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

Meeting of Clackmannanshire Council

Thursday 1 October 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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23 September 2026

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held in the COUNCIL CHAMBER, KILNCRAIGS, ALLOA, on THURSDAY 1 OCTOBER 2026 at 9.30 AM

[redacted]

NIKKI BRIDLE
Chief Executive

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

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11. Local Growth Fund – report by Senior Manager of Place and Economy (Copy herewith) 191

12. Strategic Housing Investment Plan 2027- 2032– report by the Director of Place and Economy (Copy herewith) 221

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14. Community Empowerment Act Reporting and Activity – report by the Director of Place and Economy (Copy herewith) 311

15. 2026/27 Allocation of the "Edinburgh Process" Strand of the Nature Restoration Fund Allocation– report by the Director of Place and Economy (Copy herewith) 323

16. Community Wellbeing Plan End of Year Report 2025/2026 – report by the Depute Chief Executive & Director of Wellbeing (Copy herewith) 351

17. HR Policies– report by the Senior Manager (Human Resources and Workplace Development) (Copy herewith) 469

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.

18. Exempt Minutes of Meeting of Clackmannanshire Council held on 20 August 2026 (Copy herewith) 565

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 August 2026

THIS PAPER RELATES TO
ITEM 3 (a)
ON THE AGENDA

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

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MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 20 August 2026 at 9.30 am.

PRESENT

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

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
Carl Banton, Mining Remediation Authority
Colin Bruce, Chief Education Officer (Wellbeing)
Dr Jennifer Borthwick, Interim Chief Officer for Clackmannanshire and Stirling Health and Social Care Partnership (HSCP)
Sharon Robertson, Chief Social Work Officer (Wellbeing)
Lindsay Sim, Chief Finance Officer (Corporate Services)
Adrienne Aitken, Improving Outcomes Team Leader (Wellbeing) (Via Teams & Chambers)
Veronica Cully, Senior Manager, Partnership and Inclusion (Wellbeing) (Via Teams & Chambers)
Wendy Forrest, Head of Strategic Planning and Health Improvement, HSCP (via Teams)
Claire Fullarton, Communications Officer (Corporate Services) (Via Teams)
Alastair Hair, Senior Manager (Corporate Services) (Via Teams)
Phil Mason, External Auditor, Deloitte (Via Teams)
Carla Macfarlane, Communications Officer (Corporate Services)
Melanie Moore, Committee Services (Corporate Services)
Madeline Muirhead, Strategic Lead, Community, Collaboration and Redesign (Wellbeing)
Lee Robertson, Senior Manager, Legal and Governance (Corporate Services) (Clerk)
Wendy Robertson, Senior Manager (Transformation and Capital) (Corporate Services) (Via Teams)
Johan Roddie, Senior Manager, Permanence (Wellbeing) (Via Teams & Chambers)
Zoe-Rose Higgins, Mining Remediation Authority (Via Teams)
Caroline Rodgers, Senior Manager (Place and Economy)
Gillian Scott, Senior Manager, Early Intervention (Wellbeing) (Via Teams & Chambers)
Robbie Stewart, Senior Manager, Sport and Leisure (Wellbeing) (Via Teams & Chambers)
Lesley Taylor, Psychological Services (Wellbeing)
Gillian White, Committee Services (Corporate Services) (Minute)

The Convener advised he would adjust the running order of business so that Item 7 Coalsnaughton Major Incident Update is taken as the first item of substantive business as Mr Carl Banton and Ms Zoe Rose-Higgins from the Mining Remediation Authority were in attendance. Item 4 The 2023-24 Audit of Clackmannanshire Council would be moved to be taken as Item 7 on the Agenda.

CC(26)060 APOLOGIES

None.

CC(26)061 DECLARATIONS OF INTEREST

None.

CC(26)062 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL – 25 JUNE 2026

The minutes of the meeting of the Clackmannanshire Council held on 25 June 2026 were submitted for approval.

Decision

The minutes of the meeting of Clackmannanshire Council held on 25 June 2026 were agreed as a correct record and signed by the Convener.

Action
Clerk to the Council

CC(26)063 COALNSUGHTON MAJOR INCIDENT UPDATE

The report, submitted by the Depute Chief Executive and Director of Wellbeing, provided Council with 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.

Carl Banton, Chief Operation Director, Mining Remediation Authority, was present to provide an update to Council and was available to answer questions. Zoe Rose-Higgins, from the Mining Remediation Authority was also in attendance.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council:

1. Noted 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. Noted 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;

3. Noted the support provided to affected residents and communities, including housing, welfare, wellbeing, education, communications and engagement activity;

4. Noted the engagement with the Scottish and UK Governments, including the Scottish Government contribution towards emergency response costs;

5. Noted the transition from Response to Recovery and the arrangements being established to support the ongoing recovery programme;

6. Noted 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.

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

In line with Standing Order 10.23, the Convener adjourned the meeting at 11.35 am for a comfort break. When the meeting resumed at 11.45 am, 17 members remained present, Councillor Kathleen Martin having withdrawn from the meeting during the break.

CC(26)64 BUDGET STRATEGY AND MEDIUM TERM FINANCIAL STRATEGY UPDATE

The report, submitted by the Chief Finance Officer, provided 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 updated Council on the actions being taken to address the Council's significant financial challenges and support long-term financial sustainability. It also sought 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.

Councillor Mark McLuckie withdrew from the meeting during questions at 12.00 noon.

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

3. Noted the update on the Medium Term Financial Strategy (MTFS) (paragraph 3.10);

4. Noted 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);

5. Approved the proposed Financial Resilience Framework as set out in Section 4 and example Dashboard included within Appendix A, and agreed 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

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

Action
Chief Finance Officer

The Convener adjourned the meeting at 13.15 pm for a meal break. When the meeting resumed at 13.45 pm, 13 members remained present. Councillors Bryan Quinn, Kenneth Earle, Craig Holden and Darren Lee having withdrawn from the meeting during the break.

CC(26)065 ANNUAL TREASURY MANAGEMENT REPORT 2025/26

The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The report, submitted by the Chief Finance Officer, detailed 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.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council considered and noted the Annual Report for 2025/26 on the Council's Treasury Management activities.

CC(26)066 THE 2023/24 AUDIT OF CLACKMANNANSHIRE COUNCIL

The report, submitted by the Chief Executive, advised 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.

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 findings of the Accounts Commission and the Controller of Audit contained within the Section 102 (Appendix 1);

2. Noted the Council's response submitted to the Controller of Audit during the Section 102 process (Appendix 2);

3. Noted 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;

4. Agreed the improvement plan (Appendix 3) prepared in response to the Account Commission findings outlined in the Section 102 report; and

5. Noted 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.

Action
Chief Executive

As a technical fault had developed for those attending on-line, the Convener adjourned the meeting at 2.56 pm. The fault was rectified and the meeting resumed at 3.05 pm with 13 members remained present.

CC(26)067 BE THE FUTURE: FAMILY WELLBEING PARTNERSHIP

The report, submitted by the Senior Manager, Wellbeing, provided an update on the progress, impact and future priorities of the Family Wellbeing Partnership (FWP). 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. The report outlined progress during 2025/26, highlighted the impact achieved through partnership working and external investment, and set out priorities for 2026/27.

During questions on this item of business, at 3.46 pm, a technical fault developed for those attending on-line. As the fault could not be rectified, the Convener advised that the meeting would continue in the Chamber. Councillor Janine Rennie withdrew from the meeting at that time, leaving 12 members in attendance.

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 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. Noted the contribution of the Family Wellbeing Partnership to delivery of the Community Wellbeing Plan and the Council's Be the Future Target Operating Model;

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

4. Noted the significant external investment, community wealth-building benefits and partnerships secured through the Family Wellbeing Partnership; and

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

CC(26)068 COMMUNITY WELLBEING PLAN 2026-2027

The report, submitted by the Depute Chief Executive & Director of Wellbeing, presented the overarching Community Wellbeing Plan (the One Plan) 2026-2027 (Appendix 1) for Council consideration and approval.

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

2. Noted the Outcomes Improvement Framework and One Report approach that will support performance monitoring and assurance throughout 2026-2027;

3. Noted the Community Wellbeing Plan's role within the Council's developing Be the Future Target Operating Model; and

4. Noted 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.

Action
Chief Finance Officer

EXEMPT ITEM

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

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

CC(26)069 AWARD OF SOUTH OF SCOTLAND ELECTRIC VEHICLE CHARGING INFRASTRUCTURE DELIVERY PARTNER CONCESSION CONTRACT

Following the Report to Council on 26th June 2025, officers were asked to bring a paper back to Council to approve the procurement outcome and next steps for the electrical vehicle charging concession model. The report, submitted by the Director of Place and Economy was drafted to meet this obligation.

Motion

To agree the recommendations as set out in the report.

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

Decision

The Council agreed the recommendations set out in the report.

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

Action
Director of Place and Economy

Ends: 4.50 pm

THIS PAPER RELATES TO ITEM 3(b) ON THE AGENDA

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

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MINUTES OF SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL held in the Council Chamber, Kilncraigs, Alloa, on Thursday 10 September 2026 at 2 pm.

PRESENT

Councillor Phil Fairlie, Convener (Chair)
Provost Donald Balsillie
Councillor Martha Benny
Councillor Denis Coyne
Councillor Kenneth Earle
Councillor Ellen Forson
Councillor Wendy Hamilton
Councillor Scott Harrison
Councillor Craig Holden
Councillor William Keogh (Via Teams)
Councillor Fiona Law
Councillor Graham Lindsay
Councillor Kathleen Martin
Councillor Mark McLuckie
Councillor Jane McTaggart

IN ATTENDANCE

Nikki Bridle, Chief Executive
Lorraine Sanda, Depute Chief Executive and Director of Wellbeing (Via Teams)
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)
Lindsay Sim, Chief Finance Officer (Corporate Services)
Claire Fullarton, Communications Officer (Corporate Services) (Via Teams)
Cherie Jarvie, Senior Manager, Partnership and Transformation (Corporate Services)
Alastair Hair, Senior Manager (Corporate Services) (Via Teams)
Stephen Craig, External Auditor, Deloitte (Via Teams)
Lee Robertson, Senior Manager, Legal and Governance (Corporate Services) (Clerk)
Jana Kreicmane, Member Services (Corporate Services)
Melanie Moore, Committee Services (Corporate Services) (Minute)

CC(26)060 APOLOGIES

Apologies were received from Councillor Quinn, Councillor Lee and Councillor Rennie

CC(26)061 DECLARATIONS OF INTEREST

None.

CC(26)62 RESOURCING THE FINANCIAL REPORTING RECOVERY PLAN

The report, submitted by the Chief Executive, sought Council approval for the financial investment required to support delivery of the Financial Reporting Recovery Plan in order to restore compliance with statutory financial reporting requirements and to consider the available options for resourcing the accelerated recovery programme previously submitted to the Controller of Audit.

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 that, when considering the Section 102 Report and associated Recovery Plan on 20 August 2026. Council agreed that officers would prepare and bring forward a balanced and viable proposal for additional resource and support within the Finance Section to support delivery of the Recovery Plan, and this this report fulfils that commitment.

2. Noted that the Accounts Committee required the Council, and its external auditor to prepare a robust and resourced recovery plan to restore compliance with statutory financial reporting requirements. (Appendix 1)

3. Noted that the recovery plan submitted to the Controller of Audit was based on an accelerated recovery model requiring additional capacity, specialist support and process improvement activity.

4. Noted the extensive actions previously taken by Council to strengthen finance capacity including service restructuring, agency support, recruitment exercises, workforce planning activity, interim management arrangements and exploration of collaborative service solutions (Paragraphs 3.5 – 3.8).

5. Noted the options appraisal set out in Appendix 2 which considers a range of potential resourcing models from maintaining the status quo through to hybrid external provider engagement, together with options based on additional recruitment, sector support, targeted external support and a hybrid accelerated model.

6. Agreed that the preferred Option 5, the Hybrid Accelerated Model which combines permanent finance leadership capacity, interim transition support, targeted external year-end and audit readiness support, statutory financial statements support, technology-enabled improvement and continued exploration of wider sector support.

7. Agreed subject to approval of recommendation 2.6 expenditure of up to £485K from the Transformation Fund to support implementation of the Financial Reporting Recovery Programme.

8. Noted, subject to approval of recommendation 2.7, that a mini competition, based on the draft scope (Appendix 3) involving all three suppliers appointed on the CCAS Framework Agreement (paragraph 3.23) will be undertaken.

9. Noted that officers will continue to explore opportunities for additional support from external organisations, partner councils and the wider local government sector where such support can add capacity, provide technical challenge or strengthen the sustainability of the Council's financial reporting arrangements.

10. Noted that, if the investment is not approved, or if the procurement exercise results in material delay to the mobilisation of specialist support, officers will require to access the continuing viability of the accelerated recovery timetable with Deloitte and advise the Controller of Audit and the Accounts Commission of any resulting material change to the recovery programme.

Action
Chief Executive

Ends: 2.52 pm

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 4

ON THE AGENDA

Report to Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: **Scottish Government Programme for Government 2026-31: Public Sector Reform Implications and Opportunity**

Report by: **Chief Executive**

1. Purpose

1.1. The purpose of this report is to:

- summarise the key provisions of the Scottish Government's Programme for Government 2026-31;
- set out the key public service reform implications for local government;
- assess the alignment of Clackmannanshire Council's Be the Future transformation priorities, approach and current work with the stated policy direction;
- assess whether there is a case for further exploration of opportunities arising from the Programme for Government through the existing Transformation through Collaboration Programme; and
- consider the potential implications, risks and opportunities for the existing Transformation through Collaboration Programme of work with partners, including Falkirk and Stirling Councils.

1.2. The report also identifies the potential benefits, key considerations and principal risks associated with these matters whilst acknowledging that discussions and engagement are at an early stage nationally, necessitating regular future updates to Council.

2. Recommendations

It is recommended that Council agrees that:

2.1. the Chief Executive is instructed to engage with Falkirk and Stirling Council Chief Executives to develop a full options appraisal on the potential acceleration and evolution of the TTC Programme aligned with Programme for Government opportunity/ambition.

2.2. the options appraisal should build on existing TTC work, including the jointly commissioned PwC work, to prioritise opportunities for improved financial and service sustainability, outcomes, prevention, resilience, capacity, productivity and value for money, while identifying costs, implementation requirements, risks and governance implications.

2.3. the options appraisal should be funded from the Invest to Save funding with no requirement for additional Council budget provision at this stage.

2.4. the work should seek to inform national public service reform policy and identify any enabling flexibilities required.

2.5. authority is delegated to the Chief Executive to take forward discussions with potential partners in developing options in the interests of Clackmannanshire residents, businesses and communities.

It is recommended that Council notes:

2.6. the emerging national public service reform agenda is gaining traction and the Council should engage proactively in order to further influence thinking in support of delivering sustainable public services to the residents and communities of Clackmannanshire.

2.7. the provisions of the Programme for Government 2026-31 and its key priorities of eradicating child poverty, growing the economy, tackling the climate and nature emergencies, and strengthening the NHS and public services.

2.8. the Council's transformation priorities, plans and activity are positively aligned with the aims of the Programme for Government.

2.9. that any potential recommended changes arising from the options appraisal will be submitted to each Council for appropriate governance following full evaluation of benefits, risks and impacts

2.10. that Trade Unions should continue to have a meaningful role in assessing workforce impacts and shaping workforce-related proposals.

