Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann
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Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Meeting of
Clackmannanshire Council

Thursday 20 August 2026 at 9.30 am

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

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

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Clackmannanshire Council

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

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

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

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

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12 August 2026

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 20 AUGUST 2026 at 9.30 AM

[redacted]

NIKKI BRIDLE
Chief Executive

B U S I N E S S

Page No.

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

EXEMPT INFORMATION

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

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

		Page No.
10.	Award of South of Scotland Electric Vehicle Charging Infrastructure Delivery Partner Concession Contract – report by the Director of Place and Economy (Copy herewith)	205

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

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THIS PAPER RELATES TO ITEM 3 ON THE AGENDA

MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 25 June 2026 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Provost Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Fiona Law
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie (Via Teams until 11.18 am)
Councillor Jane McTaggart
Councillor Bryan Quinn
Councillor Janine Rennie

IN ATTENDANCE

Nikki Bridle, Chief Executive
Lorraine Sanda, Depute Chief Executive and Director of Wellbeing
Kevin Wells, Director of Place and Economy
Chris Alliston, Head of Corporate Services
Colin Bruce, Chief Education Officer (Wellbeing)
Sharon Robertson, Chief Social Work Officer (Wellbeing) (Via Teams after 1.10 pm)
Lindsay Sim, Chief Finance Officer (Corporate Services)
Adrienne Aitken, Improving Outcomes Team Leader (Wellbeing) (Via Teams)
Veronica Cully, Senior Manager, Partnership and Inclusion (Wellbeing) (Via Teams & Chambers)
Kate Fleming, Housing Strategy Officer (Place & Economy) (Via Teams & Chambers)
Alastair Hair, Senior Manager (Corporate Services)
Cherie Jarvie, Senior Manager, Partnership & Transformation (Corporate Services)
Sarah Langsford, Senior Manager (Corporate Services) (Via Teams)
Wilson Lees, Homelessness and Supporting People Manager (Place & Economy) (Via Teams & Chambers)
Amy McDonald, Interim CFO for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Ross McGuire, Team Leader, Wellbeing Hub (Wellbeing)
Melanie Moore, Committee Services (Corporate Services)
Madeline Muirhead, Strategic Lead, Community, Collaboration and Redesign (Wellbeing)
Karen Payton, Team Leader Communications & Marketing (Corporate Services) (Via Teams)
Lee Robertson, Senior Manager, Legal and Governance (Corporate Services) (Clerk)
Katie Roddie, Team Leader, Housing Business Management (Place & Economy) (Via Teams)
Ben Watson, Team Leaver, Revenues (Corporate Services) (Via Teams & Chambers)
David Webster, Emergency and Resilience Officer (Corporate Services)
Gillian White, Committee Services (Corporate Services) (Minute)

CC(26)047 APOLOGIES

Apologies for absence were received from Councillor Craig Holden, Councillor Kenneth Earle, Councillor Darren Lee and Councillor William Keogh.

CC(26)048 DECLARATIONS OF INTEREST

Councillor Janine Rennie declared a non-financial interest in Item 7 Annual Review of Debtors 2025/26 and Item 8 Corporate Debt & Write-off Policy, as she works with Money Advice Scotland. Councillor Rennie advised that she would withdraw from the meeting during these items of business.

CC(26)049 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL – 21 MAY 2026

The minutes of the meeting of the Clackmannanshire Council held on 21 May 2026 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 21 May 2026 were agreed as a correct record and signed by the Convener.

Action
Clerk to the Council

CC(26)050 MAJOR EMERGENCY INCIDENT, COALSNAUGHTON

The report, submitted by the Chief Executive, provided 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 were provided in the report.

Carl Banton, Chief Operation Director, Mining Remediation Authority, was present to provide an update to Council and was available to answer questions.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council noted the update.

In line with Standing Order 10.23, the Convener adjourned the meeting at 11.20 am for a comfort break. When the meeting resumed at 11.30 am, 13 members remained present, Councillor Mark McLuckie having withdrawn from the meeting during the break.

CC(26)051 TRANSFORMATION THROUGH COLLABORATION - UPDATE

The report, submitted by the Chief Executive, provided 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.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted the progress and emerging outcome from the collaboration work with Falkirk Council and Stirling Council; and

2. Agreed that a further update on progress, outcomes and next steps is presented to Council in Quarter 3 2026/27.

Action
Chief Executive

CC(26)052 BE THE FUTURE UPDATE – CLACKMANNANSHIRE TRANSFORMATION SPACE

The report, submitted by the Depute Chief Executive and Director of Wellbeing, provided the latest update in respect of the Council's Be the Future Target Operating Model (BtF TOM) and associated Transformation Programme. It provided an update on progress on the Clackmannanshire Transformation Space.

During the introduction of the report, a technical fault developed for those attending on-line. The Convener adjourned the meeting at 12.10 pm for a meal break and to allow the opportunity to bring the meeting back on-line. When the meeting resumed at 12.40 pm, the fault had been rectified and 13 members remained present. Councillor Janine Rennie withdrew from the meeting in the Council Chamber and re-joined the meeting on-line. However, Councillor Rennie became unable to attend on-line and was not present for this item of business.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted the progress of the Clackmannanshire Transformation Space in delivering voice led transformation contained in sub paragraphs 3.0 to 3.14.;

2. Noted the investment which has been made in Clackmannanshire through the Transformation Space to improve outcomes for residents as outlined in Appendix One;

3. Noted 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;

4. Approved 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; and

5. Approved the transfer of identified council funding for 2026/27, subject to a revised legal agreement, into the Transformation Space noted in 3.17.

Action
Depute Chief Executive and Director of Wellbeing

Councillor Janine Rennie was not present for the following items of business, having earlier declared a non-financial interest.

CC(26)053 ANNUAL REVIEW OF DEBTORS 2025/26

The report, submitted by the Chief Finance Officer, provided Council with an annual update on income collection and seek approval to write off irrecoverable debts.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted the trends in income collection for 2025/26;

2. Approved the proposed debt write-off of £4,298,263 (paragraph 6.2 & Appendix B);

3. Approved the write-off of school meal debt held within Schools of £9,624 (paragraph 4.6 & Appendix C); and

4. Noted and commented as appropriate on the other matters raised in the report.

Action
Chief Finance Officer

CC(26)054 CORPORATE DEBT AND WRITE-OFF POLICY

The report, submitted by the Chief Finance Officer, invited Council to review and agree the updated Corporate Debt & Write off Policy.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council reviewed and approved the updated Corporate Debt & Write off Policy (Appendix 1).

Action
Chief Finance Officer

Councillor Janine Rennie re-joined the meeting following consideration of the previous two items of business.

CC(26)055 LOCAL GROWTH FUND INVESTMENT

The report, submitted by the Director of Place and Economy, provided 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.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted 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. Considered and agreed the draft Forth Valley Local Growth Fund Investment Plan;

3. Noted that Falkirk and Stirling Councils will also require to approve the draft Forth Valley Local Growth Fund Investment Plan;

4. Should 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; and

6. Note that Falkirk Council will act as Accountable Body for the administration of the Fund.

Action
Director of Place and Economy

CC(26)056 CLACKMANNANSHIRE COUNCIL HOMELESSNESS ACCOMMODATION PROJECT

The report, submitted by the Director of Place and Economy, sought approval from Council to progress the development of 10 temporary accommodation modular units and a support hub on a suitable site.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted the model of homes being proposed and the advantages against traditional build outlined at 3.6;

2. Agreed to the recruitment of a project manager to deliver the project as provided for in paragraph 3.8;

3. Noted the identified need for additional homelessness accommodation provided for in paragraphs 3.11 to 3.14;

4. Agreed to public consultation on the location of the site as provided for in paragraph 3.19; and

5. Agreed 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.

Action
Director of Place and Economy

In line with Standing Order 10.23, the Convener adjourned the meeting at 2.26 pm for a comfort break. When the meeting resumed at 2.35 pm, 11 members remained present, Councillor Scott Harrison and Provost Donald Balsillie having withdrawn from the meeting during the break.

CC(26)057 WELLBEING HUB AND LOCHIES SCHOOL PROJECT UPDATE

The report, submitted by the Senior Manager, Sport and Leisure, provided 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.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council noted:

1. The summary of progress of the community benefits programme up to May 2026 following Financial Close in October 2025. (See paragraphs 3.1 – 3.12); and

2. The summary of progress on the construction works up to May 2026 following Financial Close in October 2025. (See paragraphs 3.13 – 3.20).

CC(26)058 HOME SCHOOL TRANSPORT

The report, submitted by the Head of Service - Wellbeing, sought 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.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted the outcomes of previous reports and the EQIA;

2. Agreed that stakeholder consultation is undertaken on proposed revisions (2.3) to the Home to School Transport Policy;

3. Agreed, 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; and
    - allocation of concessionary places, with a recommendation to prioritise available spaces for children who have a Free School Meal entitlement.

4. Noted that consultation with stakeholders will be proportionate and in line with updated Scottish Government Guidance (non-statutory); and

5. Agreed 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.

EXEMPT ITEMS

The Council resolved in terms of Section 50(a) of the Local Government (Scotland) Act, 1973, that the press and public should not be excluded from the meeting during consideration of the following items of business.

CC(26)059 EXEMPT MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL – 21 MAY 2026

The exempt minutes of the meeting of the Clackmannanshire Council held on 21 May 2026 were submitted for approval.

Decision

The exempt minutes of the meeting of Clackmannanshire Council held on 21 May 2026 were agreed as a correct record and signed by the Convener.

Action
Clerk to the Council

Ends: 3.06 pm

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 4

ON THE AGENDA

Report to: Clackmannanshire Council

Date of Meeting: 20 August 2026

Subject: The 2023/24 Audit of Clackmannanshire Council

Report by: Chief Executive

1.0 Purpose

1.1. The purpose of this report is to advise Council of the Controller of Audit's Section 102 Report and the findings of the Accounts Commission and to present the proposed improvement and recovery plan which has been developed to address the matters identified.

2.0 Recommendations

It is recommended that Council:

2.1. **Notes** the findings of the Accounts Commission and the Controller of Audit contained within the Section 102 (**Appendix 1**)

2.2. **Notes** the Council's response submitted to the Controller of Audit during the Section 102 process (**Appendix 2**)

2.3. **Notes** that the Accounts Commission required the Council and its external auditors to jointly agree a recovery plan and that this was submitted to the Controller of Audit within the required timescale.

2.4. **Agrees** the improvement plan (**Appendix 3**) prepared in response to the Account Commission findings outlined in the Section 102 report.

2.5. **Notes** that officers are preparing a balanced and viable proposal for additional resource and support within the Finance Section to support delivery of the recovery plan, for consideration by a future Council meeting.

3.0 Background

3.1. Under Section 102 of the Local Government (Scotland) Act 1973, where the Controller of Audit submits a report to the Accounts Commission, the report must be considered by the local authority.

3.2. This report fulfils that requirement and provides Members with the opportunity to consider both the findings of the Controller of Audit and the Council's representations submitted during the statutory reporting process.

3.3. On 18 June 2026, the Leader of the Council and the Chief Executive attended the public, and private meeting, where the Accounts Commission considered the Controller of Audit's report. The Commission expressed concern regarding the continued absence of up-to-date financial information and concluded that this presents risks to governance, transparency, accountability and effective decision-making.

3.4. The Section 102 report focuses on the continued late submission of unaudited accounts and late completion of audited accounts over a number of financial years. The report highlights that the Council has not met statutory reporting deadlines since the Covid-19 pandemic and observes that delays have increased in recent audit cycles

3.5. The report also notes that when, in 2022/23, the statutory date of 30 September was reinstated twenty-six of the 32 councils did not meet this date and five of these were more than nine months late. In 2023/24, 21 councils did not sign off the accounts by the required date

3.6. The report notes that audited accounts for 2023/24 were approved in April 2026, approximately nineteen months after the statutory approval deadline of September 2024. It also highlights that unaudited accounts for 2023/24 were submitted seven months after the statutory submission deadline.

3.7. The Controller of Audit identifies four principal areas of concern:

- The continued late submission of unaudited accounts.
- The continued late completion of audited accounts.
- Capacity challenges within the Council's finance function.
- Risks arising from the delay to financial reporting, including impacts on scrutiny, governance and decision-making.

3.8. The report concludes that the situation requires urgent attention and that the Council and its auditors should agree a timetable for completion of the 2024/25 and 2025/26 audit. This requirement has now been met through the development and submission of the jointly agreed recovery plan attached at Appendix 3.

3.9. While the statutory report focuses on timeliness concerns, it also records a number of important contextual matters.

3.10. The Controller of Audit recognises the significant recruitment and retention challenges affecting finance professionals across Scottish local government and acknowledges the steps taken by the Council to address vacancies, strengthen capacity and manage long-term absence.

3.11. The report also recognises the actions taken by the Council to review its finance structure, utilise agency support, explore collaborative service models through Transformation Through Collaboration and implement wider workforce planning measures.

3.12. Importantly the Section 102 report confirms that the appointed auditor issued an **unqualified audit opinion** on the Council's 2023/24 Annual Accounts.

3.13. An unqualified audit opinion represents the highest level of assurance that external auditors can provide and confirms that, in the auditor's professional opinion, the financial statements present a true and fair view of the Council's financial position and comply with the relevant accounting and statutory requirements.

3.14. In responding to the Controller of Audit, the Council accepted that statutory reporting timescales have not been achieved and acknowledged that finance capacity pressures have contributed to delays. However, the Council also highlighted the wider context surrounding the deterioration in audit timeliness.

3.15. The Council's response demonstrated that whilst delays in submission of draft accounts increased from approximately two months in earlier years to seven months for 2023/24, the period between submission of draft accounts and completion of audits increased more significantly, rising from approximately five months in 2020/21 to over fifteen months by 2023/24. The Council therefore argued that the increasing delay cannot be attributed solely to Council-side factors and that a balanced assessment must recognise the contribution of factors affecting audit delivery

3.16. The Council further highlighted matters acknowledged within the statutory report itself, including:

- Three changes of audit appointment lead during the current audit appointment.
- Turnover within the audit team.
- Increased requests for information arising from audit staff changes.
- Challenges maintaining continuity of audit staffing.
- The cumulative impact of audit backlogs across multiple years.

3.17. The Council also emphasised that extensive efforts have been made to strengthen finance capacity, restructure services, recruit qualified staff, engage constructively with the auditor and support improvement activity aimed at restoring statutory timescale

3.18. Both the statutory report and the Council's response note that a joint lessons learned exercise has already been undertaken between the Council and the external audit team. Follow-up work is taking place to improve planning, sequencing and delivery of future audit cycles.

3.19. The Council remains committed to restoring compliance with statutory reporting requirements and continues to engage proactively with the appointed auditor, Audit Scotland and the Accounts Commission to agree realistic recovery plans and future audit timetables.

3.20. This commitment is demonstrated through the jointly agreed recovery plan submitted to the Controller of Audit and the additional actions now being presented to Council for approval.

3.21. In response to Finding 1 of the Accounts Commission report, the Council and Deloitte were required to jointly develop and submit a robust and resourced recovery plan to the Controller of Audit. The jointly agreed recovery plan was submitted on 31 July 2026.

3.22. The recovery plan focuses on four key themes. Firstly, strengthening finance capacity through the appointment of a permanent Chief Accountant, continuation of interim leadership arrangements during transition and the proposed use of external specialist support. Secondly, improving year-end planning, audit readiness, working paper quality and financial reporting processes. Thirdly, strengthening governance and political oversight through enhanced reporting arrangements and regular engagement between the Council and its auditors. Finally, the plan seeks to explore the use of technology and modernisation opportunities to improve efficiency, collaboration and the preparation of annual accounts.

3.23. The recovery timetable, appropriately resourced, aims to achieve completion of the 2024/25 accounts by March 2027, completion of the 2025/26 accounts by October 2027, completion of the 2026/27 accounts by June 2028 and a return to statutory submission timescales for the preparation of draft accounts from 2027/28 onwards.

3.24. The Council accepts the seriousness of the issues identified in the Section 102 report and recognises the importance of timely financial reporting. However, the Council's view remains that the causes of delay are systemic and cumulative in nature and that the evidence demonstrates that responsibility does not sit solely with the Council. The Council considers that a fair assessment must recognise the interaction between council capacity challenges, prolonged audit duration, audit resourcing pressures, changes within audit teams and the broader national audit backlog affecting elements of the local government sector.

3.25. The Council therefore welcomes continued engagement with the Accounts Commission and appointed auditor focused on practical recovery arrangements, future audit planning and restoring statutory timescales.

4.0 Sustainability Implications

4.1. The proposed recovery plan is intended to improve the long-term sustainability and resilience of the Council's financial management and reporting arrangements.

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 – there are no staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	☐
Our families; children and young people will have the best possible start in life	☐
Women and girls will be confident and aspirational, and achieve their full potential	☐
Our communities will be resilient and empowered so that they can thrive and flourish	☐

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

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

Yes ☐

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

An EQIA is not applicable in this context.

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".

S102 Report

Clackmannanshire Councils letter to Controller of Audit

Improvement Plan

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☐

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Chris Alliston	Head of Corporate Services	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

The 2023/24 audit of

Clackmannanshire Council

Continued late reporting of audited accounts

ACCOUNTS COMMISSION

Prepared by the Controller of Audit
July 2026

Contents

Accessibility

You can find out more and read this report using assistive technology on our website www.audit.scot/accessibility.

Commission findings

The Accounts Commission has a statutory duty to secure the annual audit of all councils. It is our responsibility to highlight where we have concerns and to escalate these to Scottish Ministers when appropriate.

We welcome that the Controller of Audit has used her powers to bring forward a report on the continued late reporting of audited accounts in Clackmannanshire Council. The repeated absence of up-to-date financial information means that the council is making major decisions without certainty on its latest financial position. Our view is that this undermines financial governance, weakens decision-making, and limits effective scrutiny. It exposes officers and elected members to risks in meeting their statutory obligations and undermines public transparency and accountability.

Following consideration of the report (presented at page 5) at its meeting on 18 June, the Commission has made the following findings:

1. Despite repeated interventions by the Controller and the Commission during 2025 and early 2026 to obtain assurance on audit delivery, the council's 2023/24 accounts were not signed off until April 2026 – 19 months after the statutory deadline. Concerningly, the current plan for completing the 2024/25 and 2025/26 accounts points to worsening delays, without significant intervention and prioritisation. Going forward, we expect the council to demonstrate collective leadership to develop **a robust, resourced recovery plan, agreed with auditors, and submitted to the Controller by the end of July 2026.**

2. We note the approaches outlined by auditors to support the council in its ambitions to recover timescales and would emphasise the need to continue to work proactively with the council, as well as maintain audit team continuity. Recognising that recovery will take time, **strong partnership working is required over the next three years to ensure that meeting statutory deadlines is a priority.**

3 We recognise the council has explored various approaches to increasing and sustaining capacity in its finance function, including collaboration with other councils. The current team, though described by the council as stable, appears to us as fragile, lacking resilience and requiring ongoing support. **We urge the council to seek support from the local government sector and to explore, at pace, alternative ways of working that support resilience, recovery and ensure quality and accuracy are maintained.**

4 We note that the Council Leader recognises the seriousness of the ongoing situation and has committed to taking action to raise awareness with all elected members – not just those on the Audit and Scrutiny Committee. To fulfil their statutory duties, councillors must be inquisitive, exercise appropriate scrutiny, and provide appropriate challenge to officers. We highlighted this as a risk in our 2024 Best Value report and **expect to see evidence of significantly improved political oversight of the audit process in the next annual audit report.**

The 2023/24 audit of Clackmannanshire Council

Introduction

1. The Code of Audit Practice requires auditors to produce an Annual Audit Report (AAR) summarising the significant matters arising from their audit work. For local authorities, auditors address the AAR to elected members and the Controller of Audit.

2. I received the AAR and the audited annual accounts for Clackmannanshire Council for 2023/24 in April 2026. In the AAR, the auditor, has issued an unqualified opinion on the annual accounts but has identified significant matters in relation to the late reporting of the annual accounts.

3. I have therefore decided to use the reporting powers available to me under s102 (1) of the Local Government (Scotland) Act 1973 to bring these matters to the Accounts Commission's attention.

Background

Requirements

4. The statutory requirements for the reporting of unaudited and audited accounts for Scottish councils are set out in the Local Government (Scotland) Act 1973 and Local Authority Accounts (Scotland) Regulations 2014.

5. Councils must prepare annual accounts for each financial year ending 31 March, in line with proper accounting practices. The proper officer (section 95 officer/chief financial officer) must ensure the unaudited (draft) annual accounts are submitted for audit no later than 30 June following the year-end.

6. Councils must give public notice of the availability of the unaudited accounts and members of the public have the right to inspect the unaudited accounts and supporting documents and to lodge objections with the auditor.

7. Once the audit is complete, the audited accounts must be signed by the proper officer and the auditor's report issued. Councils have a statutory duty to aim to approve their accounts by 30 September following the year-end. Councils must publish the audited annual accounts, including

the auditor's report no later than 31 October following the financial year-end.

8. In response to the Covid pandemic, the Scottish Government introduced the Coronavirus (Scotland) Act 2020. This relaxed the deadlines for issuing unaudited and audited accounts across public bodies, including councils, for 2020/21. Flexibility and later reporting targets continued into 2021/22, with the requirements reverting to the pre-Covid dates in 2022/23.

9. Across the public sector, some slippage continued in 2022/23 and 2023/24 with many bodies not meeting the deadline due to backlogs. However, for most bodies good progress has been made, with improvements being reported in the timeliness of finalising the accounts. For two councils, including Clackmannanshire, however, delays have been increasing, with timescales for the 2023/24 audit slipping further between the required and actual dates of finalising the audits. I plan to report on the position of the other council later in 2026.

The 2020/21 to 2022/23 reporting timelines

10. The council signed its audited accounts for 2017/18 and 2018/19 before the target date of 30 September.

11. In 2019/20 and 2020/21, the council missed the revised target submission deadline of 30 November by more than two months in both years. For 2021/22, the Scottish Government brought forward the target submission date to 31 October to support a return to pre-pandemic timescales; however, 22 councils did not achieve this. Clackmannanshire Council did not sign off its accounts until almost five months after the required date.

12. In 2022/23, the statutory date of 30 September was reinstated. Twenty-six of the 32 councils did not meet this date and five of these were more than nine months late. In 2023/24, 21 councils did not sign off the accounts by the required date, but only two, including Clackmannanshire Council were over nine months late. Clackmannanshire Council was 11 months late in signing its accounts for 2022/23 and 19 months late for 2023/24. Exhibit 1 sets out the timeline of reporting at Clackmannanshire Council since 2020/21 against national targets.

The 2023/24 annual audit

13. In the 2023/24 annual audit report, the auditor for Clackmannanshire Council raised that unaudited accounts have not been presented to the council on time for five years.

14. The unaudited accounts for year ending 31 March 2024 were presented for audit on 30 January 2025, seven months after the 30 June 2024 statutory deadline. The original timeline to complete the 2023/24 audit agreed between the council and the auditor was 30 January 2025, but the audit was not completed until April 2026. The auditor's report was issued, and the audited annual accounts were published by the council on 24 April 2026.

Exhibit 1
Timeline of reporting accounts at Clackmannanshire Council from 2020/21
The council has not managed to meet statutory targets for submission of unaudited accounts or approval of audited accounts since the Covid pandemic.

Financial year	Statutory target for submission of unaudited accounts	Actual	Months late	Statutory target for audited accounts approved	Actual	Months late
2020/21[1]	30 June 2021	31 August 2021	2	30 November 2021	3 February 2022	2
2021/22[2]	30 June 2022	5 September 2022	2	31 October 2022	23 March 2023	5
2022/23	30 June 2023	1 September 2023	2	30 September 2023	29 August 2024	11
2023/24	30 June 2024	30 January 2025	7	30 September 2024	24 April 2026	19
2024/25	30 June 2025	-		30 September 2025	-	-
2025/26	30 June 2026	-		30 September 2026	-	

Notes:
1. 2020/21 – The Coronavirus (Scotland) Act 2020 gave provision for councils to agree an extension of up to two months for submission of their unaudited accounts.
2. 2021/22 – Nationally delays were worse than 2020/21 for many councils. Clackmannanshire Council met a locally agreed timescale of 31 August 2022 for submitting unaudited accounts, but these were incomplete.

Source: 2020/21 annual audit report, 2021/22 annual audit report, Audit Scotland; 2022/23 annual audit report, 2023/24 annual audit report, Deloitte LLP

Impact on delivery of the audit

15. The auditor's AAR identifies a number of factors that have affected the conduct and timely completion of the audit.

Impact of the Covid pandemic

16. In the 2023/24 annual audit report, the auditor notes that unaudited accounts have not been presented on time for five years. The initial cause of these delays was the Covid-19 pandemic, during which the council prioritised the delivery of vital services to its communities.

17. The Scottish Government extended statutory deadlines to produce accounts for all councils in recognition of the unprecedented pressures associated with the pandemic. The council repeatedly missed the extended deadlines, and the auditor also observes in the 2023/24 annual audit report that delays arising in 2020/21 and 2021/22 have had a 'knock-on impact in subsequent years'.

Access to finance team

Persistent audit findings

18. Auditors have consistently highlighted concerns about the council's finance team capacity over a number of years. These concerns related to management changes affecting capacity, followed by the impact of Covid-19, when the team was stretched responding to pandemic priorities. Recent audit reports have also pointed to persistent workload pressures, vacancies and recruitment difficulties, including reliance on individual staff members to cover significant areas of work. In the latest AAR, auditors note that these concerns were compounded by long-term absences and other competing pressures, with the team also having to manage key strategic and budget responsibilities alongside the annual accounts and audit process.

19. Scotland's Local Government Workforce Report 2024, produced by SOLACE, the Improvement Service and the Society of Personnel and Development Scotland, comments on the challenges of recruitment and retention across professional roles, including financial professionals. Recruitment and retention of qualified accountants is difficult across the Scottish local government and wider public sector, with organisations competing for a limited pool of candidates. Pay scales are typically below private sector and consultancy salaries, the work is demanding, and there are high scrutiny and levels of accountability to the public.

20. The council acknowledges its ongoing capacity challenges with high absence levels, high staff turnover and difficulties recruiting permanent qualified accountants. It has taken steps to address long-term absences through its attendance procedures, and it has continued to try to address vacancies through use of temporary agency staff and specialist agencies.

21. The council reports that between 2021/22 and 2025/26 it advertised 17 times and readvertised three times for staff for its finance team. This resulted in nine posts being filled and eight unfilled. At the time of drafting this report, of the finance teams 25.5 FTE establishment, three posts are vacant – the chief accountant, a management accountant and a senior accountancy assistant post. The chief accountant role is being covered by a temporary contractor.

22. The council began a review of the structure of the management of the finance team in 2023, and reports that it is exploring other ways to help address the capacity challenge. This includes:

- collaboration with other councils – the council is currently working with Falkirk and Stirling councils on a 'Transformation through Collaboration' programme which is focused on developing options to understand 'how services could work more collaboratively and effectively together in the future'. This includes consideration of aspects of the finance service
- potential introduction of market supplements for key posts which may assist for difficult to fill roles
- use of AI to improve processes and generate efficiencies.

Quality and accuracy of management accounting papers

23. The auditor has highlighted instances where the quality and accuracy of the supporting evidence provided by the finance team did not meet the standards required, which resulted in follow-up requests. The auditor set out in the 2023/24 audit issues related to:

- a high volume of comments on the accounts during the initial review of the draft annual report and accounts, including several disclosure misstatements and instances of missing information
- the requirement for a prior period restatement (related to correcting and restating pay band information which was previously presented based on remuneration subject to National Insurance rather than gross pay in error)
- instances where the quality and accuracy of the management accounting papers did not meet the standard required as supporting evidence
- control findings in relation to management's review of key accounting judgements.

Availability of the audit team

24. Achieving timely audit completion is a shared responsibility between auditors and audited bodies, supported by effective collaboration. Delays in providing the unaudited accounts and supporting audit material have made it challenging for the audit team to complete its work in line with agreed plans and to support the council in improving the timeliness of financial reporting. Audit teams operate tightly scheduled programmes in order to deliver planned audit work across the range of bodies to which the auditor is appointed. When the audit timeline is rescheduled on a regular basis it is more difficult for auditors to provide continuity in staffing and availability at certain times which combine to create a lack of efficiency in the audit process.

25. Over the course of the current audit appointment, there have been three different appointment leads, along with other changes in the team. Such turnover can impact on the audit process. New auditors need to build knowledge and understanding of systems and prior issues that typically develop over time.

26. The current auditor acknowledges that turnover within the audit team during the 2023/24 audit has resulted in an increased number of requests for information being made to the council's finance team. This added to the pressures already facing the finance team and further contributed to the delays.

27. In early May 2026, the auditor held a de-brief with senior members of the audit team and council finance team to 'identify lessons learned and improve this for future years'. Follow-up sessions focused on specific topics are planned from June 2026, to align with stages of the audit.

Impact and risks

Scrutiny and decision-making

28. The audit process and the annual audit report is intended to enhance officers' and elected members' understanding of the organisation's current financial and governance position. In the 2023/24 annual audit report, the auditor states that the audit team's aim is 'to add value to the council by providing insight into, and offering foresight on, financial sustainability, risk and performance by identifying areas for improvement and recommending and encouraging good practice. In so doing, we aim to help the council promote improved standards of governance, better management and decision-making, and more effective use of resources'. However, the value of this work is diminished when reporting is so substantially delayed.

29. With annual accounting information and audit reporting out of date, there is a significant risk to the quality and effectiveness of scrutiny undertaken by the council, as well as to the quality of decision-making by officers and elected members.

30. A key area of concern is the lack of timely audited accounts at the time of budget-setting. The council set its 2026/27 budget in February 2026, with the most recent available set of audited accounts being from 2022/23 rather than 2024/25, which would have been the case had statutory deadlines been met. Those charged with governance must be confident that they have timely and accurate information on which to base their decisions. This risk is particularly acute given the financial challenges currently facing the local government sector.

The 2024/25 and 2025/26 audits

31. The 2025/26 audit should be commencing shortly. Unaudited accounts are due to be issued by the end of June 2026, with the audit concluded by the end of September. However, as the 2023/24 audit was not reported until April 2026 and the unaudited accounts for 2024/25 have yet to be submitted, a significant backlog in the preparation of annual accounts and completion of audits remains. The council anticipates issuing the unaudited accounts for 2024/25 in late 2026 or early in 2027. The council and auditor have not yet agreed a timetable for the 2024/25 and 2025/26 audits.

Conclusions

32. In 2020/21 and 2021/22, following the Covid pandemic, many councils had difficulty meeting the statutory deadlines for reporting their audited accounts. Almost all have since shown improvement in the timeliness of finalising the accounts, however Clackmannanshire is one of two councils where delays are increasing.

33. The continued pattern of late submission of unaudited accounts and approval of the audited accounts at Clackmannanshire Council needs to be addressed urgently by the council with support from its auditors and the wider local government sector. There is a significant risk to the council's financial governance, its ability to meet statutory obligations, transparency and the reliability of its financial information in supporting informed decision-making and budget-setting. Robust and timely information to inform decision-making has never been more important with Scottish councils facing unprecedented risks to financial sustainability.

34. It is evident that the council has made efforts to address the capacity of its finance team, but this has been challenging given difficult market conditions for recruiting finance professionals. The steps the council has taken have not yet had an impact on the council’s ability to approve and publish its accounts within six months of the year end. It is welcome that the council and audit team are working together to identify lessons to learn and improvements for future years. The auditor and council now need to agree a timeline for the 2024/25 and 2025/26 accounts and annual audit.

35. I have also asked the appointed auditor to provide an update in their AAR on the 2024/25 accounts on the issues raised in this report and I will continue to monitor the audit with a view to further public reporting in the future if appropriate.

The 2023/24 audit of Clackmannanshire Council

Continued late reporting of audited accounts

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[redacted]

Helena Gray
Controller of Audit

Issued by email to: [redacted]

Telephone: [redacted]
Email: [redacted]
Our Ref:
Your Ref:
Date: 29th May 2026

Dear Helena,

S102 RESPONSE

This letter sets out the Council's formal response to matters raised through statutory reporting under section 102 of the Local Government (Scotland) Act 1973 in the Draft Controller of Audit's Report, together with associated correspondence and engagement with the appointed external auditor and the Controller of Audit. The requested template table for capturing the Councils factual accuracy comments has also been completed on the Sharepoint site.

The Council recognises the seriousness of a section 102 report and the importance of the Accounts Commission receiving clear, evidence-based responses to concerns identified through the audit process. The Council is fully committed to restoring statutory timescales and remains willing to engage constructively with:

- the appointed auditor;
- the Controller of Audit;
- Audit Scotland, and
- the Accounts Commission,

to agree realistic, evidence-based recovery plans that reflect the current audit backlog and capacity constraints on all sides.

However, the Council is concerned that the draft statutory report issued in this instance does not, in the Council's view, fully or fairly reflect the context in which the audit has been undertaken, nor the challenges previously and consistently highlighted by the Council in relation to audit delivery, capacity constraints, and the cumulative impact of prolonged audit timescales.

In particular, the Council has previously drawn attention to:

- the sustained pressure on finance and audit teams arising from extended audit timetables;
- the impact of audit delays on the Council's ability to progress subsequent year accounts, budget setting, and wider financial management activity, and

- the extent to which delays have arisen from factors beyond the direct control of the Council, including issues relating to audit delivery and resourcing.

The purpose of this response is therefore not only to address the specific matters set out in the section 102 report, as attributed to the Council, but also to place the contributory delays in audit delivery within their proper operational and organisational context. The Council considers this essential to ensuring that any conclusions drawn, or further actions contemplated, are proportionate, fair, and consistent with the Accounts Commission's stated approach to transparency, balance, and improvement.

The Council's response, therefore, seeks to:

- clarify the actions already taken by the Council to support the audit process and mitigate delay;
- reiterate concerns previously communicated regarding the sustainability of current audit arrangements;
- distinguish clearly between matters within the Council's control and those attributable to audit delivery, and
- support a constructive resolution that focuses on restoring timely audit completion and avoiding recurrence, rather than attributing responsibility without full consideration of the evidence.

The Council remains committed to constructive engagement with its external auditor, the Controller of Audit and the Accounts Commission. This letter is intended to support that engagement by providing a clear, factual, and balanced account of the Council's position, and by ensuring that, the Controller of Audit and ultimately the Accounts Commission's consideration of this matter is informed by the full history of correspondence, representations and challenges already raised.

2.0 Chronological narrative of reporting delays and audit duration

This section presents a chronological narrative of accounts preparation and audit completion. The data covers the last five financial years and records statutory targets, actual submission and sign-off dates, audit committee consideration, and the elapsed duration between draft and audited financial statements. This information can be inferred from the Draft section 102 report but has not been explicitly presented.

The purpose of this section is to demonstrate how delays have accumulated over successive audit cycles, with a particular focus on the increasing duration of the audit phase between draft accounts and final audited sign-off.

