negative impacts are anticipated for pupils transitioning from St Mungo's and St Bernadette's, whose existing transport arrangements will remain in place to support stable peer transitions. The report also confirms that children with additional support needs will experience no change, as their bespoke transport arrangements continue unaffected.
Disability		The evidence shows that pupils with disabilities or additional support needs will not experience any negative impact from the proposed changes to the home-to-school transport policy. The report explicitly states that transport for children with additional support needs is provided in a bespoke way tailored to their individual needs, and that no changes are proposed to this arrangement. This means their existing, needs led transport support continues unchanged, ensuring that the proposal does not reduce accessibility, increase travel burdens, or disrupt established routines for disabled learners.
Race		No specific impacts are identified in the available evidence
Sex		No specific impacts are identified in the available evidence
Gender Reassignment		No specific impacts are identified in the available evidence
Sexual orientation		No specific impacts are identified in the available evidence
Religion or Belief		The evidence indicates that pupils whose school choices are influenced by religion or belief specifically Roman Catholic pupils transferring from St Bernadette's and St Mungo's Primary Schools to St Modan's High School will not experience any negative impact as a result of the proposal. The report explicitly states that their existing entitlement to free home-to-school transport will remain unchanged, ensuring they can continue to transition with their peers who share the same faith-based educational pathway. This consistency avoids creating inequity between pupils attending St Modan's via placing request and protects the continuity and stability valued by families choosing denominational education.

Consultation will be undertaken with relevant community stakeholders to fully understand the proposal's impact on affected groups. In line with Article 12 of the UNCRC (Incorporation) (Scotland) Act 2024, the consultation process will ensure that children and young people are provided with meaningful opportunities to express their views on matters that may affect them. Engagement with pupils directly impacted by the proposed changes will therefore form a central part of the consultation, and their views will play a key role in shaping and informing the final policy recommendations presented to Council.

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

As part of the engagement process for the proposed Transport Review, focus groups will be convened with children and young people to gather their views.

These groups will consist of pupils from Craigbank Primary School and Lornshill Academy.

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

Ongoing monitoring to ensure the changes are working as intended and have no unintended negative impacts. Review feedback from staff/service users after the implementation period and make adjustments if necessary. Update relevant documentation, processes, or guidance based on what is learned during implementation.

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: Judith Morrison

Date: 7 April, 2026

Senior officer approval of assessment:

Signed: Michael Boyle

Date: 7 April, 2026

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