2.11. that the Chief Executive will continue to engage with sector partners on reform, flexibilities and potential external support.

2.12. that a further report on the proposed programme, governance, priorities, resources and decision gateways will be submitted to a future Council meeting.

3. Background

3.1. The Scottish Government's *Programme for Government 2026-31* places public service reform at the centre of delivery, emphasising prevention, outcomes, simplification, reduced duplication and more effective use of resources.

3.2. These statements create opportunities for local government to improve sustainability, resilience, productivity and outcomes through service redesign and collaboration. They also present risks relating to capacity, pace, funding, governance, workforce impacts and the protection of local accountability and service quality.

3.3. The Council must therefore consider both the opportunities and risks as further policy, legislative and funding detail emerges. Any response should remain evidence-led, proportionate and subject to appropriate options appraisal, assurance and democratic decision-making.

3.4. Existing Transformation through Collaboration work with Falkirk and Stirling Councils provides a practical and positive basis for this consideration, including whether the pace, scale or scope of the programme should change.

3.5. The pace of national discussion on public service reform creates an opportunity for the three Councils. Those Councils that are able to demonstrate credible reform proposals are more likely to influence the future shape of local government and secure access to national support, flexibilities and investment.

4. Key Provisions of the Programme for Government 2026-31

4.1. The Programme for Government 2026-31 is a five-year programme, supported by annual updates aligned to the Scottish Budget. (see Appendix 1). It combines direct household support with commitments on housing, skills, transport, climate action and public service reform. Its four priorities are:

- eradicating child poverty
- growing the economy
- tackling the climate and nature emergencies, and
- strengthening the NHS and public services.

4.2. Child poverty is presented as the central mission, bringing together income support, reduced household costs, childcare, housing security, skills development and employability, and whole-family support. The Programme also provides for affordable-housing investment, homelessness prevention, further Housing First support and a new national housing agency.

4.3. The economic programme emphasises investment, productivity, skills, fair work and regional strengths, including a single National Skills Plan by spring 2027. Climate commitments link emissions reduction and adaptation with green jobs, lower costs, sustainable transport, nature protection and community resilience. Related measures address household costs, transport access, community cohesion, equalities and public protection.

4.4. Public service reform has the aim of improving outcomes and sustaining frontline and community-based services. There is a strong focus on early intervention and prevention, place-based whole system working, simpler and more integrated service delivery, digital and data, and empowering communities and cross-sector collaboration.

4.5. The headlines of the proposed reform include:

- a reduction in Scotland’s territorial Health Boards from 14 to 2 Strategic Health Boards;

- an emphasis on prevention and community-based care with more care being moved from hospitals to community settings, maximising care delivered in people's homes;

- changes in focus from hospital-centric care to community-centric care, from treatment-focused investment to prevention-focused investment, and from separate health and social care systems towards greater integration;

- the potential for the biggest reform agenda for local government since 1996, with an emphasis on regionalisation, prevention, integration with health and social care, community empowerment and public sector simplification:

    (i) changes to the delivery of housing services with a focus on preventing homelessness, ending unsafe temporary accommodation, early intervention and greater scrutiny;

    (ii) changes within education to further empower school leaders, in collaboration with local authorities, to raise educational standards and reduce variations in performance, along with a number of supporting changes outwith the school environment; and

- a reduction in Scotland's 130 public bodies to reduce duplication and improve efficiencies.

5.0 Public Service Reform Implications for Local Government

5.1 The Programme for Government presents public service reform as a means of improving outcomes and sustaining frontline services, rather than as a discrete efficiency exercise. For local government, this points to greater emphasis on prevention, place-based and whole-system working, simpler delivery arrangements, digital and data, and reduced duplication.

5.2 Local government's democratic mandate, statutory responsibilities and convening role provide a strong basis for reform. Opportunities include redesigning services around people and place, integrating pathways across organisational boundaries, sharing specialist capacity and securing greater resilience, productivity and value for money where collaborative or regional delivery adds value.

5.3 On 21 September the Scottish Government released further information on its proposals under the title "A Proposal For Reform Of Local Governance" (Appendix 2). The document references a view that the current structure of local government sees some authorities that are either *"too big to be local or too small to be strategic"* The proposition is that there is a need for regional authorities, alongside more decentralised community authorities.

5.4 The Government's opening proposition for discussion is that current local government arrangements are replaced with a smaller number (6 to 10) of Regional authorities focussing on strategic decision-making, with a substantial number (120-160) of Community authorities focused on local decision-making. While there may be a general model in most cases, recognising their unique status and needs, the Scottish Government proposition is that this would sit alongside bespoke solutions for island communities.

5.5 Community authorities would sit within the borders of Regional authorities, with the aim that Community authorities would see ”burgh / county / town / district / island” authorities based on identifiable communities. For example, this could include areas such as Kilmarnock in Ayrshire, or Leith in Edinburgh, or Blairgowrie and Rattray in Perthshire, it could be townships, villages or islands.

5.6 According to the document, full regional authorities would focus on strategic decision-making in areas such as economic development, business support, housing, strategic planning, employability support, skills and relevant areas of transport, including Regional Transport Partnerships and potentially some functions currently with Transport Scotland. They would also be responsible for waste and cleansing; civil defence, resilience and response, provision of regulatory services; and, early learning and education.

5.7 Functions for Community authorities would focus on those decisions which the Scottish Government suggest are most effectively made closest to their impact, such as householder planning applications, community planning, licensing decisions, as well as management of the historic environment and open space and greenspace, the regeneration of local town centres, and the provision and maintenance of local leisure, sport and culture facilities.

5.8 The Scottish Government propose that councillors would continue to be elected at the current ward level, sitting on both the Community authority and on the associated Regional authority. This would improve local decision-making and enable greater strategic working. The same overall Regional administrative or corporate structures would support both Regional and Community authorities. The Scottish Government indicate that the aim is to have greater subsidiarity with more local decision making but supported by the efficiency of delivery by regional structures. Further information can be found on the proposals at Appendix 2.

5.9 The Scottish Government has not yet confirmed the future shape of social care services, but intend that it will engage with Cosla on this, including the future scope of social care and social work. Scottish Government advises that all options will be on the table including a single line of funding and accountability involving NHS decision making.

5.10 The Scottish Government intends to undertake a period of intensive engagement through to December. Further information on this is noted at paragraph 6.5.

5.11 It is, however, worth noting that the PfG states: “*Change is necessary and it cannot wait: if we are to deliver the modern, responsive, person-centred public services that people in Scotland expect, we need to agree the vision and turn our collective capacities to implementation.”*

5.12 The aim of the Scottish Government is to conclude discussions in time to enable decisions and progress on change through the first Budget of this Parliament.

5.13 The Council should engage proactively as these proposals develop and seek to influence their design in the interests of local residents, communities, staff and other stakeholders, ensuring that trade unions have a meaningful role in proposals that may influence workforce.

5.14 The Council's existing transformation work is strongly aligned with the Programme for Government's reform ambitions. Be the Future Transformation Programme and Target Operating model provide the framework for service redesign, prevention, improved customer pathways, digital and data-enabled delivery, workforce flexibility and financial sustainability.

5.15 The Family Well Being Partnership is already applying the reform principles of prevention, pooled resources, partnership delivery and community-led change, taking a whole-system approach rather than treating services or interventions in isolation.

5.16 Employability activity supports inclusive growth and fair work; and the Council's asset, workforce, climate and resilience work supports sustainable, joined up use of public resources. There is already strong collaborative working with Health and Police, and the Third Sector through STRIVE, Tackling Poverty and other partnerships, including some at Forth Valley level.

5.17 Transformation through Collaboration, alongside the Council's Be the Future Transformation, provides a practical route for extending this alignment across Falkirk and Stirling Councils, particularly where shared capacity, common processes, regional scale or stronger resilience could improve outcomes or value for money.

5.18 The Council is therefore not starting from scratch. It has established programmes, governance and proof-of-concept activity on which to build. Further work should test whether current plans have sufficient pace, capacity and measurable benefits to meet Programme for Government expectations, while avoiding duplication across local, partnership/regional and national reform activity.

5.19 Overall alignment is positive, as summarised in Table 2, but this does not remove the need for prioritisation and assurance. The Council should maintain a clear line of sight from Programme for Government ambitions to local outcomes, budgets, workforce plans, risks and benefits; identify where national reform may require changes to existing programmes; and retain formal decision gateways before committing to material changes in services, structures or delivery arrangements.

Table 2: Alignment with Clackmannanshire's Be the Future Transformation

Theme	Alignment	Implication / required response
Child poverty and family wellbeing	Strong	The Family Wellbeing Partnership provides an existing whole-system platform to evidence impact, share learning and strengthen prevention across services and partners.
Housing and homelessness	Strong, with capacity pressures	Align supply, prevention, temporary accommodation, planning and registered social landlord partnerships. Monitor funding, workforce and delivery expectations.
Inclusive growth and community wealth building	Strong	Use regional strengths, anchor institutions, procurement and employability activity to secure local benefit and fair-work outcomes.
Public-service reform	Very strong	Align the Target Operating Model, service redesign, digital and data work, financial sustainability and Transformation through Collaboration.
Climate and resilience	Strong	Connect adaptation, emergency planning, assets, transport, planning, procurement, biodiversity and net-zero investment.
Governance and performance	Strong, with higher expectations	Create a clearer golden thread from priorities and resources to outcomes, risks and benefits. Strengthen evidence of benefits realization.

6. Transformation Through Collaboration: Approach and Potential Benefits

6.1 Council(s) agreed to Transformation through Collaboration work between Clackmannanshire and Falkirk Councils in November 2025, with Stirling Council subsequently joining to create a wider Forth Valley opportunity. Initial jointly commissioned work, including PwC support, informed the current governance, scoping and proof-of-concept activity. The programme does not presume service merger or transfer; it assesses whether activity is most appropriately delivered locally, regionally or nationally. This approach aligns with the Programme for Government ambition to combine regional scale with local connectivity, democratic accountability and community empowerment.

6.2 The Programme for Government specifically references the Transformation through Collaboration work being developed by Clackmannanshire, Falkirk and Stirling Councils, alongside collaborative reform activity across the Ayrshire councils. These examples demonstrate the Scottish Government's interest in locally led models that combine regional scale with local accountability and provide practical evidence to inform wider public service reform.

6.3 The three councils have recently been advised that our second joint bid to the Scottish Government's Invest to Save Fund has been approved, providing a further £1.5 million to support the TTC programme in addition to the £2m secured in 2025/26. This additional award sustains the Scottish Government's commitment to the work and provides capacity to progress the wider options appraisal and associated programme activity proposed at recommendation 2.1 and paragraph 6.9

6.4 Transformation through Collaboration provides an existing tri-council platform for translating the Programme for Government's reform ambitions into locally accountable delivery. Existing governance, proof-of-concept and scoping work enables Clackmannanshire, Falkirk and Stirling Councils to test whether shared capacity, expertise, systems and processes can improve outcomes, resilience, productivity and value for money while maintaining responsiveness to local needs.

6.5 The Scottish Government have advised that they will undertake engagement on the PfG over a 10 week period with immediate effect. This will include dialogue with the public, community groups, local govenrment, public sector partners, trade unions, the third sector and other key stakeholders. The purpose is to seek views on the future of local governance and to seek feedback on the propositition for local government. The Government are open to discussions both with Cosla collectively as well as individual and groups of councils.They will also hold thematic discussions on areas such as social care, education and community empowerment, which will be co-ordinated with Cosla. It is important for the Council to engage in such discussions.

6.6 Cosla has discussed the PfG at Council Leaders' meetings. A special Leaders' meeting was held on 11th September to enable further discussion and to hear from the First Minister. Following this meeting, Cosla issued a public statement: Public Service Reform Must Strengthen Local Decision Making, Not Weaken It | COSLA

6.7 In light of such developments, there is also a need for the Council, along with Clackmannanshire and Stirling Councils, to consider the longer-term vision for the Transformation through Collaboration Programme and whether this needs to be amended to accommodate the PfG.

6.8 Whilst national dialogue remains at an early stage, the Scottish Government are intending to move at pace on defining what and how reforms should be implemented. Any work on the Council's position therefore needs to respond to this pace, if it is to help influence the changes for local government. This must be with a particular focus on the impact on our communities, retaining the identity of the wider Clackmannanshire area within a regional body, and our ability to deliver high-quality services and support, at a local level, for our 51,610 residents (NB, the Stirling and Falkirk populations are 94,040 and 160,230 respectively, based on National Records Scotland data, June 2025).

6.9 To progress this, it is proposed that an external consultant be appointed to undertake an Option Appraisal on behalf of partner Councils. This could consider the options available which respond to the Scottish Government's proposals for reform and potential regionalisation. In assessing options, it could assess their benefits with a focus on the outcomes for communities, and the various risks and implications, including the financial impact of change.

6.10 The proposal would be for individual and/or group discussions to take place with Members and officers from the three partner Councils. From this, an objective assessment of the options including no change to the current three separate and democratic Councils through to full regionalisation with one single Council covering Forth Valley, the outcomes, and a proposed way forward could be developed. This would provide an evidence-led proposal on any preferred model for consideration, prior to any model being further developed. It would also help to inform the future development of the Transformation through Collaboration Programme.

6.11 Given the Scottish Government's timeline for engagement, it is important for any Option Appraisal to be undertaken by the end of the calendar year. This allows partner Councils to respond in a way which aims to enable them to influence their own future. It will, however, remain the decision of each individual Council to determine what option best meets the needs of its communities for the future.

6.12 The appraisal would examine the options available in respect of governance framework, organisational design and supporting structures required to deliver reform, alongside service-level opportunities. It would set out practical options, their benefits, costs, risks and implications. This aims to support objective and evidence-led scrutiny by elected members before any preferred model is developed further.

6.13 Any acceleration should focus on a controlled portfolio of high-value opportunities, apply consistent options-appraisal and benefits-realisation methods, address governance, workforce, finance, digital and data requirements at an early stage, and remain subject to formal decision-making by each Council.

6.14 The following opportunities provide the basis for further appraisal. They are not assured outcomes and will require evaluation through the full options-appraisal process:

- faster mobilisation of reform;
- delivery of national priorities through locally accountable models;
- improved organisational and service resilience;
- protection and improvement of priority services;
- greater workforce capacity and career development;
- digital, data and process improvement;
- stronger prevention and whole-system working;
- economies of scale and stronger commissioning;
- improved access to expertise and innovation;
- a stronger regional proposition and greater strategic influence;
- improved investment readiness and reusable collaborative capability;
- improved financial sustainability; and
- stronger evidence and benefits realisation.

6.15 The options appraisal and any subsequent business cases should distinguish clearly between cashable savings, cost avoidance, productivity gains, resilience benefits and improved outcomes.

7.0 Potential and Emerging Risks

7.1 The proposed options appraisal provides an opportunity to consider a broader and more sustainable reform model. It also introduces risks that will require active management. National dialogue is at an early stage, little explicit detail has been published and the anticipated 10 week period to December 2026 for reaching consensus on the direction of travel, creates a demanding timetable.