2.1 Authoritative timeline of draft and audited accounts

The evidence records the following actual elapsed time between draft financial statements and audited financial statements:

Financial Year	External Auditor	Months between Draft Accounts received by Auditor and Signed Audited Statements
2020/21	Audit Scotland	~5.1 months
2021/22	Audit Scotland	~6.6 months
2022/23	Deloitte LLP	~12.0 months
2023/24	Deloitte LLP	~15.4 months
2024/25	Deloitte LLP	Not yet completed

This data shows a clear and sustained increase in the elapsed audit period, particularly from 2022/23 onwards.

2.2 Change in audit provider and correlation with audit duration

The evidence confirms that:

- audits for 2020/21 and 2021/22 were undertaken by Audit Scotland; and
- audits from 2022/23 onwards have been undertaken by Deloitte LLP.

During the Audit Scotland period, the elapsed time between draft and audited accounts ranged between approximately five and seven months. From 2022/23 onwards, following the change in external auditor, the elapsed audit period increased significantly to approximately twelve months, and then to over fifteen months in 2023/24.

The Council recognises that correlation alone does not establish causation, however, the documented chronology shows that the most material deterioration in timeliness has occurred within the audit phase, rather than at the point of initial draft preparation.

2.3 Knock-on impact between audit cycles

The evidence also records the months between the previous year's audited accounts and the following year's draft accounts, evidencing the compounding effect of extended audits on subsequent reporting cycles.

For example:

- the prolonged completion of the 2022/23 audit resulted in the 2023/24 draft accounts being presented significantly later in the cycle; and
- the extended completion of the 2023/24 audit has directly constrained the timetable for 2024/25, for which audited accounts remain outstanding at the time of reporting.

This shows that delays are not confined to a single financial year but carry forward, reducing the ability to recover statutory timelines once a backlog has formed.

2.4 Council representations on balance and attribution

The Council fully acknowledges that draft accounts for recent years have been submitted later than statutory targets, and that internal capacity pressures have been a contributing factor. However, the Council's position is that the dominant increase over time has been in the duration of the audit itself, rather than the delay attributable to the preparation of draft accounts, for example, Exhibit 1 shows that the delay in submission of unaudited accounts from the Council for 2020/21 was 2 months, 2021/22 2 months, 2022/23 2 months and 2023/24 7 months but the elapsed audit period has more than doubled between 2020/21 and 2023/24.

The Council acknowledges its responsibilities in full. However, it seeks a balanced and evidence-led assessment that reflects the full chronology and avoids attributing the worsening position predominantly to Council factors where the documented increase is most pronounced in the audit phase.

3.0 Audit resourcing, continuity, and public-sector audit experience

This section considers audit resourcing, team continuity and public sector audit experience during the 2022/23 audit period and subsequent years, drawing on the draft section 102 report and published annual audit reporting. It also sets out the Council's representations on how these factors have contributed to extended audit duration and cumulative delay.

3.1 Audit team turnover and continuity

The draft section 102 report explicitly acknowledges that, over the course of the current audit appointment, there have been three different appointment leads (Partners), together with other changes within the audit team. These are significant factors and have led to delays in audit work being progressed, for instance, the changes in Partner all took place in the period of one audit year (2023/24); significant delays occurred whilst each Partner was identified/appointed; new auditors require time to develop knowledge and understanding of the Council's systems and prior-year issues and also require additional testing to satisfy sign off requirements.

Whilst we completely understand such pressures from first hand experience, the draft section 102 report does not highlight the proportionality of delays attributed to this factor creating a potential sense of different thresholds of accountability for auditors and the audited body.

The report further records that turnover within the audit team resulted in an increased volume of information requests, which added to pressures on the finance team and contributed to delays in completing the audit.

These acknowledgements are particularly relevant in the context of the 2022/23 audit, which was the first year of the current external auditor's appointment, and where continuity of audit personnel would reasonably be expected to play a material role in audit efficiency.

3.2 Impact of turnover on audit scope and testing

The draft section 102 report also records that the auditor identified a high volume of comments and follow-up requests during the review of draft accounts, including disclosure issues, restatements, and additional supporting evidence requests.

While the report frames these matters primarily through the lens of audit quality and assurance, the Council's position is that the interaction between audit team turnover and audit approach is a critical contextual factor. Where audit teams change, there is an inherent risk of:

- repeated or expanded testing in areas previously reviewed.
- re-examination of judgements already considered in earlier phases; and
- an increase in clarification requests as new team members build familiarity with local authority accounting frameworks and local systems.

It is the Council's view that these risks crystallised in the delivery of our audits over two financial years (2022/23 and 2023/24) and was characterised by a significant volume of additional testing to meet the External Auditor's internal risk thresholds- this has been acknowledged publicly in the recent Council meeting.

There is also evidence that this higher testing threshold is experienced by other councils where the Appointed Auditor is from a private firm. The statutory report acknowledges the existence of turnover and increased requests; however, the Council considers that the practical impact of these factors on elapsed audit time requires clearer recognition within the overall assessment.

3.3 Public-sector audit experience and first-year effects

The 2022/23 audit marked the commencement of a new five-year external audit appointment by Deloitte LLP. The draft section 102 report confirms that this appointment began in 2022/23 and continues through to 2026/27.

The Council recognises that first-year audits commonly involve a learning curve as auditors develop:

- understanding of public-sector accounting frameworks.
- familiarity with local authority governance, committee structures, and statutory reporting requirements; and
- knowledge of local systems, prior-year judgements and sector-specific risks.

The Council's representation is that the scale and duration of the first year (2022/23) audit, when viewed alongside acknowledged audit team turnover and lack of public sector experience, is consistent with a first-year audit effect that extends beyond 2022/23 and has continued to impact delivery timescales into 2023/24 too.

3.4 Process and audit resourcing considerations

The draft Section 102 report notes that audit timelines were frequently rescheduled, which made it more challenging for auditors to maintain continuity of staffing and availability.

From the Council's perspective, repeated rescheduling and changing audit requirements increased the complexity of coordinating responses and contributed to inefficiencies in the audit process.

The Council considers that these inefficiencies are systemic in nature, rather than the result of isolated issues on either side. While the statutory report focuses on the consequences of delay, the Council's position is that delays have been driven by the interaction between audit resourcing, continuity of staff, the evolving audit approach, and the overall duration of the audit. These factors, taken together, are central to understanding why delays have increased over time.

The Council also experienced operational challenges in the use of the Deloitte Connect portal for managing audit requests. Information was, at times, uploaded without sufficient explanation or supporting narrative (for example, spreadsheet data presented without context), making it difficult to interpret the nature and purpose of the request. In addition, some queries did not demonstrate a full understanding of local authority practices, resulting in additional clarification being required. This led to inefficiencies in the handling of audit queries and increased the time required from both the Council and audit teams to progress responses.

3.5 Council position on cumulative impact

The Council accepts that audit quality and assurance are paramount. However, the Council's position, based on the acknowledgements within the section 102 report itself, is that:

- audit team turnover;
- increased information and testing requests; and
- first-year audit effects within a public-sector context

have together contributed materially to the extension of audit duration, particularly from 2022/23 onwards.

When read alongside the documented increase in elapsed audit time between draft and audited accounts, these factors support the Council's view that the worsening position cannot be attributed wholly or substantially to Council-side resourcing or timeliness, but must be understood as the product of interacting and cumulative pressures across the audit system as a whole, with the worsening position being proportionally most significant in respect of audit delivery delays rather than those attributable to the Council.

4.0 Council actions taken to mitigate audit delay and support audit delivery

This section sets out the actions taken by the Council to mitigate audit delay and support audit delivery, drawing explicitly on evidence contained within the section 102 evidence base. The actions described below are evidenced in the draft statutory audit reporting, audit planning papers, and correspondence between the Council and its external auditors.

4.1 Addressing finance team capacity and resilience

The draft section 102 report acknowledges that the Council has taken positive and sustained actions to address finance team capacity, despite difficult market conditions for recruiting qualified public-sector accountants.

Documented actions include:

- repeated recruitment exercises for finance posts, including the use of temporary agency staff and specialist agencies where permanent recruitment proved challenging.
- management of long-term absences through established attendance procedures; and
- approval of structural changes to the finance function, including the creation of an additional Chief Accountant post and a Senior Accountancy Assistant post and the upgrading of roles to increase professional capacity.

The section 102 report explicitly notes that, while these actions have not yet resulted in full recovery of statutory timelines, efforts to address capacity are evident and ongoing.

4.2 Structural review and workforce planning

The Council undertook a review of the finance team structure as part of wider corporate workforce planning. This review resulted in:

- making temporary posts permanent,
- introducing additional accountant capacity by replacing lower-graded posts with higher-skilled accountancy roles to strengthen technical resilience.

In parallel, the Council explored collaborative approaches with neighbouring councils, including our ongoing participation in “Transformation through Collaboration”, explicitly aimed at identifying opportunities to strengthen services, including finance.

4.3 Engagement with audit planning and timetabling

Evidence demonstrates that the Council actively engaged with the external auditor on audit planning and scheduling, particularly during the 2022/23 audit, which followed the transition to a new external auditor.

Correspondence shows that:

- the Council participated in planning meetings and briefing sessions to support audit understanding and alignment.
- the Council reviewed and responded to proposed condensed audit timetables, acknowledging constraints arising from the delayed completion of the prior year’s audit; and
- the Council collaborated with the auditor to agree availability of staff and sequencing of deliverables.

The correspondence explicitly records that revised timelines were developed in response to the delayed completion of earlier audits, and that the Council engaged constructively in agreeing realistic delivery windows.

4.4 Provision of information and audit support

Audit planning reports confirm that the Council:

- provided draft accounts and working papers in line with revised, jointly-agreed timetables.
- engaged with requests for additional audit information; and
- supported audit fieldwork across planning, interim, and final stages, notwithstanding capacity constraints.

The 2022/23 External Audit Planning Report records that revised timetables explicitly took account of resource capacity within both the Council and the external audit team, and that delays in completing earlier audits were recognised as a constraining factor.

4.5 Learning and continuous improvement

The draft section 102 report records that, in early May 2026, a joint audit de-brief was held involving senior members of the audit team and the Council’s finance team, with the explicit purpose of identifying lessons learned and improving future audit delivery.

The report further records that follow-up sessions focused on specific audit stages are planned, demonstrating a shared commitment to improving audit efficiency and reducing avoidable friction in future cycles.

4.6 Council position on effectiveness of actions

The Council fully acknowledges that statutory timescales have not yet been restored, however, based on the evidence above, the Council's position is that:

- actions to address capacity and resilience have been material, sustained and evidenced.
- the Council has engaged proactively and transparently with external auditors on planning, timetabling, and delivery; and
- the absence of full recovery reflects the cumulative impact of multi-year audit backlog, rather than a lack of action or cooperation by the Council.

The Council therefore considers it essential that any assessment under section 102 reflects not only outcomes, but also the documented actions taken to mitigate delay and support audit delivery, as evidenced within this response.

5.0 Conclusions

This section summarises the Council's conclusions based on the evidence set out in this response and outlines the Council's position on the Draft Section 102 report:

- The evidence presented demonstrates that delays have developed over successive audit years, with impacts carrying forward between cycles and constraining recovery within a single reporting period. This reflects a pattern of structural delay rather than isolated underperformance,

- Delay cannot be attributed to a single organisation or reporting year. We believe that any interpretation that attributes causation predominantly to the Council does not fully reflect the evidence base assembled for the section 102 process.

- The worsening position reflected in the draft section 102 report is proportionately greater with regards delays in the delivery of the audit

- Audit duration and audit delivery constraints are material contributors. The section 102 report itself acknowledges audit team turnover, changes in appointment leads, increased information requests, and difficulties maintaining audit continuity. These factors coincide with a material increase in elapsed audit duration and are considered to be substantive drivers of cumulative delay

- Council actions to mitigate delay are evidenced and sustained. The Council has taken demonstrable action to address finance capacity, restructure services, engage with audit planning, and participate in joint learning and improvement activity. The evidence shows consistent engagement and cooperation throughout the audit process

- Timeliness must be clearly distinguished from financial stewardship and governance quality. The Independent Auditor's Report for 2023/24 issued an unqualified opinion, confirming that the financial statements give a true and fair view and were properly prepared in accordance with the Code and statutory requirements. Delay alone does not equate to unreliable accounts or poor stewardship.

The Council also notes that the section 102 report does not set out any recommendations or proposals as to how the current position might be recovered, notwithstanding the material and sustained actions already taken by the Council to mitigate delay and support audit delivery.

In particular, the report does not address how recovery might be achieved in light of the documented increase in audit duration, the cumulative impact of audit delays, or the significant recruitment and capacity actions undertaken by the Council, including repeated recruitment activity, structural reform, and the use of temporary specialist support.

The Council considers this omission significant and would welcome any explicit suggestions or recommendations and/or best practice that may contribute to facilitating future adherence to statutory timelines.

The Council also notes that the section 102 report itself records that no agreed audit timetable is currently in place for the 2024/25 and 2025/26 audits. The Council considers this a material factor in assessing both recoverability and proportionality.
In the absence of confirmed audit plans, delivery milestones and sequencing, the Council's ability to restore statutory timescales is inherently constrained, regardless of the actions taken internally. The Council therefore considers that forward audit planning, and the role of the appointed auditor in agreeing realistic recovery timetables, is a critical component of any effective response to the issues identified.

The Council also wishes to record its concern regarding the application of a fee in respect of the section 102 report. Given that the evidence demonstrates a material contribution from extended audit duration, audit resourcing and continuity issues, and cumulative backlog, the Council finds it difficult to understand the basis on which additional costs are being attributed solely to the Council.

Finally, the Council requests clarification as to the number of other local authorities, NHS bodies and further education institutions audited by Deloitte LLP which have experienced late audit completion and delayed publication of accounts during the current appointment period, and how Clackmannanshire's experience compares to that cohort. The Council considers this information essential to any fair and proportionate assessment of relative performance, given it has anecdotal knowledge of many of the factors we have highlighted being material for other audited bodies.

In closing, I would reiterate that the Council remains fully committed to restoring statutory timescales and remains willing to engage constructively with the appointed auditor, Audit Scotland and the Accounts Commission to agree realistic, evidence-based recovery plans that reflect the current audit backlog and capacity constraints on all sides. We continue to work constructively with our Auditor despite the impact of and reasons for delays.

However, the Council has set out our concerns that the statutory reporting issued in this instance does not, in the Council's view, fully or fairly reflect the context in which the audit has been undertaken. I do hope that it is of assistance to the Accounts Commission and Controller of Audit to present our perspective and look forward to our discussion on these matters when we meet on the 18th of June.

Yours sincerely

[redacted]

Nikki Bridle
Chief Executive

Accounts Recovery Action Plan – Response to Accounts Commission Findings

Commission Expectation			
Develop a robust, resourced recovery plan agreed with auditors and submitted to the Controller by end July 2026.			
Council Response			
Establish a recovery programme supported by external audit and additional external resource via PwC.			
Actions	**Timeline**	**Owner**	**Intended Outcome**
Joint letter to Controller of Audit	2024/25 accounts – March 2027 2025/26 accounts – October 2027 2026/27 accounts – June 2028 2027/28 accounts – October 2028* *(Commitment to providing the 27/28 draft accounts by 30th June (statutory deadline) but would need to discuss with incoming new auditors on audit timeline for finalisation of audited accounts and sign off" This milestone is the Council's projected outcome based on successful delivery of the recovery programme and is not specified within the timetable included with Appendix 1)*	Council/Deloitte	To ensure the financial statements of accounts are submitted in line with statutory requirements.

Commission Expectation			
Strong partnership working with auditors over the next three years, including continuity and proactive engagement			
Council Response			
Formal partnership approach with Deloitte and structured governance arrangements.			
Actions	**Timeline**	**Owner**	**Intended Outcome**
Weekly meetings in place with Deloitte and senior finance team to discuss progress of audit programme External Audit scheduled quarterly meetings with Leader of the Council External Audit scheduled quarterly meetings with the Chair of the Audit Committe External Audit scheduled quarterly meetings with Chief Executive, Chief Finance Officer and Head of Corporate Services. Regular debrief activities and 'open door' policies on part of both Deloitte and Council ensuring access and ability to escalate issues	Weekly Quarterly Quarterly Quarterly Ongoing	Deloitte/Chief Accountant Deloitte/Leader Deloitte/Chair Audit and Scrutiny Deloitte/CEX/HoS/S95 Deloitte/Council	Improved partnership working and governance oversight

Commission Expectation			
We urge the council to seek support from the local government sector and to explore, at pace, alternative ways of working that support resilience, recovery and ensure quality and accuracy are maintained.			
Council Response			
Strengthen capacity through recruitment, collaboration and technology-enabled improvements			
Actions	**Timeline**	**Owner**	**Intended Outcome**
Significant efforts have been made over a number of years to secure additional capacity and specialist expertise within the Finance Service. As has been experienced across both the wider public sector and local government, the recruitment and retention of suitably qualified finance professionals has proved, and continues to prove, challenging. In response, the Council has undertaken repeated recruitment exercises, engaged temporary agency and consultancy support, and explored the potential use of market supplements for hard-to-fill posts. Whilst some of these measures have provided short-term support, they have not delivered the level of resilience required to address the current reporting backlog and support sustainable recovery. Council officers will develop a balance proposal, for Council approval, which supports additional resource/support. The proposal will include potential for targeted external support, potential for a dedicated Year End as a Service team to	September/October 2027	Chief Finance Officer	Backlog eliminated and statutory reporting timetable restored with associated improvement in working papers and finalised accounts. Resilient and sustainable finance function with reduced dependency on key individuals.

support audit planning, year-end close activities and liaison with external auditors, and specialist assistance in the preparation of the Council's statutory financial statements. Permanent Chief Accountant appointed; Extension of existing interim Chief Accountant The Council recognises that long-term resilience will require structural solutions in addition to the recovery actions set out within this plan. Through the Transformation Through Collaboration programme with Falkirk and Stirling Councils, future work could focus on how finance services can operate more collaboratively in future, including opportunities to share professional expertise, develop common approaches to technical accounting and financial reporting, strengthen succession planning and improve organisational resilience.	 September 2026 Aug- October 2026 Ongoing TBC	 Chief Finance Officer Chief Finance Officer CEX/Directors	Potential for future collaboration work in relation to finance

Commission Expectation			
We expect to see evidence of significantly improved political oversight of the audit process in the next annual audit report.			
Council Response			
Enhanced governance, member development and reporting arrangements.			
Actions	**Timeline**	**Owner**	**Intended Outcome**
Progress report – Standing item on Council agenda regarding progress on 2023/24 Audit of Clackmannanshire Council improvement plan	From October 2026 onwards	Chief Finance Officer/Chief Accountant (Deloitte in attendance at meeting)	Stronger member scrutiny, challenge and accountability evidenced through future audits.
Progress report – Standing Item on Audit and Scrutiny Committee agenda regarding progress on 2023/24 Audit of Clackmannanshire Council improvement plan	From October 2026 onwards	Chief Finance Officer/Chief Accountant (Deloitte in attendance at meeting)	
Continued finance briefings to Council and members	Ongoing	Chief Finance Officer/Chief Accountant	
Budget Strategy updates as standing item on Council updating on gap and budget progress	Ongoing	Chief Finance Officer/Chief Accountant/	

Financial Induction of elected members following May 2027 elections	May 2027	Chief Finance Officer/Chief Accountant/Acting Chief Finance Officer/Senior Manager – HR and WFD	

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 5

ON THE AGENDA

Report to: Clackmannanshire Council

Date of Meeting: 20th August 2026

Subject: Budget Strategy and MTFS Update

Report by: Chief Finance Officer

1.0 Purpose

1.1 The purpose of this report is to provide Council with a quarterly update on the implementation of the approved Budget Strategy and Medium Term Financial Strategy (MTFS), the developing financial outlook for 2027/28 and progress made in preparing the 2027/28 Budget. The report updates Members on the actions being taken to address the Council's significant financial challenges and support long-term financial sustainability. It also seeks approval of a Financial Resilience Framework which will complement the MTFS by providing a structured approach to assessing, monitoring and reporting the Council's financial resilience over the medium to long term.

2.0 Recommendations

2.1 Council is asked to:

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

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

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

2.1.4 note the worsening financial position of the Health and Social Care Partnership and the potential for the Council to be asked to make additional financial contributions in 2026/27 which would add to the indicative budget gap for 2027/28 (paragraph 3.11);

2.1.4 approve the proposed Financial Resilience Framework as set out in Section 4 and example Dashboard included within Appendix A, and agree that officers will develop and populate the Financial Resilience Dashboard, with the first report on the Council's financial resilience to be presented alongside the next Budget Strategy and MTFS update, and

2.1.5 note progress made in implementing the approved Budget Strategy and preparations for the 2027/28 Budget since May 2026 (section 5).

3.0 Medium Term Financial Strategy Update

3.1 The Council continues to operate within a highly challenging financial environment, driven by flat funding, increasing demand for services (particularly in Education & Social Care), inflationary pressures and limited financial flexibility.

3.2 Following the setting of the 2026/27 budget, the indicative funding gap for 2027/28 remains at £10.096m, rising to a cumulative £24.462m by 2031/32.

3.3 The Council continues to address its financial challenges through the three-pronged approach set out in the MTFS, focused on expenditure reduction, income generation and transformational change. Since approval of the 2026/27 Budget, work has progressed across each of these areas with activity focused on identifying recurring solutions capable of reducing the future funding gap.

3.4 In terms of expenditure, savings of £3.620m were agreed as part of the 2026/27 budget at the Council's budget setting meeting in February 2026. However, the scope for further efficiencies is increasingly constrained given that approximately c£70m of cumulative savings have already been delivered over recent years.

3.5 Income measures include a 5.6% increase in Council Tax for 2026/27, an inflationary 4% increase in discretionary charges, above inflation increases in selected areas and the introduction of new charges, alongside ongoing work to develop a refreshed Investment Strategy to maximise income opportunities.

3.6 Central to the delivery of the MTFS is the Council's transformation programme. Transformation activity, including digital and data investment, workforce and asset strategies, service redesign and partnership working are critical to delivering the scale of change required to reduce expenditure, support income generation and manage demand.

3.7 During the first quarter of 2026/27, early budget work has focused on reviewing previous savings proposals in the current environment, identifying new opportunities for savings, assessing emerging budget pressures and reducing reliance on one-off measures in future years.

3.8 Progress has also been made in advancing a number of the Council's transformation initiatives including digital and data projects, workforce planning activity, property and asset reviews and collaborative programmes through the Transformation Through Collaboration initiative with Falkirk and Stirling Councils. These initiatives remain critical to the delivery of the MTFS.

3.9 Since approval by Council in February, the Target Operating Model (TOM), has progressed through its immediate implementation phase. The revised organisational structure is now in place and senior leadership appointments are complete. Work is now underway to embed new ways of working and align organisational resources to strategic outcomes.

3.10 Progress continues across the projects within the Transformation Through Collaboration programme, with business case development advancing across a number of workstreams. The Housing project has moved into a detailed review phase to explore opportunities for greater collaboration across the three councils, supported by specialist resources approved by the Board. Work is also progressing on the joint procurement of IT equipment for schools, with officers from each council now leading the development of project scope and proposals. In addition, the Board has agreed to extend the programme to include Additional Support Needs (ASN) Services and Regulatory Services, with initial scoping activity now underway. Funding has also been approved to support organisational development, HR implications and process mapping requirements across the programme. Governance and engagement arrangements continue to develop, with updates provided to the Joint Staff Forum and elected members across all three councils, reflecting the programme's growing scale and ambition.

3.11 The Quarter 1 Revenue Budget Monitoring position is currently being prepared and will be reported to the Audit & Scrutiny Committee in October 2026. Whilst the overall position remains subject to completion of that exercise, the IJB is reporting a significant financial challenge, with a forecast overspend of £19.7m before savings and a revised recovery requirement of £13.1m, increased from £8.9m, following a reduction in the level of savings considered achievable in 2026/27. The IJB has acknowledged that operational savings alone are unlikely to close the remaining gap and that consideration may need to be given to the use of reserves and potential additional partner contributions. This creates a significant financial risk for the Council, as any requirement for additional partner funding would increase the Council's own budget gap and medium-term financial challenge. Officers are working closely with HSCP colleagues to understand the potential implications, identify mitigating actions and support the development of a sustainable recovery plan. The outcome of this work will be reflected in future budget monitoring reports and updates to the MTFS.

3.12 In addition to the risks associated with the IJB financial position outlined above, the MTFS continues to be set against a backdrop of significant ongoing pressures and risks including:

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

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

- Financial Controls and Governance through continued spending restraint and recruitment controls, strengthened budget monitoring and accountability, a track record of savings delivery and ongoing focus on operational underspends and financial discipline.

- Strategic Financial Management through prudent use of reserves that are prioritised to focus on supporting sustainability and development of a Financial Resilience Framework to strengthen long term planning and scenario modelling.

- Transformation and Service Redesign through delivery of the Be the Future transformation programme including digital and data transformation, Workforce and Asset strategies - TOM and Partnership and Collaborative delivery models - Strive, Transformation Space, Transformation Through Collaboration project with Falkirk and Stirling Councils and wider national initiatives.

- Income and Funding Activity including continued development of income generation approaches and development of the Investment Strategy and exploration of income opportunities (within recognised local constraints).

- External Engagement through the Scottish Government, COSLA and national partners to highlight the Council's financial challenges and seek solutions, particularly on systemic issues.

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

4.0 Financial Resilience Framework

4.1 Purpose

4.1.1 As part of the approved MTFS, Council agreed that further work should be undertaken to strengthen the Council's approach to monitoring and managing long-term financial sustainability. One of the key actions identified was the development of a Financial Resilience Framework to sit alongside the MTFS and provide a more structured approach to assessing, monitoring and responding to financial risks.

4.1.2 The proposed framework is intended to provide Members and officers with greater clarity regarding what financial resilience means for the Council, how it can be assessed and monitored over time, and the actions that may be required where indicators suggest increasing financial risk.

4.1.3 The framework also responds to increasing expectations from External Audit, CIPFA and national scrutiny bodies that local authorities can demonstrate not only balanced annual budgets, but also evidence of longer-term financial resilience, sustainability and going concern arrangements.

4.2 Definition of Financial Resilience

4.2.1 For the purposes of this framework, financial resilience can be defined as:

"The Council's ability to maintain financial sustainability and continue to deliver essential services by anticipating, absorbing and responding effectively to financial pressures and unforeseen events."

4.2.2 This extends beyond achieving in-year budget balance and focuses on the Council's capacity to:

- Deliver a sustainable financial position over the medium to long term;
- Withstand unexpected shocks to income, demand or costs, and
- Adapt its operating model in response to changing circumstances.

4.3 Why a Financial Resilience Framework is Required

4.3.1 The Council continues to operate within an increasingly challenging financial environment characterised by growing demand for services, continuing uncertainty around future funding levels, inflationary pressures and workforce challenges. Whilst the MTFS provides the strategic approach for addressing these issues, there is a need for a complementary framework that allows the Council to assess whether sufficient resilience exists to manage these pressures over time.

4.3.2 The Council's financial challenges are compounded by the limited capacity to generate significant new income locally and the finite nature of reserves. As a result, maintaining financial resilience requires a clear understanding of emerging risks and the ability to take corrective action at an early stage.

4.3.3 The Council has recognised this issue through the inclusion of "Insufficient Financial Resilience" within the Corporate Risk Register as a key strategic risk. The proposed framework will support management and governance arrangements by providing a consistent method for assessing and reporting financial resilience.

4.4 Financial Resilience Framework Overview

4.4.1 The proposed framework provides a structured approach to assessing, monitoring and managing financial resilience and is set out in the diagram below.

4.4.2 The framework has been designed to bring together the key elements that contribute to the Council's overall financial resilience. It establishes a clear link between the Council's strategic financial objectives, the risks and pressures facing the organisation, the indicators used to assess resilience and the governance arrangements through which emerging risks are monitored and managed. The framework is intended to complement existing financial monitoring and risk management arrangements rather than duplicate them.

Financial Resilience Framework Model

PURPOSE & DEFINITION

Clear definition of financial resilience and link to MTFS

STRATEGIC CONTEXT & RISKS

Demand pressures, funding constraints, workforce challenges

CORE RESILIENCE PILLARS

- Financial Sustainability
- Reserves & Balances
- Liquidity & Cash Flow
- Cost Base & Demand
- Income & Funding
- Delivery Capacity & Transformation

METRICS & INDICATORS (RAG RATED)

Quantitative and qualitative measures of resilience

SCENARIO PLANNING & STRESS TESTING

Assessment of impact of financial shocks and risks

RESPONSE & MITIGATION

Defined actions, triggers and escalation routes

GOVERNANCE & MONITORING

Regular reporting and integration with MTFS and risk

CONTINUOUS IMPROVEMENT & TRANSFORMATION

Ongoing development and alignment with transformation

4.5 Core Components of the Framework

Financial Resilience Pillars

4.5.1 The framework is structured around six core resilience pillars which collectively provide a comprehensive assessment of the Council's overall financial position and ability to respond to future challenges:

- **Financial Sustainability** – considers the Council's projected budget gap and ability to deliver savings within the MTFS;
- **Reserves and Balances** – focuses on the adequacy and sustainability of available reserves, recognising that these are finite resources;
- **Liquidity and Cash Flow** – assess the Council's ability to meet its short-term financial commitments and maintain sufficient financial flexibility;
- **Cost Base and Demand** – considers the alignment between service demand, costs and available resources, recognising the increasing pressures within key services;
- **Income and Funding Resilience** – evaluates the diversification and sustainability of income streams and the Council's ability to maximise available funding opportunities, and
- **Delivery Capacity and Transformation** – considers the Council's ability to deliver savings, transformation programmes and service redesign necessary to achieve long-term sustainability.

4.5.2 **Metrics and Indicators**

Each resilience pillar will be supported by a set of key indicators and measures that together will form the Financial Resilience Dashboard. The Dashboard will provide Members with a structured assessment of financial resilience using a Red/Amber/Green (RAG) reporting methodology.

The Indicators will comprise a combination of financial measures, performance measures and demand indicators. Examples may include the level of uncommitted reserves, delivery of savings targets, projected funding gaps, borrowing and liquidity measures, transformation programme delivery and demand trends within key services.

An example of the Dashboard is provided at Appendix A. The dashboard, indicators, thresholds and RAG assessments will be developed and refined during 2026/27 to those relevant to the Council, informed by benchmarking, best practice and data availability. The completed dashboard will be presented to Council alongside future Budget Strategy and MTFS updates.

4.5.3 **Scenario Planning and Stress Testing**

The framework will strengthen the Council's forward planning by incorporating scenario modelling, allowing for assessment of the impact of:

- Variations in Scottish Government funding;
- Demand increases in key services;
- Inflation, and
- Pay pressures.

4.5.4 **Response and Mitigation**

Clear response mechanisms will be defined, including:

- Early warning triggers where resilience indicators deteriorate;
- Agreed escalation routes, and
- Actions aligned to the MTFS to address emerging financial pressures.

4.5.5 **Governance and Monitoring**

The framework will be embedded within existing governance arrangements and reported through Budget Strategy Update reports to Council.

4.6 Next Steps

4.6.1 Subject to Council approval, the Financial Resilience Framework will enhance the Council's financial governance arrangements by providing a clear methodology for assessing, monitoring and reporting financial resilience, supporting greater transparency and informed decision-making.

4.6.2 Officers will undertake further development of the Financial Resilience Dashboard, including refinement of indicators, reporting thresholds and governance arrangements to ensure they are meaningful, measurable and aligned with the Council's strategic objectives.

4.6.3 A populated dashboard, together with the first formal assessment of the Council's financial resilience against the approved framework, will be reported alongside the next Budget Strategy and MTFS update.

5.0 Budget 2027/28 – Progress Update

5.1 Since approval of the Budget Strategy in May 2026, elements of the planned budget development work have progressed, however progress has not been at the pace originally envisaged. During the first quarter of 2026/27, significant officer capacity across the organisation, including senior leadership and corporate support services, was redirected to support the emergency response to the Coalsnaughton incident. This was both necessary and appropriate given the scale and significance of the incident and its impact on residents and communities.

5.2 While this has inevitably impacted aspects of the budget development programme, governance arrangements established by Council have remained in place and priority work has continued where possible. As the incident response moves from the emergency phase into longer-term recovery arrangements, it is anticipated that recovery activity will continue to require a significant level of officer involvement and commitment over the coming months. As a consequence, the budget development timetable may be adjusted to reflect these competing priorities whilst still maintaining the objective of presenting a balanced and sustainable budget for 2027/28.

5.3 The Budget Working Group has met as planned since May 2026 and has maintained oversight of the budget process, the developing financial outlook and emerging risks. In addition, a Strategy session was also held with the Admin Group in June discussing the budget approach. The Budget Challenge Session scheduled for June has been postponed and will be rescheduled to September with the Budget Challenge Session 2 also rescheduled from September to October. As a consequence the Budget Challenge Briefing for Members and TU's scheduled for August will also be rescheduled.

5.4 To support the effective development, governance and monitoring of savings and budget pressure proposals, a dedicated SharePoint-based Budget Hub has been developed. The site will provide a single repository for all savings, income generation and budget pressure business cases, supporting improved version control, auditability and transparency throughout the budget process. The system also incorporates workflow functionality to facilitate review and approval by Finance, ensure consistency of information, and provide a clear record of proposal development and decision-making. The site will support officers, senior management and Members by providing a more structured and efficient approach to managing budget proposals and associated supporting documentation. A presentation on the new sharepoint site was given to the Extended Leadership Group in July and a session is also being arranged with the Finance team.

5.5 The newly established Capital Programme Board met for the first time in June where it reviewed the 2025/26 final outturns and the monitoring arrangements for 2026/27. An action log was prepared and circulated after the meeting. The Board is scheduled to meet again in August to review the 1st Quarter capital outturn.

5.6 Work has also continued to review the financial assumptions that underpin the Medium Term Financial Strategy, including consideration of emerging demand pressures, inflationary impacts, workforce costs and funding assumptions. Following this assessment there has been no new or updated information that requires any change to the indicative gap of £10.096m previously reported. Further review of these assumptions will take place during the autumn if additional information becomes available from the Scottish Government and on national pay negotiations.

5.7 Preparation of the Housing Revenue Account (HRA) Revenue and Capital Budgets for 2027/28 has commenced. Progress has similarly been affected by the diversion of resources to emergency response and recovery activity. However, the stock condition survey programme is underway that will inform future capital investment planning and the development of the long-term Housing Capital Programme and future budget decisions.

5.8 Engagement with COSLA, the Scottish Government and partner authorities through the Coalsnaughton incident continues to highlight both the Council's financial challenges and the wider impact that significant unforeseen events can have on already constrained local authority resources. Specific budget engagement is expected to be undertaken through the 2nd quarter of the year following Summer recess and further updates will be provided to Members throughout the budget development process.

5.9 The financial outlook for the Council remains extremely challenging. Whilst progress on some aspects of budget development has been slower than anticipated, this has been due to the exceptional circumstances associated with the response to the Coalsnaughton incident. As the Council moves into the recovery phase, revised arrangements and timescales will be implemented to ensure that sufficient work is undertaken to support development of the 2027/28 Budget and the longer-term objectives of the Medium Term Financial Strategy.