7.2 Some potential risks arise directly from the TTC programme; others reflect the wider national reform agenda and may change as policy, legislation and funding arrangements develop. At this stage key risks include:

- uncertainty over the future shape of local government, social care and NHS governance, with potential implications for statutory responsibilities, funding flows, accountability and local service delivery;
- weaker local democratic accountability, community voice, connectivity or responsiveness if regional scale is pursued without clear safeguards, local influence and oversight;
- pressure to progress reform before national arrangements, funding, enabling legislation or delivery expectations are sufficiently clear;
- different partner priorities, timescales and risk appetites affecting progress or decision-making;
- overstated, delayed or uneven financial benefits, including unfunded transition and implementation costs;
- insufficient leadership, programme, professional or operational capacity to deliver change safely while maintaining existing transformation, improvement and service-delivery priorities;
- service disruption, reduced performance or unequal locality outcomes during transition;
- workforce uncertainty, industrial-relations impacts and loss of key skills or experience;
- legal, statutory, procurement, information-governance, digital, data and cyber constraints that may limit or delay implementation;
- public or stakeholder concern that options are predetermined or that reform will reduce local services;
- dependency on arrangements that may be difficult or costly to change or exit.

7.3 These risks do not provide a case against appraisal. They reinforce the need for clear design principles, independent challenge, transparent engagement, staged decision gateways and evidence-led assessment of costs, benefits and impacts. Given the pace and limited national detail, regular reporting to elected members will be required as the position develops.

7.4 The options appraisal should therefore include clear criteria against which success can be judged, including financial sustainability, service resilience, workforce impact, governance implications, impact in our communities and value for money.

8.0 Sustainability Implications

8.1 The Programme for Government and the proposed acceleration support prevention, resilient public services, inclusive economic development, climate adaptation and more effective use of public resources. Individual proposals may, however, have different social, economic and environmental effects and will require proportionate assessment before implementation.

9.0 Resource Implications

9.1 Financial implications: This report does not approve expenditure or claim quantified savings. Subject to agreement by all partners, the options appraisal will be funded from the Invest to Save Fund, with no requirement for additional Council budget provision at this stage. The financial implications of any subsequent proposals, including programme capacity, transition costs, investment requirements, savings, cost avoidance and benefit-sharing, will be set out in future business cases and reports.

9.2 Staffing: The options appraisal and any subsequent programme will require proportionate programme, service, finance, legal, HR, procurement, digital, data and communications capacity. Workforce implications will vary by proposal and will be subject to engagement, consultation and relevant employment processes.

9.3 External support: Officers will continue to explore Scottish Government, COSLA, Improvement Service and wider sector support, including invest-to-save or other enabling funding where available.

10.0 Exempt Reports

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

11.0 Declarations

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 ☒

12.0 Council Policies

Complies with relevant Council Policies ☒

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 ☐

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

An equality and fairer Scotland impact assessment is not required for the strategic direction proposed in this report because no service-delivery or workforce change is approved. Screening and, where required, full impact assessments will accompany future business cases and implementation decisions

14.0 Legality

The recommendations establish further development and appraisal work only. Legal advice will be required on the governance and delivery model for each material proposal, including statutory accountability, procurement, employment, data protection, decision-making and inter-authority agreements.

15.0 Appendices

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

Appendix 1: Summary of Key Programme for Government elements
Appendix 2: A Proposal for Reform of Local Governance

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, Ambitious for Scotland: Programme for Government 2026-31, published 1 September 2026.
Clackmannanshire Council, PfG 2026-31: Main Implications for Clackmannanshire.
Clackmannanshire Council, Transformation through Collaboration reports, updates and frequently asked questions.
Relevant Council reports on the Budget Strategy, Medium-Term Financial Strategy, Target Operating Model and Be the Future transformation programme.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

Appendix 1

Summary of Key Components of Programme for Government

Ambitious for Scotland Programme for Government 2026 – 2031

Overall Vision

- The Scottish Government sets out a five-year programme focused on four overarching missions:
    - Eradicating child poverty.
    - Growing the economy.
    - Tackling the climate emergency.
    - Strengthening the NHS and public services.

Eradicating Child Poverty

- Expand financial support for low-income families and maintain a strong social safety net.
- Reduce everyday living costs and improve housing affordability.
- End the use of unsafe and harmful temporary accommodation for children.
- Improve skills, employment opportunities and earnings for families.
- Introduce a new childcare offer covering children from 9 months old through to the end of primary school.

Growing the Economy

- Make Scotland the best place to do business by increasing investment and supporting home-grown firms.
- Increase business and investor confidence by removing barriers to growth.
- Prioritise growth sectors and strengthen regional economic development.
- Deliver economic growth that reflects the distinct strengths of different parts of Scotland.

Climate and Nature

- Accelerate action on climate change while creating green jobs and reducing costs for households.
- Ensure the transition to net zero benefits communities and the economy.
- Build resilience to the impacts of climate change already being experienced across Scotland.
- Protect landscapes, nature and environmental assets.

NHS and Public Services

- Reduce NHS waiting times and ensure no one waits more than 26 weeks for treatment.
- Improve access to GP services.
- Shift more care from hospitals into homes and local communities.
- Treat drug-related deaths as a public health emergency and intensify action to reduce them.

Children and Education

- Improve early childhood development and educational outcomes.
- Focus on attendance, attainment, behaviour and curriculum improvement in schools.
- Strengthen support to ensure children have safe and positive futures.

Safer Communities

- Improve public protection through earlier and more joined-up interventions.
- Prevent crime and reduce reoffending.
- Work towards a more sustainable prison population.

Tackling Key Social Challenges

- Continue efforts to address the cost-of-living crisis.
- Take stronger action to prevent violence against women and girls.
- Promote community cohesion and challenge antisemitism, Islamophobia and racism.

Prevention and Early Intervention

- Establish a new Prevention Unit at the centre of government.
- Invest in Social Impact Partnerships, starting with £200,000 and potentially growing to a £10 million fund over the parliamentary term.
- Strengthen support for families before birth and throughout early childhood.
- Develop a Scottish Prevention Investment Framework to prioritise preventative spending.
- Focus on preventing homelessness and helping more people into sustainable employment.

Public Service Reform

- Reform public services around citizens' needs rather than organisational structures.
- Explore a new model of regional local government alongside greater community empowerment.
- Pursue social care reform to improve efficiency, fairness and outcomes.
- Empower school leaders and simplify governance arrangements.
- Restructure the NHS by replacing 14 territorial health boards with two strategic health boards and reducing the number of special boards.

Government Efficiency

- Reduce duplication and complexity across Scotland’s more than 130 public bodies.
- Increase efficiency and direct more resources to frontline services and delivery.

NATIONAL RENEWAL THROUGH PUBLIC SECTOR REFORM

A PROPOSAL FOR REFORM OF LOCAL GOVERNANCE

INTRODUCTION

The Programme for Government set out a clear necessity for public service reform at the heart of the Government's ambitions.

Our aims for reforms are to rewire the state to help improve the delivery of public services and maximise the efficient use of public spending. The case for change is pressing and urgent, requiring public services that are modern, responsive, and person-centred. Put simply, we want to deliver improved services, rather than simply preserve the existing local governance architecture.

As part of our reform ambitions the Government committed to engaging intensively with partners in relation to reform of local governance. Our aim is to find as much common ground as is possible and reach a shared direction before the end of this year about solutions so that we can move from debate to implementation, with early decisions informing the next Scottish Budget.

The Government enters this dialogue with an open mind; we do not seek to be prescriptive at this stage. However the Government recognises the need to aid discussions by setting out an initial proposition. There have been extensive discussions about reform and change over recent years, and a number of initiatives led by existing local authorities themselves. Following engagement with representatives of local government in Scotland, we are outlining in this paper the nature of fundamental reform the Government wants to consider in order to support this intensive period of dialogue and help to reach initial conclusions.

This paper is intended to be a starting point to facilitate debate and discussion with the objective of establishing a measure of shared agreement about the scale and the broad shape that reform could take.

Scotland is fortunate, because of our size, that some priorities are best delivered at a national level; others are best delivered regionally; and some at a level closer to communities. What we must now do is get that balance right, enabling us to deliver more responsive and more effective public services that meet the needs of our people and our communities.

The current model of local government has not been reviewed since devolution and the restoration of the Scottish Parliament in 1999. Increasingly our current model of governance creates anomalies and risks inconsistencies in service delivery and, ultimately, outcomes for the people we serve.

The Government's starting point is ensuring that we have the organisational capacity and capability we need at the right levels – strategic and also local – to unleash economic opportunities and achieve the ambitions of communities in all areas of Scotland. This will also mean identifying where resources can be pooled to greatest effect and most efficiently, ensuring that key services and outcomes are delivered consistently well.

STRATEGIC REGIONAL AUTHORITIES WITH LOCAL DECISION MAKING

The point has been made that the current structure of local government sees some authorities that are either too big to be local or too small to be strategic. That is why the Government believes there is a need for regional authorities, alongside more decentralised community authorities.

The Government's opening proposition for discussion is that our current local government arrangements are replaced with a smaller number (6 to 10) of **Regional authorities** focussing on strategic decision-making, with a substantial number (120-160) of **Community authorities** focused on local decision-making. While there may be a general model in most cases, recognising their unique status and needs, our proposition is that this would sit alongside **bespoke solutions for island communities**.

Community authorities would sit within the borders of **Regional authorities**, with the aim that **Community authorities** would see 'burgh / county / town / district / island' authorities based on identifiable communities. For example, this could include areas such as Kilmarnock in Ayrshire, or Leith in Edinburgh, or Blairgowrie and Rattray in Perthshire, it could be townships, villages or islands.

We would propose that councillors would continue to be elected at the current ward level, sitting on **both** the **Community authority** and on the associated **Regional authority**. This would improve local decision-making and enable greater strategic working, without the necessity of a further layer of elections or creating additional tiers of bureaucracy. The same overall Regional administrative or corporate structures would support both **Regional and Community authorities**. The aim is to have greater subsidiarity with more local decision making but supported by the efficiency of delivery by regional structures.

ACHIEVING THE RIGHT BALANCE OF POWERS

Existing local government responsibilities do not need to be the full extent of regional functions or local devolution. As part of the Government's broader commitment to streamline the public sector landscape, there are functions within existing public bodies which could be brought within the regional or local democratic sphere as part of this reform, while acknowledging that every region will have different circumstances.

We are keen to hear others' views about where the best balance of powers and functions lies. In any refreshed model of Regional and Community governance we would want to ensure that the range of functions, powers and duties in each part of the system are coherent, create impact and have the right balance between statutory duties and discretionary powers to enable regions and communities to deliver impact.

At a headline level, illustratively, we would propose that **Regional authorities** would have an enhanced role in regional economic development and business support – to enable them to make decisions and deliver projects that reflect local strengths, opportunities and ambitions. This would include housing, with some functions and responsibility shared with More Homes Scotland; strategic planning, alongside a national Planning Hub; employability support, aligned to economic development and skills with the potential for greater national commissioning and/or coordination; and relevant areas of Transport, including Regional Transport Partnerships and potentially some functions currently with Transport Scotland.

Regional authorities would also continue to assure delivery of the many vital core services which people experience daily and which are provided currently by local authorities, including the environmental services such as waste and cleansing; civil defence, resilience and response, shared with national government; provision of regulatory services; and, early learning and education aligning with our 3-18 curriculum, with some elements potentially directed more locally by **Community authorities**, while supporting empowered headteachers and schools.

At a local level in **Community authorities**, illustratively, functions and decision-making responsibility may include the planning, commissioning and delivery of joined up, community-based support that is person-centred and responsive to local need, including Whole Family Support. Functions for **Community authorities** would focus on those decisions which are most effectively made closest to their impact, such as householder planning applications, community planning, licensing decisions, as well as management of the historic environment and open space and greenspace, the regeneration of local town centres and the provision and maintenance of local leisure, sport and culture facilities.

KEY CONSIDERATIONS

The Scottish Government believes this approach would represent a fundamental strengthening of governance arrangements and ensure a much stronger approach to regional economic development, place and infrastructure, while reducing backroom duplication and putting more resources into delivering services for local people.

However, as well as ensuring a coherent set of functions, duties and powers, key issues remain which we would want to consider further, including the identification of the right geographical scope for these regions and communities.

At its core, this proposal seeks to ensure a clear link between the community and the regional, with mutual benefits each way, but comes with several options and issues to consider, including:

- This model will work well for existing, recognised communities at the appropriate scale – but that will not be the reality in every area. It will be important to ensure that people feel a sense of belonging and recognise their area as these are identified.

- Regional authorities or dual mandates would bring a significant increase in responsibilities for those Councillors and would prompt serious consideration of the appropriate remuneration and the time commitment expected of the role.

- This model must be designed in a way to ensure an interface for greater community participation, building on the strengthened community decision-making arrangements.

- There needs to be a statutory obligation on Regional Authorities to devolve appropriate functions to Community Authorities.

The scope of functions and design of Island Single Authority Models will be pursued in dialogue with those communities, which may vary by Islands to recognise their unique circumstances as part of any reform process.

EMPOWERED LOCAL AREAS AND COMMUNITIES

This model will also ensure an improved interface for greater community participation, building on the strengthened community decision-making arrangements.

Building on our local empowerment agenda which has included community wealth building, asset transfer and participatory budgeting, we envisage a strengthening of local community level decision making. This model would give local areas through community development corporations, social enterprises and other community groups the tools to articulate their priorities and to build community assets and services, working alongside the community authorities.

Democracy Matters community engagement, undertaken jointly with COSLA, has shown a real appetite across Scotland to ensure all of our towns, villages and neighbourhoods have meaningful influence and control over the way public services are designed and run. The programme also highlighted an eagerness to explore new ways of taking those decisions ensuring everyone people can have a say, such as widening the use of citizens' assemblies and participatory budgeting.

Ultimately, this approach should mean decisions are taken closer to people where that could improve local outcomes, on the services and functions most appropriate.

FUNDING ARRANGEMENTS

The Government's view is that the critical starting point will be to determine and agree the split of responsibility between community, regional, and national. This will inform the level and methods of funding most appropriate.

Consideration will then need to be given to how that funding should be distributed, reflecting different local needs, and in turn this will depend on the degree of local and regional revenue raising powers.

HEALTH AND SOCIAL CARE

Alongside local governance arrangements, the Scottish Government has also committed to using the next three months to engage with local authorities, trades unions, and healthcare and service providers to reach agreement on reform of social care.

As an existing responsibility, social care and social work must also be a part of our dialogue on reforming local government. But it also goes beyond this – how we ensure that we improve integrated support for people, and how social care interacts with primary and community health, alongside broader, related, functions such as housing and family support, not just as a standalone service. The current approach to the integration of social care services is not in all circumstances meeting the needs of people and this key question must be answered in the dialogue around reform.

Scottish Government's view is that all options for social care services and social work be considered, taking into account new organisational structures for the NHS and proposals for Regional and Community authorities.

NEXT STEPS

The Scottish Government will be an active participant in the dialogue over the coming weeks and months, ensuring that we engage broadly with a range of partners, stakeholders and communities. These proposals are set out to encourage discussion and debate and do not represent our final views on these matters, but it does indicate the scale of ambition we are looking for and the ideas we want to explore.

The expectation of the Scottish Government is that as dialogue at a strategic level continues, more detailed and specific proposals will be developed for further consideration amongst Parliament, Local Authorities and Communities.