6.0 Sustainability Implications

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

7.0 Resource Implications

7.1 *Financial Details*

7.2 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 ☑

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

7.4 *Staffing* - There are no direct staffing implications arising from this report.

8.0 Exempt Reports

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

9.0 Declarations

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

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

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

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

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

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

(2) Council Policies

Complies with relevant Council Policies ☐

10.0 Impact Assessments

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

Yes ☐ No ☑

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

11.0 Legality

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

12.0 Appendices

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

Appendix A- Financial Resilience Framework

13.0 Background Papers

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

- General Services Revenue and Capital Budget 2026/27
- Medium term Financial Strategy
- Budget Strategy and Medium Term Financial Strategy Update - May 2026

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

Financial Resilience Dashboard

The Council's proposed Financial Resilience Dashboard is set out below. This is a new tool designed to bring together a snapshot of the Council's overall financial position, key risks and a measure of its' resilience over the medium to longer term.

The headline position is shown at the top of the dashboard presenting whether overall financial resilience is high, medium or low risk, along with the trend over time. This position will highlight the scale of the financial challenge as presented in the Medium Term Financial Strategy.

In simple terms, the overall position will be driven by three main factors:

- the anticipated funding gap,
- level of reserves and previous reliance on reserves to support the revenue budget, and
- the scale of demand and cost pressures across core services.

Below that headline, the dashboard breaks resilience down into six areas, including sustainability, reserves, demand, income, and the Council's capacity to deliver change.

This will allow us to move beyond a narrative description of the financial position and instead provide a clearer, more transparent and measurable assessment of risk, using the Red, Amber, Green indicators for each section.

Importantly, this is not just about describing the position. It is designed to support decision-making. It will highlight where the pressure points are, where mitigations are in place, and where further action or choices may be required.

The Financial Resilience Dashboard will evolve over time. The indicators will be reviewed and refined and this will be reported regularly alongside within the Budget Strategy Reports and updates to the MTFS. This will ensure there is a consistent and transparent view of financial resilience.

Financial Resilience Dashboard

RAG Definitions

Rating	Definition
Red	Significant financial risk. Immediate action required.
Amber	Emerging or manageable risk. Close monitoring required.
Green	Stable position. Within acceptable limits.

Overall Financial Position

Overall Financial Resilience Status	HIGH RISK, MEDIUM RISK, STABLE
Direction of Travel	Improving/ Stable/ Deteriorating
Key Issue	

Financial Sustainability

Indicator	Current Position	RAG	Trend	Commentary
Medium-term funding gap	£X.Xm		↑→↓	
Savings delivery	XX%		↑→↓	
One-off funding reliance	£X.Xm		↑→↓	

Reserves and Balances

Indicator	Current Position	RAG	Trend	Commentary
Uncommitted reserves	£X.Xm		↑→↓	
Use of reserves	£X.Xm		↑→↓	
Reserves %	X%		↑→↓	

Liquidity and Cashflow

Indicator	Current Position	RAG	Trend	Commentary
Cash flow	Good, Adequate, Poor		↑→↓	
Borrowing	£X.Xm		↑→↓	

Cost Base and Demand

Indicator	Current Position	RAG	Trend	Commentary
Demand pressures	£X.Xm		↑→↓	
Overspends	£X.Xm		↑→↓	
Cost flexibility	High, Medium, Low		↑→↓	

Income and Funding Resilience

Indicator	Current Position	RAG	Trend	Commentary
Income performance	XX%		↑→↓	
External funding	£X.Xm		↑→↓	
Grant dependency	High, medium, Low		↑→↓	

Delivery Capacity and Transformation

Indicator	**Current Position**	**RAG**	**Trend**	**Commentary**
Savings capacity	High, Medium, Low		↑→↓	
Workforce stability	Strong, Stable, Weak		↑→↓	
Transformation delivery	XX%		↑→↓	

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 6

ON THE AGENDA

Report to: **Council**

Date: **20 August 2026**

Subject: **Annual Treasury Management Report 2025/26**

Report by: **Chief Finance Officer**

1.0 Purpose

1.1 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. This report details the treasury management activities for the Council for the year ended 31 March 2026 and how this compares to the 2025/26 Treasury Management Strategy Statement set in February 2025.

2.0 Recommendations

2.1 It is recommended that the Council note and consider this Annual Report for 2025/26 on the Council's Treasury Management activities.

3.0 Considerations

3.1 This report meets the requirements of the Scottish Government's investment regulations, the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

3.2 During 2025/26 the following reports were required to be reported to Council:

- annual treasury management and investment strategy (The Treasury Management Strategy Statement (TMSS) for 2025/26, which included the Annual Investment Strategy was approved by Council on 27th February 2025);
- a treasury update report for the first three quarters, 1st April to 31st December 2025 (Treasury Management Quarterly Update to 30th September 2025 presented to Audit & Scrutiny Committee on 5th Feb 2026 and Treasury Management Quarterly Update at 31st December 2025 presented to Audit & Scrutiny Committee on 23rd April 2026), and
- an annual review following the end of the year describing the activity compared to the strategy (this report).

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

3.3 The report covers the following areas:

- The Economy and Interest Rates
- Interest Rate Forecast
- Investment Outturn for 2025/26
- Borrowing Requirement and Debt
- Borrowing Outturn for 2025/26
- Compliance with Treasury and Prudential Limits

The Economy and Interest Rates

3.4 During 2025/26, financial markets continued to be impacted by the continuation of the geopolitical events from previous years such as the war in Ukraine and US tariff policies. The conflict involving the United States and Iran has increased economic pressures on the UK primarily through higher energy costs and greater uncertainty in global markets. Disruptions to oil and gas supplies in the Middle East, particularly around the Strait of Hormuz, pushed up international energy prices, increasing UK fuel costs and adding to inflationary pressures.

3.5 The forecast for interest rates within the 2025/26 TMSS was that the Bank of England (BoE) Base Rate would fall steadily from 4.50% in March 2025 to 3.75% in March 2026 and then reduce to 3.50% in December 2026. From 1st April 2025, there were three cuts to the Bank rate in the year, with the base rate reducing to 3.75% by February 2026 where it has remained to date. This was broadly in line with the forecast in the TMSS.

3.6 The Bank of England Monetary Policy Committee (MPC) sets monetary policy to meet a 2% inflation target and varies the BoE Base rate to achieve this target. UK inflation remained above the BoE target throughout 2025/26. Having started the financial year at 3.5% in April 2025, CPI peaked at 3.8% from July to September, before reducing to 3.3% in March 2026. CPI has fallen further in 2026/27 to 2.6% as at June 2026.

Interest Rate Forecast

3.7 The Council's treasury advisors, MUFG Corporate Markets, provided the following interest rate forecast and actual rates as at 25th March 2026 which is in line with their current assessments of the economic outlook for the coming financial year.

Table1: Investment Forecast provided by MUFG Corporate Markets

Quarter Ended	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Jun 2026 (actual)	3.75	5.00	6.00	5.80
Sep 2026	3.75	5.00	6.00	5.80
Dec 2026	3.75	4.90	5.90	5.70
Mar 2027	3.75	4.80	5.80	5.50
Jun 2027	3.75	4.60	5.60	5.40

3.8 The table shows the Bank Rate is forecast to remain at 3.75% and PWLB borrowing rates are expected to reduce slowly over the coming year to June 2027. Whilst reductions in rates reduces borrowing costs, it also reduces the interest income on short term investments.

Investment Outturn for 2025/26

3.9 As at 31 March 2026, the Council held investments of £13.3m almost wholly made up of short-term cash and cash equivalents held with banks and other institutions. £500 was also held in CSBP Clackmannanshire Investments Ltd. Appendix 1 shows the analysis of the investment portfolio as at 31 March 2026.

3.10 The Council's investment treasury indicators for 2025/26 are:

- A limit of £12m on the maximum principal sum that may be invested for periods greater than 365 days;
- Up to 75% of investments may have fixed interest rates, and
- Up to 100% of investments may have variable interest rates.

These limits were not breached during 2025/26.

3.11 As at 31 March 2026 the Council held immediately available cash balances of £13.3m (£15.3m 2024/25), of which £400k was held in the Council's bank accounts and a further £12.9m was held in a treasury call account, two Money Market Funds (MMF) and two Ultra Short Dated Bond Funds (USDBF).

3.12 During the year, there were no investments in fixed term deposits. All funds available for investment were held in the Treasury Call Account, MMFs and USDBFs. The Treasury Call Account is held with the Bank of Scotland and offers daily interest rates close to money market rates. Extensive use was also made of HM Treasury's Debt Management Office deposit facility, principally for very short-term deposits, often overnight, to secure a better rate than was available from the main bank account with the Royal Bank of Scotland.

3.13 The benchmark investment returns over the 12 months ending 31 March 2026, provided by MUFG Corporate Markets, are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2025/26

Benchmark	Benchmark Return
30 days	4.13%
90 days	4.22%
180 days	4.34%
365 days	5.02%

*The rates shown above are based on the backward-looking Sterling Overnight Index Average (SONIA) compounded.

3.14 The Council's budgeted cash investment return for returns on investments placed for periods up to three months for 2025/26 was 2.25%, which was based on an expected bank rate of 3.75% for 2025/26.

3.15 Investment interest rates fell throughout 2025/26 in line with decreases in the Bank rate. The Treasury Team actively invested the Council's cash balances throughout the year to maximise returns in a falling interest rate environment. As a result, the Council achieved an actual investment return of 4.58% (£0.703m) on all investments for the year ended 31 March 2026 which is in line with the benchmark shown in table 2 above and over double the budgeted return. Average interest rates between 3.86% and 4.21% were achieved on the MMF, USDBF, DMO and the Treasury Call Account. An average return of 2.18% was achieved on everyday cash investments.

3.16 The Treasury Team continues to identify opportunities during 2026/27 to optimise the Council's investment income in line with interest rate and cashflow forecasts. These activities are being undertaken in line with the Council's investment priorities of security first, liquidity second and then return.

Capital Outturn for 2025/26

3.17 The Council's capital expenditure plans are a key driver of treasury management activity. The TMSS for 2025/26 provided estimates of the total capital expenditure that would be incurred in 2025/26, split between General Fund Services (GF) and Housing Revenue Account (HRA). The outturn for 2025/26 against budget is shown below:

Table 3: Capital Outturn 2025/26

	Revised Budget at 31 March 2026 £000	Actual Spend to 31 March 2026 £000	(Under)/Over Spend £000
General Fund Services	36,524	26,868	(9,656)
Housing Revenue Account	24,560	17,253	(7,307)
Total	**61,084**	**44,121**	**(16,963)**

3.18 For 2025/26, the approved General Fund Capital programme set out significant gross investment in Clackmannanshire amounting to £29.266m. A further £3.926m was added as a result of carry forwards from 2024/25 and £3.332m has been added to reflect additional grant income for various projects and initiatives. These additional amounts have increased the approved gross budget for 2025/26 to £36.524m.

3.19 The total spend on the General Fund capital programme for the year was £26.686m resulting in an underspend of £9.656m. Whilst work on capital projects was progressed, delays were still incurred due to internal and external factors and as such £9.224m was carried forward to 2026/27.

3.20 The HRA Capital Programme for 2025/26 has a gross budget of £24.560m. This is made up of the approved budget including carry forwards and an in year additional £1.000m for work on RAAC affected properties under the Roof and Render project as approved by Council in June 2025. A further £3.100m (also included) was brought forward from 2026/27 for Off the Shelf Purchases as approved by Council in October 2025.

3.21 The total gross expenditure on the HRA capital programme for the year was £17.253m resulting in an underspend of £7.307m of which £6.574m was carried forward to 2026/27. The main underspends related to Lochies Road – New Development and Off the Shelf Purchases. The budget for both projects was carried forward into 2026/27.

Borrowing Requirement 2025/26

3.22 Capital expenditure can be financed by using capital receipts, capital grants, developer contributions or directly from revenue. For any additional requirement out with these means, the Council will undertake borrowing. This additional borrowing will increase the Capital Financing Requirement (CFR) of the Council; therefore, the CFR represents the Council's underlying need to borrow for capital purposes and it is used as a key measure in treasury management decisions. Increases in the borrowing requirement are offset by the Loans Fund Principal Repayments. This is the amount required to be charged to revenue each year to repay previous borrowing and it is charged over the life of the asset. The net figure is the increase in the CFR. The CFR is shown in the table below split between the General Fund and HRA.

Table 4: Borrowing Requirement/ CFR 2025/26

	31 March 2025 Actual £000	31 March 2026 Estimate £000	31 March 2026 Actual £000
General Fund	141,805	172,410	166,517
HRA	27,161	39,198	43,737
Total	**168,966**	**211,608**	**210,254**

3.23 Overall the CFR has increased by £41.3m as at March 2026 from the previous year. The General Fund CFR has increased by £24.7m due to in year capital expenditure of £26.9m funded by internal borrowing, partly offset by Loans Fund principal repayments and lease and other repayments totalling £2.2m.

3.24 The increase in the GF CFR reflects the delivery of the Council's approved capital investment programme and should therefore be viewed within the context of the Council's long-term financial strategy. Since approving the 20 year capital investment programme in March 2021, the Council has adopted a borrowing strategy that supports investment in priority infrastructure, digital and data and regeneration projects rather than solely focusing on debt reduction. The increase in the borrowing requirement during 2025/26 is therefore a planned consequence of delivering approved capital investment and is consistent with the Treasury Management Strategy approved by Council.

3.25 The HRA CFR has increased by £16.6m as at 31 March 2026 from the previous year. This was due to planned in-year capital expenditure of £17.3m funded by internal borrowing offset by Loans Fund principal repayments of £0.7m.

3.26 In summary, the total CFR for both GF and HRA is less than estimated due to underspends in the previous financial year offset with higher than anticipated expenditure in 2025/26 both of which were not known at the time the TMSS for 2025/26 was approved.

3.27 Loans Fund repayments are set in line with the Loans Fund Policy which was previously amended by the Council in 2019/20. The policy smooths the repayment profile of debt over the average life of the Council's assets. Further details of the policy are set out in the Treasury Management Strategy Statement 2020/21 approved by Council in February 2020.

Ratio of financing costs to net revenue stream

3.28 The Council is required to make estimates of the ratio of capital financing costs to its net revenue stream i.e. the estimate of total income which will be committed towards meeting future costs of borrowing. This ratio is required to assess the affordability of capital investment plans and to provide an indication of the impact of the capital investment plans on the Council's overall finances.

3.29 For the GF this is the ratio of financing costs of borrowing against net expenditure financed by Government Grant and Council Tax. For the HRA, the indicator is the ratio of financing costs to gross rental income.

3.30 The outturn for 2025/26 against the estimate is shown in the following table.

Table 5: Ratio of financing costs to net revenue stream 2025/26

	2025/26 Estimate	2025/26 Actual
General Fund	4.35%	3.94%
Housing Revenue Account	8.95%	8.60%

3.31 The ratio of financing costs to the net revenue stream remains relatively low and below the level forecast within the approved Treasury Management Strategy for both GF and HRA. This demonstrates that, despite significant capital investment and planned increased borrowing requirements, the cost of servicing debt remains affordable within the Council's overall revenue budgets. The Council's strategy of prudently increasing borrowing to support investment within the GF has therefore been achieved without placing undue pressure on revenue budgets.

Borrowing Outturn for 2025/26

3.32 Borrowing activity is constrained by the prudential indicators for CFR and gross borrowing and by the authorised limit. The Council needs to ensure that gross debt does not, over the medium term, exceed the CFR. An over-borrowed position is only permissible in the short term to allow for early borrowing for future years and recognition of slippage and other funding becoming available, but the Council must return to an under-borrowed position in future years.

3.33 In line with the Prudential Code, the Council was in an under-borrowed position as at 31 March 2026.

3.34 The Council's external borrowing position as at 31 March 2026 has increased by £24.564m and is illustrated in the undernoted table:

Table 6: External borrowing at 2025/26

	Actual March 2025 £000	Actual March 2026 £000	Movement Increase /(Decrease) £000
Public Works Loan Board (PWLB)	88,297	133,489	45,192
Market Loans	18,937	0	(18,937)
LOBO Loans*	5,000	5,000	-
Other long term liabilities	32,358	30,667	(1,691)
Total	**144,592**	**169,156**	**24,564**
CFR	**168,966**	**210,254**	**41,288**
(Under)/Over borrowing	**(24,374)**	**(41,098)**	**(16,724)**

*LOBO = Lender Option Borrower Option – long term loan with a fixed interest rate but allows the option to vary the interest rate at periodic intervals throughout the term of the loan.

3.35 Whilst external borrowing increased during the year, the Council remains in an under-borrowed position, with gross debt remaining £41.1m below the underlying borrowing requirement represented by the CFR. This demonstrates that the Council has continued to take a prudent approach to borrowing and has not borrowed beyond its long-term capital financing need.

3.36 New PWLB loans of £53m were undertaken of which £18m was to finance the redemption of four Barclays loans (Market Loans) totalling £18.5m at a substantial discount. Repayments of £7.803m were made on PWLB loans.

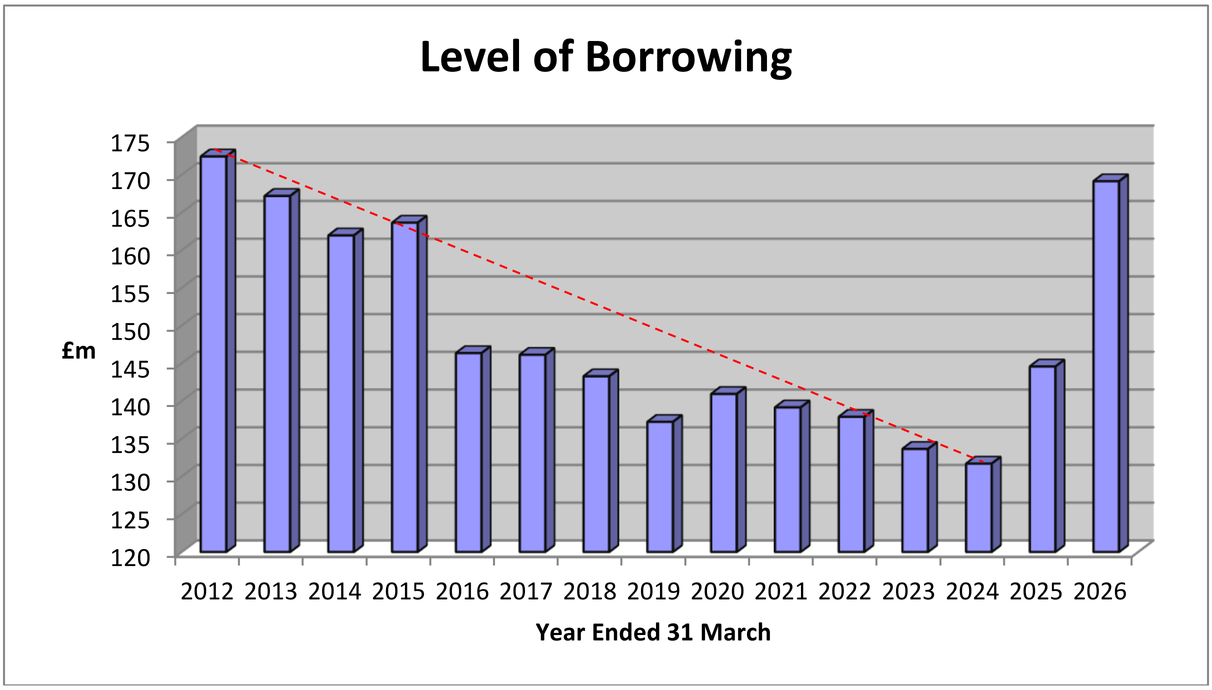
3.37 The maturity structure of the PWLB loans and LOBO loans are set out in Appendix 2. This also details the upper and lower limits for each category of loan as set out in the 2025/26 TMSS and shows that the Council has not breached these limits.

3.38 Under Other long-term liabilities, repayments of £1.691m were also made in the year toward the Council's PFI lease.

3.39 In 2012 the Council put in place a policy to minimise long term debt. To ensure debt is minimised, the capital programme was set so that the level of borrowing did not increase over the longer term. The Capital Investment Programme approved by Council in March 2021 recognised that continuing to minimise external debt would constrain the Council's ability to invest in infrastructure, digital and data and place-based improvements. The revised treasury strategy therefore supports prudent borrowing where it is affordable and sustainable to do so. The borrowing undertaken during 2025/26 reflects this strategic approach and has enabled significant investment across the General Fund while maintaining compliance with all prudential and treasury indicators.

3.40 The following chart illustrates the actual level of debt at the end of each year up to 31 March 2026.

Chart 1: External debt (actual)



3.41 The chart shows that overall, there has been a reduction in cumulative external debt of 23.6% between March 2012 and March 2024, showing that over that period the Council did not increase its level of debt, in line with the policy approved in 2012. During 2025/26, the Council undertook net new borrowing of £34.5m from the PWLB to support the capital investment programme, which was in line with the TMSS for 2025/26 and the revised strategy to support investment and growth. Repayments towards PFI and finance leases contribute to a reduction of the Council's overall level of external debt on an annual basis.

Limits for External Debt

3.42 The Council is required to set an authorised limit for external debt which includes external borrowing (gross of investments) and other long-term liabilities such as finance lease obligations. The limit provides a maximum figure that the Council could borrow at any given point during each financial year. The Council also set an operational boundary for external debt which is lower than the authorised limit as it is based on an estimate of the most likely level of external borrowing at any point in the year.

Table 5: Authorised Limit for External Debt 2025/26

	2025/26 £000
Authorised Limit for External Debt	220,000
Operational Boundary for External Debt	204,000
Gross External Debt as at 31 March 2026	169,156

3.43 The Council did not exceed either the authorised limit or the operational boundary during 2025/26 and was £34.8m below the operational boundary as at 31 March 2026.

Borrowing in advance of need

3.44 The Council did not borrow in advance of need in the year ended 31 March 2026 and has no intention to borrow in advance in 2026/27.

Debt Rescheduling

3.45 Debt rescheduling opportunities have been very limited in the current economic climate. However, an opportunity arose in April 2025 to repay £18.5m of market loans with Barclays Bank at a discount of £1.9m. This was financed with £18m of new borrowing from the PWLB at lower interest rates than the market loans they replaced.

Compliance with Treasury and Prudential Limits

3.46 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved TMSS.

3.47 During the year the Council has operated within the treasury and prudential indicators set out in the Council's TMSS and in compliance with the Council's Treasury Management Practices. Some of the key Prudential and Treasury Indicators are shown at Appendix 2.

4.0 Conclusions

4.1 Throughout 2025/26 the Council has complied with its legislative and policy requirements including its Treasury Management Strategy and Prudential Indicators

4.2 The Council achieved a higher than budgeted actual return on investment of 4.58% generating income of £0.703m from short term cash investments.

4.3 During the year net borrowing increased by £24.564m representing £53m of new advances, offset by repayments of £26.745m towards long-term debt and £1.691m towards PFI leases, reducing other long-term liabilities. This increase in borrowing during 2025/26 reflects the Council's planned investment in approved capital projects across General Fund and Housing services. Borrowing decisions were undertaken in accordance with the approved Treasury Management Strategy and Prudential Code requirements. Despite significant capital investment, the Council remains in an under-borrowed position, all prudential limits were achieved, and the ratio of financing costs to the net revenue stream remained below forecast levels, demonstrating that the investment programme continues to be affordable and financially sustainable.

5.0 Sustainability Implications

5.1 None

6.0 Resource Implications

6.1 Financial Details

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

Yes ☑

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

6.4 *Staffing – there are no staffing implications arising from this report.*

7.0 Exempt Reports

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

8.0 Declarations

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

(1) **Our Priorities** (Please tick ☑)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	☒
Our families; children and young people will have the best possible start in life	☐
Women and girls will be confident and aspirational, and achieve their full potential	☐
Our communities will be resilient and empowered so that they can thrive and flourish	☐

(2) Council Policies

Complies with relevant Council Policies ☐

9.0 Impact Assessments

9.1 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 ☒

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

This report is for noting and there are no direct impacts resulting from the content of this report.

10.0 Legality

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

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 31 March 2026

Appendix 2 - Prudential and Treasury Indicators as at 31 March 2026

12.0 Background Papers

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

Yes ☑ (please list the documents below) No ☐

Treasury Management Strategy Statement (TMSS) 2025/26 - report to Council February 2025

Treasury Management Quarterly Update at 30 September 2025 – report to Audit & Scrutiny Committee Feb 2026

Treasury Management Quarterly Update at 31 December 2025 – report to Audit & Scrutiny Committee April 2026

Author

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Helen Coleman	Team Leader – Corporate Accountancy	2256
Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Chris Alliston	Head of Corporate Services	[redacted]

APPENDIX 1: Investment Portfolio as at 31 March 2026

Counterparty	Principal £000	Interest Rate	Type
Royal Bank of Scotland plc	336	Variable Annual Return 2.18%	Instant Access
Other Accounts	64	N/A	Petty Cash
Total Cash and Cash Equivalents	**400**		

Short Term Investments	Principal £000	Interest Rate	Type
Bank of Scotland	82	Variable Annual Return 3.84%	Treasury Call Account
Aberdeen Standard Money Market Fund	4,100	Variable Annual Return 4.16%	Instant Access
Aberdeen Standard Ultra Short Duration Fund	2,514	Variable Annual Return 4.21%	4 working days
BlackRock Money Market Fund	4,100	Variable Annual Return 4.04%	Instant Access
BlackRock Ultra Short Duration Fund	2,131	Variable Annual Return 4.07%	2 working days
CSBP Clackmannanshire Investments Ltd	1		
Total Short Term Investments	**12,928**		

TOTAL INVESTMENTS	**13,328**

APPENDIX 2: Prudential and Treasury Indicators as at 31 March 2026

Treasury Indicators	2025/26 Approved Budget £000	2025/26 Outturn at 31 March 2026 £000
Authorised limit for external debt	220,000	220,000
Operational boundary for external debt	204,000	204,000
Gross external debt*	178,268	169,156
Investments	15,330**	13,328
Net borrowing	162,938	155,828

*As at 31 March 2026, Gross external debt consisted of £138.489m fixed rate borrowing and £30.667m liabilities in relation to PFI and finance leases
**Actual as at 31 March 2025

Maturity structure of fixed rate borrowing - Upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 March 2026 £000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	14,773	10.67%
12 months to 2 years	25% - 0%	15,461	11.16%
2 years to 5 years	50% - 0%	34,778	25.11%
5 years to 10 years	75% - 0%	3,499	2.53%
10 years and above	100% - 0%	69,978	50.53%
Total Fixed Rate Borrowing		**138,489**	**100.00%**

APPENDIX 2: Prudential and Treasury Indicators as at 31 March 2026

Prudential Indicators	2025/26 Revised Budget £000	2025/26 Outturn at 31 March 2026 £000	Variance/ Movement £000
Capital expenditure - General Fund Services	36,524	26,868	(9,656)
Capital expenditure - Housing Revenue Account	24,560	17,253	(7,307)
Capital Financing Requirement (CFR) - General Fund	172,410	166,517	(5,893)
Capital Financing Requirement (CFR) - HRA	39,198	43,737	4,539
Annual change in CFR - General Fund	19,969*	24,712**	
Annual change in CFR - HRA	4,241*	16,576**	
In year borrowing requirement (includes Service Concession Adjustment)	33,341	41,098	7,757
Ratio of financing costs to net revenue stream - General Fund	4.35%	3.94%	(0.41%)
Ratio of financing costs to net revenue stream - HRA	8.95%	8.60%	(0.35%)

*This is the movement between the CFR reported in the TMSS 2024/25 and TMSS 2025/26
**This is the movement between the actual CFR as at 31st March 2025 and 31st March 2026

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 7
ON THE AGENDA

Report to Clackmannanshire Council

Date of Meeting: 20th August 2026

Subject: Coalsnaughton Major Incident Update

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

1.0 Purpose

1.1 This report provides a further update on the Coalsnaughton Major Incident since the report presented to Council on 25 June 2026, including the Council's response, including the likely cause of the incident, support for affected residents and communities, and arrangements for the Recovery phase.

2.0 Recommendations

2.1 Council is asked to:

2.2 Note the circumstances leading to the declaration of the Coalsnaughton Major Incident, the Council's response, and the continued multi-agency arrangements operating through the Forth Valley Local Resilience Partnership;

2.3 Note the MRA's findings that the most probable primary cause of the incident is coal mining related, the implications of the Coal Mining Subsidence Act 1991, and the ongoing claims process;

2.4 Note the support provided to affected residents and communities, including housing, welfare, wellbeing, education, communications and engagement activity;

2.5 Note the engagement with the Scottish and UK Governments, including the Scottish Government contribution towards emergency response costs;

2.6 Note the transition from Response to Recovery and the arrangements being established to support the ongoing recovery programme;

2.7 Note the additional resource requirements arising from the incident and the commitment and contribution of Council staff, partner agencies and voluntary sector organisations throughout the response and into recovery.

2.8 Note that additional funding may be required and this will be brought forward for consideration and approval by Council.

3.0 Considerations

Incident Overview

3.1 Following reports of ground movement affecting properties in Benbuck View on 18 May 2026, emergency services and Council officers responded to concerns regarding public safety. Subsequent assessments identified significant risks associated with ground instability, resulting in the evacuation of affected properties and the activation of multi-agency emergency response arrangements.

3.2 The incident has been managed through the Forth Valley Local Resilience Partnership (LRP), with Clackmannanshire Council fulfilling its statutory responsibilities as a Category 1 responder under the Civil Contingencies Act 2004. The incident was formally declared a Major Incident on 27 May 2026. On 5 August 2026, responsibility transitioned from the Response phase to the Recovery phase in accordance with the Scottish Government's *Recovering from Emergencies Framework* (see paragraph 3.28 below).

3.3 On 27 July 2026, the Mining Remediation Authority (MRA) confirmed that the most probable primary cause of the incident at Coalsnaughton is subsidence linked to historic coal mining activity and that it will assume responsibility for the remediation process. As confirmed by the UK Government Minister for Energy Security, Michael Shanks MP, during his visit to Coalsnaughton on 27 July 2026, the findings enable eligible claims to be pursued under the Coal Mining Subsidence Act 1991. The MRA is currently progressing claims from homeowners, Kingdom Housing on behalf of its tenants, and Clackmannanshire Council.

3.4 As investigations progressed and evidence of continued ground movement emerged, Clackmannanshire Council in line with our obligations under the Building (Scotland) Act, issued Dangerous Building Notices for a number of affected properties, 2 of which were Council owned properties. The notices were developed to address and manage public safety risks and consequently informed decisions regarding access to properties and longer-term accommodation arrangements for displaced households.

Council Response

3.5 Since the declaration of the Coalsnaughton Major Incident on 27 May 2026, Clackmannanshire Council has played a central role in the multi-agency response coordinated through the Forth Valley Local Resilience Partnership, alongside emergency services, the Mining Remediation Authority, utility providers and government partners. Falkirk Council have provided valuable support chairing the LRP arrangements, secretariat support and additional mutual aid.

3.6 Throughout the incident, the Council has fulfilled its statutory duties under Civil Contingencies legislation, prioritised public safety, supported the precautionary evacuation of affected residents and fulfilled its statutory responsibilities under the Building (Scotland) Act 2003 through the service of Dangerous Building Notices where required. The Council has also coordinated emergency and longer-term accommodation solutions and delivered a range of welfare, housing and wellbeing supports for affected households.

3.7 Extensive support has been provided to residents and their families, including welfare assistance, financial support, dedicated communications and engagement activity, support for children and young people, access to advice and information, and arrangements for property access, removals and storage. The Council and residents have benefited from the contribution of a number of third-sector and community organisations, including CTSI, Citizens Advice Bureau, OYCI, The Gate and the Clackmannanshire Tenants and Residents Federation, together with support from the Association of British Insurers.

3.8 Throughout the incident, Council services have worked extensively to manage operational impacts, support affected communities and prepare for the transition from emergency response to recovery. Intensive support has been provided to residents with complex or additional wellbeing needs, with dedicated key workers identified for those requiring the highest levels of assistance. Close links with health services and GP practices have been maintained through the Health and Social Care Partnership. Additional support has also been provided to children and young people through schools and early learning and childcare settings, including transport arrangements for displaced pupils to minimise disruption to their education.

Multi-Agency Response

3.9 The response has involved close collaboration between Clackmannanshire Council, Police Scotland, Scottish Fire and Rescue Service, NHS Forth Valley, utility providers, the Mining Remediation Authority, housing partners and Scottish Government representatives. Strategic, tactical and operational activity has been coordinated through the Local Resilience Partnership and the Council's Incident Management Team (IMT), ensuring a coordinated and effective response to the evolving situation.

3.10 The Mining Remediation Authority continues to lead technical investigations and site activity, including extensive engineering assessments and ongoing monitoring of ground conditions.

Building (Scotland) Act

3.11 Following independent legal and technical advice, the Council served Dangerous Building Notices on nine properties in Langour and four in Dunmoss View under Sections 29, 30 and 42 of the Building (Scotland) Act 2003. Property owners were formally notified and the notices registered as required. The notices prohibit occupation of the affected properties until investigations are complete, any necessary remediation has been undertaken, and risks to occupants and the public have been addressed. No action is currently required from homeowners while the Mining Remediation Authority's investigations and remediation planning continue. Officers will keep the position under review and, where necessary, amend, withdraw or serve further notices in light of emerging information and professional advice.

Mining Remediation Authority Investigation Findings

3.12 The Mining Remediation Authority (MRA) has completed its initial assessment of the ground movement affecting Coalsnaughton and concluded that "the most probable primary cause of the incident is subsidence linked to historic coal mining activity beneath the site". This conclusion is based on extensive site investigations, monitoring and technical analysis. While further work is required to refine understanding of the precise subsidence mechanisms and inform remediation options, the MRA has confirmed that the most probable primary cause of the incident is subsidence linked to historic coal mining and that responsibility for remediation now rests with the Authority.

3.13 The MRA presented its findings to residents at a public meeting on 28 July 2026 and subsequently published its report on its website. The findings provide residents, the Council and partner organisations with greater certainty regarding the cause of the incident and the route towards remediation and claims under the Coal Mining Subsidence Act 1991.

3.14 Since publication of the report, affected residents have been offered individual meetings with the MRA and Council officers, and with Kingdom Housing where appropriate, to understand next steps and identify any ongoing support requirements. Homeowners have been allocated a dedicated MRA Customer Account Manager to support the claims and remediation process, while the Council continues to provide residents with a named contact for Council-related enquiries. Kingdom Housing is liaising directly with the MRA on behalf of its tenants.

Housing and Accommodation Support

3.15 The Council established emergency accommodation arrangements immediately following the evacuations and has continued to provide accommodation solutions based on individual household needs aligned with available accommodation provision. Support has included Council housing stock, hotel accommodation, holiday lodges, Airbnb properties and student accommodation.

3.16 A consistent Operational Framework has been developed to ensure a fair and consistent approach to supporting affected households and managing longer-term accommodation requirements.