CLACKMANNANSHIRE COUNCIL	**THIS PAPER RELATES TO ITEM 5 ON THE AGENDA**

Report to: Clackmannanshire Council

Date of Meeting: 1st October 2026

Subject: Budget Strategy and MTFS Update – October 2026

Report by: Chief Finance Officer

1.0 Purpose

1.1 The purpose of this report is to provide Council with an update on the implementation of the approved Budget Strategy and Medium Term Financial Strategy (MTFS), the developing financial outlook for 2027/28 and progress in preparing the 2027/28 Budget. It also provides an update on development of the Financial Resilience Dashboard and presents illustrative low, medium and high financial planning scenarios to demonstrate the sensitivity of the projected funding gap to changes in key assumptions.

2.0 Recommendations

2.1 Council is asked to:

2.1.1 note the extremely challenging financial position and the financial risks and uncertainties set out in section 3;

2.1.2 note the current medium scenario indicative funding gap of £10.096m in 2027/28 rising to a cumulative £24.462m by 2031/32 (paragraph 3.2, Table 1);

2.1.3 note that the published medium scenario includes an assumed 10% annual Council Tax increase and that the 2027/28 indicative funding gap before any increase in Council Tax is £13.145m (paragraphs 3.4 & 3.5);

2.1.4 note the impact on the indicative gap from applying Low and High scenarios to assumptions (paragraphs 3.8-3.10) noting that that all scenarios are planning illustrations rather than forecasts and will be refreshed when the Scottish Government settlement, pay information and updated service pressures are known;

2.1.5 note progress on development of the Financial Resilience Dashboard, including refinement of indicators, data sources, thresholds and governance arrangements (section 4);

2.1.6 note progress made in implementing the approved Budget Strategy and preparations for the 2027/28 Budget (section 5), and

2.1.7 note the continuing financial risk reported by the Integrated Joint Board (IJB) of £19.736m overspend before savings and an increased recovery plan requirement of £13.111m (paragraph 5.7).

3.0 Medium Term Financial Strategy Update

3.1 The Council continues to operate within a highly challenging financial environment, driven by uncertainty over future grant funding, increasing demand for services, particularly Education and Social Care, pay and contractual inflation, and limited financial flexibility. The MTFS continues to be managed through the three-pronged approach of reducing expenditure, maximising income and transforming service delivery. The scale and recurring nature of the projected gap means that the Council will require a coordinated package of sustainable measures rather than reliance on any single source of expenditure reduction, income or one-off support.

3.2 The current medium planning scenario remains based on net expenditure of £190.703m and net funding of £180.607m for 2027/28, producing an indicative gap of £10.096m. The cumulative gap rises to £24.462m by 2031/32.

Table 1 – Indicative funding gap 2027/28 to 2031/32

	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000
Net expenditure	190,703	197,507	205,323	213,259	221,483
Net funding	(180,607)	(183,913)	(187,961)	(192,323)	(197,021)
Cumulative indicative funding gap	10,096	13,594	17,362	20,936	24,462
Annual indicative funding gap	10,096	3,498	3,768	3,574	3,526

Assumptions within the Current Indicative Gap

3.3 The principal assumptions included within the current medium scenario are set out below. These assumptions are not predictions. They provide a consistent baseline for planning and will be updated as firm information becomes available.

Table 2 – Assumptions

Assumption	Medium scenario	Indicative financial effect / sensitivity
Pay award	3% each year	£3.6m included for 2027/28; each 1% is approximately £1.200m.
Demand and contractual pressures	£2.5m each year, equivalent to approximately 1.3%	Each 1% is approximately £1.923m. The provision is primarily for contractual inflation and critical demand pressures.
Core Scottish Government grant	Flat cash	No growth included. A 1% movement is approximately £1.266m.

Assumption	Medium scenario	Indicative financial effect / sensitivity
Council Tax	10% increase each year	£3.049m included for 2027/28; each 1% is approximately £0.305m.
Savings and transformation	No unidentified future savings assumed in the gap	Savings reduce the gap only when sufficiently developed and approved.
One-off resources	No assumption that reserves provide a recurring solution	One-off support falls out in the following year and therefore does not address the recurring gap.
Capital financing	Current approved financing assumptions	Changes in borrowing, interest rates or programme timing may affect revenue costs.
HSCP / IJB	No additional partner contribution added	Any additional contribution would increase the Council gap when sufficiently certain and quantifiable.

3.4 The assumptions remain highly sensitive. The Council Tax assumption is particularly significant because a 10% increase contributes £3.049m to the 2027/28 funding position. This does not represent a decision by Council and is used only as a planning assumption.

3.5 Removing the assumed 10% Council Tax increase from the 2027/28 funding position increases the gap from £10.096m to £13.145m. This provides greater transparency over the underlying expenditure and funding imbalance before a local taxation decision is made.

Table 3 – Council Tax

2027/28 position	**£000**
Published medium scenario gap	10,096
Add back assumed 10% Council Tax income	3,049
Gap before any Council Tax increase	**13,145**

3.6 For illustration, each 1% Council Tax increase generates approximately £0.305m. The table below shows the remaining gap on various levels of Council tax. These figures are indicative and assume a broadly linear yield.

Table 4 – Council Tax Increase Scenarios

Illustrative Council Tax increase	**Estimated income £m**	**Remaining 2027/28 gap £m**
0%	0.000	13.145
5%	1.524	11.621
8%	2.439	10.706
10%	**3.049**	**10.096**
12%	3.658	9.487

Illustrative Council Tax increase	Estimated income £m	Remaining 2027/28 gap £m
15%	4.573	8.572

Scenario Planning – Low, Medium and High

3.7 Consistent with the approach used in the 2025 MTFS, three scenarios have been prepared to show how the funding gap could move if the key assumptions change. The scenarios are illustrative sensitivity tests and do not replace the detailed bottom-up MTFS model.

Table 5 – Low Medium and High Scenarios

Assumption	Low pressure	Medium / current	High pressure
Pay award	2%	3%	4%
Demand and contractual pressures	0.8% / c.£1.5m	1.3% / £2.5m	1.8% / c.£3.5m
Core grant movement	+1%	0% / flat cash	-1%
Council Tax planning assumption	10%	10%	10%
Other assumptions	As current model	As current model	As current model

3.8 Applying the current 2027/28 sensitivity values to the three scenarios gives the following indicative range. The low and high figures are a simple sensitivity overlay to the published medium scenario and should not be read as a full reforecast.

Table 6 – Indicative Gap – Low, Medium and High Scenarios

Scenario	2027/28 indicative gap £m	Movement from medium £m
Low pressure	6.630	(3.466)
Medium / current	10.096	-
High pressure	13.562	3.466

3.9 The low scenario assumes lower pay and demand pressures together with 1% growth in core grant. The high scenario assumes a 1% higher pay award, a 0.5% increase in demand and contractual pressures and a 1% reduction in core grant. The calculations use the current sensitivities of £1.200m for pay, £1.923m per 1% for demand and £1.266m per 1% for grant. These movement would compound over the MTFS period impacting the indicative gap upto 2031/32.

3.10 Before any Council Tax increase, the equivalent 2027/28 range would be £9.679m in the low scenario, £13.145m in the medium scenario and £16.611m in the high scenario. This demonstrates both the scale of the underlying challenge and the limited capacity of Council Tax alone to close the gap. The analysis also demonstrates that, under each scenario, a substantial recurring gap would remain after applying the illustrative Council Tax assumption

4.0 Financial Resilience Dashboard – progress update

4.1 Council previously approved the Financial Resilience Framework and agreed that a more detailed dashboard would be developed around six pillars: financial sustainability; reserves and balances; liquidity and cash flow; cost base and demand; income and funding resilience; and delivery capacity and transformation.

4.2 Initial development work has focused on refining the proposed indicators and identifying the most appropriate data sources, reporting frequency, ownership and RAG thresholds. The intention is to ensure that the dashboard adds value to existing budget monitoring and risk reporting rather than duplicating it, and that it supports early identification and escalation of emerging financial pressures.

4.3 Work in progress includes:

- mapping the proposed indicators to the six resilience pillars and the strategic risk on insufficient financial resilience;
- identifying a concise core set of measures covering the budget gap, reserves, savings delivery, in-year forecast, liquidity, borrowing and financing costs, income collection, demand trends and transformation delivery;
- assessing data availability, quality and frequency so that indicators can be updated consistently;
- developing proportionate RAG thresholds and early-warning triggers, supported by narrative explaining trend, risk and required action;
- clarifying indicator ownership, escalation routes and links to the MTFS, budget monitoring, transformation governance and the Corporate Risk Register; and
- planning member engagement before the first populated dashboard is presented.

4.4 The work is not yet sufficiently complete to present a fully populated and assured dashboard. Further engagement and testing are required to ensure that thresholds are meaningful in the Council context and that the dashboard provides a balanced assessment rather than relying on a single headline RAG status. A populated dashboard will therefore be brought forward once this work and member briefing have been completed.

5.0 Budget 2027/28 – Progress Update

5.1 Budget development has moved into a more intensive design phase. The scale of the challenge means that the established process of reviewing a series of discrete savings proposals will not, on its own, be sufficient. The approach is therefore being broadened to consider the shape of a sustainable and coherent service offer, linked to statutory responsibilities, priorities, transformation and the Target Operating Model.

5.2 Initial officer proposals have been grouped under the themes of alternative delivery models and commissioning, asset strategy, digital, external funding, income and charging, service redesign, Transformation Through Collaboration and workforce. Place and equalities dimensions are also being incorporated. Proposals are being reviewed to distinguish recurring savings from one-off cash measures and to assess deliverability, lead-in time and dependencies.

5.3 The immediate focus is to develop options with further detailed business case development and validation over the coming months. This timetable is demanding and will require dedicated officer capacity alongside delivery of current services and other transformation commitments.

5.4 The SharePoint-based Budget Hub remains the central repository for savings, income and pressure proposals and is being used to strengthen version control, auditability and workflow. The project plan and engagement plan are also being aligned to minimise duplication between the Budget Working Group, officer challenge and consultation activity.

5.5 Preparation of the Housing Revenue Account (HRA) Revenue and Capital Budgets for 2027/28 remains in progress. The stock condition survey programme is progressing on track and will inform future capital investment planning and the development of the long-term Housing Capital Programme and future budget decisions.

5.6 Development of the General Services Capital Programme for 2027/28 and updates to the longer-term capital plan is also progressing. Services have been invited to submit new capital investment bids by mid October, supported by the required business case information, including strategic fit, estimated costs, delivery timescales, funding options, revenue consequences and key risks. A detailed review of the existing capital programme and new bids will be undertaken during October and November. This will include consideration of project affordability, deliverability, slippage, emerging cost pressures, alignment with Council priorities and the scope to rephase or reprioritise investment within the available funding envelope. The outcome of this review will inform the updated capital programme presented as part of the 2027/28 budget-setting process.

5.7 The financial position of the Clackmannanshire and Stirling Health and Social Care Partnership remains a significant risk to the Council's financial planning. At Quarter 1, the Integration Joint Board reported a forecast deficit of £19.736m before savings. The level of savings considered achievable during 2026/27 has reduced from £10.815m to £6.625m, increasing the required Recovery Plan from £8.858m to £13.111m. The IJB has recognised that operational savings alone are unlikely to close the remaining gap and that, after all reasonable savings options have been exhausted, the use of available IJB reserves and further consideration of partner contributions through the agreed risk-sharing arrangements may be required.

5.8 In response, the IJB has approved strengthened financial recovery and governance arrangements, including development of an eight-month turnaround plan, executive-led oversight of the Recovery Plan and monitoring through the Finance, Audit and Performance Committee, with overall oversight retained by the IJB. The strengthened arrangements are intended to provide clearer accountability, partner involvement and assurance through fully costed, activity-based savings plans with named leads, milestones, expected benefits, risks and dependencies. Weekly delivery meetings and formal monthly reporting are also proposed to provide visibility of savings delivered and forecast, schemes that are on track or at risk, corrective action, decisions required and the residual funding gap. Council officers will continue to work with HSCP and partner organisations to monitor delivery, assess the potential use of IJB reserves and quantify any residual requirement for partner support. Any confirmed impact on the Council will be incorporated into future budget monitoring and MTFS updates.

5.9 Engagement with the Scottish Government has commenced and officers continue to highlight the Council's financial challenges and the potential impact on service delivery through further reductions in expenditure.

5.10 The current gap and scenario analysis will continue to be refreshed as further information becomes available, including the Scottish Budget and local government finance settlement, national pay negotiations, updated demand pressures, the in-year financial position and any quantified implications arising from the HSCP. Any material movements will be reported to Council.

5.11 The financial outlook remains extremely challenging. The work now being undertaken is intended to move from a list of individual savings towards a coherent package that balances the 2027/28 Budget while also supporting longer-term service and financial sustainability. Given the level of the recurring gap, a combination of expenditure reduction, income, transformation and, where appropriate, carefully managed one-off resources will be required. Any use of one-off resources will require to be affordable, time-limited and linked to a clear and deliverable route to achieving a recurring balanced position. One-off resources should not be used to defer unidentified recurring measures without an agreed transition plan.

6.0 Sustainability Implications

6.1 There are no direct environmental sustainability implications arising from this report. Individual budget proposals will be assessed as required as they are developed, including consideration of environmental, economic and social sustainability where relevant.

7.0 Resource Implications

7.1 *Financial Details*

7.2 The financial implications and planning assumptions are set out in sections 3 to 6. The scenarios are illustrative and do not constitute budget decisions. Final implications will depend on the funding settlement, pay awards, demand, Council Tax decisions and the approval and delivery of budget proposals.

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 decisions arising from this update. However, budget options may have staffing implications which will require appropriate consultation, impact assessment and governance as proposals are developed.

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. Equality and Fairer Scotland Impact Assessments will be undertaken for relevant budget proposals as they are developed.

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".

None

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
- Budget Strategy and Medium Term Financial Strategy Update – August 2026

Author(s)

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

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

CLACKMANNANSHIRE COUNCIL	**THIS PAPER RELATES TO ITEM 6** **ON THE AGENDA**

Report to: Council

Date of Meeting: 1 October 2026

Subject: 2023/24 Audit Recovery Programme and Financial Reporting Improvement Plan - Progress Report

Report by: Chief Finance Officer

1.0 Purpose

1.1. The purpose of this report is to provide Council with an update on the implementation of the Council's Audit Recovery Programme and Improvement Plan approved by Council, in response to the Accounts Commission Section 102 Report. The report provides an assessment of progress against agreed recovery actions, recovery milestones and governance arrangements designed to restore compliance with statutory financial reporting requirements

2.0 Recommendations

Council is asked to:

2.1. note, comment on and challenge the progress set out in this report and its appendices;

2.2. note that the principal recovery milestones remain: approval of the audited 2024/25 accounts by March 2027 and the audited 2025/26 accounts by October 2027;

2.3. note progress with procurement of additional specialist support as approved by Council on 10 September 2026;

2.4. note the current overall **Amber** programme assessment and the risks and mitigating actions set out in this report; and

2.5. note that any material slippage, significant variance against the approved expenditure ceiling or other risk to delivery will be reported to elected members at the earliest opportunity.

3.0 Considerations

3.1. On 20 August 2026 Council approved the improvement plan and recovery Programme developed in response to the Accounts Commission's Section

102 Report and the jointly agreed recovery plan submitted to the Controller of Audit.

3.2. The recovery programme aims to restore compliance with statutory financial reporting requirements through enhanced governance, strengthened finance capacity, external specialist support, improved audit readiness and technology-enabled improvements.

3.3. The Accounts Commission specifically requested stronger political oversight of the audit process and regular monitoring of progress. This quarterly report supports that requirement.