3.17 The Council has also worked closely with Kingdom Housing Association and neighbouring local authorities through mutual aid arrangements to maximise available housing capacity.

3.18 By the move to Recovery, the Council working closely with Kingdom Housing Association (KHA) had secured temporary housing for 20 households within Council Homes; 7 households decanted within the wider KHA stock and 8 households within Stirling University student accommodation. In addition to these, 27 households were housed by their insurance companies, and 23 households were living with family or friends. The remaining 12 households had a variety of solutions in place.

3.19 The Council has continued to progress more longer-term housing solutions for residents, with tenanted residents being reconnected into Council and

Registered Social Landlord Stock and owners being supported through MRA and Insurance solutions. For those Kingdom tenants who have accepted d ecanted homes out with the Council authority, they have been offered the first refusal of any suitable future Kingdom property back in County. Officers anticipate that all remaining tenants residing within student accommodation will have a longer-term housing offer by the end of August. The Council will, however, continue to provide a housing safety net for households throughout the Recovery phase.

Staff Commitment and Organisational Impact

3.20 The scale and complexity of the Coalsnaughton Major Incident have placed significant demands on staff and services across all Directorates. Officers have supported the emergency response while maintaining critical services and statutory functions, requiring the redeployment of resources, reprioritisation of work programmes and, in some cases, the postponement of planned activity. Human Resources and Health and Safety colleagues have continued to support staff wellbeing, fatigue management and business continuity. As the Council transitions to recovery, consideration is being given to the longer-term organisational impacts and the capacity required to support recovery alongside ongoing service delivery and the Council's transformation programme. Any proposals for further capacity would come back to Council for consideration.

Communication and Engagement

3.21 A coordinated communications approach has been maintained through the LRP Communications Cell, ensuring consistent and timely messaging across partner agencies. The incident has attracted significant local, regional and national media interest, with the Council's Communications Team responding to more than 100 media enquiries while supporting extensive public communications throughout the response..

3.22 Engagement arrangements have been developed and refined in response to resident feedback, including face-to-face engagement, four residents' meetings at Devonvale Hall, dedicated webpages and an online resident information portal. Residents have received regular updates through GOV.Notify, dedicated telephone and email contacts, tailored information packs and a weekly residents' newsletter. The MRA has also provided weekly technical updates, published on the Council's website.

3.23 The communications and engagement strategy has focused on ensuring residents receive timely information directly and, wherever possible, before wider public release. The Council and MRA have worked closely to coordinate the timing and approach to communications. Work is also underway to manage transition and signposting arrangements, with a dedicated MRA webpage now in place and Council webpages updated to direct residents to relevant MRA information.

3.24 The Council has worked to ensure that residents remain informed through clear, coordinated and timely communications throughout the response.

Government Engagement

3.25 The Council has maintained regular engagement with Scottish and UK Government Ministers and officials throughout the incident, ensuring that the impacts on affected residents, the wider community and council services are fully understood at national level. This engagement has contributed to securing financial support for the Council's emergency response and has helped inform ongoing discussions regarding residents' welfare, housing pressures and longer-term recovery requirements. The First Minister announced £1 million of Scottish Government support towards the Council's emergency response costs on 9 June 2026.

3.26 The Chief Executive, Depute Chief Executive and Council Leader have continued to represent the interests of affected residents and the wider community through ongoing engagement with both Governments. This has included ministerial visits to Coalsnaughton, direct meetings with residents and discussions regarding remediation, financial support and recovery arrangements. Continued engagement will remain important throughout the Recovery phase to ensure that the needs of residents, the community and the Council are reflected in future decisions and support arrangements.

Recovery Phase

3.27 The Local Resilience Partnership agreed on 23rd July that it would conclude the emergency response phase of the incident on 5 August.

3.28 Under the Preparing Scotland framework and Civil Contingencies legislation, local authorities are expected to lead and coordinate the multi-agency recovery phase of a major emergency. This responsibility extends beyond restoring council services and includes coordinating partners to delivering a comprehensive recovery programme covering humanitarian, social, economic, environmental and infrastructure impacts. The Council's role includes chairing multi-agency recovery coordination arrangements, overseeing the development of recovery plans, supporting affected communities and businesses, coordinating the restoration of critical services and assets, and ensuring effective engagement with stakeholders and the public throughout the recovery process. Recovery planning should begin at an early stage of the response, recognising that successful recovery depends upon coordinated action across a range of agencies and sectors to support the return to normality and enhance future community resilience.

3.29 While local authorities are expected to lead the recovery phase of a major emergency, Preparing Scotland also identifies them as a key operational partner within the multi-agency response, collaborating to ensure that the immediate needs of affected communities are addressed and that the foundations for recovery are established at the earliest opportunity. This means that a number of officers and senior managers from across the Council will continue to be involved in the Recovery process for some time.

3.30 Although a draft Recovery Strategy, initial plans and a Community Impact Assessment, have been developed by the LRP Response in preparation for concluding the Response phase, these now need to be updated to reflect the latest information on cause from the MRA and in particular more accurately reflect the support needs of residents and the community.

3.31 Multi-agency recovery subgroups and membership are being confirmed and will take forward individual activities, in line with the overall strategy. The Council will have officer representation on all of these groups. Those subgroups will be kept under review but are:

- Care for People
- Housing and Accommodation
- Community Liaison and Communications
- Environment and Infrastructure
- Multi-Agency Incident Response
- Finance and Legal (Task and Finish)

3.32 In Recovery, for homeowners, the MRA will act as the principal contact for property-related matters, including access arrangements and insurance enquiries. For tenants, MRA will engage through landlords to support tenants.

3.33 Resident engagement will remain central to recovery planning and an initial programme of individual meetings has been undertaken by the Council and the MRA to provide residents with an opportunity to discuss their personal circumstances, concerns and future support requirements. Working with the MRA, the Council will continue to consider wider practical, social and welfare support.

3.34 The scale, complexity and likely duration of the incident are placing significant demands on the Council's capacity and resources. In addition to leading the multi-agency Recovery phase, the Council must continue to maintain essential services, deliver statutory functions and progress key transformation and improvement programmes. In leading the recovery phase on behalf of the Local Resilience Partnership, additional governance, programme management, record-keeping, communications and engagement and stakeholder engagement, digital solutions, customer support models, will be necessary to ensure compliance with the Preparing Scotland framework, and to support recovery outcomes for residents, communities and partner organisations. The incident is also already impacting on business-as-usual activity and, given the scale and extent of recovery activity anticipated, additional capacity and specialist expertise is being considered to ensure that recovery arrangements are effectively coordinated and delivered, while maintaining organisational resilience. Should additional funding be required to support these measures, proposals will be brought back to Council for further consideration.

3.35 In learning from the Council's involvement within the emergency incident response and recognising that the extent of involvement in direct delivery within incident recovery will vary and inevitably be fluid in order to best respond to recovery needs; that without additional capacity the Council 'business as usual' services will be impacted. Leadership will seek to minimalise this impact as best as and where possible, but it is unlikely to be fully addressed.

Role of Elected Members

3.36 Throughout the Recovery phase, Elected Members will continue to play an important role in supporting community engagement, representing the interests of constituents and assisting with the communication of key messages. Regular progress reports will be provided to Council to support oversight and scrutiny of recovery activity, monitor emerging risks and inform future decision-making. The Council will continue to work closely with the Mining Remediation Authority (MRA), emergency services, housing providers, utility companies, health partners, voluntary organisations and other agencies to coordinate recovery activity and ensure that residents receive ongoing support throughout the recovery process.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1 Financial Details

5.2 The financial impact of the Coalsnaughton Major Incident continues to be significant.

As at 7 August 2026, the Council has incurred expenditure and commitments as follows:

Cost Category	Actual & Committed	Anticipated Costs	Total Estimated Costs
	£	£	£
Staff Costs associated with Rest Centre	32,872	77,799	110,670
Storage and Removals	168,394	27,069	195,463
Accommodation	230,874	177,816	408,690
Legal and Technical Expertise	46,590	-	46,590
Education and Transport	992	-	992
External Assessment for Recovery/Response	200,000	-	200,000
Lost Council Tax	38,499	142,316	180,815
Miscellaneous Expenditure*	32,192	-	32,192
Total	**750,412**	**425,000**	**1,175,412**

*Catering costs, equipment hire, rest centre costs, technicians for Devonvale Hall

5.3 Further expenditure is anticipated as the Council leads and coordinates the Recovery phase. The Council is pursuing recovery of eligible costs through the Mining Remediation Authority (MRA). The Council has received £1 million of Scottish Government support towards its emergency response costs, as detailed in para 3.25.

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

5.5 Staffing

5.6 The scale, complexity and likely duration of the incident continue to place significant demands on Council staffing resources and operational capacity. As lead organisation for the Recovery phase, the Council must balance its recovery responsibilities with the delivery of essential services, statutory functions and corporate priorities. Additional capacity and specialist support are therefore being progressed, to maintain organisational resilience and ensure effective recovery outcomes for residents and communities.

5.7 Appropriate arrangements remain in place to support staff wellbeing and maintain critical service delivery.

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:

This report is primarily for update purposes and does not introduce any new policy or service change. However, equality considerations have been considered throughout the Response and support activity.

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 ☐

Scottish Government : Ready Scotland: Guidance for preparing Scotland - Ready Scotland

MRA Coalsnaughton Findings Summary: https://www.miningremediation.co.uk/wp-content/uploads/2026/07/Coalsnaughton-Incident-Investigation-Summary.pdf

Author(s)

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Approved by

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CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 8
ON THE AGENDA

Report to: Clackmannanshire Council

Date of Meeting: 20 August 2026

Subject: Be The Future: Family Wellbeing Partnership

Report by: Senior Manager (Wellbeing)

1.0 Purpose

1.1 This report provides an update on the progress, impact and future priorities of the Family Wellbeing Partnership (FWP).

1.2 The Family Wellbeing Partnership is a key delivery mechanism for the Council's Be the Future Target Operating Model and Community Wellbeing Plan. Through prevention, whole family support, community empowerment and collaborative leadership, the Partnership brings together communities, public services, third sector organisations and national partners to improve outcomes for children, young people, families and communities.

1.3 The report outlines progress during 2025/26, highlights the impact achieved through partnership working and external investment, and sets out priorities for 2026/27.

2.0 Recommendations

2.1 It is recommended that Council:

2.2 Notes the progress and impact of the Family Wellbeing Partnership during 2025/26 and the significant external investment, community wealth-building benefits and partnerships secured through the Family Wellbeing Partnership.

2.3 Notes the contribution of the Family Wellbeing Partnership to delivery of the Community Wellbeing Plan and the Council's Be the Future Target Operating Model

2.4 Notes Clackmannanshire's continued leadership role in shaping national policy and practice relating to prevention, whole family support, child poverty reduction and public sector reform.

2.5 Notes the significant external investment, community wealth-building benefits and partnerships secured through the Family Wellbeing Partnership.

2.6 Notes the strategic priorities for 2026/27 and the continued focus on prevention, community empowerment and public service reform.

3.0 Background

3.1 The Community Wellbeing Plan, delivered in tandem at Council, provides the overarching strategic framework for improving wellbeing across Clackmannanshire. It sets the shared outcomes, priorities and system actions through which partners work collectively to improve outcomes for children, families and communities.

3.2 The Community Wellbeing Plan sits within the Council's wider Be the Future Target Operating Model (TOM), which aims to strengthen strategic planning, modernise service delivery and ensure a clear line of sight between community priorities, corporate objectives and operational activity. Through the TOM's "Golden Thread" approach, local priorities are aligned with the Local Outcome Improvement Plan, corporate priorities, business plans and performance arrangements, creating a more integrated and outcomes-focused system of planning and delivery.

3.3 Within this framework, the Family Wellbeing Partnership (FWP) plays a central role in translating strategic ambition into practical action. The Partnership is a key enabler of the Be the Future Target Operating Model, supporting the shift towards prevention, early intervention, community-led decision making, integrated service delivery and whole-system reform. It brings together community planning partners, communities, the third sector and national organisations to design, test, implement and scale approaches that improve outcomes for children, young people, families and communities.

3.4 The Family Wellbeing Partnership delivers this through a range of interconnected approaches, including Whole Family Support, Family Wellbeing Hubs, the Child Wellbeing Partnership, Clackmannanshire Transformation Space, trauma-informed practice, values-based leadership and community-led initiatives. Together, these approaches support earlier intervention, strengthen community capacity and contribute to improved outcomes while reducing demand for crisis services.

3.5 The Partnership also provides Clackmannanshire's principal mechanism for contributing to and influencing Scottish Government priorities relating to prevention, child poverty, Whole Family Support, community empowerment and public service reform. Through participation in national early adopter and reform programmes, the Partnership continues to contribute local learning, evidence and innovation to national policy development while ensuring that national ambitions are translated into meaningful local action.

3.6 As a result, the Community Wellbeing Plan, the Be the Future Target Operating Model and the Family Wellbeing Partnership operate as complementary components. The Community Wellbeing Plan sets the shared outcomes and priorities for the Wellbeing Directorate and associated planning partnerships, the Target Operating Model provides the organisational approach, and the Family Wellbeing Partnership acts as a key delivery mechanism through which partners work collectively to improve outcomes, strengthen communities and support long-term system reform.

3.7 As approved by Council on 21 August 2025, the Community Wellbeing Plan already incorporates multiple community planning partnership and individual plans, consolidating into a single Community Wellbeing Plan. Developed collaboratively with Alliance partners, the Plan aligns partnership priorities, outcomes and actions to the delivery of the Local Outcomes Improvement Plan, providing a streamlined and integrated approach to planning and reporting. It builds on previous work to align statutory plans and partnership priorities, and the focus has shifted to demonstrating impact for children, families and communities through a smaller number of shared outcomes, strategic system actions and an enhanced Outcomes Improvement Framework. This approach continues to reduce duplication, strengthens accountability and supports evidence-informed decision-making across Community Planning Partners.

Strategy and Delivery Framework

3.8 The Family Wellbeing Partnership Strategy 2026, attached as **Appendix 1,** sets out the Partnership's vision of building a stronger, healthier Clackmannanshire where communities live well. The strategy recognises that sustainable improvement requires a continued focus on prevention, early intervention, community empowerment and partnership working. It is underpinned by Whole Family Support, relational approaches, values-based leadership, strong third sector partnerships and broader partnerships and the development of Clackmannanshire Transformation Space as a mechanism for innovation, learning and system change

3.9 These foundations support delivery of four interconnected strategic priorities: Empowered Families and Communities; Health and Wellbeing; Sustainable and Inclusive Growth; and a Skilled and Resilient Workforce. Together, these priorities are intended to deliver meaningful impact for communities, strengthen service delivery and contribute to wider system reform. The strategy provides a clear framework through which partners can align effort, resources and investment around shared ambitions for Clackmannanshire.

Impact During 2025/26

3.10 The Family Wellbeing Partnership continues to demonstrate how investment in prevention, collaboration and community leadership can improve outcomes for local people whilst contributing to wider public service reform. Evidence from the Community Wellbeing Plan Year End Report demonstrates measurable progress across a range of outcomes relating to educational attainment, school attendance, mental wellbeing, child poverty and earlier intervention.

3.11 External validation is also noted through FWP’s continued participation in multiple national improvement forums and reciprocal learning alongside other local authorities.

Improving Outcomes for Children, Families and Communities

3.12 Evidence from 2025/26 demonstrates continued progress in improving outcomes for children, young people and families. Educational attainment exceeded local stretch aims, with 75.5% of children achieving expected literacy levels and 79% achieving expected numeracy levels. School attendance increased to 91.3%, with attendance among care experienced children rising to 90.1%. Young people reporting good or very good mental health increased from 41% to 48%, while non-offence referrals to the Children's Reporter reduced from 16.4 to 8.6 per 1,000 children. Child poverty reduced from 17.7% to 17.0%, representing 84 fewer children living in poverty. These improvements reflect an increasing emphasis on prevention, earlier intervention and coordinated support across partner organisations. A full Community Wellbeing Plan 2025/26 report will be presented at Audit and Scrutiny on 27 August 2026.

3.13 The wider evidence also demonstrates that children are receiving support earlier, families are better connected to services and preventative approaches are helping reduce crisis escalation. Whole Family Support, Family Wellbeing Hubs and partnership-based approaches are increasingly supporting families to access help at the earliest appropriate opportunity, contributing to improved outcomes and a more coordinated system of support.

Stronger Communities

3.14 Community empowerment remains central to the Family Wellbeing Partnership's approach. Through Clackmannanshire Transformation Space, What Matters To You, Family Voices, Community Connectors, Community Around the School and development of the Wellbeing Hub, local people are increasingly influencing service design, investment decisions and local priorities. This reflects a deliberate shift towards community-led decision making and greater involvement of residents in shaping the services and support available within their communities. Further details of Clackmannanshire Transformation Space update was presented at Council in June 2026 and can be accessed here.

3.15 As part of the national programme led by Glasgow Council for the Voluntary Sector, Children in Scotland and the Scottish Government to strengthen third sector participation in Fairer Future Partnerships (FFPs), Clackmannanshire successfully completed the strengths assessment process in partnership with Clackmannanshire Third Sector Interface and other local partners. The assessment highlighted the strong collaborative relationships already in place across the partnership and identified opportunities to further embed community and third sector voices in decision-making. Findings from the strengths assessment have informed ongoing development activity and investment aimed at enhancing the role of the third sector within the FFP, ensuring that local knowledge, lived experience and community priorities continue to shape efforts to tackle child poverty and inequality.

Strengthening the System

3.16 Alongside improved outcomes for individuals and communities, the Family Wellbeing Partnership continues to strengthen the wider system of support across Clackmannanshire. The One Plan, One Report approach has improved alignment between planning, performance management, investment and decision making. Prevention and early intervention are now more consistently reflected across local priorities, while workforce capability has been strengthened through investment in trauma-informed practice, values-based leadership and relational approaches.

3.17 The FWP has also contributed to stronger collaboration across organisational boundaries, helping partners align resources, share learning and focus collective effort on the outcomes that matter most to children, families and communities. Governance arrangements have continued to mature, strengthening accountability and supporting collective leadership across the system.

3.18 The progress achieved through the Family Wellbeing Partnership has increasingly attracted external recognition and validation. During 2025/26, earning from Clackmannanshire's prevention-focused, community-led approach continued to be shared through national networks, conferences, improvement programmes and policy development activity. This recognition reflects both the strength of local partnership working and the FWP's continued contribution to national discussions on prevention, child poverty, community empowerment and public service reform.

3.19 During the year, the Family Wellbeing Partnership received national recognition through COSLA and was awarded the LGC Community Involvement Award 2026. In recognising the work, the LGC noted that "Clackmannanshire Council has demonstrated how sustained commitment and trusted community relationships can deliver truly transformational change. By reshaping engagement with those facing the greatest need, this initiative has driven meaningful participation, measurable outcomes and evidence-led impact. What makes this work exceptional is its depth, showing how a deprived area can buck the trend of poverty while influencing policy at government level and setting a powerful benchmark for community-driven change."

3.20 During 2025/26, learning from Clackmannanshire's prevention focused and community-led approaches continued to be showcased through national networks, conferences and improvement activity. Recognition through awards, national partnerships and invitations to contribute to policy development provides further evidence of the FWP's growing influence and reinforces Clackmannanshire's position as a leading contributor to public service reform in Scotland.

Investment and Added Value Leveraged – 2025/26

3.21 During 2025/26, the Family Wellbeing Partnership continued to align and leverage significant external investment from Scottish Government, national partners, charitable trusts and private sector organisations to support prevention and early intervention. Collectively, these investments support employability, childcare, wellbeing, community-led investment, poverty reduction and prevention-focused services that improve outcomes while reducing future demand on statutory services. The following has been leveraged; this is not an exhaustive list:

- £300,000 Fairer Futures Partnership investment – Scottish Government (SG) (includes two funded Community Connectors hosted by CTSI, one of whom is aligned to STRIVE, Community connector fund, Wellbeing Alliance Sustainable Transport work, Columba 1400 VBL experiences and legacy training, FWP Programme Manager staffing, Community Around the School (match funding for philanthropic funding from Sir Peter Vardy), sustainable transport (CTSI/CERT) and funding to Clackmannanshire Transformation Space.

- £1 million Invest to Save funding through Clackmannanshire Transformation Space.

- £72,667 Foundation Scotland top up to Clackmannanshire Transformation Space.

- £50,000 - Scottish Government - Fairer Futures Partnership funding direct to CTSI (in recognition of FFP authority) – used to supplement the Family Support Collaborative funding and to supplement the funding for Community Connectors.

- £50,000 Scottish Government Fairer Futures Partnership funding was provided directly to CTSI in recognition of Clackmannanshire's Family Focus Partnership (FFP). The funding was used to supplement Whole Family Wellbeing Fund activity through the Family Support Collaborative, including support for the Collaborative Co-ordinator post, additional Community Connector capacity and engagement with the Family Voices group. Funding also supported the development of a new Family Support Volunteer Programme, led by Home-Start and delivered through five community pilot sites, alongside evaluation training and learning dissemination activities across the third sector network.

- £2.95 million - Child Wellbeing Partnership revenue funding, SG All Age Childcare.
- £264,856 - Child Wellbeing Partnership capital funding, SG All Age Childcare
- £111,188 - sportscotland investment – equality diversity and inclusion outcomes
- £43,000 - Winning Scotland investment supporting Planet Youth activity.
- Philanthropic donation for Columba 1400 values based leadership cohort at Skye for 14 disadvantaged young people (past two years).
- £22,076 - Cycling Scotland, Bikeability now delivered through Recyke-a-bike
- £4,500 Health Improvement Service, Healthy Movement Class
- £13,500 sportscotland - Feel Good Friday

3.22 As well as financial resource, FWP continues to attract other resources in kind to benefit families and communities, for example:

- Street Soccer (ongoing staffing provision equivalent to £16,000 over the last three years).
- Who Cares? Scotland Communities that Care, STV funded, 3 year programme of delivery to December 2027.
- Venture Trust - Delivery through National Equally Safe programme, in partnership with Justice services.

Plans for 2026/27

3.23 A key priority during 2026/27 will be the continued development of benefits realisation, cost avoidance and return on investment measures to demonstrate the impact of preventative approaches on individuals, communities and public services. Other key work is noted below.

3.24 A Women's Enterprise Hub (HERisen) is being created to provide whole-family support in Clackmannanshire by providing flexible childcare, training, business startup help and investment to help women to start and scale their businesses under one roof. The project is a partnership between Clackmannanshire Council, the Hunter Foundation, Flexible Childcare Services Scotland, Women's Enterprise Scotland, Forth Valley College and Ceteris Scotland Ltd.

3.25 Community Justice partners continue to strengthen a whole-system approach to prevention, rehabilitation and community safety. Community Payback Orders have increased from 38 to 49 per 100,000 population since 2020/21, supporting rehabilitation and community-based alternatives to custody. Improved alignment between justice, STRIVE, housing, health, employability and poverty services is helping people move away from offending behaviour, while stronger diversion and reintegration pathways are improving outcomes and reducing barriers to participation. Lived experience is increasingly shaping service design through the Community Justice Panel.

3.26 Income Maximisation and Financial Inclusion activity continues to help residents maximise income, prevent crisis and improve financial wellbeing. During 2025/26, partners secured over £2.45 million for local households through Citizens Advice Bureau support, alongside £94,690 in crisis support reaching 343 individuals, including 195 children. Improved referral pathways through Family Wellbeing Hubs, STRIVE, health services and community settings are enabling earlier identification of financial hardship and more timely access to support. This whole-system approach is contributing to a reduction in child poverty, with 84 fewer children living in poverty compared to the previous year.

3.27 The Young Parents' Project continues to make a significant contribution to improving outcomes for some of Clackmannanshire's most vulnerable young families through early intervention, whole-family support and strong partnership working. During Quarter 1 2026/27, the project supported 30 young parents, including nine new referrals and secured £9,354.87 in additional financial support for 12 families. Three young parents successfully secured tenancies, improving family stability, and reducing the risk of crisis. Since relaunching in September 2023, the project has supported 65 young parents, generated over £122,000 in financial gains, helped 29 participants secure housing and supported progression into education, training and employment, demonstrating its role as a key preventative service within Clackmannanshire's Whole Family Support approach. Strengthened pathways into education and employment will continue.

3.28 FWP has continued to attract, align and leverage external investment to support local priorities and improve outcomes. Funding secured includes:

- £300,000 Fairer Futures Partnership.
- £500,000 sportscotland Capital Funding for the Wellbeing Hub.
- £40,000 Winning Scotland (Planet Youth).
- £2.8m through the Child Wellbeing Partnership (All Age Childcare Early Adopter Community).
- £3m via the Hunter Foundation through their partnership with Children in Need for Clackmannanshire and North Ayrshire and Centre Stage Catalyst Communities programme.
- £20,000 Foundation Scotland investment to support Coalsnaughton Recovery.
- Staffing and operational budget equivalent to £140,000 of resource - Scottish Sports Futures.
- sportscotland Summer of Sport - £33,250 to Clackmannanshire Transformation Space.
- Projected £10 million Scottish Futures Trust Learning Estate Investment Programme contribution linked to Lochies School.

- Ogilvie Construction, Kerry Bioscience and Robertsons Construction up to £20,000 (to be confirmed) to Clackmannanshire Transformation Space.

3.29 Additional benefits in kind included national training programmes, youth provisional values-based leadership activity and third-sector contributions, as well as:

- Robertson's Construction Community Benefit packages.
- Financially Included (GEMAP) Economic Abuse Response Partnership - Delivery in kind, drawing on SG Equally Safe funding.
- Scottish Women's Budget Group - Delivery in kind, drawing on national equalities funding.
- Child Poverty and Public Debt - Delivery in kind, drawing on national funding.
- Gambling Harm Project - Delivery in kind, drawing on national Gambling Levy funding, joint application – two funded posts (CAB and CTSI).
- PWC - Community benefit to support 'Building the Market' work Clackmannanshire Transformation Space.

Community Wealth Building

3.30 The Family Wellbeing Partnership is a practical example of the Council's Be the Future Target Operating Model in action. Through a mixed economy of service delivery, partnership working and community empowerment, the FWP attracts external investment into Clackmannanshire and directs resources towards local people, communities, third sector organisations and businesses. This supports both improved outcomes and the development of a stronger local economy.

3.31 The approach aligns with the Target Operating Model's emphasis on partnership, community-led solutions and outcome-focused delivery. Through the Family Wellbeing Partnership, external investment is translated into local employment, skills development, volunteering opportunities, community capacity building and sustainable third sector delivery. In doing so, the FWP helps retain wealth within Clackmannanshire while reducing future demand on public services through prevention and early intervention.

3.32 A significant proportion of Family Wellbeing Partnership funding is provided through local third sector organisations, social enterprises and community providers operating in accordance with Fair Work First principles. This investment strengthens local organisations, supports jobs and skills, builds community assets and increases the capacity of communities to contribute to the delivery of local outcomes.

3.33 The Child Wellbeing Partnership continues to direct Scottish Government investment into local third sector organisations, childcare providers and community-based services that support children and families across Clackmannanshire. During 2025/26 and 2026/27, investment has supported a wide range of provision including childcare, holiday programmes, family support, baby and toddler services, provision for children with additional support needs and community food initiatives and mentoring support. This investment has strengthened local organisations, increased community capacity and improved access to support for families while contributing to local economic resilience.

The Child Wellbeing Partnership has supported more than 500 children, young people and families through these approaches. See **Appendix 2**: Putting Children and Families First Impact Story for more detailed information on impact.

3.34 The THRIVE to Keep Well Programme, which emerged through collaboration with NHS Forth Valley and Council, is now coordinated through FWP alongside the Child Poverty Coordinator and THRIVE Assistant. Further evidence of impact of this programme is noted in **Appendix 3**: THRIVE 2026 Report. This forms part of our Whole Family Support continuum of supports and links to multiple positive pathways. A Youth THRIVE to Keep Well has now been designed and will complement the suite of supports available for young people.

4.0 **Sustainability Implications**

4.1 Sustainability is integrated into all Wellbeing Directorate planning.

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 ☒

The FWP does not create additional financial commitments beyond approved budgets and external funding arrangements. Delivery will be undertaken through existing Council, partner and commissioned resources and this way of working leverages additional funding.

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

5.4 Staffing

The Family Wellbeing Partnership does not directly employ Council staff. However, through leveraged funding there are many funded posts both within Council including 20 Sport and Leisure staff, over 20 posts through Child Wellbeing Partnership, within settings and the staffing within partner nurseries and third sector, who deliver childcare and child wellbeing activities. Other posts include THRIVE Assistant, Child Poverty Coordinator, CALA staff - all of whom work within a coordinated system of whole family support.

6.0 Exempt Reports

6.1 Is this report exempt?

Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

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

(1) **Our Priorities**

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

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

Yes ☒

9.0 Legality

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

10.0 Appendices

10.1 Please list any appendices attached to this report.

Appendix 1 – Family Wellbeing Partnership Strategy – refreshed 2026/27
Appendix 2 – Putting Children and Families First – updated impact Story (FWP: Child Wellbeing Partnership)
Appendix 3 – THRIVE 2026a Report
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 ☐

- People Community Wellbeing Plan 2025 - 2026
- People Community Wellbeing Plan Interim Report (April 2025 - December 2025)
- People Community Wellbeing Plan Final Report (April 2025 – March 2026 – unpublished)
- Be the Future Update – Clackmannanshire Transformation Space, Report

to Council 25 June 2026
- Wellbeing Hub and Lochies School Project Update, Report to Council 25 June 2026

NAME	DESIGNATION	TEL NO / EXTENSION
Veronica Cully	Senior Manager Wellbeing Directorate	2404

Approved by

NAME	DESIGNATION	SIGNATURE
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Vision

Together we are building a stronger, healthier Clackmannanshire where communities live well

FAMILY WELLBEING PARTNERSHIP

STRATEGY REFRESHED 2026

Strategic Priorities

Empowering Families and Communities

Health and Wellbeing

Sustainable and Inclusive Growth

Skilled and Resilient Workforce

Relational approaches

Whole family support

TRANSFORMATION SPACE

Third sector

Partnership

Value based leadership

Community Impact

Communities are hopeful about the future

Communities trust in services

Communities are living well

Delivery Impact

Locals drive on local solutions

The focus is on prevention and early support

System Impact

Public services are more efficient and value for money is maximised

Services are connected and have impact

Child poverty is reduced and mitigated

Putting Children and Families First

In October 2022 Clackmannanshire Council was granted £428,000 from the Scottish Government to support child wellbeing. It had to be spent within six months. Because parents had said that one of the main issues they had with accessing work, was affordable childcare, that became the immediate focus.

Four years later a fully flexible and wide ranging set of childcare options is being offered to all children at risk of living in poverty across Clackmannanshire.

The following impact story illustrates how the Child Wellbeing Partnership has used the funding as a springboard to improve the lives both of children, who have more opportunities to learn, play and have fun, and parents who have more time for themselves, to study, volunteer or work.

Getting started

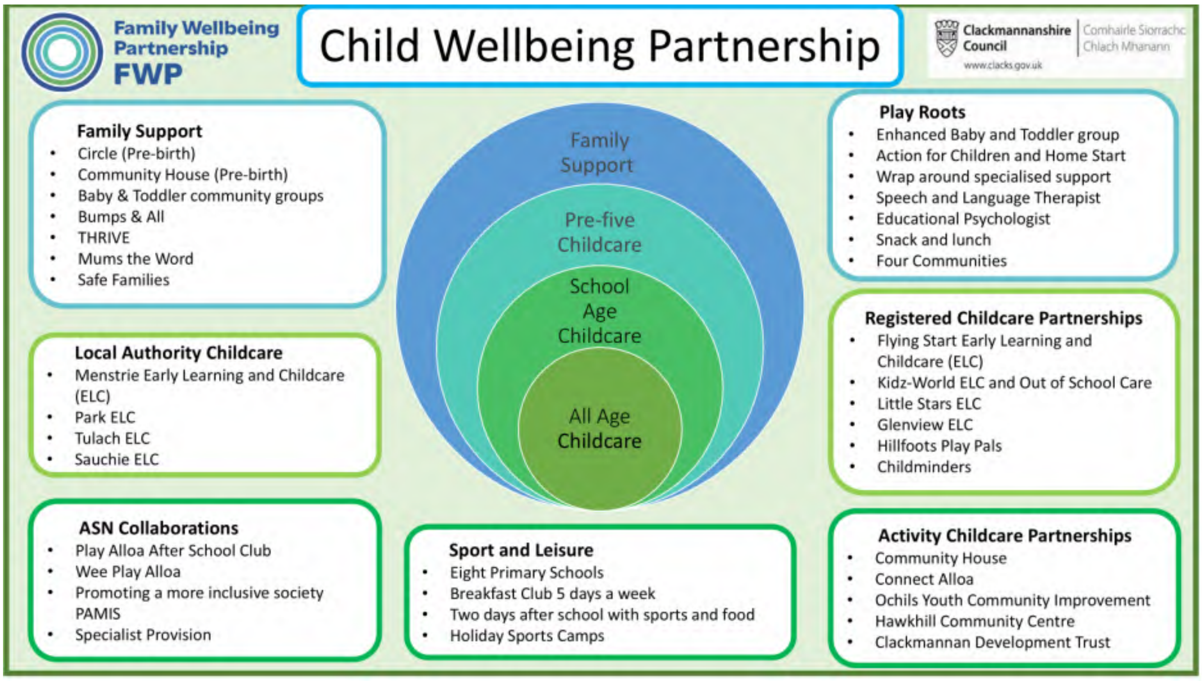
The pressure was on from the outset. Veronica Cully, the Strategic Lead for the Child Wellbeing Partnership began by telling third sector partners and childcare providers, all of whom were rooted in the local community, about the opportunity to provide childcare /child activities before and after school. She encouraged them to extend what they had offered in the past. To meet demand, they had to support four new voluntary sector providers who had never offered regulated childcare before, working alongside the two private childcare providers:

> *"We had Kidz World (registered) and Play Alloa were also registered with expertise in supporting additional support needs (ASN) - we then built their collective capacity. In the early stages, some third sector partners and their boards were understandably cautious about taking on funding in a new way, so we worked closely with them to create a supportive learning environment and provide the guidance needed to help them succeed.*
> *Through this process, the organisations supported and learned from one another (Strategic Lead)*

Specific providers developed locally based services. Travel options including mini-buses and walking buses were co-designed with providers, the local authority team and the ASN transport co-ordinator. Experienced learning assistants were recruited to support and upskill new staff and volunteers, particularly around additional support needs. Sport and Leisure began offering breakfast clubs and afternoons of sport at Primary schools.

What is on offer

The following graphic gives an illustration of the range of support that has been co-deigned and delivered over the past 3 years.



Now, in March 2025 the CWP have partnerships across Clackmannanshire providing childcare and activity services to children from birth to the end of primary school in almost all communities. The partnership includes private, third sector and social enterprises and has supported over 500 children across the county. In addition, the partnership continually seeks opportunities to engage with parents and children to ensure the services offered continue to meet their needs.