3.4. On 10 September 2026, Council approved Option 5, the hybrid accelerated delivery model, together with an allocation of up to £485,000 from the Transformation Fund. The allocation is a maximum ceiling and not a spending target.

3.5. This report provides a consolidated quarterly update on delivery of the Council's Improvement Plan and Audit Recovery Programme. Appendix 1 sets out progress against the actions contained within the Improvement Plan, including the status of key deliverables, milestones and recovery actions. Appendix 2 provides an update on progress towards completion of the 2024/25 and 2025/26 annual accounts and audits, including performance against the agreed recovery timetable and any emerging risks or issues requiring management action.

3.6. The programme has moved into its initial implementation phase. Weekly meetings between the senior Finance Team and Deloitte are in place to monitor the audit plan, agree information requirements, address issues and maintain clarity over the respective responsibilities of the Council and external audit.

3.7. The principal milestones remain approval of the audited 2024/25 annual accounts by March 2027 and approval of the audited 2025/26 annual accounts by October 2027. The auditors are reviewing the 2024/25 audit timetable following confirmation that the accounts will now be updated during the audit period to reflect updated asset valuations. The wider timetable anticipates completion of the 2026/27 accounts by June 2028 and preparation of the 2027/28 draft accounts by the statutory deadline of 30 June 2028, with the final audit timetable to be agreed with the incoming auditor.

3.8. No change is currently proposed to these milestones pending feedback from the auditors on the impact of updating the 2024/25 accounts for revised asset valuations during the audit period. The overall programme is assessed as **Amber**, reflecting this emerging timetable dependency, the scale of delivery and its dependence on timely procurement and mobilisation of specialist support, sustained Council and audit capacity, complete working papers and prompt resolution of technical accounting matters.

3.9. Following Council approval, officers finalised the scope and pricing workbook for the mini-competition. The competition was launched through the identified procurement route, with a short evaluation and mobilisation period to protect the recovery timetable.

3.10. The specification covers dedicated accounts recovery capacity, technical accounting support, audit readiness, process redesign, knowledge transfer and technology-enabled improvements. Evaluation will place 80% weighting on quality and 20% on price, including consideration of named personnel, availability, mobilisation, delivery approach and sustainability.

3.11. Core recovery work will be distinguished from optional transformation or technology proposals. Optional elements will only be commissioned where affordable, necessary and demonstrably value for money. Payments will be linked to evidenced delivery against agreed outputs and milestones.

3.12. The mini competition was launched following approval by Council at its meeting on 10th September and closed on 23rd September.

3.13. Work continues on preparation of the 2024/25 draft annual accounts and supporting audit evidence. Weekly planning is being used to improve clarity over audit requests, deadlines, wider-scope work and evidence requirements.

3.14. The immediate focus is on confirming the detailed production of the draft accounts and audit plan, managing critical-path activities, agreeing working-paper standards, resolving technical matters early, strengthening quality assurance and aligning Council, provider and Deloitte resources.

3.15. The auditors are reviewing the timetable for the audit of the 2024/25 annual accounts following confirmation from the Council that the accounts will now be updated during the audit period to reflect updated asset valuations. This differs from the Council’s previous position that the accounts would not be updated for these valuations. Feedback is awaited from the auditors on any impact on the audit timeline. The risk assessment remains Amber pending confirmation of the position.

3.16. Recruitment and retention of experienced public-sector finance professionals remains challenging. The approved hybrid model combines immediate specialist capacity with development of permanent internal capability. External support must therefore strengthen audit readiness, improve processes, transfer knowledge and leave sustainable improvements within the Finance Service.

3.17. Recruitment to permanent vacancies is continuing, alongside exploration of sector support and longer-term collaborative working through Transformation Through Collaboration with Falkirk and Stirling Councils.

3.18. Regular reporting to Council and the Audit and Scrutiny Committee is central to the recovery programme. Reports will cover milestones, procurement and deployment, expenditure, outputs, knowledge transfer, process improvements and emerging risks.

3.19. Any material risk or slippage arising between scheduled reporting dates will be escalated at the earliest opportunity rather than held until the next quarterly report.

4.0 Sustainability Implications

4.1. None.

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

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

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

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

No ☒

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

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

9.0 Legality

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

10.0 Appendices

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

Appendix 1 – Accounts Recovery Action Plan - Progress Report.

Appendix 2 - Audit Delivery 2024/25 and 2025/26 - Programme Dashboard

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 ☐

The 2023/24 Audit of Clackmannanshire Council - Council report 20 August 2026

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Finance Officer	

Approved by

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

Appendix 1 - Accounts Recovery Action Plan – Progress Report

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.			
Actions	**Timeline**	**Owner**	**Progress**
As per the annex 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	Preparation of 2024/25 and 2025/26 annual accounts and Audit Planning is in progress. Timeline unchanged.

The March 2027 milestone remains unchanged at this stage. Deloitte is reviewing the audit timetable following confirmation that the Council will update the 2024/25 accounts during the audit period to reflect updated asset valuations. Feedback is awaited on any impact on the timetable, and the position remains assessed as Amber.

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**	**Progress**
Weekly meetings in place with Deloitte and senior finance team to discuss progress of audit programme	Weekly	Deloitte/Chief Accountant	Weekly meetings in place with Senior Finance Team and Deloitte.
External Audit scheduled quarterly meetings with Leader of the Council	Quarterly	Deloitte/Leader	Meetings scheduled
External Audit scheduled quarterly meetings with the Chair of the Audit Committee	Quarterly	Deloitte/Chair Audit and Scrutiny	Meetings scheduled
External Audit scheduled quarterly meetings with Chief Executive, Chief Finance Officer and Head of Corporate Services	Quarterly	Deloitte/CEX/HoS/S95	Meetings scheduled
Regular debrief activities and ‘open door’ policies on part of both Deloitte and Council ensuring access and ability to escalate issues	Ongoing	Deloitte/Council	In place

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**	**Progress**
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	August 2026–Dec 2027	Chief Finance Officer	Vacant posts are actively being recruited to through both Council recruitment processes and with assistant of recruitment agencies. Mini competition to secure external support has been undertaken through September following Council approval of additional funds. Transformation Through Collaboration Project continues with both Falkirk and Stirling Councils to explore efficiencies through joint working arrangements.

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 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	September 2026	Chief Finance Officer	Chief Accountant start date 28th September 2026
Extension of existing interim Chief Accountant	Aug- October 2026	Chief Finance Officer	Interim Chief Accountant extended to October
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,	TBC	CEX/Directors	Under consideration as part of the Transformation Through Collaboration project with Falkirk and Stirling Councils.

strengthen succession planning and improve organisational resilience.			

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**	**Progress**
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)	In Progress – reports added to forward pan of meetings for both Council and Audit & Scrutiny. This report forms the first report, being presented to Council on 1st October.
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)	In Progress – reports added to forward pan of meetings for both Council and Audit & Scrutiny. First report will be presented to Audit & Scrutiny Committee on 29th October.
Continued finance briefings to Council and members	Ongoing	Chief Finance Officer/Chief Accountant	In progress – regular reports scheduled for Council and Audit & Scrutiny Committee

Budget Strategy updates as standing item on Council updating on gap and budget progress	Ongoing	Chief Finance Officer/Chief Accountant/	In Progress – Budget strategy update reports added to Forward Plan. Budget Strategy Report and Update on MTFS being presented to Council meeting on 1st October.
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	Planning to commence April 2027.

Appendix 2 – Audit Delivery 2024/25 and 2025/26 Programme Dashboard

The March 2027 target remains unchanged at this stage. The auditors are reviewing the timetable following confirmation that the accounts will be updated during the audit period for revised asset valuations. Feedback is awaited on any impact on the timeline; the status remains Amber.

Recovery Area	Success Measure	Target Date	RAG Status	Previous Quarter	Progress this quarter
2024/25 Accounts	Audited Accounts Approved	March 2027	Amber	N/A	On track - work progressing in line with timeline
2025/26 Accounts	Audited Accounts Approved	October 2027	Amber	N/A	On track – work progressing in line with timeline
Finance Capacity	Permanent Chief Accountant In place	September 2026	Green	N/A	Chief Accountant start date - 28th September 2026
Finance Capacity	Emerging vacancies addressed	Ongoing	Amber	N/A	Recruitment continuing for vacant posts. Education Accountant and Senior Accountancy Assistant successfully recruited to on a permanent basis.
External Support	Support in place and operating effectively	August/Sept 2026	Amber	N/A	Mini competition undertaken in Sept.
Audit – readiness	Year end planning, working papers and	Ongoing	Amber	N/A	Weekly meetings in place with Senior Finance Team and Deloitte.

	quality checks in place				
Partnership Working	Governance meetings with Deloitte in place	Weekly/Quarterly	Green	N/A	Weekly meetings in place with Senior Finance Team and Deloitte. Quarterly meetings in place with Senior Officers and Members and Deloitte.
Technology and Modernisation	Agreed digital process improvements implemented	Ongoing	Amber	N/A	Agreed within procurement specification of external support.
Elected Member oversight	Quarterly reports and governance arrangements in place and maintained	Quarterly	Green	N/A	Reporting requirements established.
Overall Programme Assessment	Recovery programme remains on track to achieve agreed timetable	N/A	Amber	N/A	Milestones unchanged; material dependencies require active management.

Key:

Green: On track, with no material issue affecting delivery.

Amber: Milestone remains achievable, but a risk or dependency requires active management.

Red: Significant slippage or an unresolved issue risks the agreed recovery timetable.

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 7

ON THE AGENDA

Report to Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: Wellbeing Hub and Lochies School Project Update

Report by: Robbie Stewart, Senior Manager (Wellbeing Directorate)

1.0 Purpose

1.1. The purpose of this report is to provide Council with an update on the progress of the Wellbeing Hub and Lochies School project including the naming of the facility.

2.0 Recommendations

It is recommended that Council:

2.1. Notes summary of progress on the construction works up to September 2026 following Financial Close in October 2025. **(See paragraphs 3.1 – 3.6).**

2.2. Notes summary of progress on preparations for the operation of the facility ahead of opening in October 2027. **(See paragraphs 3.7 – 3.12).**

2.3. Notes the naming approach outlined in this report **(See paragraphs 3.13 – 3.24)**; and

2.4. Agrees to change the name of the facility to **"Clackmannanshire's Wellbeing Village"**.

2.5. Notes that Lochies School will retain its name and own identity within the "village".

3.0 Considerations

Construction Works Update

3.1. Works are progressing well across the site with the goal of being wind and watertight by Autumn still on track. This will allow internal works to progress with minimal on-site impact from inclement weather over the winter.

3.2. External works are also being progressed in advance where possible to minimise impact of inclement weather.

3.3. Building envelope works are progressing at pace, with roofing almost complete and curtain walling and brickwork well underway. The North and West elevation windows and insulation layers are almost complete.

3.4. Internal partitions, blockwork, underfloor heating and ground floor screed have commenced. Wet changing areas, kitchen and circulation space partitions are also progressing well.

3.5. Pool structure is now ready for the Myrtha Pool to be installed over the winter.

3.6. The programme remains on schedule with planned completion and handover at the end of September 2027.

Operations Update

3.7. The active travel and transportation plan for the project is progressing and is tied into a wider active travel masterplan for the Council. Transport infrastructure and mobility solutions consultant SYSTRA has been appointed to create recommendations for traffic management, public transport and active travel enhancement options and costs. A detailed travel plan for the Wellbeing Hub and Lochies School will be produced as part of this process.

3.8. Detailed maintenance strategy/arrangements are progressing between colleagues in the Wellbeing Directorate, Place & Economy Directorate and the specialist mechanical and electrical contractor for the project FES Group Ltd. Costs are built into the operating model and aligned with the Learning Estate Investment Programme (LEIP) requirements and funding profile.

3.9. Planning for staff recruitment and training is underway, with support from the Council's Human Resources team and Clacks Works. Staff recruitment will be managed in stages, with the first appointments focused on the management layer to allow sufficient time and capacity to plan and implement critical processes for the Wellbeing Hub, including preparation for wider staff recruitment and selection, creation of staff rotas, programming, creation of normal operating procedures, emergency operating procedures, service level agreements and financial plans and protocols. Wider team recruitment will commence in spring 2027 to ensure the full staff team is in place for opening in October 2027.

3.10. The marketing and promotion strategy is underway. Marketing, creative and digital solutions consultant BigWave have been appointed to lead an extensive, yet focussed marketing, brandings and promotion plan in the build up to Wellbeing Hub operations including membership launches, targeted promotional campaigns, programme and conference packages.

3.11. Revenue forecasting continues to be reviewed monthly to ensure the operating model and associated operating costs remain within the parameters reported at Full Business Case sign off in August 2024. The facility pricing policy for spaces, activities and membership schemes is also being reviewed to ensure the facility offer is competitive and/or complimentary with other local providers.

3.12. Overall, the programme remains on schedule with handover planned for late September 2027 and the facility opening to the public at the start of October

2027. Lochies School will migrate to the facility during the two-week October holiday break in 2027.

Naming of the Facility

3.13. The working title for the facility up to this point has been the “Wellbeing Hub and Lochies School”. With the facility due to open to the public in just over a year the final naming and associated marketing strategy need to be firmed up.

3.14. It has been raised by various groups over the last few years that the term “hub” is overused. The fact that there is already an Alloa Hub adds to the challenges with keeping the term “hub” in the title. As such it is proposed that the term “hub” is replaced with “village” with “Clackmannanshire’s Wellbeing Village” being proposed as the new name for the flagship facility. The concept of changing from “hub” to “village” has been trailed with a range of groups over the last few months and has been positively received.

3.15. The theory behind the name is outlined in this report. Lochies School will retain its own identity within the “village” of facilities with the opportunity to name other key areas available through the naming strategy proposed in this report.

3.16. The “Clackmannanshire’s Wellbeing Village” name has been chosen as it best reflects the overall vision for the development.

Project Vision

3.17. “The Wellbeing Hub and Lochies School will provide a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire, creating a destination that the community takes pride in and attracts new people to visit the county.

A place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities. A destination improving health and wellbeing opportunities for every person in Clackmannanshire. Inclusivity, equity and accessibility are central to the entire user journey, helping people to be connected, active and well throughout their lives.”

3.18. “Clackmannanshire’s Wellbeing Village” will be a flagship facility for the whole of Clackmannanshire and provide *“a destination that the community takes pride in and attracts new people to visit the county.”* The facility will provide a gateway to the county, attracting more visitors to Alloa and to the rest of Clackmannanshire.

3.19. By including the term “Clackmannanshire’s” in the title it makes it clear that the facility is for everyone and is part of a joined-up, collaborative, and participative approach to the services, land and buildings, across all sectors across the whole county.

Wellbeing

3.20. The core principle that has driven this project from its inception has been its role in improving community wellbeing. The vision from the Council right from the start was not just to replace leisure facilities like for like but develop a new vision for a facility that can play a more focused and intentional role in tackling health inequalities, supporting early intervention and prevention and ultimately embodying the Family Wellbeing Partnership (FWP) approach through the spaces and interconnected services it provides.

3.21. The facility *“will provide a range of health, wellbeing and learning services that are connected, holistic and well signposted both internally and with other services in Clackmannanshire”.* The operating model is rooted in the FWP approach ensuring that everything delivered in or through the “village” is focused on inclusion, early intervention, and building strong, trusting relationships that help families and communities to thrive.

Village

3.22. The term “village” reflects the range of interconnected services and spaces that make up the totality of the development including, a new Lochies School, new public park, community courtyard, 1 km walking and wheeling path connected to the active travel network, public café and social spaces, new swimming pools, sport and leisure provision including gym, fitness and health facilities, sports hall and outdoor 5-a-side pitch, soft play, climbing and kids party venue, library provision, office, meeting and conferencing spaces and many more flexible spaces to deliver a range of community health and wellbeing supports. The building has been designed to be highly flexible to allow a mix of services and tenants to adapt over time. This reflects the flexibility of the FWP approach to ensure it is constantly evolving and adapting to meet community need.

3.23. The facility has always been envisaged to be much more than just a traditional leisure centre and more than just a hub. The collection of spaces and services and the size of the development describe a village. The term “village” also lends itself to describe *“a place where the whole community feels welcome, safe and encouraged to come in, spend time, try new things or develop existing skills and activities.”*

3.24. The term “village” also allows the various spaces/services within the facility to be named in that theme i.e. the village café, village green, village hall, village library, village pool etc or the spaces can be given distinct names that have a specific meaning, link to place, heritage or local hero. The “village” theme lends itself to both of these approaches.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

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)

The EQIA was provided as part of the Full Business Case to Council on the 21*st* August 2025.

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

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Robbie Stewart	Senior Manager (Wellbeing Directorate)	2431

Approved by

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

THIS PAPER RELATES TO ITEM 8

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: **Clackmannanshire & Stirling HSCP – Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling Report – Approved at 24 June 2026 Integration Joint Board Meeting.**

Report by: **Dr Jennifer Borthwick, Interim Chief Officer, Clackmannanshire & Stirling HSCP, and**
Lyndsey Dunn, Head of Community Health & Care, Clackmannanshire & Stirling HSCP.

1.0 Purpose

1.1. This report advises Clackmannanshire Council that on Wednesday 24 June 2026 the Clackmannanshire & Stirling Integration Joint Board (IJB) approved a report *Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling*. The report summarises the IJB decision and Directions, the implications for Clackmannanshire Council, and the current implementation position.

1.2. The report also identifies the principal matters requiring continuing assurance: support for affected employees, continuity and quality of respite provision, delivery of the planned financial benefits, and the future use of the Ludgate House estate.

2.0 Recommendations

2.1. Clackmannanshire Council is asked to:

2.1.1. **Note** the approval by the Clackmannanshire & Stirling IJB of the Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling report;

2.1.2. **Note** the Directions issued by the IJB to implement the approved model;

2.1.3. **Note** the implications of the decision for Ludgate House and affected employees; and

2.1.4. **Note** the progress being made in implementing the approved recommendations.

3.0 Considerations

3.1. On 24 June 2026, the Clackmannanshire & Stirling Integration Joint Board (IJB) approved the report Future Model of Planned Bed-Based Respite throughout Clackmannanshire & Stirling (Appendix 1) and subsequently issued Directions to the constituent authorities. The Council is therefore being asked to note the IJB decision and satisfy itself that the implications for Council functions, employees, assets and resources are being managed appropriately. This report does not invite Council to revisit the IJB decision.

3.2. The approved model aims to deliver a more carer-centred approach to short breaks and respite, providing greater choice and control for carers and supported people through self-directed support arrangements, while maintaining access to bed-based respite for those with assessed nursing care needs.

3.3. For Clackmannanshire residents, the approved model includes a significant increase in the Carers Short Breaks Budget, £65,000 to £200,000 in 2026/27, enabling access to a wider range of flexible short break opportunities alongside commissioned nursing care level respite beds within the independent care home sector.

3.4. The approved model has implications for Clackmannanshire Council arising from the decommissioning of all bed-based care provision at Ludgate House. These implications include the application of the Council's Organisational Change Protocol to affected employees and reduced utilisation of part of the Ludgate House estate. Reablement, Mobile Emergency Care Service (MECS), administration and training functions will continue to operate from the building.

3.5. The recommendations within the IJB report were as follows:

3.5.1. Note the work undertaken by the Future Model of Planned Bed Based Respite (FMPBBR) Working Group to develop options and consult thoroughly upon them.

3.5.2. Approve Option 3 as the Preferred Option.

3.5.3. Approve the decommissioning of the current approach to bed based respite throughout Clackmannanshire & Stirling including decommissioning the 4 residential respite beds and the 6 short stay assessment beds at Ludgate House.

3.5.4. Approve the commissioning of a total of 6 nursing care level respite beds from the local independent care home sector for year-round use (3 in Stirling and 3 in Clackmannanshire).

3.5.5. Approve the planned increase to the Carers Short Breaks Budget in Clackmannanshire by approximately £135k/year in 2026/27 (from £65k/year currently to £200k/year) funded by a share of the expected savings from commissioning changes in Clackmannanshire.

3.5.6. Note that the overall impact of all of the recommendations above is that all bed based care provided from Ludgate House will be decommissioned during 2026/27.

3.5.7. Note that the recommendation to decommission means that a total of 19 Ludgate House beds staff (14.5 FTE), who may be at risk of redundancy, will require to be supported through the Clackmannanshire Council Organisational Change Protocol and redeployment process.

3.5.8. Note that the financial effect of the recommendations above is expected to be cost neutral in Stirling, while in Clackmannanshire it is expected to lead to a significantly enhanced Carers Short Breaks Budget (£200k/yr) and substantial recurring annual HSCP savings (circa £795k/yr from 2027/28 onwards).

3.6. Preparation for the IJB's consideration of the attached report on 24 June 2026 included:

3.6.1. The delivery of a thorough community engagement process in the form of consultation with stakeholders throughout Clackmannanshire & Stirling, including Ludgate staff, carers and supported people during October and November 2025.

3.6.2. A Clackmannanshire Council Elected Member Briefing on 18 Dec 2025.

3.6.3. A further Clackmannanshire Council Elected Member Briefing on 4 June 2026.

3.6.4. A Stirling Council Elected Member Briefing on 9 June 2026.

3.6.5. Presentation at the Clackmannanshire & Stirling IJB Strategic Planning Group on 17 June 2026.

3.7. The IJB approval of the Future Model of Planned Bed Based Respite throughout Clackmannanshire and Stirling report has led to the IJB issuing the following Directions to both Clackmannanshire Council and Stirling Council:

3.7.1. Implement the recommended future model of planned bed based respite throughout Clackmannanshire & Stirling to deliver a carer centred approach to short breaks and respite that provides greater choice and control for carers and supported people, while maintaining access to bed based respite for those with assessed need.

3.7.1.1. Decommission the current approach to bed based respite throughout Clackmannanshire & Stirling including decommissioning the 4 residential respite beds and the 6 short stay assessment beds at Ludgate House.

3.7.1.2. Commission a total of 6 nursing care level respite beds from the local independent care home sector for year-round use (3 in Stirling and 3 in Clackmannanshire).

3.7.1.3. Increase the Carers Short Breaks Budget in Clackmannanshire from £65k/year to £200k/year in 2026/27 funded by a share of the expected savings from commissioning changes in Clackmannanshire.

3.7.1.4. Realise circa £795k/year of recurring annual savings from 2027/28 onwards from commissioning changes in Clackmannanshire.

3.8. Implementation has progressed since the IJB decision on 24 June 2026. Key items of note are as follows:

3.8.1. The nineteen Ludgate House beds staff (14.5 FTE) have received comprehensive support to navigate the implications of the IJB decision. Support has been provided by HSCP line managers, the HSCP Organisational Development lead, a Clackmannanshire Council HR Business Partner, and Trade Union representatives. Regular one to one and group meetings have been held between Ludgate beds staff and the colleagues noted above, as well as frequent informal and drop-in sessions.

3.8.2. In alignment with the Clackmannanshire Council Organisational Change Protocol an employee's formal 6-month redeployment period does not commence until the employee has received a full appraisal of the financial terms of any redundancy offer including pension implications. All affected employees attended individual meetings on 25th, 26th and 27th August 2026 and the 1st of September 2026, during which they were provided with their figures. In the meantime, the Ludgate House beds staff have been supported to undertake job shadowing of potential roles that they might wish to apply for within partner organisations in the near future. In addition, some staff have commenced 4-week trial periods in roles that they may be permanently redeployed to when they reach the correct stage of the application of the organisational change protocol.

3.8.3. While it would not be appropriate to provide specific examples of an individual's journey through the pre-redeployment and redeployment process, there is a range of views throughout the affected staff. The spectrum stretches from those who are keen to take a package and leave the organisation, to those who very much want to find an alternative role and continue to work for Clackmannanshire Council. All of the team supporting and managing this transition (noted in 3.6.1 above) are committed to supporting each member of staff in ways that help them achieve their own preferred outcome.

3.8.4. The IJB decision also means that there will be reduced usage of Ludgate House after September 2026, though the current Reablement & Mobile Emergency Care Service (MECS) teams, administration and training functions will continue to operate from Ludgate House. In relation to the Ludgate building itself, the Future Model of Planned Bed Based Respite Working Group has extended invitations to Clackmannanshire Council Estates colleagues so that any operational matters relating to the ongoing operation of the Ludgate building and future arrangements can be worked through collaboratively.

3.8.5. Procurement work proceeds at pace to establish contracts for the six year-round block booked beds in nursing care level care homes that will enable the long-term provision of planned bed based respite throughout Clackmannanshire and Stirling. Short term contract solutions are in place to bridge the period between the closure of the Ludgate respite beds and the completion of the long-term contract work noted above.

4.0 Sustainability Implications

4.1. The approach explained in the attached IJB report proposes a long term approach to the future model of bed based respite throughout Clackmannanshire & Stirling that addresses a number of sustainability elements, including:

4.1.1. Changing the current model which doesn’t work equally well for all carers.

4.1.2. Being based on a thorough consultation process.

4.1.3. Commissioning nursing care respite beds from local care homes.

4.1.4. Creating an enhanced short breaks budget in Clackmannanshire.

4.1.5. Providing more care than before & enabling further flexibility, choice, and control for all carers with assessed need.

4.1.6. Delivering substantial recurring annual savings from 2027/28.

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 financial implications are set out in the IJB report at Appendix 1. These include increasing the Clackmannanshire Carers Short Breaks Budget from £65,000 to £200,000 in 2026/27 and forecast recurring annual HSCP savings of approximately £795,000 from 2027/28.

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

5.4. Staffing – is detailed within the report and within the IJB Report at Appendix 1.

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)

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

This Clackmannanshire Council Report is for noting and does not have a separate equalities assessment, while the attached IJB Report required decisions and the HSCP Equalities Impact Assessment (EQIA) was applied at that stage.

The Clackmannanshire Council combined equalities impact assessment has not been undertaken because the subject of this report – the 24 June 2026 IJB Report on the Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling - has had both the initial and full HSCP EQIA documents completed. These are attached to the IJB report in Appendix 1.

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 ☒

The IJB Paper (Appendix 1) and the associated Directions received legal review before being issued.

10.0 Appendices

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

Appendix 1 – Clackmannanshire & Stirling HSCP IJB Report on the Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling – 24 June 2026.

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☒

Author(s)

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David Niven	Adult Social Care Portfolio Lead, Stirling Council	

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	[redacted]

Clackmannanshire & Stirling Health & Social Care Partnership

Clackmannanshire & Stirling Integration Joint Board

24 June 2026

Agenda Item 7

Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling

For Approval

Paper Approved for Submission by:	Dr Jennifer Borthwick, Interim Chief Officer
Paper presented by	Lyndsey Dunn, Head of Community Health & Care
Author	David Niven, Adult Social Care Portfolio Lead, Stirling Council
Exempt Report	No

Clackmannanshire Council

Stirling Council

NHS Forth Valley

Directions	
No Direction Required	☐
Clackmannanshire Council	☒
Stirling Council	☒
NHS Forth Valley	☐

Purpose of Report:	This report seeks IJB approval for the recommended future model of planned bed-based respite throughout Clackmannanshire & Stirling. The recommendations support a carer-centred approach, providing greater choice and control for carers and supported people, while maintaining access to bed-based respite for those with assessed need. In Clackmannanshire, the proposed model will increase the Short Breaks Budget significantly, enabling a wider range of short break options through self-directed support, alongside commissioned nursing care level respite beds.

Recommendations:	The Integration Joint Board is asked to: 1) Note the work undertaken by the Future Model of Planned Bed Based Respite (FMPBBR) Working Group to develop options and consult thoroughly upon them. 2) Approve Option 3 as the Preferred Option. 3) Approve the decommissioning of the current approach to bed based respite throughout Clackmannanshire & Stirling including decommissioning the 4 residential respite beds and the 6 short stay assessment beds at Ludgate House. 4) Approve the commissioning of a total of 6 nursing care level respite beds from the local independent care home sector for year-round use (3 in Stirling and 3 in Clackmannanshire). 5) Approve the planned increase to the Carers Short Breaks Budget in Clackmannanshire by approximately £135k/year in 2026/27 (from £65k/year currently to £200k/year) funded by a share of the expected savings from commissioning changes in Clackmannanshire. 6) Note that the overall impact of all of the recommendations above is that all bed based care provided from Ludgate House will be decommissioned during 2026/27. 7) Note that the recommendation to decommission means that a total of 19 Ludgate House beds staff

	(14.5 FTE), who may be at risk of redundancy, will require to be supported through the Clackmannanshire Council Organisational Change Protocol and redeployment process. 8) Note that the financial effect of the recommendations above is expected to be cost neutral in Stirling, while in Clackmannanshire it is expected to lead to a significantly enhanced Carers Short Breaks Budget (£200k/yr) and substantial recurring annual HSCP savings (circa £795k/yr from 2027/28 onwards).

Key issues and risks:	*Current respite arrangements do not consistently meet Self-directed Support and Carers legislation requirements, including Adult Carer Assessments, Direct Payments and review processes. The recommendations will significantly reduce this risk.* *There is also a financial risk in maintaining the current bed-based model, given cost pressures and the IJB's responsibility to secure best value as commissioner of care.*

Clackmannanshire & Stirling HSCP Professional Advisory Group view, which will provide professional advice and expertise on key aspects within this report.	Following discussion, the Professional Advisory Group agreed: The paper should more clearly state that a total of six nursing care respite beds will be commissioned from the local independent care home sector for year-round use, with three beds allocated to Stirling and three to Clackmannanshire.

1. Background

1.1. On 26 March 2025 the Integration Joint Board (IJB) approved the Clackmannanshire & Stirling Health & Social Care Partnership Short Breaks Services Statement (Appendix 1).

1.2. In line with the Self-directed Support legislation and the Carers' Short Breaks Services Statement agreed on 26 March 2025, there is a need to review and consider how residential respite is currently provided throughout Clackmannanshire & Stirling.

1.3. The 26 March 2025 IJB report section 3.11 noted that "Implementing the short breaks policy [services statement] will require disinvestment from traditional respite models in order to establish a short breaks fund to be appointed within localities… To enable this shift this would mean the current respite beds within Ludgate would be surplus to requirement,".

1.4. Within the 24 September 2025 IJB report section 2.4.3 it was also noted, referring to the quote in 1.3 above, that "the ten beds at the Ludgate Centre (4 Respite and 6 Short Stay Assessment) are staffed as a single unit, and it cannot be assumed that 40% of the budget can be saved with the removal of 4 of the 10 beds. It is recognised that the significant level of savings expected and the need to establish a sufficient short breaks budget in Clackmannanshire mean that options considered will need to include the closure of all 10 beds at Ludgate House."