Annex A gives more detail on where the support is provided and how many children and parents have benefited.

Being rooted in what young people and parents wanted

The Partnership wanted to ensure that all the provision they developed was based on what the young people and their families wanted and needed. They worked with 'A Place in Childhood' [1] to develop a Charter for School Aged Childcare with the children.

> *"The parents and children wanted a place close to home with people that they understood and trusted. We took the Charter for Childcare that the children had made and worked with the parents on it – they said that the same things were important to them. They wanted choice, flexibility and places close to home. Both Charters were then used with partners to codesign a Charter for Partners.*

[1] https://aplaceinchildhood.org

Focus groups and surveys with both children and parents informed the design. Food emerged as a really important factor so a substantial snack or a hot meal for the children was provided and people were trained to prepare food, which improved their employment prospects. Parental voice is continuing to inform the design of all age childcare as provision expands to include baby and toddler groups.

Extending the approach

The Child and Wellbeing Partnership was able to evidence both that the provision was needed, and that it was making a difference to families. The Scottish Government award for 2024-26 was £5.5m and provision was extended into Tillicoultry, Sauchie and Clackmannan, providing enhanced support for families that needed it, for pre-five children and a variety of family support services.

Lynsey Graham is the Senior Project Officer for Early Learning and heads up the pre-five provision for the Child Wellbeing Partnership. She has set out to increase the number of baby and toddler groups in the area and to enhance the pre-five offer, for example by increasing the number of baby places available and expanding the pre-five childcare offer with an enhancement to the 1140 funded childcare hours. This offer aims to support families to engage with training, increase working hours, volunteering and or support their own wellbeing needs

They have also secured capital funding to expand baby places. Clackmannanshire has the capacity to provide places for eligible two-year-olds, in addition to this, through CWP funding, the number of places available and range of settings provided has been increased. There is a strong focus throughout on additional support needs and family support including income maximisation opportunities and routes into further education and employment. Families are also receiving support in practical ways such as being provided with slow cookers and recipe packs, and there are close links with the NHS Family Nurse Partnership and the FWP Young Parenting project.

The CWP is continuing to extend its reach and to engage more families and children across Clackmannanshire, recognising the benefits of bringing services together to showcase what they offer, network and collaborate.

An example of this was the ***Childcare Fayre in Cochrane Hall, Alva***. It brought a wide range of providers and partners together to share with parents the variety of childcare opportunities already in place.

> *"It gave parents a chance to come and meet the providers, to sign up for, or express an interest in services that might be of use to them, but also to show parents that it's not just about providing childcare, that we have connections with a variety of providers, like the DWP and Clacks Works (Tamzin Grossert, Senior Project Officer CWP)*

Bringing all the organisations together created an opportunity for them to network and work together to strengthen the offer to families. The one stop shop approach enabled people to find out about the range of supports available around childcare, financial advice, volunteering, paid placements and employment all in the one space.

It brought together a range of services who work closely in partnership to develop and provide childcare support for pre 5 and school age children, under the auspices of the FWP. A key area of work is developing and strengthening the family support network across Clackmannanshire.

Play Roots, a partnership between the CWP, Homestart and Action for Children, exemplifies this work. It is an enhanced family support, baby and toddler programme, that brings Educational Psychologists and Speech and Language Therapists together alongside parents and their children in a co-created welcoming and nonjudgmental space.

It provides a highly individualised non-clinical early intervention for children with additional support needs, offering tailored communication support and strategies developed through collaborative work between Speech and Language Therapy, Educational Psychology, and play-based observation. The approach encourages children to express themselves naturally, reveal communication barriers, and develop social skills through interaction with peers who share similar challenges. As a result, the children build friendships, learn to read one another's needs, and develop confidence in ways that typical clinical or school settings rarely allow. The programme also provides emotional and practical support for parents, giving them tools, communication resources and guidance on co-regulation, which helps reduce anxiety both at home and in educational settings.

It is clear that the Play Roots programme is highly valued, that parents are listened to and supported by staff and that they develop a sense of community together.

> *"We were able to get to know each other as parents. We were able to support each other, we were able to talk about our children's issues and their successes, and how well they were coming on (Play Roots parent).*

> *"They gave me confidence as a parent. They gave advice on co-regulation and helping to de-escalate situations (Play Roots parent).*

The staff provide advocacy support to parents helping them navigate complex systems and to feel heard rather than constantly fighting for resources.

> *"They also helped support his application to have an autism outreach worker. They give input we could take to Team around the Child (TAC) meetings. They provided emotional support when we were going through things outside of his issues. They were a rock we didn't know we needed (Play Roots parent)*

Play Roots creates more positive family life, strengthens parental confidence, and equips children with the skills and resilience needed to thrive in nursery and on into school *(Play Roots parent)*.

> *"He was SEN, yes, but he wasn't SEN enough to need the Autism Spectrum Disorder (ASD) provision. He wouldn't fit in and had too many difficulties to successfully transition to mainstream school ... and yet he has started this year in mainstream, and he isn't just managing, he is thriving and that is entirely due to the work that Play Roots helped put into him (Play Roots parent).*

Developing progressive pathways

A further recent strand is a pathways-based approach in the CWP to help families move through different kinds of support at a pace that feels right for them. This is being developed by two CWP Family Support Workers, Katy and Christine, working on 'community-focused, pre-employment' pathways and 'early years, child development' pathways respectively.

Katy's role as a Family Support Worker was shaped by her early recognition of a gap in support for parents who were isolated, anxious, or not ready to engage with formal services. She observed that many parents faced barriers linked to mental health, social isolation, trauma, and limited employment experience, or caring for children with additional needs, and were therefore unable to access existing short-term or structured provision.

> *"I set up a small peer group model - a low-pressure, community space designed to build parents' social capital, confidence, trust, and peer relationships. Through activities like conversation, board games, and having fun together, I intentionally shift the focus from children to the parents themselves, helping reduce isolation and increase confidence. My practice emphasises meeting people 'where they are', even literally at the school gates, rather than relying on formal referral routes (Katy Sinclair, CWP FSW)*

The pathway approach involves taking incremental steps that help parents move from isolation toward volunteering, learning, or programmes like THRIVE[2], which many are not initially ready to join. For example, group-based volunteering - such as supporting school garden projects - provides a non-intimidating introduction to community participation.

Through relationship-building, hidden needs often emerge, including food insecurity, adult disability benefit queries, or mental-health concerns. Informal moments, like washing dishes together and utilising play, help create psychologically safe spaces to support dialogue and relationship development.

Katy also supports 'exit pathways' particularly transitions from CWP-funded childcare into systems like Universal Credit once parents gain employment. Her work is highly collaborative, linking with schools, mental-health teams, and community organisations

Christine works as a Family Support Worker with a strong early-years focus, primarily supporting families with children under five. A major part of her role begins with Expressions of Interest (EOIs) submitted by parents or professionals who identify families in need of childcare or wider support. EOIs frequently lead not to childcare placements but rather to signposting to existing services, that many families are unaware of. The first contact call is crucial for building trust and laying the foundation for further engagement.

> *"A central strand of my work involves strengthening Play Roots, an enhanced toddler group that provides access to educational psychology, speech and language therapy, and early-years family support. Referrals are often informed by health visitors' 18-month developmental reviews. We co-created a community contract with the parents that encourages healthy snacks, positive adult-child interactions, and keeping phone use to a minimum to model engaged play. We are able to have difficult conversations that are only possible because of trusted relationships. (Christine Paterson, CWP FSW)*

She also manages progression pathways, identifying when families are ready to move on to mainstream toddler groups, Play Alloa, Clacks Works, or community learning opportunities. Some families become very attached to Play Roots, and Christine often supports transitions in person to maintain continuity and reduce anxiety.

Her role includes close collaboration with Family Liaison Coordinators across four stand-alone Early Learning Centres (ELCs), where she builds consistency through shared meetings, data processes, and an online Teams channel. Through these partnerships she helps develop new initiatives, such as a baby and mum walking group aimed at socially isolated parents and carers... She also supports volunteers and community group leaders, helping parents move into leadership roles and linking them to training, like Bookbugs, and responding to community needs.

[2] THRIVE – To Keep Well Programme

Parents Comparison Survey
The CWP undertook comparison surveys of the same group of participants across a range of services in May and November 2025[3].

The respondents reported sustained and increasing improvements across all domains, including wellbeing, confidence, ability to cope, household stability and support networks, indicating that parents are becoming more confident, more resilient, and better supported as their involvement with services deepens.

They similarly reported increasing improvements in their children's behaviour, confidence, emotional wellbeing, social skills, independence, and engagement with learning, with the increase in 'a lot better' ratings indicating that many children are experiencing substantial developmental gains over time.

The findings show a clear and consistent improvement in both child and adult outcomes over time, indicating that continued engagement with CWP services is delivering meaningful, sustained benefits for families.

Patterns of Family Support Services usage by parents in Clackmannanshire
Analysis of patterns of service use by families in Clackmannanshire demonstrates a 'hub and network' model in operation.

The core hubs for families include Play Alloa, Play Pals, Kidz World, St Mungo's and Clacks Sport & Leisure with Community House ASC, Hawkhill ASC, Sunnyside and other small settings networked around them.

The analysis was approached from an equity and inclusion perspective to capture how services ensure fair access, representation, participation, and positive outcomes for all population groups.

The findings demonstrate that:
- Play Alloa reaches the widest range of families, with strong engagement from lone-parent households and larger families. This indicates that they play a core role in mitigating childcare inequality, supporting families most likely to experience barriers to employment, financial stability, and participation.
- Play Pals has notable participation from families with disabilities and multi-child households. This indicates that they make a significant contribution to inclusive childcare delivery, particularly for families impacted by disability, reducing the risk of social and economic exclusion.
- Kidz World (Early Learning Centre and After School Club) is used heavily by lone parents and larger families, demonstrating the value of integrated early learning and wraparound provision. This indicates that the integrated Kidz World model promotes continuity of care and accessibility, strengthening support for parents

[3] link to or append Evaluation Outcomes Comparison Report

who rely on extended childcare to maintain employment or training commitments.
- Clacks Sport and Leisure serves a broad demographic, with particularly strong reach to larger families. This indicated that CS&L enhances economic and health equity by supporting families who benefit from low-cost physical activity provision as part of a larger childcare package.
- St Mungo's Breakfast Club effectively supports a wide range of family types, especially lone parents and disability-affected households. This that St Mungo's provides an essential early-intervention and access function, supporting some of the most time-pressured and vulnerable households within the service network.

The service footprint demonstrates a highly collaborative childcare delivery model, with families routinely engaging with more than one provider to construct full wraparound support. A small number of core high-reach providers act as system anchors, complemented by specialist and community services contributing to layered childcare pathways. This ensures broad accessibility for families with varying levels of need and complexity, supporting equity and continuity of care.

What is changing?

Indicators for children and young people's wellbeing and progress in education are below the national average in Clackmannanshire but steadily increasing. nemployment is also high. And there are more start-ups which, whilst indicating an entrepreneurial spirit, may also show that existing employment opportunities are lacking or that the skills in the population are not meeting employers' needs.

Clackmannanshire Council and Education Services are committed to working with families at the earliest opportunity. Developmental milestones are being used to identify where children are on their development journey; working in partnership with families who are supported to help their child progress. This work is data driven, and improvement methodology is showing an improving picture.

Parents had previously identified childcare as a key barrier to enabling them to take up training, accept new posts or extend their working hours. In some areas they cited lack of availability, quality, affordability, and location as key issues. Parents of children with additional support needs felt that existing providers were not able to meet the needs of their children. For example, in one instance, parents had reduced working hours as children's needs were not perceived to be understood.[4]

Children and parents are reporting that having the funding in place made an **immediate impact.** When the Strategic Lead phoned round families and partners to tell them about the new provision, one woman told her that she could put the heating on now, another that she could accept a promotion at work and a third that she could now afford to go back to work after maternity leave.

> *"You have helped me find the joy in parenting (parent receiving support)*

The children are regularly asked what difference the before and after school clubs make to them. They said that they give them somewhere to go, a chance to get away from things at home, to have fun and de-stress, quiet time and a chance to make new friends.

Parents are very aware of how much it is benefiting their children at the same time as enabling them to get a job or carry on working, spend time with their other children or do something for themselves.

> *"(the childcare) is completely life changing for us, we would be lost without it. It allows us to continue working and know our son is safe. We have no family that can or would be able to watch him and his needs are so great that childminder or regular after school options would not be possible. It's truly a lifeline for us. Financially we want to still continue to work to afford our bills etc but it's more than that I have given up so much due to my son's disabilities, time with friends, hobbies as this time is filled with caring responsibilities now. Going to work allows me to continue to be me and it's a little of who I am. I can be myself instead of carer and it's intrinsic to my mental state and wellbeing.*
>
> *My daughter has been so excited about getting to school since starting this club, she sets her own alarm now and is getting up, washed and dressed without any prompting which in turn gives her a great day at school and better learning.*

[4] EAC Evaluation Clackmannanshire Progress Report January 2023

Despite the evident impact of the childcare provision on parents and children, there are still children living in relative poverty in Clackmannanshire. Recent data suggests the percentage of children in relative low income families , after housing costs at 17.7% in year ending 2024 and 17% in year ending 2025. In response to a 56% increase over the last two years in babies going on the Child Protection register, which amounts to 7-10 unborn babies at any one time. CWP funding has been directed to support two local groups to provide intensive support to this identified group.

The Partnership is monitoring a range of figures to track improvements in the experience of children and families. These include attainment and attendance in school age children and the number of children with development concerns at their 27-30 month health check. The Children and Young People's Improvement Collaborative is testing a pathway approach to monitoring the progress of pre-5s social and educational skills.

There are encouraging signs at a primary school level with literacy and numeracy rates improving. And the number of under 18s participating in sport and physical activity is rising steadily from 36% in 2021-22 to 50% in 25/26 (this excludes sporting activity not partnered with Council).

What made the difference

The Child Wellbeing Partnership team are both determined and realistic:

> *"We could have given up in December 22. What kept driving us was that we knew the families and their needs and potential and I am not going to be beaten by a bit of bureaucracy. Most people who work in childcare in Clackmannanshire are local people who need the work – we are developing their skills and nurturing our providers. (Strategic Lead)*

The Child Wellbeing Partnership has shown that designing services with families and grounding provision in local need leads to meaningful impact. Providing flexible childcare, enhanced early-years support and community-led initiatives has improved children's opportunities and enabled parents to access work, training and wider support. Strong collaboration with local providers, investment in capacity-building and a commitment to involving families have created a more connected system of care.

The Partnership has taken a strategic, evidence-based approach, aligning resources with clearly identified needs to deliver cohesive, community-based support. However, residual child poverty and increasing demand for early intervention highlight the need for ongoing strategic focus. With solid foundations in place, the Partnership is well positioned to deepen its impact through continued improvement, targeted investment and strengthened multi-agency collaboration.

Annex A

Excerpt from Clackmannanshire Community Wellbeing Plan 25/26 Interim Report (Feb 2025)

The Child Wellbeing Partnership has **extended to** an all-age childcare offer supporting families at risk of living in poverty **across Clackmannanshire** to access a variety of **childcare options** designed to **support family wellbeing and access to work, training or study.**

School-age childcare is now offered across Alloa South and East, Tillicoultry, Tullibody Sauchie and Clackmannan.

Sport and Leisure have increased their offer in Park and St Mungo's to two afternoons and have a**lso expanded to now include Tillicoultry Primary school, Deerpark Primary School and Clackmannan Primary School. All 6 schools have and enhanced breakfast club starting at 8am every morning and two afternoons of sports that include a substantial snack.**

The **offer to families with children under five** is currently supporting 74 children across seven Early Learning Centre (ELC) establishments, 24 children are in private partner ELC provision, and 50 children within four Local Authority stand-alone settings. The placements consist of an **enhancement to their statutory offer of 1140 hours (all eligible twos and children aged three not yet attending school) and some children are accessing ELC provision earlier in response to their individual needs.** Families might access additional hours to support them with work, training or self-care.

A Family Support offer includes **supporting two existing community baby and toddler groups,** (resulting in an increase of 24 families across the two groups), **a new Baby and Toddler group within 'Play Alloa', (this 'Wee Play Alloa'** group is for any child with any level of additional support need, 10 families are regularly attending this group) and a further new group, **'Bumps and All' (for anyone due to have, or with a parenting responsibility,** this group has a regular attendance of 9 children with an adult).
'Play Roots' is an enhanced Baby and Toddler group, currently running in three localities with a fourth due to start early 2025. Action for Children are the lead partner, with Home Start supporting, a Speech and Language therapist and Educational Psychologist offer a whole family support network. **16 children and their adults are currently attending this group with a full capacity anticipated by Feb 2025.**

The current role for school-age childcare includes **239 children.**
Since September 2024, **141 children have had additional childcare, attended a community group and or accessed family support through the pre-five Child Wellbeing Partnership** offer.

Appendix 3

THRIVE to Keep Well

Clackmannanshire

2026a Impacts and Outcomes Report

Contents

THRIVE
to Keep Well

Programme Overview

THRIVE to Keep Well Programme Aims

The THRIVE to Keep Well programme aims to improve participants:

- knowledge and management of day-to-day stress and anxiety.
- self-esteem and confidence through self-development and reflection techniques.
- motivational goal setting techniques to enable health behaviour change.
- awareness of the NHS Keep Well programme and promote higher uptake of the health assessment.
- confidence and motivation to improve on life skills to further learning, volunteering, and employment.
- role as a parent to further develop the skills and confidence that will improve family relationships, support children's learning, behaviour and attainment and enhance wider wellbeing.

Evaluation Toolkit Aims

- 70% of participants who enrol on the course complete it
- 100% of all participants have a health assessment within the duration of the course
- 90% of participants have an improved mental wellbeing score on completion of the course
- 75% of participants have demonstrated sustained activity towards achieving identified goals
- (Where participants are parents) 70% of participants report an increase in their capacity as a parent

THRIVE to Keep Well

Referral Received

- Referrals are received by THRIVE to Keep Well Administration.
- Acknowledgement of receipt sent to referrer.
- Consideration of suitability of referral, follow up as necessary.

Meet Facilitator

- During the two weeks before the start of the programme, facilitators contact participants to invite them to meet 1 to 1 to offer a familiar face and assess suitablility and readiness for the programme and inform them about their place on the programme.

Attend Pre-Programme

- Participants attend Pre-Programme group induction, meet fellow group members, facilitators and volunteers and learn more about the programme.
- Participants complete Pre-Programme Evaluation Paperwork and Consent Forms.
- Participants and facilitators agree on readiness and commitment to the programme.

Enrol on Programme

- Participants who are ready to commit to the programme are enrolled.
- Enrolled participants' evaluation paperwork is included in analysis of the programme.
- Data from participants who have chosen not to enrol in the programme, is included to assess Pre-Programme drop-off rates.

Attend 16 weeks

- Particpants attend the programme.
- Particpants who leave the programme during the 16 weeks are included in the Programme Evaluation as having data that has remained the same.

Receive Certificate

- Participants who completed the programme receive a certificate and gift during the Celebration Event.

2026a Delivery Cohort

Clackmannanshire Men's Group – February to June 2026 (26a-M)

The men's group met at the Alloa Family Centre on Tuesdays, 10am – 2:30pm. The group was facilitated by Julie Haslam (CLD), Cameron McMillan (STRIVE) and Kenny Wilson (Employability). The course delivery was supported by two volunteers who completed the 2025b course. Nine participants enrolled in the group, and six completed the programme in full.

Clackmannanshire Women's Group – February to June 2026 (26a-W)

The women's group met at the Alloa Family Centre on Thursdays, 10am – 2:30pm. The group was facilitated by Liza McLean (Early Help), Jane Murie (Employability) and Katy Sinclair (CWP). They were supported by a volunteer who completed the 2025b course. Eight participants enrolled in the group, and five completed the programme in full.

Referrals	**38 (23 new, 15 waiting list)**
Attended Pre-Programme	**18**
Enrolled in Programme	**17**
Completed Programme	**11**
As % of referrals	**29%**
70% completion	**61%**
80% health assessments	**91%**
90% improved mental wellbeing	**100%**
75 % sustained activity toward goal	**91%***
70% improved parental capacity	**71%**

Evaluation Against Targets

Reasons for non-enrolment: Lack of confidence in a group setting; conflicting commitments

Reasons for non-completion: Unmanageable anxiety in group setting; family issues

THRIVE to Keep Well Scales - Impact on Confidence, Self-Esteem and Motivation

Participants' confidence, self-esteem and motivation are assessed through self-evaluation using the Readiness and Commitment Questionnaire (RCQ) and Post-THRIVE Questionnaire (PTQ) and through interview-evaluation using the Referral Form and THRIVE to Keep Well Life Wheel.

The % of participants who reported an increase in confidence, self-esteem and motivation on completion of the programme are detailed below.

Self-Evaluation	Clackmannanshire 2026a
Confidence	**100%**
Self-Esteem	**100%**
Motivation	**100%**

Warwick-Edinburgh Mental Wellbeing Scale – Pre-Thrive versus Post-Thrive Scores:

WARWICK-EDINBURGH MWB SCALE	Pre-Thrive		Post-Thrive	
	4	5	4	5
Clacks2026a	Often	All of the time	Often	All of the time
I've been feeling optimistic about the future	18%	0%	55%	18%
I've been feeling useful	18%	0%	45%	0%
I've been feeling relaxed	0%	0%	45%	0%
I've been feeling interested in other people	27%	9%	73%	18%
I've had energy to spare	0%	0%	45%	9%
I've been dealing with problems well	0%	0%	45%	9%
I've been thinking clearly	0%	0%	55%	0%
I've been feeling good about myself	0%	0%	36%	18%
I've been feeling close to other people	0%	0%	27%	36%
I've been feeling confident	0%	9%	55%	18%
I've been able to make up my own mind	36%	9%	64%	9%
I've been feeling loved	9%	18%	27%	27%
I've been interested in new things	18%	18%	45%	27%
I've been feeling cheerful	0%	0%	18%	27%

WEMWBS Evaluation

Overall, average participant scores improved across each category from pre-programme to post-programme. The most substantial improvements were made in feeling optimistic; feeling interested in other people; having energy to spare; dealing with problems; thinking clearly; feeling close to other people; feeling confident; and being able to make up their own mind.

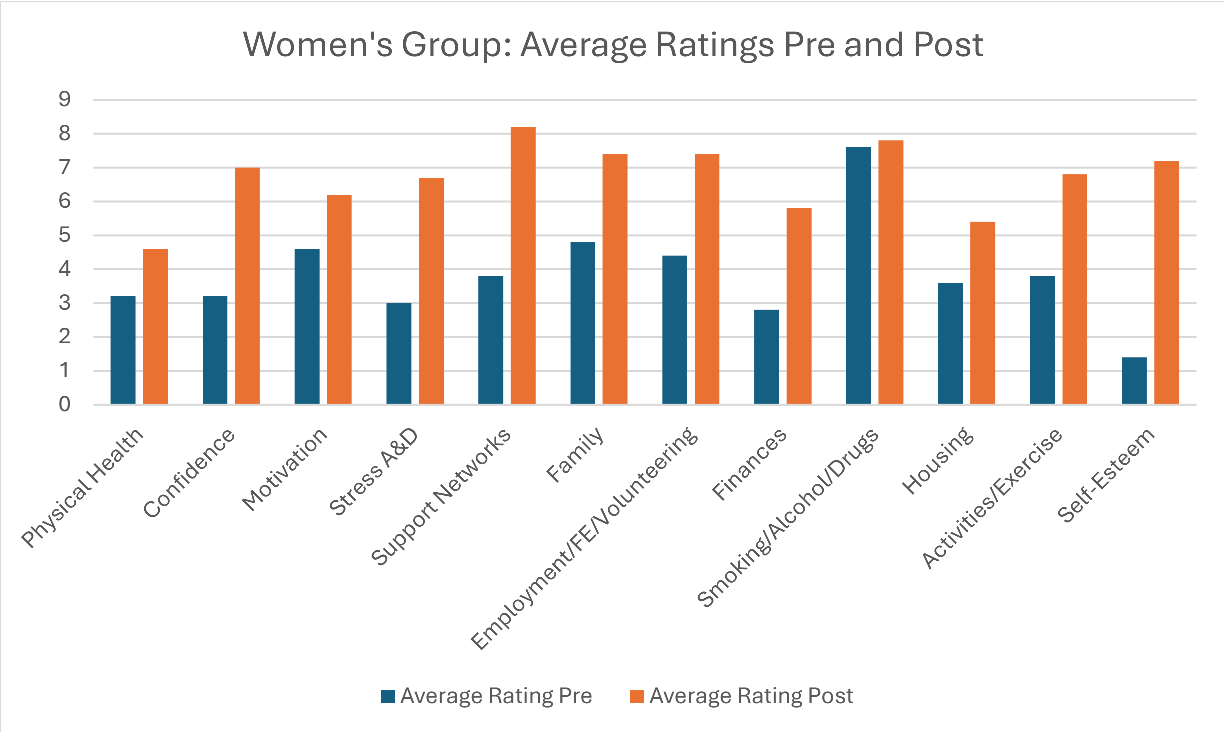
The improvements across these categories are seen in the participant's sustained activity towards their goals. Their increased agency and resilience to overcome problems, coupled with improved confidence in engaging and connecting with other people, has enabled participants to access additional supports, improve their personal relationships, and take steps towards big goals such as starting a business.

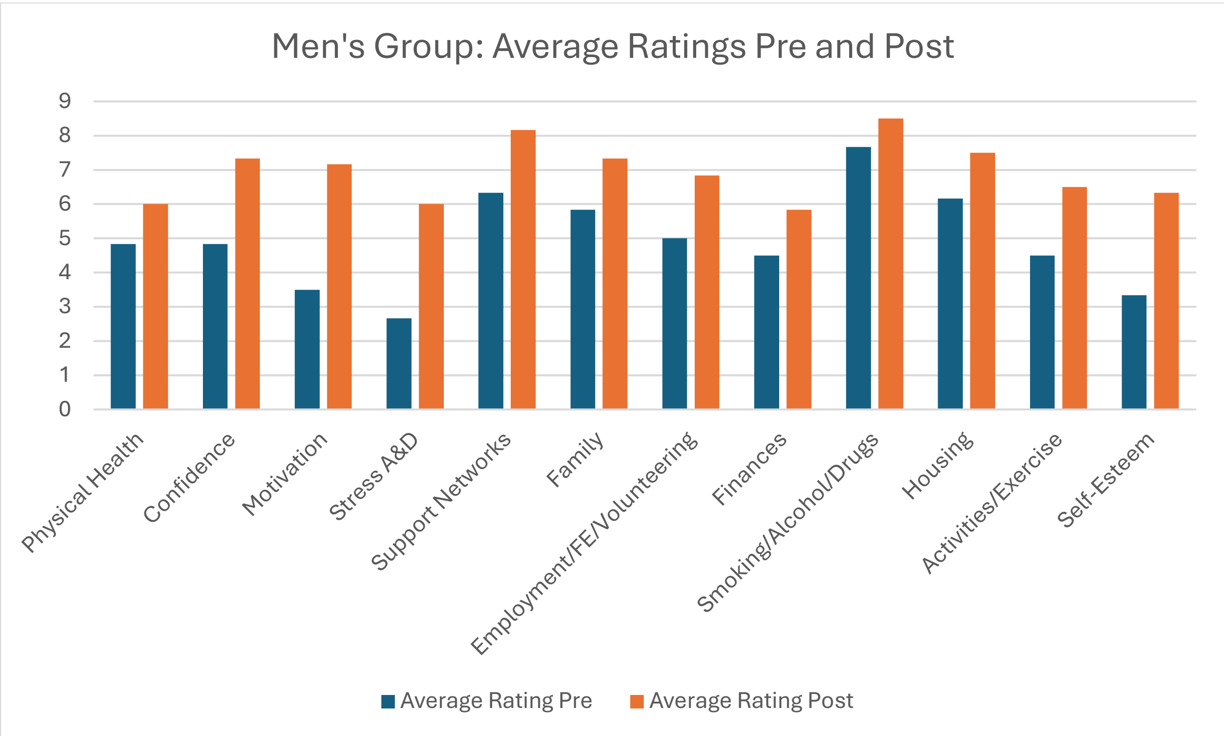
Two participants suffered a bereavement during their time on the course, and both attribute their ability to cope well with this to the impact of the THRIVE programme. Both noted that the regular and consistent support provided by the group, as well as the emotional coping strategies learned, helped them to move forward after losing a loved one.

THRIVE to Keep Well Impact on Overall Wellbeing

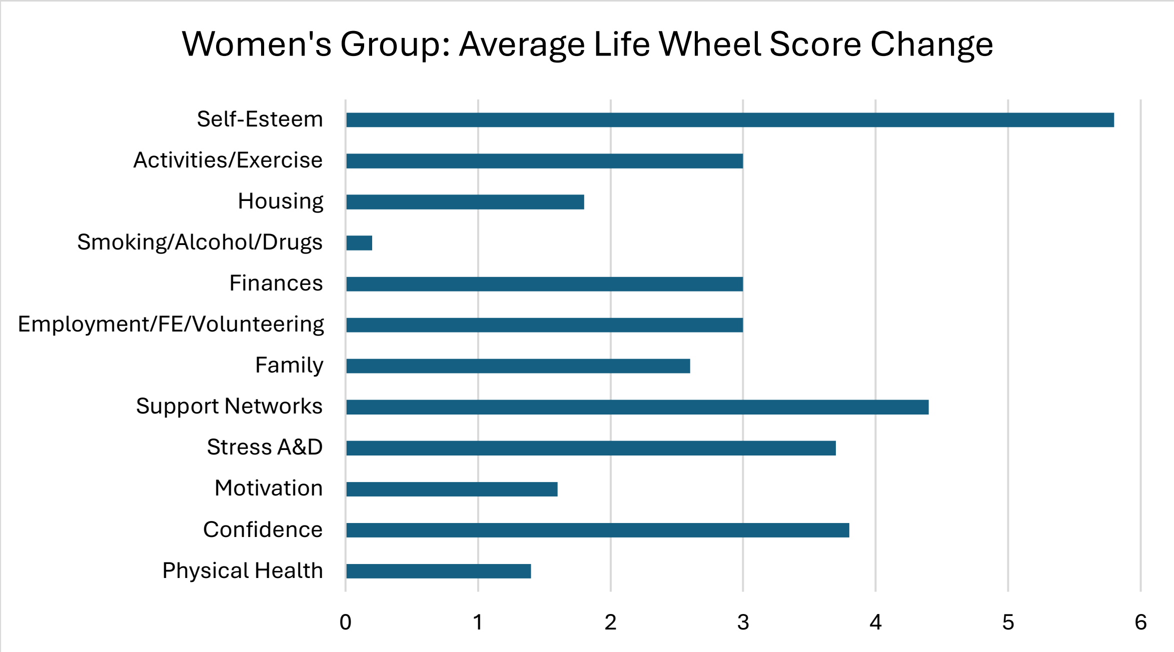
Participants complete the THRIVE to Keep Well Life Wheel during a 1:1 interview session with their facilitator rating the following categories on a scale of 0 to 10 with 0 being unhappy and 10 being completely happy.

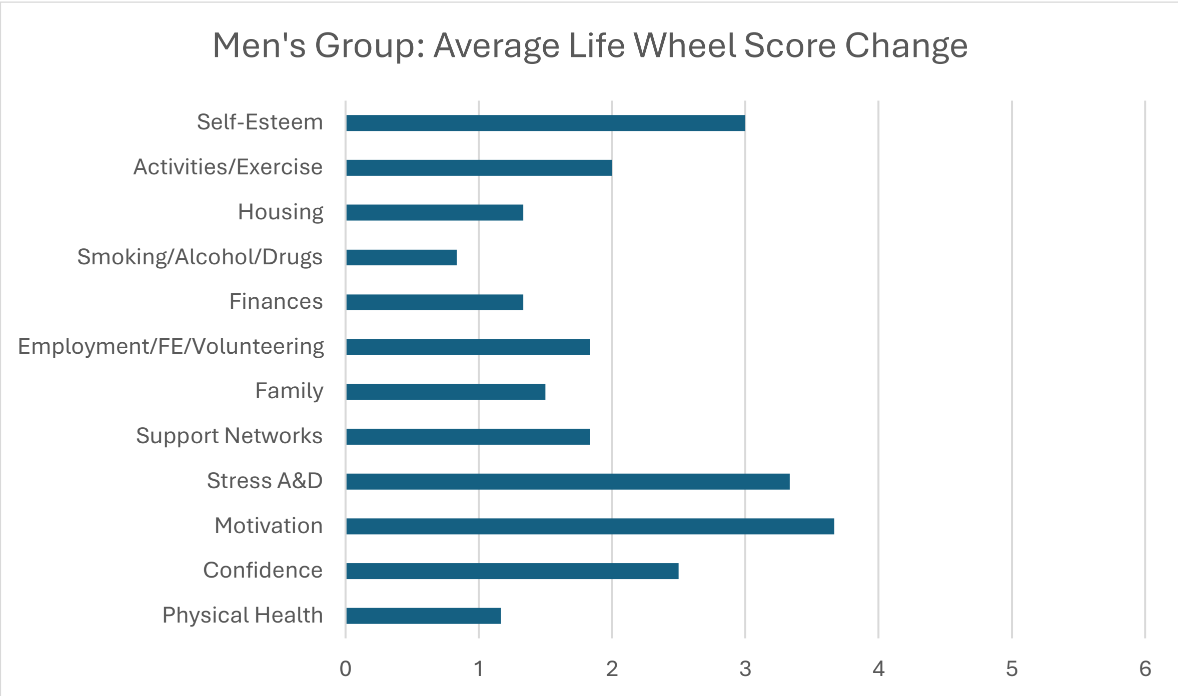
Life wheel scores prior to and following completion of THRIVE across 12 key categories:





Life wheel scoring average improvements:





Parent & Family Life Questionnaire (PFLQ)

Participants' parental capacity is evaluated using the Parent & Family Life Questionnaire (PFLQ) which asks questions from three categories: Relationship and Enjoyment (3 questions, scoring 0-10), Confidence and Control (3 questions, scoring 0-10) and Learning & Knowledge (2 questions, scoring 0-10).

Women's Group 2026a-W

Of the Women's Group, four completers were parents.

PFLQ Scores +	AVG PRE	AVG POST	IMPROVEMENT +	IMPROVEMENT %
Relationship & Enjoyment	**20**	**28**	**8**	**40%**
Confidence & Control	**19**	**26**	**7**	**37%**
Learning & Knowledge	**13**	**16**	**3**	**23%**

Men's Group 2026a-M

Of the Mixed-Gender Group, three completers were parents.

PFLQ Scores +	AVG PRE	AVG POST	IMPROVEMENT +	IMPROVEMENT %
Relationship & Enjoyment	**21**	**23**	**2**	**9.5%**
Confidence & Control	**16**	**23**	**7**	**44%**
Learning & Knowledge	**9**	**16**	**7**	**78%**

Child Wellbeing: Strengths and Difficulties Questionnaire

In line with ambitions to tailor the THRIVE to Keep Well Programme to deliver a whole-family support approach, the monitoring of Strengths and Difficulties Questionnaires was added as an evaluation metric as of autumn 2025, to assess any wider impact of the course on participant's children's wellbeing.

The Strengths and Difficulties Questionnaire (SDQ) is a brief behavioural screening questionnaire about 2–17-year-olds. The questionnaire comprises of questions about 25 attributes, some positive and some negative, divided by 5 scales – emotional symptoms; conduct problems; hyperactivity/inattention; peer relationship problems; prosocial behaviour. Collating the scores across each scale returns a total difficulties score which is categorised across four bands – close to average; slightly raised; high; very high.

Across both groups, a total of seven completers were parents. Each parent was asked to complete a SDQ for each of their children, totalling twelve questionnaires completed at the beginning and end of the course.

Pre-Programme (No. of children in category)				Post-Programme (No. of children in category)				No. of Children with reduced scores	No of Children moved into a lower scoring band.
Close to Average	Slightly Raised	High	Very High	Close to Average	Slightly Raised	High	Very High		
5	4	0	3	7	1	0	4	**5**	**2**

Partner-led Sessions and Activities

We have continued to expand our partnership approach to delivery with this cohort, to maximise the opportunities for participants to become more active participants in their community and support their personal development. Participants noted that they had stepped out of their comfort zone by taking part in new activities and building connection with people across social and cultural differences through shared learning and team building.

Throughout the programme, the groups took part in various activities and information sessions with our partners:

- **Roberston's Construction** delivered a team-building session using their STEM Construction Kit
- **CLD** at Clackmannanshire Council provided an archery session at Gartmorn Dam
- Participants on the men's group learned bike maintenance skills through a session delivered by **CLD** which supported **Menstrie Early Learning Centre** to restore bikes for their community
- Participants on the men's group supported **Alloa Family Centre** to improve their gardens with planters and bird boxes
- Facilitators led wellbeing walks, outdoor team-building activities and nature meditation sessions
- **The Japanese Garden** at Cowden provided visits for both groups at a significantly discounted rate
- Moving On Session held to support participants to plan their future goals
    - **Clackmannanshire Works** – employability support
    - **CERT** – transport support, community opportunities
    - **SAMH** – mental health support & specialist employability
    - **CTSI** – volunteering pathways, community opportunities
- **Sport & Leisure** at Clackmannanshire Council provided a short physical movement session and raised awareness of activities, classes, and the construction of the Wellbeing Hub
- **Clackmannanshire Citizen's Advice Bureau** provided financial health sessions
- **Scottish Fire & Rescue Service** provided a household safety information session

A fuller evaluation of our partnership working and therapeutic and personal development activities is detailed under Continuous Improvement in section four.

STRIVE Collaboration

As part of our commitment to offering high-quality wrap-around support with a whole-family approach, the THRIVE team have begun working in close partnership with the STRIVE team to identify and respond to wider support needs.

During the 2026a course, two members of the STRIVE team attended during weeks 9 and 10 of the programme. All participants that were present during the sessions were given the opportunity to have a one-to-one conversation with a member of the STRIVE team, focused on all key areas surrounding that participants life, including housing, children's education, social work, adult care, employability, police involvement, community justice and third sector support. The group volunteers were also offered the chance to speak with the STRIVE Team.

Conversations were relational, informal, and friendly to create a safe space for participants to share any concerns, questions and raise anything effecting their lives.

Housing was the main issue or concern that was raised by participants, with five participants listing this as their main concern. One participant that raised a long-term housing issue has been supported to move into a more suitable permanent tenancy that alleviates the overcrowding issues that had been impacting them for several years. This move was made possible through STRIVE staff coordinating with colleagues in Housing and advocating for the client's needs.

One participant is a survivor of long-term domestic abuse. STRIVE were able to allocate a key worker in the form of the community connector who has been able to support the participant with additional security measures in and around her property such as higher fences, security camaras and increased locks on doors and windows. Opportunities have also been given for the participant to report unreported domestic abuse incidents to the police in a supportive and trauma-informed manner. The STRIVE community connector, funded through Family Wellbeing Partnership (FWP) funding, will remain involved until all initial actions have been completed, and the participant is ready to be linked into wider community-based supports.

STRIVE supported participants to access money advice and income maximisation via the Senior Financial Advisor within the team. Three participants have benefitted from this offer, leading to support to claim Adult Disability Payment.

One THRIVE participant who had ongoing police involvement was supported by the STRIVE team to access legal support and advice.

Overall, there have been clear benefits of introducing STRIVE assessments within the programme for participants, with identified support needs being acted upon quickly and effectively. This support has removed barriers that would have otherwise held the participants back from moving forward positively after the programme.

Increases in scores in the 'Housing', 'Finances' and 'Family' categories within the Life Wheel evaluation tool for this cohort constitute the greatest improvements in these categories of

any THRIVE programme in Clackmannanshire. This clearly demonstrates that the additional support from STRIVE bore noticeable benefits.

As we move forward, we will seek to maintain this partnership with the STRIVE team and embed learning and feedback on the assessment process.

Participant Pathways

The final stage of THRIVE delivery focuses on how participants can take forward the new skills and positive mindset that they have developed during stage one and two. The sessions focus on sharing opportunities within the wider community to access improved health and wellbeing, learning, volunteering and employment.

Outcome/Pathway	**%**	**Details**
Sustained activity towards their chosen goal	**100%**	Abstinence from substances; improved family functioning; volunteering; decreased alcohol use; employability support; sustained physical activity; engaged with housing support; engaging with health professionals
Engaging in community opportunities, e.g. support groups, voice panels, structured group physical activity	**55%**	LEP Community Leadership Panel; Street Soccer; working with CLD to set up peer-support group for men;
Applied to volunteer with THRIVE	**45%**	Group Support Volunteer; Outreach Volunteer
Engaging in employability support	**18%**	Clackmannanshire Works; Business Gateway
Referred on for further support	**9%**	STRIVE Community Connector

<u>Men's Peer Support Group</u>

Following the completion of the 16-week programme, the men's group has continued to meet with the aim of establishing a peer-support group for men who have completed the programme. The group identified peer-support spaces for men as a local gap in provision, with limited options currently available, so they intend for their group to address this gap. The group aim to become ambassadors for THRIVE within the community, promoting the programme to other men and encouraging healthy communication around mental wellbeing. The group's planning sessions are being facilitated and supported by the CLD team, with the aim of helping them become self-managed. They are currently exploring suitable premises for regular meetings and planning a range of activities that encourage positive wellbeing, social connection, and mutual support, ensuring the benefits of the programme continue beyond the initial 16 weeks.

<u>Women's Post-Programme Support</u>

Since completing the programme, the women's group have continued to meet informally to offer one another peer support as they navigate their next steps and onward pathways. The group are keen to continue building their engagement within their communities and are being supported by the CLD team to explore their options for integrating within existing women's support spaces or establishing their own community support group with a unique offer.

Continuous Improvement

THRIVE in Clackmannanshire continues to improve with each intake. **Over the last four group cycles, the programme has supported 97.5% of participants to improve their overall mental wellbeing**, with the greatest improvements recorded in self-esteem and motivation. In their reflections, participants consistently praise the **transformational power of the programme** in helping them to take back ownership of their life. Participants also highly rate the team of facilitators for their dedication, kindness, consistency and empathy.

Over the last two years, through partnership with THRIVE in Stirling and Falkirk, we have **trained 10 new facilitators from across Council teams and third-sector partners**, with a further 5 staff identified for future training. With a larger team of facilitators to draw on, bringing a broad range of expertise and skills, and with a **dedicated Project Assistant**, the programme has been able to scale back up to delivery to two groups per intake smoothly, and three groups are planned to run concurrently in the autumn 2026 cohort.

The new skills and experience brought by our newly trained facilitators have allowed us to deliver outdoor learning opportunities and physical activity alongside nature-based therapeutic activities, which have been particularly impactful in mixed-gender and men's groups. Delivery of partner-led activities has become more adaptable and flexible to each group's particular needs and interests with the last two intakes, particularly through adapting delivery for our first all-men's group in 2026a. This has given participants more ownership of their group and the freedom to explore new experiences in a safe manner.

Evaluation processes and data collection have been strengthened over the last four cycles, allowing for more robust appraisal of impact and outcomes. This coupled with additional capacity created by expanding the THRIVE team has created opportunities to reflect on how the service operates in response to local need and the Council's strategic priorities, leading to the introduction of embedded STRIVE assessments, new referral partners, men-only groups and targeted promotion to men with wellbeing challenges, an additional delivery location being established in Tillicoultry, and a planned youth programme targeting unemployed and economically inactive 16–21 year-olds.

As mentioned earlier in this report, the introduction of STRIVE assessments within the programme has brought clear benefits to participants in areas of their life such as housing, domestic abuse recovery, community justice and financial health. Maintaining this partnership is a key priority for future delivery.

Future Development

The next phase of improvement will focus on post-programme pathways. Beginning with the most recent groups of completers, we are introducing a process for follow-up contact at 4, 12 and 26 weeks post-programme. These follow-up informal chats will support participants to navigate onward supports, access advice, and maintain their routines and wellbeing practices established during the course. They will also give us the opportunity to monitor and evaluate the longer-term impact of the programme and track positive outcomes.

Evaluation of this cohort highlighted that the Moving On session can be overwhelming for participants, with a lot of information being shared at once, and poorly timed with participants focused on writing their journeys ahead of the graduation event. From the next intake, we will offer a one-to-one appointment for each participant to meet with a Senior Key Worker in Employability to explore opportunities for work, volunteering and training. These appointments will take place over the two weeks following the end of the course.

From August 2026, we are introducing a digital client-management system to improve efficiency and accuracy in managing referrals and pre-programme screenings, and recording participant activity, engagement and progress. This will also better enable analysis of referral sources and demographics to better understand and meet demand.

Based on participant feedback, facilitator reflections, and learning from the Youth Thrive development day, we have further ambitions for reshaping delivery from January 2026, including:

- The development of a **toolkit of optional modules** on specific topics such as gambling harm, online safety, responsible artificial intelligence use, and healthy relationships, which can be slotted in and out of delivery based on unique group needs
- The introduction of a quarterly **THRIVE Alumni Newsletter** to share opportunities, supports, community events, and self-directed wellbeing techniques
- The introduction of an **annual re-connect event** for all THRIVE completers and their families

Appendix 1

Evaluation Toolkit Methodology

1. **70% of participants who enrol on the course complete it**

Enrolment on the THRIVE to Keep Well is agreement to attend the programme from Session 1 onwards following attendance at the Pre-Programme. Therefore, Pre-Programme attendance and Enrolment numbers will differ. We monitor both to evaluate drop-off rates.

2. **100% of all participants have a health assessment within the duration of the course**

NHS Keep Well Health Assessment are offered to participants during Sessions 6 & 7 of the programme. Participants who do not receive a health assessment during these sessions are offered support to arrange an appointment to have their health assessment in their own time.

3. **90% of participants have an improved mental wellbeing score on completion of the course**

Participants' mental wellbeing is evaluated using the Warwick Edinburgh Mental Well-Being Scale (WEMWBS). The WEMWBS is a validated questionnaire designed to monitor population mental wellbeing and evaluate programs that promote positive mental health. It is strengths-based and asks 14 questions based on positive aspects of mental wellbeing, rather than symptoms of mental illness or poor mental wellbeing.

4. **75% of participants have demonstrated sustained activity towards achieving identified goals**

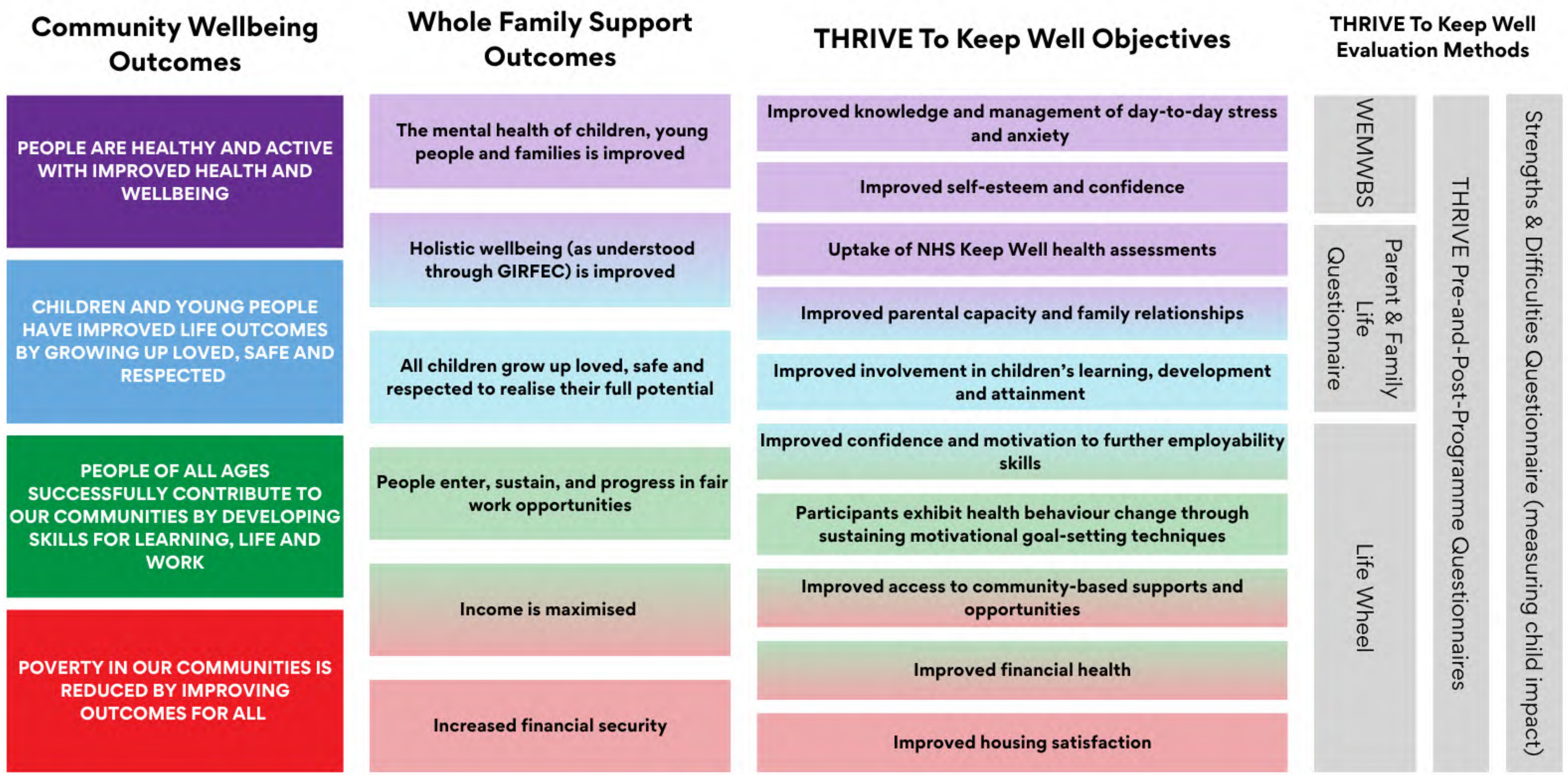
Evaluation of sustained activity is collated using information from participants in the Post-THRIVE to Keep Well Questionnaire, Participant Progression Records and the Participant Journey Summary provided by the group facilitator.

5. **(Where participants are parents) 70% of participants report an increase in their capacity as a parent**

Participants' parental capacity is evaluated using the Parent & Family Life Questionnaire (PFLQ) which asks questions from three categories: Relationship and Enjoyment, Confidence and Control and Learning & Knowledge.

Appendix 2

Programme Outcomes Mapped to Strategic Outcomes: Wellbeing & Whole Family Support



Wellbeing Outcome: People are healthy and active with improved health and wellbeing

Whole Family Support Outcomes: The mental health of children, young people and families is improved; Holistic wellbeing (as understood through GIRFEC) is improved		
THRIVE Objective	**2026a Outcome**	
	% of participants recording improvement	**Average % improvement on baseline score (where applicable)**
Improved knowledge and management of day-to-day stress and anxiety	100%	124%
Improved self-esteem and confidence	Self-esteem: 100% Confidene: 100%	Self-esteem: 174% Confidence: 76%
Uptake of NHS Keep Well health assessments	91%	N/A
Wellbeing Outcome: Children and young people have improved life outcomes by growing up safe, loved and respected		
Whole Family Support Outcomes: Holistic wellbeing (as understood through GIRFEC) is improved; All children grow up feeling loved, safe and respected to realise their full potential		
Improved parental capacity and family relationships	71%	39%
Improved involvement in children's learning, development and attainment	86%	N/A
Wellbeing Outcome: People of all ages successfully contribute to our communities by developing the skills for learning, life and work		
Whole Family Support Outcomes: People enter, sustain and progress in fair work opportunities; Income is maximised		
Improved confidence and motivation to further employability skills	Motivation – 82% Employability Skills - 55%	Motivation – 111% Employability Skills - 50%
Participants exhibit health behaviour change through sustaining motivational goal-setting techniques	100%	N/A
Improved access to community-based supports and opportunities	100%	N/A
Wellbeing Outcome: Poverty in our communities is reduced by improving outcomes for all		
Whole Family Support Outcomes: Income is maximised; Increased financial security		
Improved financial health	55%	56%
Improved housing satisfaction	36%	31%

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

Title: Be the Future – Family Wellbeing Partnership Update – August 2026

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

Actions taken as a result of this assessment include strengthening and embedding a whole system, rights based approach to service delivery, ensuring equality and inclusion are integral to all planning and decision making. This has involved scaling early intervention and Whole Family Support, improving access to coordinated services through hubs and partnership working, and targeting resources towards vulnerable and disadvantaged groups to reduce inequalities. Community voice have been further embedded to ensure services reflect lived experience, while data and insight are being used more effectively to monitor impact and inform resource allocation. In addition, steps have been taken to address identified pressures by enhancing workforce capacity, improving access to mental health and wellbeing support, and tackling structural barriers such as poverty, transport and access to services.

Summary of actions taken because of this assessment:

The assessment confirms that equality, human rights and socio-economic considerations are embedded within the Family Wellbeing Partnership approach. The Partnership continues to prioritise prevention, early intervention, Whole Family Support, community empowerment and reducing inequalities of outcome. Particular emphasis has been placed on improving outcomes for children, young people, families experiencing poverty and disadvantage, women, young parents and care experienced children and young people. Community participation and lived experience continue to inform service design, investment decisions and strategic priorities. No additional mitigation actions are required as no significant negative equality impacts have been identified through this assessment.

Ongoing actions beyond implementation of the proposal include:

Refined Strategic Outcomes and revised Strategic Actions for 26/27 will be integrated into the Wellbeing Directorate, Community Wellbeing Plan 26/27

Lead person(s) for this assessment:
Madeleine Muirhead, Strategic Lead (Community Collaboration and Redesign)

Senior officer approval of assessment:

Veronica Cully, Senior Manager, Wellbeing Directorate
Date: 30th June 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 proposal is to present an update on the progress, impact and future priorities of the Family Wellbeing Partnership (FWP). The report demonstrates how the Family Wellbeing Partnership contributes to delivery of the Community Wellbeing Plan and the Council's Be the Future Target Operating Model through prevention, whole family support, community empowerment, partnership working and public service reform. The report provides evidence of impact during 2025/26 and sets out strategic priorities for 2026/27 through the refreshed Family Wellbeing Partnership Strategy.

2. Why is the proposal required?

The proposal is required to provide accountability and assurance regarding progress achieved through the Family Wellbeing Partnership, demonstrate the impact of external investment and partnership working, and support continued alignment of resources and activity around shared wellbeing outcomes. It also provides Council with an overview of future priorities for prevention, community empowerment, whole family support and system reform.

3. Who is affected by the proposal?

The FWP work has the potential to affect a wide range of population groups across Clackmannanshire. The Family Wellbeing Partnership specifically supports children, young people, families and communities, with particular focus on people experiencing poverty, inequality, disadvantage, poor health outcomes and barriers to accessing services. It also impacts community organisations, third sector partners and public sector agencies involved in delivery of whole family support and preventative services.

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

- Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034
- Poverty Action Plan 2025–2030
- Children's Services Plan 2025-2026
- The Promise Plan 2025-2026
- National Improvement Framework 2024-2027(incorporating the Scottish Equity Fund Plan)
- Violence Against Women and Girls' Strategy 2023-2026
- Community Justice Plan 2023-2028
- Community Learning and Development Plan 2024-2027
- Sport and Active Living Framework 2024-2028
- Educational Psychology Service 2025-2026
- Children and Young People's Strategic Partnership
- Tackling Poverty Partnership
- Child Protection Committee
- Community Justice Partnership
- Violence Against Women and Girls Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership
- Local Employability Partnership
- Additional Support for Learning Strategy2024-2027
- Health and Wellbeing Strategy
- Parental Involvement and Engagement Strategy
- Learning Estate Strategy, 2019-2040
- Community Learning and Development Partnership Plan, 2024-2027
- Forth Valley GIRFEC Guidance
- Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019

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

Whilst the report primarily provides an update on progress and impact, it also presents strategic priorities for 2026/27 and supports ongoing decisions regarding investment, partnership working, prevention, whole family support and public service reform. As such, socio-economic and equality impacts should be considered.

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	Family Wellbeing Partnership Report 2025/26	The report provides substantial evidence relating to children, young people and families. It reports improvements in educational attainment, school

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).
		attendance, young people's mental health and reductions in non-offence referrals to the Children's Reporter. The report also highlights Whole Family Support, Family Wellbeing Hubs and the Child Wellbeing Partnership as key approaches supporting children and families.
Disability	As above	The report notes that Child Wellbeing Partnership investment supports a range of provision including support for children with additional support needs. This suggests positive impacts for some disabled children and families, although no specific outcomes for disabled people are reported.
Race	As above	No specific evidence relating to race is identified within the report. However, the Family Wellbeing Partnership promotes community participation, whole-family support and access to services for local communities. Supports focus on supporting priority families at risk of poverty, which includes ethnic minority families and individuals.
Sex	As above	The report identifies the development of the HERisen Women's Enterprise Hub, which will provide childcare, training, business start-up support and investment opportunities for women. The project aims to support women to start and scale businesses within Clackmannanshire.
Gender Reassignment	As above	No specific evidence relating to gender reassignment is identified within the report. No adverse impacts are identified.
Sexual orientation	As above	No specific evidence relating to marriage and civil partnership is identified within the report. No adverse impacts are identified.
Religion or Belief	As above	No specific evidence relating to religion or belief is identified within the report. No adverse impacts are identified. The Family Wellbeing Partnerships promotes equitable support and services for all members of the community regardless of religion or belief.
Pregnancy or maternity	As above	The report highlights the Young Parents' Project, which supports vulnerable young families through early intervention and whole-family support. The paper reports

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).
		support for young parents through housing, financial inclusion and progression into education, training and employment.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		No specific evidence relating to marriage and civil partnership is identified within the report. No adverse impacts are identified.
Socio economic disadvantage (if required)	**As above**	The report contains significant evidence of activity and impact aimed at reducing socio-economic disadvantage. Evidence includes a reduction in child poverty, income maximisation activity securing over £2.45 million for local households, crisis support reaching 343 people including 195 children, community-led approaches focused on tackling poverty and inequality, and significant investment in childcare, employability, wellbeing and whole family support. The Partnership's stated focus on prevention, early intervention, child poverty reduction and community empowerment is likely to have a positive impact on people experiencing socio-economic disadvantage. Care Experienced Children and Young People The report states that attendance among care experienced children increased to 90.1%, indicating positive outcomes for this group.

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

Yes

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:**

   Engagement will continue through established participation and co-design arrangements including Clackmannanshire Transformation Space Community Voice Panel, Family Voices, Youth Forum and wider partnership engagement activity. Particular attention will be given to ensuring the voices of people experiencing inequalities and socio-economic disadvantage are represented in decision-making and service improvement. Ongoing engagement with children and young people, families, adults, older people and people with protected characteristics will support understanding of impacts across equality groups. Performance information, service data, lived experience and community feedback will be used to monitor impact, identify emerging inequalities and inform future planning and resource allocation. No additional formal consultation is required specifically for this report; however, continuous engagement and monitoring arrangements will remain in place to ensure equality and socio-economic impacts are understood and addressed.

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

   Engagement has been undertaken through established participation and co-design arrangements, including Community Voice Panels, Family Voices etc . These approaches bring together lived experience, community insight, service intelligence and performance data to inform ongoing improvement and future priorities. Evidence from the Transformation Space demonstrates increasing community participation, strengthened representation of people with lived experience, and a growing focus on equity, inclusion and community-led decision making. No additional formal consultation was required specifically for this report, as it reflects ongoing delivery and performance. However, continuous engagement, learning and monitoring arrangements remain in place to ensure emerging issues, inequalities and community priorities are identified and addressed.

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			x	
potential for developing good relations	x			Partnership working and collaboration.
potential to advance equality of opportunity	x			Continued delivery of early intervention, Whole Family Support and participation opportunities will help improve outcomes and reduce inequalities across age groups.

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			Inclusive approaches, ASN support and coordinated family services will continue to improve access, participation and outcomes for people with disabilities. No significant negative impacts relating to disability have been identified, this will remain a key area of focus given the increasing demand for services and the complexity of needs identified across the system

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			Whilst direct race-related evidence is limited, available evidence suggests that anti-poverty and inclusion activity is likely to benefit minority ethnic families.

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			The Plan advances equality of opportunity between sexes by prioritising the safety and wellbeing of women and girls, improving access to services through childcare, Whole Family Support and targeted interventions, and removing barriers to participation, employment and community engagement. It strengthens prevention of gender-based violence, promotes participation in health and community activities, and embeds lived experience in service design and delivery. Support for boys and men is also available through wider wellbeing and prevention approaches. Overall, the focus is on sustaining and scaling existing preventative and targeted activity to improve outcomes and reduce inequalities.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			x	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			Evidence relating specifically to gender reassignment is limited; however, inclusive and rights-based approaches support equitable access and participation.

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			x	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			Evidence relating specifically to sexual orientation is limited; however, available evidence suggests that inclusion, participation and human rights approaches support positive outcomes.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			x	
potential for developing good relations	x			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	x			Services will continue to be delivered in a culturally sensitive and inclusive way that respects different faiths, beliefs and backgrounds
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			Partnership working and collaborative efforts to achieve outcomes.
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	No specific impacts identified.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	x			The Plan will continue to support improved outcomes for people experiencing disadvantage through preventative, inclusive and coordinated approaches that help reduce inequalities and improve access to opportunities and support

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 proposal or project timeline. The report primarily provides an update on the progress, impact and future priorities of the Family Wellbeing Partnership and does not introduce any significant changes requiring additional consultation, resources or mitigation measures. Equality, human rights and socio-economic considerations are already embedded within the Family Wellbeing Partnership through prevention, Whole Family Support, community empowerment, partnership working and ongoing performance monitoring. Existing engagement arrangements, governance structures and reporting frameworks will continue to ensure that impacts on equality groups are considered as priorities are delivered throughout 2026/27

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

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

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

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

Ongoing discussion and review of the community Wellbeing Plan as part of the Wellbeing SMT discussions and at associated partnership and Community Planning Partnership forums (e.g. Tackling Poverty Partnership).

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 post-implementation actions are required as a result of publication of this report. This report informs the refreshed Community Wellbeing Plan 26/27. Equality, human rights and socio-economic outcomes will continue to be monitored through the Community Wellbeing Plan performance framework, Outcomes Improvement Framework and bi-annual reporting arrangements.

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

No post-implementation actions are required as a result of publication of this report. This report informs the refreshed Community Wellbeing Plan 26/27. Equality, human rights and socio-economic outcomes will continue to be monitored through the Community Wellbeing Plan performance framework, Outcomes Improvement Framework and bi-annual reporting arrangements.

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

On the development of the Community Wellbeing Plan 2026/2027.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: **Judith Morrison, Improving Outcomes Engagement Officer**

Date: 10 July 2026

Senior officer approval of assessment:

Signed: **Catriona Scott**

Date: 10July 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.

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 9
ON THE AGENDA

Report to: Clackmannanshire Council

Date of Meeting: 20 August 2026

Subject: Community Wellbeing Plan 2026-2027

Report by: Depute Chief Executive & Director of Wellbeing

1.0 Purpose

1.1. This report presents the overarching Community Wellbeing Plan (the One Plan) 2026-2027 **(Appendix 1)** for Council consideration and approval.

2.0 Recommendations

It is recommended that Council:

2.1. Approves the Community Wellbeing Plan 2026-2027, including its Strategic Priorities, Outcomes and System Actions.

2.2. Notes the Outcomes Improvement Framework and One Report approach that will support performance monitoring and assurance throughout 2026-2027.

2.3. Notes the Community Wellbeing Plan's role within the Council's developing Be the Future Target Operating Model.

2.4. Note that the final performance report for the Community Wellbeing Plan 2025-2026 will be presented to the Audit and Scrutiny Committee on 27 August 2026.

Background

2.5. The Community Wellbeing Plan (CWP) has been developed within the context of the Council's wider Be the Future Target Operating Model (TOM), which seeks to streamline strategic planning, strengthen performance management and ensure a clear line of sight between community priorities, corporate objectives and service delivery. Through the TOM's "Golden Thread" approach, local priorities are intended to align with the Local Outcome Improvement Plan, annual corporate priorities, business plans and operational activity, supported by a refreshed performance management framework.

2.6. The Community Wellbeing Plan will form an important component of this evolving framework, providing the local delivery mechanism for a range of shared ambitions relating to community empowerment, prevention, tackling poverty, partnership working and improving outcomes for residents. The Plan therefore represents a significant contribution towards delivering the Council's wider transformation agenda and the outcomes envisaged through the Target Operating Model.

2.7. Given the statutory reporting and planning timescales and requirements, it has been necessary to develop and present the Community Wellbeing Plan in advance of the wider suite of Council business plans and before the outcomes and performance elements of the TOM have been fully finalised. As implementation of the TOM progresses, further work will be undertaken to align the CWP with the emerging outcomes framework, performance measures and reporting arrangements. This will include strengthening the links between community wellbeing priorities, portfolio business plans and corporate performance reporting to ensure a coherent and integrated approach to planning, scrutiny and public performance reporting across the Council and its partners.

2.8. As approved by Council on 21 August 2025, the Community Wellbeing Plan already incorporates multiple community planning partnership and individual plans, consolidating into a single Community Wellbeing Plan. Developed collaboratively with Alliance partners, the Plan aligns partnership priorities, outcomes and actions to the delivery of the Local Outcomes Improvement Plan, providing a streamlined and integrated approach to planning and reporting. It builds on previous work to align statutory plans and partnership priorities, and the focus has shifted to demonstrating impact for children, families and communities through a smaller number of shared outcomes, strategic system actions and an enhanced Outcomes Improvement Framework. This approach continues to reduce duplication, strengthens accountability and supports evidence-informed decision-making across Community Planning Partners.

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

- Children and young people are safe, supported early and experience stable, positive relationships
- People and communities are empowered, influence decisions and contribute to prevention and system change
- People engage, progress and achieve sustained outcomes in learning, life and work
- Poverty and inequality is reduced through early intervention, financial inclusion and whole family support
- People experience improved mental health and wellbeing through prevention and early intervention

The principles of UNCRC, The Promise, and voice and participation are embedded throughout.

2.10. The Plan incorporates the following 2026 – 2027 Plans within the following and includes the Wellbeing Directorate Business Plan 2026-2027:

- Children's Services Plan 2026 25-2026 incorporating The Promise Plan

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

- Local Poverty Action Plan 2024-2030

- Violence Against Women and Girls' Plan 2023-2026
- Community Justice Outcome Improvement Plan 2023-2028
- Community Learning and Development Plan 2024-2027
- Sport and Active Living Framework 2024-2028
- Family Wellbeing Partnership Plan 2024-2026
- Library Service Plan 2024-27
- Educational Psychology Service 2026 2027
- United Nations Convention on the Rights of the Child (UNCRC) 2024/2027

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

2.12. Empowered Families and Communities

- Health and Wellbeing

2.13. Skilled and Resilient Workforce

- Sustainable, Inclusive Growth

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

2.15. Evidence has shown us that the most significant and sustainable improvements occur when services work together to intervene early, strengthen family resilience and empower communities. Through the Outcomes Improvement Framework, we are able to quantify both the impact of our collective activity and the scale of remaining challenges using a combination of demographic, performance and outcome measures. The data shows measurable improvements in attendance, attainment, mental wellbeing and safeguarding outcomes, whilst also identifying persistent challenges relating to poverty, inequality and increasing levels of need. Therefore, rather than seeking to do more of everything, the Community Wellbeing Plan 2026-2027 intentionally prioritises those areas where the evidence indicates collective action will have the greatest impact. This approach ensures that resources, partnership effort and performance scrutiny are focused on the outcomes that matter most for Clackmannanshire's children, families and communities.

2.16. An updated Risk Register for the Community Wellbeing Plan 2026/27 (detailed in Appendix 2) has been developed and will be monitored through Directorate and Corporate Risk Management arrangements. Key risks include

ASN demand and capacity, workforce sustainability, delivery of the Wellbeing Hub, attainment, safeguarding, increasing complexity of need, poverty and inequality and community justice capacity. Partners remain committed to delivering the Plan through prevention, early intervention, community empowerment and whole-system collaboration.

3.0 Sustainability Implications

3.1 Sustainability is integrated into all People Directorate planning.

4.0 Resource Implications

4.1. Financial Details

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

Yes ☒

The Community Wellbeing Plan does not create additional financial commitments beyond approved budgets and external funding arrangements. Delivery will be undertaken through existing Council, partner and commissioned resources and this way of working leverages additional funding.

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

4.4. Staffing

5.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	☒
Our families; children and young people will have the best possible start in life	☒
Women and girls will be confident and aspirational, and achieve their full potential	☒
Our communities will be resilient and empowered so that they can thrive and flourish	☒

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

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

Yes ☒

9.0 Legality

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

10.0 Appendices

10.1 Please list any appendices attached to this report.

- Appendix 1 - Community Wellbeing Plan 2026 - 2027
- Appendix 2 - Corporate Business Plan Information 2026 – 2027
- 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 ☐

- People Community Wellbeing Plan 2025 - 2026
- People Community Wellbeing Plan Interim Report (April 2025 - December 2025)
- People Community Wellbeing Plan Final Report (April 2025 – March 2026 - unpublished)
- Clackmannanshire Council, Business Planning Guidance 2021

Author(s)

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Veronica Cully	Senior Manager	2404

Approved by

NAME	DESIGNATION	SIGNATURE
Lorraine Sanda	Depute Chief Executive and Director of Wellbeing	[redacted]

Community Wellbeing Plan 2026 - 2027

Prepared by Clackmannanshire Council, Wellbeing Directorate

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

Contents

Introduction

The Community Wellbeing Plan 2026/27 (One Plan) is a shared strategic framework for improving wellbeing and life **outcomes for children, families and communities. It brings together statutory duties, partnership commitments and local priorities into a coherent outcomes-based integrated plan** and approach. The 2025/26 Year End Report, being submitted at Council Audit and Scrutiny on 27 August 2026, demonstrates that the integrated approach is delivering measurable improvements. Educational attainment has exceeded stretch aims, attendance has improved, young people's mental wellbeing has increased, youth justice indicators have improved and the number of children requiring statutory intervention has fallen significantly. The Family Wellbeing Partnership, Whole Family Support approach and Clackmannanshire Transformation Space have been key enablers of this progress.