1.5. This report builds on previous IJB reports and the detailed work completed during late 2025, including:

1.5.1. 26 March 2025 – Model of Care Respite and Short Breaks

1.5.2. 18 June 2025 – Modernising the Approach to Residential Respite Provision

1.5.3. 24 September 2025 – Commissioning Change to the Model of Bed Based Respite in Clackmannanshire & Stirling

1.5.4. 26 November 2025 – Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling

1.6. Since the September 2025 report, HSCP colleagues and partners have completed a stakeholder engagement process in the form of consultation to inform the future model of bed-based respite across Clackmannanshire and Stirling.

2. Stakeholder Engagement Process in the form of Consultation

2.1. The FMPBBR Working Group consulted stakeholders over six weeks, from 1 October to 12 November 2025, on options for the future model. The work recognised that respite provision is inconsistent across Clackmannanshire and Stirling and does not always provide the level of carer focus, choice and certainty required.

2.2. The current model presents different challenges in each area. Stirling has a short breaks budget but limited ability to book respite in advance, creating uncertainty for carers. Clackmannanshire has four respite beds at Ludgate House but only a limited short breaks budget, restricting choice and control.

2.3. A total of eight consultation events attended by 48 people were conducted with a variety of groups including key stakeholder groups and 'open to all' events across a number of locations/media. This included five in person meetings, three online events, and self-service online via the HSCP Citizen Space portal (where all documents shared at meetings were also available). A brief consultation 'process' report has been produced and is attached as Appendices 2.1 to 2.4.

2.4. Consultation focused on four potential future options, set out in the Future Options Grid at Appendix 3. These options were discussed at events and made available online and in hard copy.

2.5. Feedback from the events and 20 online survey responses from 16 sources (2 of which were groups of Ludgate staff) have been analysed and summarised in the consultation responses report at Appendices 4.1 and 4.2.

2.6. Responses to the survey and points made at the events did include some challenges to changing the current model of planned bed based respite in Clackmannanshire. However, participant concerns eased following clarification and discussion with HSCP colleagues, and the results of the consultation do not require any significant change to the options presented for consideration or the recommended way forward. Leaders of the community petition submitted to the HSCP have also seen their concerns reduce following discussion with HSCP colleagues. Please see a brief report which recognises the receipt of the community petition by the Chair of the IJB and Interim Chief Officer on 2 December 2025, at Appendix 4.3.

2.7. This stakeholder engagement in the form of consultation was separate from any formal employment consultation required under organisational change policies. Staff were engaged early as a key stakeholder group and remain supported through the appropriate employment processes.

3. Short Stay Assessment Beds at Ludgate House and Home First

3.1. The 10 beds at Ludgate House comprise 4 respite beds and 6 Short Stay Assessment (SSA) beds, staffed as one unit. While consultation focused mainly on respite, further work considered the use of SSA beds to ensure any recommendations were deliverable.

3.2. In 2024/25, occupancy of the 6 SSA beds averaged 4.3 beds per year. Further analysis indicated that genuine SSA use was between 1.7 and 3.1 beds per year, with some people likely able to be supported in more homely settings or closer to home.

3.3. Alongside the relatively low demand for the SSA beds at Ludgate there has been an increasing awareness of, and momentum around, the Scottish Government Home First and Discharge to Assess agendas which are both evidence led approaches. This work includes efforts to ensure appropriate levels of flow from acute hospital settings, and in recognition that supported people's longer-term health and care needs are best assessed in their usual environment rather than within controlled institutional settings such as hospital wards or SSA beds.

3.4. Given the Home First and Discharge to Assess agendas, demand for SSA beds at Ludgate is expected to reduce over time. Current demand can be met within existing Bellfield Centre capacity, which provides a modern assessment environment with regular AHP (Allied Health Professional) and ANP (Advanced Nurse Practitioner) input. In 2024/25, 13.5 Bellfield Centre SSA beds per year were used by Clackmannanshire residents. The small expected increase in the use of Bellfield Centre beds resulting from this proposal (1.7-3.1 beds/year) will remain within current Bellfield Centre capacity, so there will be no additional Bellfield Centre costs. Recent Clackmannanshire users of the

Bellfield Centre report good levels of satisfaction and while it might require family to travel a little further from home during the brief period of short stay assessment, the quality of care and support is recognised to be worth it.

3.5. HSCP Senior management are satisfied that the data supports decommissioning the 6 SSA beds at Ludgate. If the IJB approves decommissioning the current planned bed-based respite model, all 10 Ludgate beds should therefore be decommissioned together.

4. Recommended Way Forward

4.1. The four options considered throughout the consultation process are summarised below and set out more fully (including descriptions, likely service outcomes, cost factors and estimates, benefits, risks, and time to deliver), at Appendix 3:

4.1.1. Option 1 – No change/ business as usual within Clackmannanshire and Stirling bed based respite assets and services – each continuing to be managed separately as they currently are.

4.1.2. Option 2 - A single managed approach to existing bed based respite assets and services across Clackmannanshire & Stirling – no change to assets or services, but managed as a single service with cross payments rather than two separate services.

4.1.3. Option 3 - Update the model of bed based respite across Clackmannanshire & Stirling – including decommissioning the current approach in each area and commissioning 3 year round care home respite beds in each of Clackmannanshire and Stirling (6 in total), with enhanced Short Breaks Budget in Clackmannanshire and recurring annual savings.

4.1.4. Option 3 plus – As per Option 3 with additional investment in Intermediate Care Services at CCHC (Clackmannanshire Community Health Centre).

4.2. Options 3 and Option 3 Plus generated most discussion because they involved the greatest change and potential benefit. The main benefits identified were:

4.2.1. The reliable availability of 3 nursing care level planned bed-based respite beds within care homes in each of Clackmannanshire & Stirling year-round, with the ability to book well in advance. In Clackmannanshire current usage at Ludgate is 3.0 beds/year. In Stirling there is 5.7 beds/year usage but only one commissioned bed.

4.2.2. The creation of a significantly improved Carers' Short Breaks Budget in Clackmannanshire (from £65k/yr to £200k/yr) offering those people with social work assessed need greater independence, choice and control, to secure the short break that works best for them.

4.2.3. The ability to secure significant savings on behalf of the HSCP.

4.2.4. HSCP Commissioning colleagues expect that:

4.2.4.1. There will be an appetite from local care homes to enter into annual contracts to provide year-round respite beds at the national care home contract rate in both Clackmannanshire and Stirling.
4.2.4.2. There will be a significant reduction in the ongoing admin required in Stirling where colleagues are currently spending a considerable amount of time contacting care homes to see if they will accept individual respite cases within two weeks.
4.2.4.3. Carers in Stirling will gain a significant benefit by knowing that they have greater choice and a much better chance of being able to book their bed based respite with longer more appropriate notice periods.
4.2.4.4. Carers in Clackmannanshire and Stirling will also be able to benefit from the centralised bed based respite booking system that the commissioning team will use to manage the new respite arrangements.

4.3. Following consideration during and since the consultation process the following conclusions were identified. Options 1 and 2 do not provide sufficiently increased levels of choice and control, or sufficiently increased short breaks budgets, for carers with assessed need. In addition, Options 1 and 2 do not address the high cost per night of bed based respite at Ludgate, or the lack of nursing level care provision, and have therefore been discounted as possible ways forward. Given the HSCP financial position and the savings requirement for 2026/27, Option 3 Plus is no longer feasible because it requires additional investment. Option 3 remains deliverable and offers:

4.3.1. The continued provision of planned bed based respite for those with social work assessed need in both Clackmannanshire and Stirling either within commissioned care home beds or via self-directed support.

4.3.2. The creation of a meaningful Short Breaks Budget in Clackmannanshire.

4.3.3. Substantial recurring annual savings.

4.3.4. Delivery of the previous commitments of the IJB in relation to carers' short breaks including bed based respite, and choice and control via self-directed support for those carers and supported people that wish to use it.

4.4. A brief summary of the financial implications of the preferred way forward (Option 3) is as follows:

Indicative information for 2026/27	**Clackmannanshire**
Current Ludgate House 10 Beds Model	

Annual Ludgate Beds Budget	£1,100,340
Existing Short Breaks Budget	£ 65,000
Total Budget	**£1,165,340**
Alternative – Option 3 – Projection	
Cost of 3x Commissioned Respite Beds	£ 168,015
Existing Short Breaks Budget	£ 65,000
Additional Short Breaks Budget created (total SBB for 26/27 = £200k in Clacks)	£ 135,000
Total Cost	**£ 368,015**
Potential Recurring Annual Saving from 2027/28 onwards	**£ 797,325**
Savings in 2026/27 are likely to be considerably lower due to staffing costs being incurred for more than half of the 2026/27 financial year, and the likelihood that some redundancy costs will also need to be covered.	£TBC Detailed cost modelling to be completed.

It should be noted that while every effort will be made to find alternative employment for the 19 Ludgate House beds staff (14.52 FTE) who may be at risk of redundancy, through the application of the Clackmannanshire Council Organisational Change Protocol and redeployment procedures, staff may elect to take voluntary redundancy as part of this process. Any associated costs are difficult to quantify at this stage, as they are dependent on a number of factors, including age, length of service, and eligibility for pension benefits. However, these costs will be met by offsetting against savings during Year 1.

4.5. In Stirling the impact of the switch to Option 3 is likely to be cost neutral due to bed based respite already being purchased from local care homes at the national care home contract rate from within the existing Stirling Short Term Care & Respite (Short Breaks) Budget. Quality, in terms of being able to book in advance, will increase in Stirling under Option 3 with an increase in the number of block booked beds from one to three, but cost is expected to remain the same as before.

4.6. With Option 3 being recommended as the preferred way forward, further management consideration during the early months of 2026 has concluded that it is not helpful to include the overall closure of Ludgate House at this time. This is because alongside some Training and Admin functions, the 24/7 - year-round workforce for the MECS (Mobile Emergency Care Service) and the Clackmannanshire Reablement Service are both based at Ludgate. Both services rely on regular vehicular access to their offices day and night, and at this stage there is no clear alternative location for these services. If the complete closure of Ludgate House becomes a priority in the future, then a separate project can be established to identify alternative locations and ensure that the options being considered meet the needs of the service.

5. Key Questions & Responses from Engagement in the Form of Consultation

5.1. Appendix 4.1 contains summaries of the questions or concerns voiced at the 8 stakeholder engagement events, and the HSCP responses provided during the meetings. Appendix 4.2 contains a summary report on the responses received to the online survey as well as presenting a record of all of the responses received. Our thanks go to the Stirling Council Data Team for their assistance in analysing the online survey responses and producing the Appendix 4.2 report.

5.2. Key questions received at events and the HSCP responses that may help to give the IJB confidence to support the recommendations within this report are noted below:

5.2.1. With respect to questions about whether there would be differences in quality of care between Ludgate and commissioned respite beds in local nursing level care homes the following points were made at each meeting:

5.2.1.1. Commissioned respite would be at nursing level care homes (with nurses on staff) while Ludgate is registered as a residential care home (without nurses on staff).

5.2.1.2. Commissioned nursing level care homes are all registered with the Care Inspectorate and inspected regularly with results published and widely available.

5.2.1.3. Carers and supported people will have the choice and control to decide at which of the commissioned nursing care homes they wish to receive their respite, or if they wish they can exercise further levels of choice and control via their right to self-directed support (SDS).

5.2.1.4. HSCP Care Home Review Team regularly visit all of the local care homes to undertake annual reviews with supported people which provides another regular route that the HSCP uses to keep track of quality and consistency throughout the area.

5.2.1.5. The HSCP commissioning team can where necessary act rapidly to respond to any concerns over any care home and arrange alternatives at pace.

5.2.2. Queries around location of care homes and concerns for what that would mean for arranging transport if respite no longer provided at Ludgate:

5.2.2.1. Options 3 and 3 plus both involve commissioning three beds across Clackmannanshire and three beds across Stirling. It is expected that these beds will be across a number of care homes which will mean that there will be more local respite options closer to more people than is currently the case, which would in turn mean reductions in travel required.

5.2.3. There were positive responses about the service provided at Ludgate but it was mentioned that it wasn't always available when required and some shared experience of challenges with booking respite care and not receiving confirmation of respite slots at Ludgate until late on (and the confirmation coming in inconsistent formats), resulting in challenges with planning and changes to existing plans:

5.2.3.1. The HSCP Commissioning team have been developing a booking system to help manage respite provision. Once a decision has been made about the future model of planned bed based respite, then the appropriate finalisation will be applied to enable a better more flexible and responsive respite booking service to be provided throughout Clackmannanshire & Stirling.

5.2.4. Several queries around reason for the differences in cost of respite at Ludgate versus care homes:

5.2.4.1. The difference in costs per bed per week at Ludgate versus nursing level care homes is largely due to economies of scale. There are required staffing levels for care home services during the day and at night and meeting these standards with a total of only 10 beds at Ludgate means that Ludgate costs are significantly higher. Many of the fixed costs in independent sector care homes are spread across many more beds and staff and result in significantly lower costs per bed per week. There are also higher costs at Ludgate relating to standard public sector terms and conditions.

5.2.5. Limited interest in most groups about the more flexible options for carers outside of bed-based respite that could be enabled by options 2-3+ (although at times there seemed to be a slight misunderstanding that the intention was to replace bed-based respite with these):

5.2.5.1. At the consultation events HSCP colleagues hosting the events helped attendees to understand that none of the options being considered involved stopping the provision of planned bed based respite. Options 2 to 3 plus would all release some budget in Clackmannanshire which would increase the Clackmannanshire Short Breaks Budget while also continuing to provide bed based respite for those with assessed need. HSCP colleagues were keen to help those attending appreciate that there are carers and supported people across the HSCP for whom the current approach to respite provision does not currently work well. Providing improved levels of choice and control via short breaks budgets would mean that more people can receive the respite they need while not stopping those who want bed based respite continuing to be able to access that kind of care too.

5.2.6. Support for the idea of making improvements to the service while also reducing costs to the HSCP (although some had concerns that a decision has already been taken, with the main priority of work being to cut costs and not to also increase options to carers):

5.2.6.1. HSCP colleagues confirmed that improving the respite service in its widest sense (including planned bed based respite) across the HSCP was the driver for this consultation process. Colleagues and attendees also acknowledged that throughout the public sector there are financial challenges and that opportunities such as this, that offer the opportunity to improve service provision while also improving financial efficiency, should be welcomed and supported. Attendees were reassured that no decisions had already been taken and that IJB approval would be sought for the recommendations resulting from this consultation process.

5.3. It may also be helpful at this stage to note a few further items:

5.3.1. In any situation, whether it is to do with transport or a preference for one commissioned nursing care level respite bed over another, there will be choice and control available to carers and the people they support. No one will be obliged to receive care in any location that they are not content with. While potentially a less obvious outcome of this work, the establishment of a significantly enhanced short breaks budget in Clackmannanshire will have a large impact. This is because it will enable those with social work assessed need for bed based respite or other types of short break to have the option to use self-directed support to ensure that they have the levels of choice and control over their care/services that they feel meets their needs.

5.3.2. As part of the process of organising bed based respite within a commissioned nursing care level respite bed, both the carer and the supported person will be enabled to visit the care home beforehand should they wish to do so.