The One Plan sets:

- What we are collectively trying to change
- How success will be evaluated
- How the system will learn and improve

This Plan is owned jointly by the Wellbeing Directorate of Clackmannanshire Council and its Community Planning Partners and reflects a shared commitment to prevention, early intervention, human rights and inclusive growth. This Plan also incorporates the People Business Plan for the forthcoming year (see Annex A) and has influenced the direction of the Council Target Operating Model.

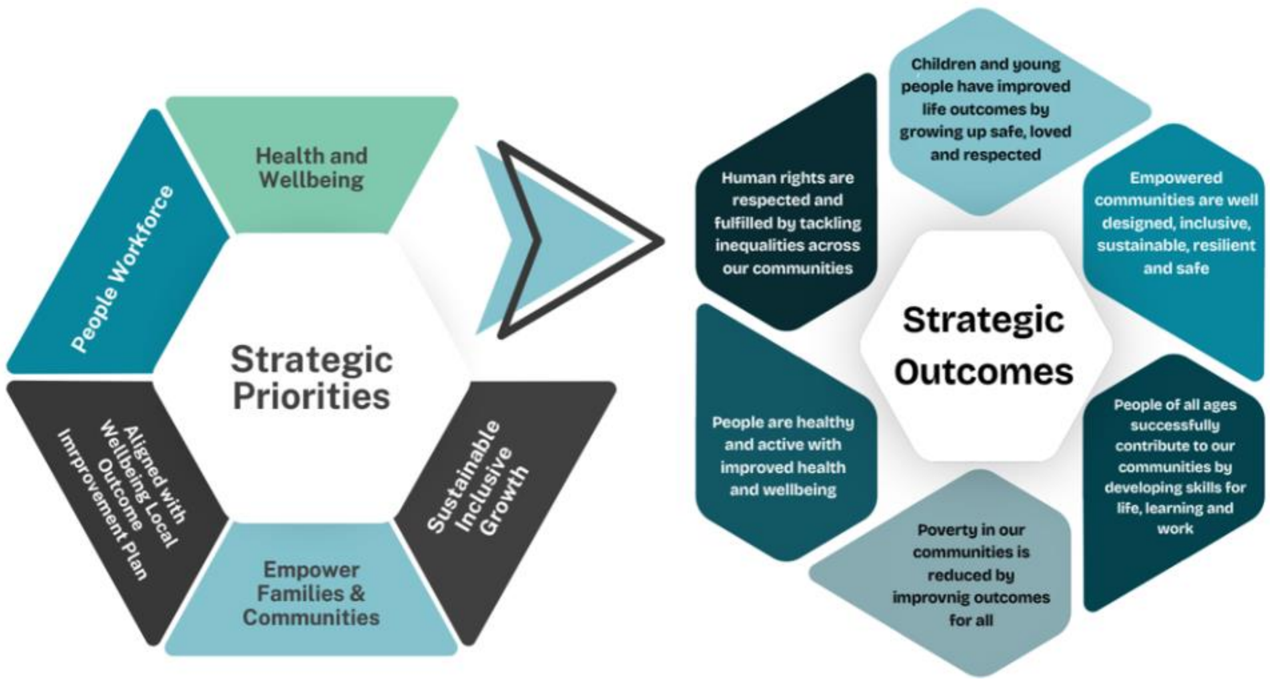
What is different in 2026/27 from previous ‘One Plan’ iterations

This One Plan marks a further step in system maturity within Clackmannnanshire. Previous years focused on required alignment, integration and reform infrastructure. In 2026/27, the emphasis shifts decisively toward, impact for people and communities, evidence-informed decision-making, clearer prioritisation, reducing duplication and reporting burden. This plan is supported by:

- A ONE Plan on a Page (Community Wellbeing Plan 2026/2027) setting out strategic priorities, outcomes and actions
- An Outcomes Improvement Framework (OIF) providing detailed performance evidence, trends and assurance

Detailed operational delivery continues beneath the One Plan but, hereafter, are no longer published as separate Plans on a Page. This reflects increased confidence in the positive impact of the integrated approach and fulfilment of statutory duties and partnership commitments. This is intended to strengthen clarity of the One Plan, rather than reduce transparency.

People Community Wellbeing Plan 2025/26:Strategic Priorities and Strategic Outcomes – agreed at Council on 21 August 2025



Community Wellbeing Plan 2026/27

Community Wellbeing Plan 2026/2027

An integrated outcomes framework bringing together statutory plans, partnership commitments and local priorities to improve wellbeing across Clackmannanshire *

Strategic Priorities

- Empowered Families and Communities
- Health and Wellbeing
- Sustainable, Inclusive Growth
- Skilled and resilient workforce

* Includes:

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

Strategic Outcomes

- Children and young people are safe, supported early and experience stable, positive relationships
- People and communities are empowered, influence decisions and contribute to prevention and system change
- People engage, progress and achieve sustained outcomes in learning, life and work
- Poverty and inequality is reduced through early intervention, financial inclusion and whole family support
- People experience improved mental health and wellbeing through prevention and early intervention

Strategic System Actions

- Whole Family Support and integrated partnership working improve and sustain positive outcomes.
- Early identification, prevention and demand management are consistently applied across the system
- Children and young people thrive through strengthened protective factors and reduced inequalities
- People of all ages are supported to lead active, healthy and independent lives
- Economic security is improved through employability, fair work, income maximisation and reduced household costs
- A comprehensive mental health and wellbeing prevention system is scaled and accessible
- Integrated partnership planning, commissioning and accountability are embedded across the system
- Data, insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making.

What People Experience

- People receive the support they need, when they need it.
- Support feels connected, coordinated and easy to access.
- Trust in services increases.
- People influence decisions affecting their lives. Barriers to opportunity are reduced.
- Families experience greater economic security, wellbeing and stability

System Change

- Strong strategic leadership and accountability Whole Family Support governance through the Alliance
- Reduced organisational and cultural barriers
- Increased partnership working
- Community voice and lived experience shape decisions and investment
- Better use of data and insight
- Improved data sharing and outreach
- More efficient and coordinated public services

Performance & Accountability

The Outcomes Improvement Framework (OIF) supports the One Plan approach, bringing together statutory duties, partnership commitments and local priorities within a shared outcomes framework.

Delivered in collaboration with community planning partnerships and partners and aligned to the Wellbeing Local Outcomes Improvement Plan (LOIP) 2024-2034.
Prepared by Clackmannanshire Council, Wellbeing Directorate

Outcomes Improvement Framework and Demographic Profile

The Wellbeing Directorate Demographic Profile 2026 as well as the Community Wellbeing Plan **Outcomes Improvement Framework** has informed the evolution of the overarching Community Wellbeing Plan 2026/2027, the refinement of the Strategic Outcomes and Strategic Outcomes and the associated delivery Plans on Page for 2026/2027.

The Outcomes Improvement Framework (OIF) is a structured approach to measure, monitor, and evaluate how the Wellbeing Directorate and partners are making a difference into improving lives and communities across Clackmannanshire. It provides a way to link activities and resources (inputs) with the results achieved (impact against our outcomes), ensuring that progress is not only measured but also acted upon.

The OIF provides the scrutiny necessary for any independent or internal review, checking whether actions and investments are driving meaningful outcomes. It ensures there is accountability, transparency, and that decisions are evidence-based rather than assumed. The OIF also supports assurance tests on whether risks are being managed, policies are being followed, and any improvements made are sustainable.

Crucially, the data and evidence from scrutiny and assurance allows for improved decision making and continuous improvement by linking outputs to outcomes, identifying gaps and adapting and learning going forward.

Each delivery plan on a page, has a set of Contextual Indicators which supplement the Overarching (Core) Indicators used to measure impact against the strategic outcomes of the Community Wellbeing Plan. These are used alongside the Supplementary Indicators that provide more detailed evidence about progress, adding depth, context, flexibility and improving decision making. All indicators in this Framework rely on a range of available public resources, i.e., published data. This creates difficulties in the ‘analysis’ stage as organisations may publish their data at different times of the year and not always with the same time period, for example data reported as a rolling one year or three year average. In addition, there may be a lag in reporting with the most recent data being two or three years old by the time it is reported on. This is where supplementary indicators can often inform the ‘gap’ in reporting allowing agile response to service delivery.

Where possible threats and risks identified have mitigations in place, either through service delivery and/or partnership working.

Core Indicators

Core Indicators - Last updated 06 August 2026 *Where possible the"anticipated publication date" is included as to when the next set of data is available	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					**Target**
Child Poverty Rate (0 -15 years Clackmannanshire) – relative poverty after housing costs. Source: https://endchildpoverty.org.uk/child-poverty-2025/	FY 2021/22 28.3%	FY 2022/23 29.2%	FY 2023/24 28.5%	N/A	Now an Archived Data Set	N/A
Percentage of **children** (aged under 16) living in **Relative low income** families, after Housing Costs Source:https://www.gov.scot/publications/poverty-and-income-inequality-in-scotland-2022-25/	No data	No data	FY 2023/24 17.7%	FY 2024/25 17%	March 2027	(YE 2026) 16.5%
Percentage of **children** with **one or more developmental concerns** at **27-30 month reviews** Source:https://publichealthscotland.scot/publications/early-child-development/early-child-development-statistics-scotland-2023-to-2024	FY 2020/21 21.3%	FY 2021/22 20.1%	FY 2022/23 17.7%	FY 2023/24 17.6%	*Apr 2027	15%
Reduction in the number of **children** who require **statutory measures of intervention** Source: SCRA CSO Number of Children subject to CSO at year end	FY 2021/22 162	FY 2022/23 146	FY 2023/24 113	FY 2024/25 119	FY 2025/26 90	110 or fewer
Number of children **referred to Children's Reporter** (**non-offences** only) – rates per 1000 children Source:https://www.scra.gov.uk/resources_articles_category/official-statistics/ [SCRA Dashboard]	FY 2021/22 16.4	FY 2022/23 11.3	FY 2023/24 11.4	FY 2024/25 12.1	FY 2025/26 8.6	8.0
Number of children **referred to Children's Reporter** (**offences** only) – rates per 1000 children Source:https://www.scra.gov.uk/resources_articles_category/official-statistics/ [SCRA Dashboard]	FY 2021/22 5.8	FY 2022/23 10.5	FY 2023/24 13	FY 2024/25 9.4	FY 2025/26 7.8	7.0
Number and percentage of **children in the care system** living **within the community** (not including residential care)	Aug 2021 to July 2022 94.9% (250)	Aug 2022 to July 2023 94.7% (213)	Aug 2023 to July 2024 93.7% (199)	Aug 2024 to July 2025 93% (205)	*April 2027	94%+

Core Indicators - Last updated 06 August 2026 *Where possible the"anticipated publication date" is included as to when the next set of data is available	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					**Target**
Source:- Pentana [CHC LAC B3a: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/						
Number of **children (0-17 years) entering the 'care system'** during the year [August – July] Source:https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/ [Additional Tables}	Aug 2021 to July 2022 61	Aug 2022 to July 2023 44	Aug 2023 to July 2024 68	Aug 2024 to July 2025 69	*April 2027	60
Attendance Rate – all (taken from stretch aims) Source:https://www.gov.scot/publications/school-attendance-and-absence-statistics/	AY 2021/22 90.3%	AY 2022/23 90.7%	AY 2023/24 90.1%	AY 2024/25 91.2%	AY 2025/26 91.34% (unpublished)	92%
Attendance Rate – **Care Experienced** (taken from stretch aims) Source:https://www.gov.scot/collections/childrens-social-work/Educational Outcomes for Looked After Children – Table 4.4	AY 2021/22 89.5%	AY 2022/23 86.1%	AY 2023/24 85.6%	AY 2024/25 89.9%	AY 2025/26 90.1% (unpublished)	92%
Active Travel to School Source: Pentana: SAP PHO T01 - ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	AY 2021/22 66.1%	AY 2022/23 65.3%	AY 2023/24 62.2%	AY 2024/25 62.5%	*June 2026 overdue	65%
Percentage of **Children and Young People** who describe their **mental health as good or very good** Source: Planet Youth Survey **Biannual 2021, 2023, 2025**	2021 41%	2023 41%		2025 48%	2027 Survey TBC	53%
Proportion of adolescents who have consumed alcohol in last 30 days Source: Planet Youth Survey **Biannual 2021, 2023, 2025**	2021 36%	2023 28%		2025 29%	2027 Survey TBC	<25%
Percentage of **Children and Young** People (**under 18's**) participating in **extracurricular school sport and physical activity**	AY 2021/22 36%	AY 2022/23 42%	AY 2023/24 45%	AY 2024/25 48%	AY 2025/26 50%	55%

Core Indicators - Last updated 06 August 2026 *Where possible the"anticipated publication date" is included as to when the next set of data is available	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					**Target**
Source:https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025						
% of Girls in Clackmannanshire participating in **recreational activity** Source: Internal Data – Sport and Leisure Team	No data	No data	No data	AY 2024/25 50%	AY 2025/26 51%	55%
Percentage of **P1, P4 and P7** pupils combined achieving expected **CfE Level in Literacy** (taken from stretch aims) Source:https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/	AY 2021/22 63.3%	AY 2022/23 69.6%	AY 2023/24 74%	AY 2024/25 72.2%	AY 2025/26 75.5% (unpublished)	77%
Percentage of **P1, P4 and P7** pupils combined achieving expected **CfE Level in Numeracy** (taken from stretch aims) Source:https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/	AY 2021/22 71.7%	AY 2022/23 72.4%	AY 2023/24 77.3%	AY 2024/25 75.3%	AY 2025/26 79% (unpublished)	80%
Attainment **gap at Senior Phase - SCQF Level 5** percentage points (pp) Source: Scotxed, INSIGHT	AY 2021/22 10.4	AY 2022/23 9.2	AY 2023/24 21	AY 2024/25 11.1	*Aug. 2026	<10 pp
Percentage of **School Leavers achieving at SCQF Levels in Literacy and Numeracy** (Levels **4, 5 & 6**) Source: Scotxed, INSIGHT	AY 2021/22 54.5%	AY 2022/23 53.7%	AY 2023/24 63.8%	AY 2024/25 58.5%	*Feb 2027	65%
Percentage of **Care Experienced School Leavers** achieving at **SCQF Levels in Literacy & Numeracy** (Levels **4, 5 & 6**) Source**:** Scotxed, INSIGHT	AY 2021/22 26.3%	AY 2022/23 30.2%	AY 2023/24 28.6%	AY 2024/25 30.6%	*Feb 2027	65%
Drug-related Hospital Admissions – Young People (**11-25 years**, per 100,000 population) - 3 year average Source: Pentana: SAP ADP D04ScotPHO ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	2019/20-2021/22 150	2020/21-2022/23 134	2021/22-2023/24 133.2	2022/23-2024/25 91.5	*Early 2027	<90 (3-year rolling average)

Core Indicators - Last updated 06 August 2026 *Where possible the"anticipated publication date" is included as to when the next set of data is available	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March)					**Target**
Number of **diversions from prosecution** successfully completed Source:https://www.gov.scot/publications/justice-social-work-statistics-additional-time-series-tables/	FY 2021/22 28	FY 2022/23 13	FY 2023/24 32	FY 2024/25 33	*Feb 2027	35+
Deaths from suicides – Young People (**11-25 years**) *5 year average – per 100,000 population* Source: Pentana: SAP PHO O04 - ScotPHO tool: care and wellbeing dashboard - PHS Planning Tools - Resources and tools - Public Health Scotland	2017-2021 9.5	2018-2022 4.8	2019-2023 2.4	2020-2024 0	*Sep.2026	0
Teenage pregnancy (ending in a delivery or termination) by local authority of residence and year of conception (**under 20 years**) Rate per 1000 women (annual yearly rate – January to December) Source: https://publichealthscotland.scot/publications/teenage-pregnancies/teenage-pregnancies-year-of-conception-ending-31-december-2024/	CY 2021 29.0	CY 2022 33.0	CY 2023 23.6	CY 2024 42.8	*July 2027	<22
Unemployment Rate Young People (aged **16-24 years**) Source: Pentana: DVM ECD F3c: ONS NOMIS Data Portal	FY 2021/22 4.5%	FY 2022/23 5.6%	FY 2023/24 4.9%	FY 2024/25 4.6%	FY 2025/26 5.3%	3.7%
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire Source https://www.gov.scot/publications/domestic-abuse-statistics-recorded-police-scotland-2024-25/documents/	FY 2021/22 146	FY 2022/23 127	FY 2023/24 141	FY 2024/25 128	*June 2027	116
Number of **all sexual crimes** (includes rape & attempted rape and sexual assault) per 10,000 population Source:https://www.gov.scot/publications/recorded-crime-scotland-2024-25/documents/	FY 2021/22 29	FY 2022/23 23	FY 2023/24 25	FY 2024/25 24	*June 2026	<22

Corporate Indicators

Corporate Indicator	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	Target 2026/ 2027
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13.16	12.9	12.0
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	78.9%	94.2%	100%
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	96.8%	87.5%	100%
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	76%	86%	83%	89.5%	98.3%	100%
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	80%	96%	91.7%	77.2%	100%
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS *[*Data is monitored to identify trends and inform service improvement]*	23%	49%	37.3%	20.8%	38%	*Monitor only
% of employees who have completed mandatory training by the due date	No Data	10.3%	58%	63.32%	71%	85%

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

1 SERVICE OVERVIEW

1.1 SERVICE PURPOSE & OBJECTIVES

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

Strategic Priorities, Strategic Outcomes and Strategic System Actions are detailed in Appendix 1: Community Wellbeing Plan 2026/2027.

Unpublished delivery Plans on a Page detail the actions of each individual/community plan (noted below *) drive forward collective efforts towards improving against the Strategic Priorities, Strategic Outcomes and Strategic System Actions of the Community Wellbeing Plan 2026/2027.

- Community Partnership Plans and Plans are as follows:

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

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1.2 SERVICE STRUCTURE

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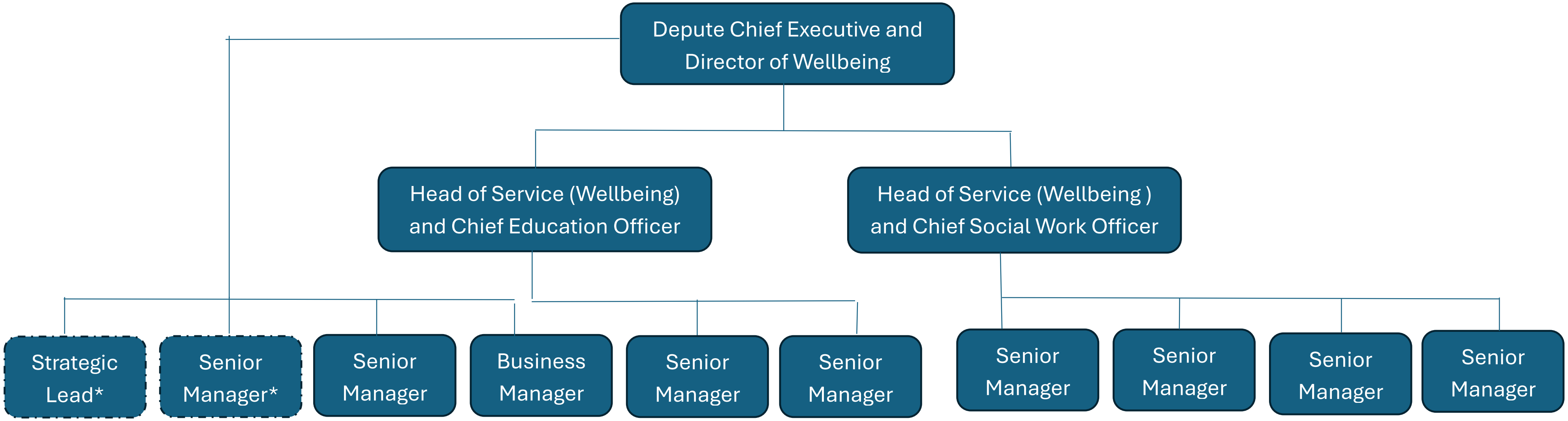

*Fixed Term Roles

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1.3 KEY SERVICE STRATEGIES & POLICIES REVIEW SCHEDULE

Strategy /Policy	Approved/ Last Reviewed	Review Date	Progress Update as of April 2026
Clackmannanshire Children’s Services Plan 2021-2024	August 2025	April 2026	Review underway with submission to Council in 26/27
Community Justice Improvement Plan 2023-2028	August 2025	August 2026	Due 2028
The Promise Plan 2023-2026	August 2023	August 2026	In progress

National Improvement Framework (NIF) Education Plan 2025	December 2024	August 2027	Reviewed April 2026
Family Wellbeing Partnership Plan 2024-2026	April 2025	April 2026	In progress
Digital Learning Strategy 2022-2025	May 2023	August 2026	Review underway with submission to Council in 26/27
Additional Support for Learning Strategy 2024-2027	February 2024	August 2026	Not due until 2027
Strategic Equity Fund Plan 2023-2024	September 2023	September 2024	Updated September 25. Submitted under One Plan.
Health and Wellbeing Strategy	August 2023	August 2024	In progress
Learning, Teaching and Assessment Strategy	Refreshed June 2024	June 2026	Review underway with submission to Council start of 26/27
Numeracy Strategy 2022-2026	Refreshed 2023	August 2026	In progress.
Literacy Strategy 2022 - 2026	Refreshed 2023	August 2026	Review underway with submission to Council start of 26/27
Parental Involvement and Engagement Strategy	May 2025	May 2028	Due 2028
Learning Estate Strategy, 2019-2040	2023	2026	Due 2040
Community Learning and Development Partnership Plan, 2024-2027	August 2025	August 2027	Due 2027
Sport and Active Living Framework Refresh 2024-2028	March 2024	August 2027	Due 2027
Violence against Women and Girls Strategy 2023-2026	August 2025	August 2026	Review underway with submission to Council start of 26/27
Clackmannanshire Transitions Policy for young people with additional support needs to adulthood	February 2024	August 2025	Updated September 2025
Forth Valley Inter Agency Child Protection Guidance 2023	May 2025	May 2026	In progress
Forth Valley GIRFEC Guidance	Refreshed July 2024	August 2025	Reviewed and refreshed December 2025
Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019)	May 2025	May 2027	Due 2027

2.0 KEY LEGISLATION AND FRAMEWORKS AND KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2026/2027

2.1 KEY LEGISLATION AND FRAMEWORKS
A Time of Change: National Transitions to Adulthood Strategy for Young Disabled People (2025–2030)
Action Plan 'Learning Together' (launched August 2028)
Active Scotland Delivery Plan (2018)
Adoption Agencies (Scotland) Regulations 2009

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Adoption and Children (Scotland) Act 2007
Adoption Support Services and Allowances (Scotland) Regulations 2009
Care and Justice (Scotland) Act 2024
Children (Care and Justice) (Scotland) Act 2024
Children (Scotland) Act 1995
Children (Scotland) Act 2020
Children and Young People (Scotland) Act 2014
Children's Hearings (Scotland) Act 2011
Children's Hearing Act (2020)
Children's Rights – United Nations Convention on the Rights of the Child (UNCRC)
Community Empowerment (Scotland) Regulations 2013
Curriculum for Excellence
Delivering Excellence and Equity in Scottish Education
Developing the Young Workforce and Youth Employment Strategy
Education (Additional Support for Learning) (Scotland) Act 2009
Education (Additional Support for Learning) (Scotland) Act 2013 (as amended)
Enhancing Learning and Teaching through the Use of Digital Technology
Equally Safe – Scotland's Strategy for Preventing and Eradicating Violence Against Women and Girls
Expansion of Early Learning and Childcare in Scotland
Foster Children (Private Fostering) (Scotland) Regulations 1985
Foster Children (Scotland) Act 1984
Forward: Scotland's Public Libraries Strategy (2021–2025)
Framework for Risk Assessment Management and Evaluation (FRAME) for children aged 12–17
Getting It Right for Every Child (GIRFEC)
Looked After Children (Scotland) Regulations 2009 (amended 2021)
Mental Health and Wellbeing Strategy (2023)
National Guidance for Child Protection in Scotland (2021)
National Improvement Framework
National Youth Justice Vision and Strategy (2024–2027)
Parental Involvement (Scotland) Act 2006 and national Parental Involvement and Engagement framework
Rehabilitation of Offenders Act
Secure Accommodation (Scotland) Regulations 2013
Secure Care Pathways and Standards Scotland (October 2020)
Social Care (Self-Directed Support) (Scotland) Act 2013
Social Work (Scotland) Act 1968
Standard, Guidance and Operational Requirements for Risk Practice (June 2021)

Support and Assistance of Young People Leaving Care (Scotland) Regulations 2003
Tackling Child Poverty Delivery Plan 2022–2026: Bright Start, Bright Futures
The Education (Additional Support for Learning) (Scotland) Act 2013 (as amended 2009)
The Promise Bill (2025)
United Nations Convention on the Rights of the Child (UNCRC)
United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024
United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill 2020

2.2 KEY ISSUES FOR THE SERVICE & PRIORITIES FOR 2026/2027

The Community Wellbeing Plan enters 2026/27 from a position of strong partnership delivery and demonstrable progress across many priority areas. However, delivery continues to be affected by a number of strategic risks and external pressures.

Demand for services continues to increase, particularly in relation to additional support needs, disability support, mental health and whole family support. At the same time, financial constraints and workforce recruitment and retention challenges place pressure on the capacity of services and partnerships to respond sustainably. These pressures have the potential to impact pace of delivery and progress towards outcomes The successful implementation of the Council's Target Operating Model and the further embedding of the Whole Family Support approach are critical dependencies for delivery during 2026/27. This includes strengthening integrated planning, governance, accountability and performance management arrangements to ensure resources are aligned to prevention and early intervention. Delivery also depends upon sustaining effective partnership working across the Community Planning Partnership, maintaining meaningful community participation and ensuring that transformation activity continues to be informed by lived experience and evidence of what works.

An updated Risk Register for the Community Wellbeing Plan 2026/27 has been created (see 4.0) and will be monitored, specific areas requiring ongoing monitoring include safeguarding and protection, workforce sustainability, increasing complexity of need amongst children and families, delivery of the Wellbeing Hub, poverty and inequality, and community justice capacity. Notwithstanding these challenges, partners remain committed to delivering the Community Wellbeing Plan through a shared focus on prevention, early intervention, community empowerment and whole-system collaboration.

3 APPROACHES

3.1 TRANSFORMATION, INNOVATION & COLLABORATION

The Wellbeing Directorate continues to deliver transformation through the **One Fund, One Plan, One Report** approach, aligning statutory duties, partnership priorities and Council priorities within a single integrated framework. Delivery is underpinned by the Council's Target Operating Model and focuses on prevention, early intervention, whole-system working and improved outcomes for children, families and communities.

Key transformation and innovation approaches during 2026/27 include:

- Embedding **Whole Family Support (WFS)** as the default delivery model across services and partners
- Continued implementation of **Reimagining Social Care** and the Council's Target Operating Model
- Development of the **Wellbeing Hub and Lochies School** as an integrated community infrastructure supporting health, education and wellbeing outcomes.
- Expansion of **Family Wellbeing Hubs** to improve access to support
- Use of the **Outcomes Improvement Framework (OIF)** to drive evidence-based decision making and resource allocation
- Further development of the **Clackmannanshire Transformation Space**, enabling community-led investment decisions and preventative approaches
- Strengthening collaboration with NHS Forth Valley, Police Scotland, Scottish Fire and Rescue Service, third-sector organisations, educational establishments and community planning partners.
- Continued implementation of trauma-informed, rights-based practice aligned to **UNCRC**, **The Promise** and GIRFEC principles.
- Use of data, digital solutions and shared intelligence to improve early identification of need and target resources effectively

3.2 CUSTOMER & STAKEHOLDER ENGAGEMENT

The Wellbeing Directorate is committed to ensuring that children, young people, families, communities and partners actively influence service design, delivery and evaluation. Engagement is embedded within planning and decision-making processes and supports delivery of duties.

Engagement approaches include:

- Community-led decision making through the **Transformation Space, including Scottish Government's I**nvest to Save grant and What Matters to You? and community groups funded through the Make It Happen Fund.
- Ongoing engagement with children and young people through educational settings, youth participation structures and rights-based forums.
- Co-design and consultation with families through Family Wellbeing Hubs and utilisation of **Family Voices**, **Community Voice Panels** and participation networks to inform service priorities.
- Co-design through the Child Wellbeing Partnership (Scottish Government's All Age Childcare funding) and Whole Family Support pathways.
- Partnership engagement through established governance arrangements including:
    - Children's Services Strategic Planning Partnership
    - Tackling Poverty Partnership
    - Community Justice Partnership
    - Violence Against Women and Girls Partnership
    - Family Wellbeing Partnership
    - Use of lived experience, qualitative feedback and performance data to inform policy development, commissioning decisions and service redesign.
    - Independent facilitation, learning and evaluation support from Animate Consulting to strengthen participation, capture learning and ensure that community voice influences system change and continuous improvement.

3.3 MANAGING SERVICE PERFORMANCE

Performance management is delivered through a comprehensive Outcomes Improvement Framework aligned to the Community Wellbeing Plan 2026/27 and the Council's corporate performance arrangements.

Performance is managed through:

- The **Outcomes Improvement Framework (OIF)**, linking activities and investment to measurable outcomes.
- Monitoring of Strategic Outcomes, Strategic System Actions and associated Plans on a Page.
- Regular scrutiny through Wellbeing Directorate Senior Management Team and through governance arrangements and Community Planning Partnership structures.
- Performance reporting through the **One Report** approach, reducing duplication while strengthening assurance and accountability
- Continuous improvement through audit activity, self-evaluation, inspection findings and partner review
- Use of quantitative data, qualitative evidence and lived experience to evaluate impact and inform service redesign
- Monitoring of key risks through the Directorate and Community Wellbeing Risk Registers, ensuring appropriate mitigation and governance arrangements are in place

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3.4 SERVICE BUDGET AND LEVERAGED FUNDING

Revenue Budget 2026/2027 *based on current allocations and may be subject to change due to additional financial burdens*	**£,000**
Care and Protection	19,955
Education and Learning	71,775
Strategic Director-People	109
Support and Wellbeing	1,635
TOTAL	**93,474**
Capital Budget	**£,000**
Wellbeing Hub and Lochies school	35,420
Learning Estate – Development Driven (minimum requirements)	500
Learning Estate – Indicative Future Investment Requirements	2,500
Learning Estate DDA	17
Social Services adaptations	75
Social Work IT system	2,990
Alloa Family Centre Investment	150
Interactive boards Primary schools	250
Fir Park Centre	100

Supplemental and Leveraged Funding 2026/2027	**£,000**
Scottish Equity Funding (Including Pupil Equity Funding and Care Experienced)	2,343
Whole Family Wellbeing Fund	410
Community Mental Health and Wellbeing Fund	133
TOTAL	**£43 476**
Leveraged	**£,000**
Child Wellbeing Partnership (Early Adopter Community) revenue	c2,797
Family Wellbeing Partnership (Fairer Futures Partnership)	300
The Hunter Foundation – Catalyst Communities	1,500
Foundation Scotland (through Transformation Space)	c72
Foundation Scotland, drawing on a combination of Foundation Scotland's own resources and contributions from private donors – to support displaced residents in the Coalsnaughton area.	20
The Hunter Foundation (part running costs for CTS	50
The Roberston Trust (part running costs for CTS	200
Roberston Construction	5 (TBC)

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Childrens' Adaptations	100
Digital Learning Strategy	250
ICT Replacement (Secondary Schools)	125
ICT Upgrade (Primary Schools)	90
Fitness Suite Equipment	6
TOTAL	**42,573**

Kerry Group	5 (TBC)
Ogilvie Construction	1.5 (TBC)
Planet Youth * Subject to procurement process for associated fee	20*
The Hunter Foundation (contribution to running costs for Clackmannanshire Transformation Space and Learning Partner?	50
Tackling Poverty Partnership - Gambling Levy Bid, administered through CTI	78
Sportscotland Sports Facilities fund for Wellbeing Hub (capital costs)	500
Scottish Sports Futures (staffing and programmes	140
Scottish Futures Trust Learning Estate Investment Programme (LEIP) secured for Lochies School, to be paid in revenue once building operational and set criteria met. On track to deliver	10,000
Sportscotland Sports Facilities fund for Wellbeing Hub (capital costs)	500
Scottish Sports Futures (staffing and programmes	140
The Roberston Trust (part running costs for CTS	200
Funding to CTSI to support collaboration, in recognition of working within a Fairer Futures Partnership (FWP) community	50
TOTAL	**TBC**

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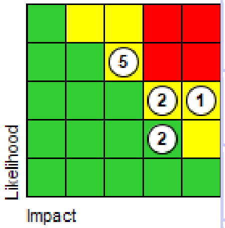
4 SERVICE RISK REGISTER

Community Wellbeing Plan Risk Register

In the following pages risks are either grouped by parent outcomes from the Clackmannanshire Alliance Community Planning Partnership's Wellbeing Economy Local Outcomes Improvement Plan, or by Be the Future Transformation programme workstreams.

In addition to those below, the Wellbeing Directorate leads on Corporate Risks regarding Poverty and Compliance with UN Convention on the Rights of the Child (UNCRC) and is directly involved in Condition of the School Estate. Further detail is provided in quarterly Corporate Risk reports to Audit & Scrutiny Committee.



Score Distribution	Code	Title	Score	Status	Approach	Change	Owner
	WLB DRR 001	Insufficient safeguarding capacity and risk of harm to children	15		Treat		Senior Manager - Justice Services
	WLB DRR 002	Failure to meet the increasing demand for early help and whole family support	12		Treat		Senior Manager - Early Intervention
	WLB DRR 003	Failure to meet rising ASN and disability demand	12		Treat		Senior Manager - Inclusion & Partnerships
	WLB DRR 004	Inability to meet mental health demands	12		Treat		Senior Manager - Inclusion & Partnerships
	WLB DRR 005	Inability to recruit and retain key staff	12		Treat		Head of Service (Wellbeing)/Chief Social Work Officer
	WLB DRR 006	Failure to address cost of living pressures increase demand and reduce progress on outcomes	12		Treat		Senior Manager - Family Wellbeing Partnership
	WLB DRR 007	Failure to address increased justice demand and pathway complexity	12		Treat		Senior Manager - Justice Services
	WLB DRR 010	Failure to embed integrated One Plan / WFS / TOM delivery model consistently across services and partnerships	12		Treat		Senior Manager - Family Wellbeing Partnership
	WLB DRR 008	Delay in delivery of Wellbeing Hub and Lochies School	8		Treat		Senior Manager (Sport & Leisure)
	WLB DRR 009	Failure to sustain community-led transformation and participation	8		Treat		Strategic Lead - Community Collaboration & Redesign

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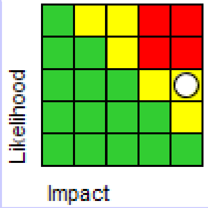
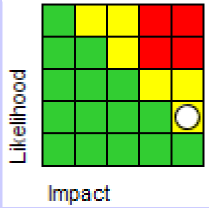
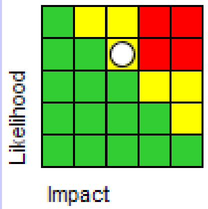
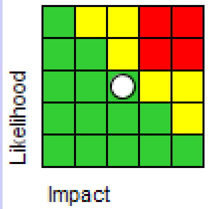
Wellbeing - Outcomes for Young People

	Insufficient safeguarding capacity and risk of harm to children	WLB DRR 001		Current Score 15	Target Score 10
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth; 4. Skilled & Resilient Workforce	Lead	Senior Manager - Justice Services		
Risk	Increasing demand, workforce capacity pressures and ineffective multi-agency safeguarding arrangements result in reduced ability to identify, assess and respond to risk at the earliest opportunity.	Last Review	17-Jul-2026		
Potential Impact	Children and young people may experience harm, poorer outcomes, delayed intervention and unmet needs, leading to legal, regulatory, financial and reputational consequences for partners.	Target Date	31-Mar-2027		
Note	Partnership safeguarding arrangements remain in place through GIRFEC, Child Wellbeing Partnership, STRIVE, Family Support Hubs and Care and Protection governance structures. Significant investment in trauma-informed practice, family support and early intervention continues to strengthen preventative responses. However, demand for services remains high and ongoing monitoring of safeguarding capacity is required to ensure timely and effective responses to vulnerable children and families.				
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001	Existing Controls	Child Protection Committee	
	Early identification, prevention and demand management are consistently applied across the system	CWP 267 002		Child Protection Procedures	
	Children and young people thrive through strengthened protective factors and reduced inequalities	CWP 267 003		Community Wellbeing Plan	

	Failure to meet rising ASN and disability demand	WLB DRR 003		Current Score 12	Target Score 9
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce	Lead	Senior Manager - Secondary Education & Communities		
Risk	Rising demand and increasing complexity of ASN and disability support requirements, combined with workforce recruitment challenges and financial pressures, are reducing the capacity of services to respond effectively. As a result, demand for ASN and disability support is at risk of exceeding available system capacity, creating pressure across education, health and social care services and impacting the ability to provide timely, effective support to children and young people.	Last Review	17-Jul-2026		
Potential Impact	Children and young people do not receive timely support, needs escalate, pressure on education and partner services increases, and progress towards Community Wellbeing Plan outcomes relating to inclusion, wellbeing, early intervention and positive life outcomes is adversely affected	Target Date	31-Mar-2027		
Note	Demand for ASN and disability support continues to increase, with growing complexity of need across education, health and social care services. The Community Wellbeing Plan identifies children with disabilities and additional support needs, including transitions to adulthood, as a priority area where demand is rising and capacity pressures are evident. Performance indicators such as referral volumes, requests for specialist support, waiting times, placement pressures and workforce vacancy levels provide early warning of this risk materialising. Mitigating actions are progressing through Whole Family Support, improved transition planning, partnership working, targeted capacity investment and service redesign, although capacity remains under significant pressure.				
	Children and young people thrive through strengthened protective factors and reduced inequalities	CWP 267 003		Integrated Children's Services Plan	

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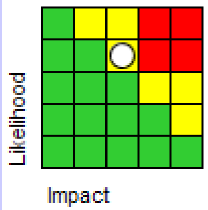
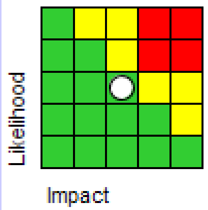
Related Actions	A comprehensive mental health and wellbeing prevention system is scaled and accessible	CWP 267 006	Existing Controls	Additional Support for Learning Strategy
				Family Wellbeing Partnership

Wellbeing - Poverty

	Failure to address cost of living pressures increase demand and reduce progress on outcomes			WLB DRR 006	Current Score	12	Target Score 9
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth	Lead	Senior Manager - Inclusion & Partnerships				
Risk	Rising cost of living pressures and increasing financial hardship for individuals and families, combined with an inability to sufficiently address these pressures through existing support and preventative measures, result in increased demand for services and reduced system capacity to respond effectively.			Last Review	17-Jul-2026		
Potential Impact	Poverty and inequality increase, demand for support services grows, and progress towards Community Wellbeing Plan outcomes relating to wellbeing, family resilience, mental health, learning, financial inclusion and reducing inequalities is adversely affected.			Target Date	31-Mar-2027		
Note	Cost of living pressures continue to affect families and communities, increasing demand for financial inclusion, welfare advice, family support, mental health and community-based services. The Community Wellbeing Plan identifies poverty and inequality as a key strategic challenge and that increasing demand places pressure on service capacity and the ability to sustain preventative approaches. Relevant indicators include child poverty measures, uptake of welfare and financial inclusion services, Scottish Welfare Fund applications, demand for Family Wellbeing Hub support and levels of financial hardship reported by families. Current controls, including the Tackling Poverty Partnership, Whole Family Support and financial inclusion initiatives, are helping to mitigate impacts; however, demand remains high and continued monitoring is required to ensure progress against outcomes is maintained.						





Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001	Existing Controls	Family Wellbeing Partnership
	Children and young people thrive through strengthened protective factors and reduced inequalities	CWP 267 003		Tackling Poverty Partnership
	Economic security is improved through employability, fair work, income maximisation and reduced household costs	CWP 267 005		Scottish Welfare Fund (Crisis & Community Grants)

Wellbeing - Physical & Mental Health

	Failure to meet the increasing demand for early help and whole family support			WLB DRR 002	Current Score	12	Target Score 9
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing	Lead	Service Manager - Early Intervention				
Risk	Increasing complexity of need and rising demand for Whole Family Support, early help and mental health services, combined with workforce and financial pressures, reduces system capacity to meet need.			Last Review	17-Jul-2026		

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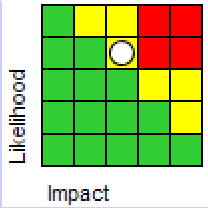
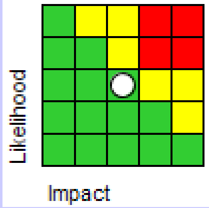
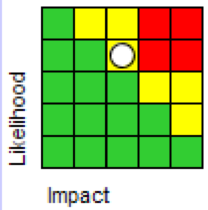
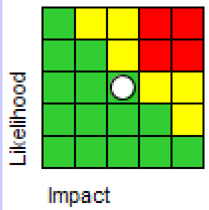
Potential Impact	Families experience delayed or reduced support, needs escalate to crisis, pressure on statutory services increases and Community Wellbeing Plan outcomes are adversely affected.	Target Date	31-Mar-2027		
Note	Demand for early help and whole family support continues to increase as more children, young people and families present with complex needs relating to poverty, mental health, disability and additional support needs. Current performance information indicates sustained pressure across family support and mental health. However, the continued expansion of Family Wellbeing Hubs, implementation of Whole Family Support approaches, improved partnership working and targeted prevention activity are helping to manage demand and reduce escalation into crisis. While capacity pressures remain a significant risk, current controls are broadly effective and progress continues through service redesign, workforce development and strengthened early intervention pathways.				

Related Actions			Existing Controls	
	Whole Family Support and integrated partnership working improve and sustain positive outcomes	CWP 267 001		Family Wellbeing Partnership
	Early identification, prevention and demand management are consistently applied across the system	CWP 267 002		Integrated Children's Services Plan
	Integrated partnership planning, commissioning and accountability are embedded across the system	CWP 267 007		Community Wellbeing Plan

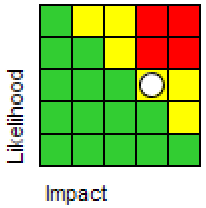
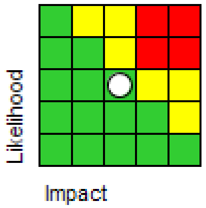
Health & Wellbeing

Inability to meet mental health demands			WLB DRR 004	Current Score	12	Target Score	9
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce	Lead	Senior Manager - Secondary Education & Communities				
Risk	Rising demand and increasing complexity of mental health needs, combined with workforce and financial capacity pressures, reduce the ability of services to respond effectively, resulting in demand for mental health support exceeding available service capacity.	Last Review	17-Jul-2026				
Potential Impact	Individuals experience delays in accessing support, mental health needs escalate, pressure on statutory and community services increases and progress towards the Community Wellbeing Plan outcomes relating to improved mental health and wellbeing through prevention and early intervention is adversely affected.	Target Date	31-Mar-2027				
Note	Demand for mental health support continues to increase across children, young people and families, with the Community Wellbeing Plan identifying mental health services, particularly early intervention and community provision, as an area of growing pressure. Key indicators include referral volumes, waiting times, uptake of community-based mental health supports and evidence of escalating need requiring specialist intervention. Current mitigations include investment in prevention and early intervention, Whole Family Support approaches, Family Wellbeing Hubs and strengthened partnership delivery. These controls are helping manage demand; however, capacity pressures remain, requiring continued monitoring and targeted service development.						

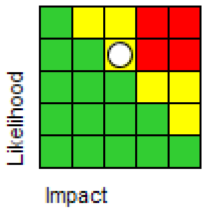
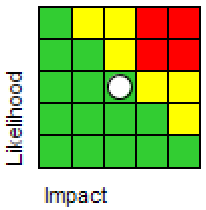
Related Actions			Existing Controls	
	Early identification, prevention and demand management are consistently applied across the system	CWP 267 002		Mental Health Strategy
	People of all ages are supported to lead active, healthy and independent lives	CWP 267 004		HSC Strategic Planning Group
	A comprehensive mental health and wellbeing prevention system is scaled and accessible	CWP 267 006		Family Wellbeing Partnership

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

Economy & Skills - Labour Market & Fair Work

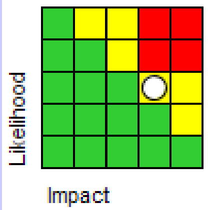
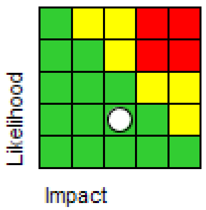
Failure to address Increased justice demand and pathway complexity			WLB DRR 007	Current Score 12	Target Score 9	
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth	Lead	Senior Manager - Justice Services			
Risk	Increasing demand for community justice services, combined with growing complexity of need and community justice pathways, places pressure on service capacity and partnership resources, resulting in an inability to respond effectively to demand and deliver coordinated support.	Last Review	17-Jul-2026			
Potential Impact	Reduced effectiveness of diversion, rehabilitation and reintegration pathways may lead to poorer outcomes for individuals and communities, increased pressure on partner services and reduced progress towards outcomes relating to wellbeing, inclusion, learning, employability and community resilience.	Target Date	31-Mar-2027			
Note	Demand across community justice services continues to increase, with individuals presenting with increasingly complex and interconnected needs relating to mental health, substance use, housing, poverty and employability. The Community Wellbeing Plan identifies community justice pathways, including diversion, reintegration and unpaid work capacity, as an area of growing pressure requiring strengthened capacity and partnership delivery. Relevant indicators include volumes of community justice referrals, unpaid work backlogs, completion rates, engagement with diversion and reintegration pathways, and reoffending measures. Current controls through partnership working, community justice planning and integrated support pathways are helping to manage demand; however, capacity pressures remain significant and require ongoing monitoring and service development.					
Related Actions	Early identification, prevention and demand management are consistently applied across the system	CWP 267 002	Existing Controls	Justice Services Performance Management Group		
	People of all ages are supported to lead active, healthy and independent lives	CWP 267 004		HSC Strategic Planning Group		
	A comprehensive mental health and wellbeing prevention system is scaled and accessible	CWP 267 006		Cross-service Working Between Teams/Depts		

Workforce Strategy

Inability to recruit and retain key staff			WLB DRR 005	Current Score 12	Target Score 9	
Priorities	4. Skilled & Resilient Workforce	Lead	Head of Service (Wellbeing)/Chief Social Work Officer			
Risk	Increasing demand for services, workforce recruitment and retention difficulties, specialist skills shortages and financial pressures reduce workforce capacity, resulting in an inability to recruit and retain key staff across critical services.	Last Review	17-Jul-2026			
Potential Impact	Reduced workforce capacity impacts service delivery, increases pressure on existing staff, limits the ability to provide timely support and threatens delivery of the Community Wellbeing Plan's strategic priorities and outcomes relating to early intervention, wellbeing, inclusion and community resilience.	Target Date	31-Mar-2027			
Note	Recruitment and retention challenges continue to affect specialist and high-demand service areas . The Community Wellbeing Plan identifies workforce sustainability as a key dependency for delivering early intervention, Whole Family Support, mental health support, ASN provision and wider transformation activity.					

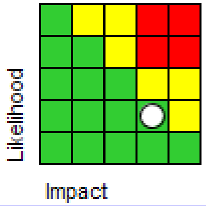
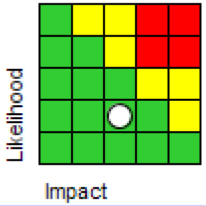
	Relevant indicators include vacancy levels, turnover rates, time taken to fill posts, sickness absence, agency staffing costs and workforce wellbeing measures. Current controls include workforce planning, professional learning, partnership working and service redesign. While these measures are supporting resilience, workforce capacity remains a significant pressure requiring ongoing monitoring and intervention.			
Related Actions	Economic security is improved through employability, fair work, income maximisation and reduced household costs	CWP 267 005	Existing Controls	Maximising Attendance & Wellbeing Policy
	Integrated partnership planning, commissioning and accountability are embedded across the system	CWP 267 007		Recruitment & Retention Policy
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making	CWP 267 008		Strategic Workforce Plan

Empowering Families & Communities

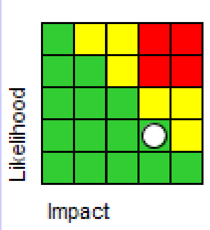
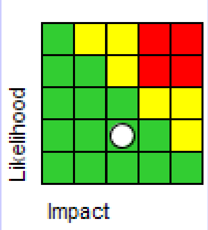
	Failure to embed integrated One Plan / WFS / TOM delivery model consistently across services and partnerships		WLB DRR 010	Current Score	12	Target Score 6
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce	Lead	Senior Manager - Inclusion & Partnerships			
Risk	Variation in implementation, workforce capacity pressures, organisational change and inconsistent partnership practice result in failure to embed the integrated One Plan, Whole Family Support and Target Operating Model consistently across services and partnerships.		Last Review	17-Jul-2026		
Potential Impact	Integrated service delivery, prevention and early intervention are weakened, leading to inconsistent outcomes for children, families and communities, reduced system effectiveness and slower progress towards Community Wellbeing Plan priorities and outcomes.		Target Date	31-Mar-2027		
Note	The Community Wellbeing Plan identifies successful implementation of the One Plan, Whole Family Support (WFS) and Target Operating Model (TOM) as critical dependencies for delivery of improved outcomes. Progress is evident through the establishment of integrated planning arrangements, the One Plan/One Report approach, Family Wellbeing Partnership activity and continued development of Whole Family Support pathways. Key indicators include evidence of integrated assessments and plans, consistency of Whole Family Support delivery, partnership performance reporting, service user experience, and delivery of shared outcomes across agencies. Current governance and partnership arrangements provide strong controls; however, variation in practice, workforce capacity pressures and organisational change continue to require active monitoring to ensure consistent implementation across the system					
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes		CWP 267 001	Existing Controls	Family Wellbeing Partnership	
	Integrated partnership planning, commissioning and accountability are embedded across the system		CWP 267 007		Community Planning Process	
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making		CWP 267 008		Community Wellbeing Plan	

	Delay in delivery of Wellbeing Hub and Lochies School		WLB DRR 008	Current Score	8	Target Score 6
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 4. Skilled & Resilient Workforce	Lead	Senior Manager (Sport & Leisure)			

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

<table>
<tr><td>Risk</td><td colspan="3">Project delivery complexities, resource and programme dependencies, and partnership coordination challenges delay delivery of the Wellbeing Hub and Lochies School, resulting in the planned integrated facility and service model not being implemented within agreed timescales</td><td>Last Review</td><td>17-Jul-2026</td><td rowspan="2"></td><td rowspan="2"></td></tr>
<tr><td>Potential Impact</td><td colspan="3">Delivery of prevention, early intervention, Whole Family Support and integrated health, education and wellbeing services is delayed, reducing progress towards Community Wellbeing Plan outcomes and limiting the benefits expected from transformational system change.</td><td>Target Date</td><td>31-Mar-2027</td></tr>
<tr><td>Note</td><td colspan="7">The Wellbeing Hub and Lochies School remain key transformation projects within the Community Wellbeing Plan, intended to provide integrated infrastructure supporting health, education, wellbeing and Whole Family Support delivery. Progress is dependent on effective programme management, capital delivery, partnership coordination and resource availability. Indicators that would suggest the risk is materialising include slippage against project milestones, delays in key approvals, increased project costs, programme exceptions and delays to planned service integration. Current controls through corporate project governance, strategic oversight and partnership planning continue to support delivery; however, ongoing monitoring of timescales, dependencies and project milestones remains critical to ensure anticipated benefits are realised.</td></tr>
<tr><td rowspan="3">Related Actions</td><td>Whole Family Support and integrated partnership working improve and sustain positive outcomes</td><td>CWP 267 001</td><td rowspan="3">Existing Controls</td><td colspan="4">Change Management Board</td></tr>
<tr><td>Integrated partnership planning, commissioning and accountability are embedded across the system</td><td>CWP 267 007</td><td colspan="4">Corporate Transformation Programme</td></tr>
<tr><td>Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making</td><td>CWP 267 008</td><td colspan="4">Corporate Project Management Framework</td></tr>
</table>

Appendix 2: People Directorate, Corporate Business Plan Information 2026 – 27

		Failure to sustain community-led transformation and participation	WLB DRR 009	Current Score	8	Target Score	6
Strategic Priorities	1. Empowered Families & Communities; 2. Health & Wellbeing; 3. Sustainable Inclusive Growth	Lead	Strategic Lead - Community Collaboration & Redesign				
Risk	Competing pressures, reduced engagement capacity and failure to maintain meaningful participation opportunities result in community-led transformation and participation not being consistently sustained across services and partnerships.			Last Review	17-Jul-2026		
Potential Impact	Community voice and lived experience have less influence on decision-making, service design and transformation activity, reducing the effectiveness of prevention and whole-system reform and adversely affecting progress towards Community Wellbeing Plan outcomes			Target Date	31-Mar-2027		
Note	Community-led transformation remains a core component of the Community Wellbeing Plan, with participation, co-design and community influence embedded through initiatives such as the Transformation Space, Family Voices, Community Voice Panels and Family Wellbeing Hubs. Current indicators include participation levels in engagement activities, the number and diversity of people involved in co-design processes, community-led funding decisions, and evidence of community feedback influencing service redesign and decision-making. Existing controls are supporting continued engagement; however, sustaining participation requires ongoing investment, effective communication and demonstrable evidence that community views are shaping priorities, services and system change						
Related Actions	Whole Family Support and integrated partnership working improve and sustain positive outcomes		CWP 267 001	Existing Controls	Community Engagement Process		
	Integrated partnership planning, commissioning and accountability are embedded across the system		CWP 267 007		Community Planning Process		
	Data insight and an adaptable, skilled and trauma-informed workforce drive continuous improvement and evidence-led decision making		CWP 267 008		Participation & Engagement Strategy		

Appendix 3: EFSIA

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

Title: Community Wellbeing Plan 2026-2027

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

The assessment found that the Community Wellbeing Plan is likely to have a positive impact across all protected characteristics and for people experiencing socio-economic disadvantage. The Plan promotes prevention, early intervention, whole family support, community empowerment, improved access to services, and reducing poverty and inequalities. The Plan is underpinned by the principles of equality, diversity, inclusion and human rights. No evidence of unlawful discrimination or adverse impacts was identified. The Plan is expected to advance equality of opportunity, improve outcomes for disadvantaged individuals and communities, and support good relations through inclusive partnership working, ongoing engagement, and continuous monitoring.

Summary of actions taken because of this assessment:

The Community Wellbeing Plan has been developed using an inclusive, partnership-based approach, bringing together a range of statutory plans and priorities within a single outcomes' framework. Equality and socio-economic considerations have been embedded throughout the Plan, with a focus on prevention, early intervention, whole family support, poverty reduction, community empowerment, and improving access to opportunities and services. This is evidenced through the 2026/27 strategic actions and outcomes. Ongoing monitoring through the Outcomes Improvement Framework and continued engagement with partners, communities and people with lived experience will help ensure that equality of opportunity is promoted and that any emerging impacts are identified and addressed.

Ongoing actions beyond implementation of the proposal include:

Monitoring progress and impact of strategic actions within the Community Wellbeing Plan 2026/27 including:

- reviewing performance data
- evaluating impact against the Outcomes Improvement Framework
- engaging with partners, communities and -those with lived experience ensuring services remain inclusive and responsive.

The impact of the Plan on equality groups and those experiencing socio-economic disadvantage will be kept under review, with findings informing future planning, service improvement and resource allocation.
Continued partnership working, co-design approaches, community participation and continuous evaluation will support the ongoing delivery of equitable and improved outcomes for individuals, families and communities.

Lead person(s) for this assessment:

Judith Morrison, Improving Outcomes Engagement Officer

Senior officer approval of assessment:
Veronica Cully, Senior Manager

Date: 14 July 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 proposal is to present the Community Wellbeing Plan 2026/27. The Plan provides a shared strategic framework for community planning partners and council services to improve outcomes for individuals, families and communities across Clackmannanshire. The Plan aims to reduce inequalities, improve health and wellbeing, tackle poverty, support children and families through early intervention and whole family support, strengthen communities, and improve access to learning, employment and opportunities. It brings together a range of statutory plans and partnership priorities into a single outcomes focused approach, promoting collaboration, prevention and continuous improvement across services.

2. Why is the proposal required?

The Community Wellbeing Plan is required to provide a single, integrated framework for delivering improved outcomes for individuals, families and communities across Clackmannanshire. The Plan supports early intervention, prevention, whole family support, poverty reduction and community empowerment, ensuring that resources and services are aligned to address local needs and reduce inequalities.

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

The Community Wellbeing Plan affects residents of Clackmannanshire, particularly children, young people, families, adults and communities who experience inequalities or require additional support. The Plan is of relevance to people with protected characteristics, those experiencing socio-economic disadvantage, and individuals who access services delivered through community planning partnerships. It also affects partner organisations, service providers and staff responsible for delivering services and support across the area.

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

- Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034
- Poverty Action Plan 2025–2030
- Children's Services Plan 2025-2026
- The Promise Plan 2025-2026
- National Improvement Framework 2024-2027(incorporating the Scottish Equity Fund Plan)
- Violence Against Women and Girls' Strategy 2023-2026
- Community Justice Plan 2023-2028
- Community Learning and Development Plan 2024-2027
- Sport and Active Living Framework 2024-2028
- Family Wellbeing Partnership Plan 2024-2026
- Library Service Plan 2024-27
- Educational Psychology Service 2025-2026
- Children and Young People's Strategic Partnership
- Tackling Poverty Partnership
- Child Protection Committee
- Community Justice Partnership
- Violence Against Women and Girls Partnership
- Clackmannanshire and Stirling Alcohol and Drug Partnership
- Local Employability Partnership
- Family Wellbeing Partnership
- Digital Learning Strategy 2022-2025
- Additional Support for Learning Strategy 2024-2027
- Strategic Equity Fund Plan 2023-2024
- Health and Wellbeing Strategy
- Learning, Teaching and Assessment Strategy
- Numeracy Strategy 2022-2026
- Literacy Strategy 2022 - 2026
- Parental Involvement and Engagement Strategy
- Learning Estate Strategy, 2019-2040
- Community Learning and Development Partnership Plan, 2024-2027
- Forth Valley Inter Agency Child Protection Guidance 2023
- Clackmannanshire Transitions Policy for young people with additional support needs to adulthood
- Forth Valley GIRFEC Guidance
- Forth Valley Guidance Getting our Priorities Right for Children and Families affected by Parental Alcohol and Drug Use (2019
- UNCRC

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, the proposal is a strategic decision. The Community Wellbeing Plan 2026/27 is a high level strategic framework that sets priorities, outcomes and partnership commitments for improving wellbeing across Clackmannanshire. It informs the direction of service delivery, partnership working, resource prioritisation and performance management across the Wellbeing Directorate and Community Planning Partners.

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	Community Wellbeing Plan 2025–2026 year-end Report Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024–2034 Partnership data from Council services, NHS Forth Valley and Third Sector organisations Local demographic and population data Consultation and engagement activity with children, young people, families and older people.	Evidence indicates that different age groups experience inequalities in different ways. Children and young people are more likely to be affected by poverty, educational attainment gaps, and mental health and wellbeing challenges, while older adults may experience social isolation, health inequalities and barriers to accessing services. The Community Wellbeing Plan seeks to address these issues through early intervention, prevention, whole family support, improved wellbeing services, and increased access to opportunities and support across all stages of life.
Disability	As above.	Evidence indicates that disabled people can experience barriers to accessing services, education, employment, community participation and health and wellbeing opportunities. They are also more likely to experience social and economic disadvantage. The Community Wellbeing Plan aims to improve outcomes for disabled children, young people and adults through a focus on inclusion, early intervention, whole family support, accessible services, partnership working and reducing inequalities. The Plan supports improved

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).
		access to opportunities and services, helping to advance equality of opportunity for people with disabilities.
Race	As above.	Evidence indicates that people from minority ethnic communities can experience inequalities in relation to health outcomes, educational attainment, employment opportunities, poverty, discrimination and access to services. The Community Wellbeing Plan promotes inclusive, person centred and accessible services, with a focus on reducing inequalities, improving outcomes and ensuring that communities are empowered to participate in decisions that affect them.
Sex	As above.	Evidence indicates that women and men can experience different outcomes and barriers in relation to health, wellbeing, employment, caring responsibilities, poverty and community safety. Women are more likely to be affected by issues such as gender-based violence, caring responsibilities and in-work poverty, while men may experience poorer outcomes in areas such as mental health and help-seeking behaviours. The Community Wellbeing Plan aims to reduce inequalities, improve access to services and opportunities, and support positive outcomes for all genders through prevention, early intervention, partnership working and inclusive service delivery.
Gender Reassignment	As above.	The Community Wellbeing Plan promotes equality, inclusion and person-centred support, with a focus on reducing inequalities and improving access to services for all communities.
Sexual orientation	As above.	The Community Wellbeing Plan promotes inclusive and equitable access to services, community participation, and improved health and wellbeing outcomes for all residents. Through its focus on prevention, early intervention, reducing inequalities and empowering communities, the Plan is expected to support equality of opportunity and help create more inclusive communities for people of all sexual orientations.
Religion or Belief	As above.	Evidence indicates that individuals from different religions, beliefs and faith communities may experience barriers to

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).
		participation, discrimination, prejudice or a lack of understanding of their cultural and religious needs. The Community Wellbeing Plan promotes inclusion, equality of opportunity and community empowerment, ensuring that services are responsive to the needs of diverse communities.
Pregnancy or maternity	As above.	Evidence indicates that pregnant women, new mothers and families with young children may face challenges relating to health and wellbeing, financial pressures, access to support services, childcare responsibilities and social isolation. The Community Wellbeing Plan places a strong emphasis on early intervention, whole family support, poverty reduction and improved health and wellbeing outcomes. The Plan is expected to have a positive impact by improving access to coordinated support services, strengthening family wellbeing and helping to reduce inequalities experienced during pregnancy and early parenthood.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	As above.	Evidence does not indicate any specific negative impacts on people who are married or in a civil partnership as a result of this proposal. The Community Wellbeing Plan is designed to improve outcomes for all individuals, families and communities through inclusive and equitable access to support, services and opportunities. The Plan promotes fairness, wellbeing and community participation and is expected to have a neutral or positive impact on people who are married or in a civil partnership.
Socio economic disadvantage (if required)	As above.	Evidence indicates that people experiencing socio-economic disadvantage are more likely to face barriers relating to income, employment, education, health and wellbeing, housing stability and access to services. Poverty can have a significant impact on life outcomes for children, young people, families and communities. The Community Wellbeing Plan places a strong emphasis on reducing poverty and inequalities through early intervention, financial inclusion, employability, whole family support and community empowerment. The Plan is expected to have a positive impact by improving access to

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).
		opportunities, increasing economic security and helping to reduce inequalities of outcome across Clackmannanshire.

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

Yes.

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:

Engagement will continue through established participation and co-design arrangements including Clackmannanshire Transformation Space Community Voice Panel, Family Voices, Youth Forum and wider partnership engagement activity.

Particular attention will be given to ensuring the voices of people experiencing inequalities and socio-economic disadvantage are represented in decision-making and service improvement. Ongoing engagement with children and young people, families, adults, older people and people with protected characteristics will support understanding of impacts across equality groups. Performance information, service data, lived experience and community feedback will be used to monitor impact, identify emerging inequalities and inform future planning and resource allocation. No additional formal consultation is required specifically for this retrospective year-end report; however, continuous engagement and monitoring arrangements will remain in place to ensure equality and socio-economic impacts are understood and addressed.

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

Engagement has been undertaken through established participation and co-design arrangements, including Community Voice Panels, Family Voices etc . These approaches bring together lived experience, community insight, service intelligence and performance data to inform ongoing improvement and future priorities. Evidence from the Transformation Space demonstrates increasing community participation, strengthened representation of people with lived experience, and a growing focus on equity, inclusion and community-led decision making. No additional formal consultation was required specifically for this report, as it reflects ongoing delivery and performance. However, continuous engagement, learning and monitoring arrangements remain in place to ensure emerging issues, inequalities and community priorities are identified and addressed.

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			No specific risk of age discrimination has been identified. The Community Wellbeing Plan adopts an inclusive approach that seeks to improve outcomes for children, young people, adults and older people.
potential for developing good relations	X			The Plan promotes positive relationships and understanding between different age groups by supporting inclusive community engagement, participation and collaborative working.
potential to advance equality of opportunity	X			The Community Wellbeing Plan is designed to improve outcomes across all age groups through early intervention, prevention, whole family support, improved access to services, and increased opportunities for participation, learning and wellbeing. No further changes are required at this stage, as advancing equality of opportunity is a core objective of the Plan.

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No adverse impact on people with disabilities has been identified through the Community Wellbeing Plan
potential for developing good relations	X			The Community Wellbeing Plan presents opportunities to promote positive relationships between disabled and non-disabled people and to strengthen inclusion across communities.
potential to advance equality of opportunity	X			The plan will promote inclusive communication and accessible ways of working, consider disability impacts when developing or reviewing processes, and encourage a culture where staff feel comfortable discussing support needs.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No negative impact relating to race has been identified through the Community Wellbeing Plan.
potential for developing good relations	X			The Community Wellbeing Plan does not contain specific actions or measures relating to race. However, its overarching commitments to inclusion, participation, human rights and reducing inequalities are intended to benefit all communities, regardless of race or ethnicity. No negative impacts have been identified, and existing engagement and equality processes will help ensure the needs of people from all racial and ethnic backgrounds are considered during implementation
potential to advance equality of opportunity	X			The plan will continue to promote fair and inclusive practices that ensure individuals from all racial and ethnic backgrounds have equal access to opportunities, support and development.

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No significant risk of discrimination on the grounds of sex has been identified within the Community Wellbeing Plan 2026/27. The Plan adopts a whole-system, preventative and inclusive approach to improving outcomes for people and communities.
potential for developing good relations	X			The Community Wellbeing Plan 2026/27 has the potential to positively develop good relations between people of different sexes through its focus on inclusion, participation, community empowerment, prevention and reducing inequalities. The Plan promotes safe, supportive and respectful communities and includes activity aimed at improving outcomes for women, men, girls and boys through a whole system approach.
potential to advance equality of opportunity	X			The plan will support fair and inclusive practices that ensure individuals of all sexes have equal access to opportunities, development and support.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No negative impact relating to gender reassignment has been identified through the Community Wellbeing Plan.
potential for developing good relations	X			Continue to promote a respectful, inclusive and supportive environment where all individuals are treated with dignity and respect.
potential to advance equality of opportunity	X			Inclusive rights-based approaches will support equitable access and participation.
Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. 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			Partnership working and collaborative efforts to achieve outcomes.
potential to advance equality of opportunity	X			Evidence suggests inclusion, participation and human right approaches support positive outcomes.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The plan will continue to promote a culture of respect, dignity and inclusion, where individuals are treated fairly regardless of their religion, belief, or lack of belief.
potential for developing good relations	X			The Plan will promote mutual respect, understanding and inclusion across diverse faith and belief communities. Ongoing engagement and partnership working will help foster positive relationships and ensure services remain accessible and responsive to the needs of all communities.
potential to advance equality of opportunity	X			
Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			No significant risk of discrimination relating to pregnancy or maternity has been identified. The Plan

				promotes fair and inclusive access to support, services and opportunities for pregnant women, new parents and families
potential for developing good relations	X			The Plan supports positive relationships and community inclusion through family-focused approaches, early intervention and accessible support services.
potential to advance equality of opportunity	X			The plan will consider the impact of decisions, policies and processes to ensure they do not create barriers or disadvantage those affected by pregnancy or maternity.

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. 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			The plan will take into account the potential impact of decisions, policies and processes to ensure that individuals are not disadvantaged or treated less favourably due to their marital status or civil partnership.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, e.g. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	X			The Community Wellbeing Plan will promote fair and equitable access to services, information and opportunities, and seek to minimise any unnecessary barriers that may impact participation or outcomes.

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 should not affect the proposal or project timeline. The Community Wellbeing Plan 2026/27 and approaches align to the Clackmannanshire 'Be the Future' Programme, the WLOIP, Community Wealth Building and the Wellbeing Economy. The Plan sets out targeted priorities, outcomes and actions for 2025-2026. It focuses on collaboration and intelligence gathered from across the system; particularly, stakeholders' needs.

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

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

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

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

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

    Post-implementation actions include ongoing monitoring of outcomes, regular review of performance and equality data, and continued engagement with communities, partners and people with lived experience. This will inform the Community Wellbeing Plan 2026/27 interim and year end report.

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

    The impact of the Community Wellbeing Plan on equality groups will be monitored through the Outcomes Improvement Framework and regular performance reporting. Where data is available, outcomes will be analysed by protected characteristics and other key groups to identify any disproportionate impacts and ensure services are delivering equitable outcomes for all communities

    Ongoing engagement with communities and people with lived experience will help ensure that the Plan continues to promote equality, inclusion and improved outcomes for all.

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

    The EFSIA will be reviewed annually and alongside the Community Wellbeing Plan 2026/27 year end report.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: **Judith Morrison, Improving Outcomes Engagement Officer**

Date: 14 July 2026

Senior officer approval of assessment:

Signed: **Veronica Cully, Senior Manager, Family Wellbeing Partnership Lead**

Date: 14 July 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.