5.3.3. The commissioning of the block booked nursing care level respite beds, if approved by the IJB, would be undertaken in a way that enables flexibility and variation over time. Should more or fewer block booked respite beds be required over time, then the commissioning process and the resulting contracts with providers will enable this to occur.

6. Preferred Option - Recommendations to IJB

6.1. Taking all of the information shared above into consideration, the preferred option for the Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling is Option 3.

6.2. Option 3 will:

6.2.1. Update the model of bed based respite across Clackmannanshire & Stirling – including decommissioning the current approach in each area and commissioning 3 year round nursing level care home respite beds in each of Clackmannanshire and Stirling (6 beds in total).

6.2.2. Establish a significantly enhanced Short Breaks Budget in Clackmannanshire (from £65k to £200k).

6.2.3. Deliver significant ongoing annual savings (circa £795k/yr from 27/28 onwards), and

6.2.4. Deliver on the previous commitments of the IJB in relation to carers' short breaks including bed based respite, and choice and control via self-directed support for those carers and supported people who wish to use it.

6.3. If Option 3 is approved, implementation will follow the draft timeline presented below. The timeline strikes a balance between the need to progress change in challenging financial context and the need to look after the health and wellbeing of staff by ensuring that all due employment process is adhered to. Regular (fortnightly) meetings between HSCP Senior Management, Human Resources, Organisational Development colleagues, and Ludgate House staff have been reestablished since early April 2026. Ludgate House staff continue to be briefed regularly and the timeline noted below was shared with staff at a meeting on 21 Apr 2026 on the basis that 'no decisions have been made' but that the likely recommendation to the IJB would be Option 3.

6.4. Ludgate House staff have also been advised that any vacancies that arise within either the Clackmannanshire MECS or Reablement services will be held back and ring fenced as redeployment options for Ludgate beds staff should the IJB approve Option 3 at the 24 June 2026 IJB meeting.

Task / Action	**Timeline**
Preparation for IJB Meeting on 24 Jun 2026	
Ludgate Staff Engagement Session	Tues 21 Apr 2026
Fortnightly Working Group Meetings – Chaired by Lyndsey Dunn	Tues 28 Apr 2026
Fortnightly HR & OD Wellbeing Check-in meetings with Ludgate Staff	w/c 4 May 2026
IJB report to be submitted (to enable access to FAP, PAG, SPG, & IJB)	Weds 27 May 2026
Clackmannanshire Council & Stirling Council Elected Member Briefings	Early June 2026
IJB meeting – present report and request approval	Weds 24 June 2026
Following 24 Jun 2026 IJB Meeting – Assuming Report & Recommendations Approved by IJB	
Meet Ludgate Beds staff to update on IJB decision and explain process from here on	w/c 29 Jun 2026
Apply the Clackmannanshire Council Organisational Change Protocol for Ludgate House Beds staff	w/c 29 Jun 2026
Commence communications with people and carers supported at Ludgate House to advise of IJB decision and options for future respite	w/c 29 Jun 2026
The Clackmannanshire Council formal 6-month Redeployment Process can only commence once an employee is in possession of all financial information re package/pension etc. Some staff can commence	w/c 29 Jun 2026 or up to w/c 21 Sept 2026 for Redeployment Process to commence for some

redeployment straight away; others will be required to wait until figures are ready. Total likely period for confirmed figures is up to 12 weeks.	
During the pre-Redeployment stage HSCP OD will offer weekly drop ins for wellbeing support and consideration of options.	w/c 6 Jul 2026
Ludgate House Beds Staff and HR one to one meetings - First Formal meeting & start of up to 6-month Redeployment Process. HR respond to each member of staff by arranging and providing appropriate information about training, redeployment, matching, and pensions/packages.	w/c 29 Jun 2026 to w/c 21 Sept 2026
Ludgate House Beds Staff - Fortnightly one to one Redeployment meetings with manager for each staff member.	Recurring fortnightly after meeting above
Formal 4-month Redeployment Meeting	From w/c 2 Nov 2026
End of 6-month Redeployment Process – dependent on when process commenced	From w/c 5 Jan 2027 up to w/c 29 Mar 2027
Management of Ludgate Bed Demand	
New Short Stay Assessment (SSA) bed demand at Ludgate to be reviewed for 'Home First' potential and, only if a bed is required, redirect to Bellfield Centre or Clackmannanshire Community Health Centre (CCHC) bed.	w/c 29 Jun 2026
Phase out use of Ludgate SSA Beds (leaving 4-week contingency before the end of Sept 2026)	By end of Aug 2026
New Bed Based Respite demand/bookings at Ludgate to be reviewed and alternatives offered.	w/c 29 Jun 2026
No bookings taken for respite at Ludgate to be scheduled for delivery after start of Sept 2026. *Already Actioned.	from 30 Mar 2026
Phase out use of Ludgate Respite Beds (leaving 4-week contingency before the end of Sept 2026)	By end of Aug 2026
Alternative Respite Beds	
Commence and complete commissioning of Respite Beds from Independent sector.	Jun 2026 to Sept 2026

6.5. **Recommendations** - The Integration Joint Board is asked to:

6.5.1. Note the work undertaken by the Future Model of Planned Bed Based Respite (FMPBBR) Working Group to develop options and consult thoroughly upon them.

6.5.2. Approve Option 3 as the Preferred Option.

6.5.3. Approve the decommissioning of the current approach to bed based respite throughout Clackmannanshire & Stirling including decommissioning the 4 residential respite beds and the 6 Short Stay Assessment beds at Ludgate House.

6.5.4. Approve the commissioning of a total of 6 nursing care level respite beds from the local independent care home sector for year-round use (3 in Stirling and 3 in Clackmannanshire).

6.5.5. Approve the planned increase to the Carers Short Breaks Budget in Clackmannanshire by approximately £135k/year in 2026/27 (from £65k/year currently to £200k/year) funded by a share of the expected savings from commissioning changes in Clackmannanshire.

6.5.6. Note that the overall impact of all of the recommendations above is that all bed based care provided from Ludgate House will be decommissioned during 2026/27.

6.5.7. Note that the recommendation to decommission means that a total of 19 Ludgate House beds staff (14.5 FTE), who may be at risk of redundancy, will require to be supported through the Clackmannanshire Council Organisational Change Protocol and redeployment process.

6.5.8. Note that the financial effect of the recommendations above is expected to be cost neutral in Stirling, while in Clackmannanshire it is expected to lead to a significantly enhanced Carers Short Breaks Budget (£200k/yr) and substantial recurring annual HSCP savings (circa £795k/yr from 2027/28 onwards).

6.6. In summary, IJB approval will enable a more flexible, carer-centred short breaks model across Clackmannanshire and Stirling. It will increase choice and control, maintain access to bed-based respite for those with assessed need, and align delivery with the HSCP Carers Short Breaks Services Statement.

7. Conclusions

7.1. The FMPBBR Working Group has completed a thorough stakeholder consultation on the future model of planned bed-based respite throughout Clackmannanshire and Stirling. This, alongside senior management review, has informed the recommendations in this report.

7.2. IJB approval is sought to enable commissioning to commence for 6 nursing care level respite beds from the independent care home sector throughout Clackmannanshire & Stirling, and to support the planned decommissioning of all ten Ludgate House beds.

8. Appendices

Appendix 1: Short Breaks Services Statement
Appendix 2.1: FMPBBR Consultation Comms One Pager
Appendix 2.2: FMPBBR Engagement Slides
Appendix 2.3: FMPBBR Consultation Questions
Appendix 2.4: FMPBBR Summary of Participation
Appendix 3: FMPBBR Working Group Future Options Grid
Appendix 4.1: Part 1 – Summary of Responses – FMPBBR Events
Appendix 4.2: Part 2 – Summary of Responses – FMPBBR Online Survey
Appendix 4.3: Community Petition Submission Meeting Note
Appendix 5: EQIA
Appendix 6: EQIA Standard
Appendix 7: Direction

Fit with Strategic Priorities:

Prevention and Early Intervention	☒
Independent Living through Choice and Control	☒
Achieve Care Closer to Home	☒
Supporting People and Empowering Communities	☒
Reducing Loneliness and Isolation	☐
Enabling Activities	
Medium Term Financial Plan	☒
Workforce Plan	☐
Commissioning Consortium	☐
Transforming Care	☐
Data and Performance	☐
Communication and Engagement	☐

Implications	
Finance:	Annual recurring savings estimated at £797,325. Savings in 2026/27 are dependent on more detailed costing work – it is anticipated there will be approximately 6 months of savings however there are costs associated with change which will reduce this amount.
Other Resources:	This report does not affect other resources
Legal:	This will aid compliance with relevant requirements within the Carers Act.
Risk & mitigation:	There is a risk that without significant further service change the requirements of the Carers Act cannot be met within resources available. Furthermore, there is significant evidence current service models do not secure Best Value for public money. Risk and mitigation will be monitored and overseen by the FMPBBR Working Group.
Equality and Human Rights:	The content of this report **does** require a EQIA
Data Protection:	The content of this report **does not** require a DPIA
Fairer Duty Scotland	Fairer Scotland Duty places a legal responsibility on public bodies in Scotland to actively consider ('pay due regard' to) how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions. The Guidance for public bodies can be found at: [Fairer Scotland Duty: guidance for public bodies - gov.scot (www.gov.scot)] **Please select the appropriate statement below:** This paper **does not** require a Fairer Duty assessment.

Clackmannanshire & Stirling
Health & Social Care Partnership

Carers Short Breaks Services Statement

Updated March 2025

Why do we have a Short Breaks Services Statement?

The Carers (Scotland) Act 2016 requires local authorities to prepare and publish a short breaks services statement that sets out short breaks available for carers and their loved ones that they care for.

The caring journey is unique to each carer due to their individual circumstances, some may care for short periods of time, some may care more intensively, and many may have fluctuating demands. Carers generally begin their caring role due to the relationship with the person they care for, the relationship dynamics with their family member or friends may contribute to the type of break they would prefer to take from their caring role. Carers will not necessarily live with the person they care for and may be caring for more than one person at any one time.

With this in mind, the Short Breaks Services Statement is designed to provide information to carers to enable choice and control to be exercised when making a decision on the short break that is right for them. Clackmannanshire and Stirling Health and Social Care Partnership want carers to know:

- What short breaks are
- Who can access them
- The types of short breaks available
- How carers can access short breaks and find further information

What is a short break?

Shared Care Scotland describes a Short Breaks as:

"Any form of service or assistance which enables carers to have sufficient and regular periods away from their caring routines or responsibilities. It is designed to support the caring relationship and promote the health and wellbeing of the carer, the supported person, and other family members affected by the caring situation."

A short break provides the opportunity for carers to take a break from their caring role either;

- with those they care for,
- care/support for the cared for person away from home overnight
- care/support for the cared for person in their own home by a care provider

Short breaks can have a positive impact on both the carer and those they care for, therefore Clackmannanshire and Stirling Health and Social Care Partnership want carers to know that:

- Short breaks are available
- They can take place in a range of ways, for short or extended periods
- Carers have a choice of breaks that can meet their needs
- Short breaks can be a positive experience benefiting both the carer and those they care for
- Carers can be supported to identify the right break for them

Who can access short breaks from caring?

Unpaid carers are people who care and support their loved ones who are often family members or friends who may be affected by disability, poor physical or mental health, frailty, or substance use.

Clackmannanshire and Stirling Health and Social Care Partnership's Carer Support Framework outlines the levels of access to support for carers, referred to as eligibility, this was co-produced with carers and carer support organisations, and can be found here.

However proposals currently progressing through parliament will see a change in how short breaks are provided, with due consideration to regular sufficient breaks from caring forming part of an Adult Carer Support Plan/Young Carers Statement. This will therefore apply a right to a break from caring for unpaid carers where eligibility criteria will not apply, this Short Breaks Service Statement will be reviewed to reflect such developments when further detail is known.

How to access a short break from caring

Carers can contact the local Carers Centre or local Short Breaks Service for information to support them caring for their loved one. The Carers Centre and local Social Work teams will provide the opportunity for carers to complete an Adult Carer Support Plan or Young Carers Statement to help carers explore options to meet their needs so they have a life alongside their caring role.

Clackmannanshire Area	Stirling Area
Clackmannanshire Social Services Tel: 01259 452498 / 450000 Email: adultcare@clacks.gov.uk Or use the online Contact Us form	**Stirling Social Services** Telephone: 01786 404040 website: Social care and health | Stirling Council
Falkirk & Clackmannanshire Carers Centre Telephone: 01324 611510 email: centre@centralcarers.co.uk Website https://centralcarers.org	**Stirling Carers Centre** Telephone: 01786 447003 email: info@stirlingcarers.co.uk Website https://www.stirlingcarers.co.uk/
Short Breaks Service Telephone: 01786 237886 email: sbs@stirling.gov.uk Website https://clacksandstirlinghscp.org/find-a-service/carers/	

What does a good break look like?

A short break from caring is personal to each individual carer, this is highlighted below in the comments from carers caring for a loved one in Clackmannanshire and Stirling:

"Quality time away from the person I look after, and having time to relax and do something I enjoy"

"Something to help improve my health and wellbeing, like overnight respite or day care for the person I look after"

"A few hours, twice a week to give me time with my family and time for myself"

"Head space, breaks are essential for me and my husband to keep the calmness and our joy of life, as well as our love for each other"

Clackmannanshire and Stirling Health and Social Care Partnership will ensure carers are supported to identify the need for a short break, as well as ensuring the short break meets their outcomes in relation to their caring role. The outcomes of a short break will be personal to each carer and those they care for, but may include:

- Carers having more opportunities to enjoy a life outside of/ alongside their caring role
- Carers feeling better supported
- Improved confidence as a carer
- Reduced social isolation and loneliness
- Increased ability to support the caring relationship
- Improved health and wellbeing
- Improved quality of life

Types of Short Breaks

Universal (Community) Services

These are services which, among other things, are available to assist carers within the local community. These types of services may allow a carer to get out the house and enjoy an activity away from their caring role. The Carer Support Pack lists many of these local opportunities here

Carer Support Groups

Local carer support groups provide an opportunity for carers to meet up, share information and have a short break from caring. There is a range of regular support groups and one-off

activities for carers in the Clackmannanshire and Stirling area, in both urban and rural locations. Many are facilitated by our local Carers Centres, and can be found at the links below:
Clackmannanshire Support Groups
Stirling Support Groups

Online Carer Support Groups

Online cuppas for carers to talk about the things that are important to them, a small group of carers joining a video call for peer support. To join, carers need a device with access to the internet, a microphone and speakers. A camera is useful but not essential. Most smartphones will work fine. Please see link below:
Fancy a Cuppa with other unpaid carers?

Time to Live (TTL) Grants

'Time to Live' is part of the Creative Breaks funding facilitated by Shared Care Scotland on behalf of the Scottish Government. The project enables local Carers Centre to provide carers with grants up to £400 for a 12 month period to fund a short break that meets their needs.
Time to Live | Shared Care Scotland

Respitality

Respitality (Respite + Hospitality) is a unique way for Carers Centre's to work with the hospitality sector to provide short breaks for carers. See here for more information or contact your local Carers Centre.

Replacement Care to enable the carer a break

When a carer is taking a short break, there is often need for 'replacement care' to be provided for the cared-for person. This 'replacement care to enable the carer a break' can take many different forms, and may include family or friends providing assistance to enable the carer to have some time off. This could be anything from a few hours of support to 24 hour care home support, at agreed times throughout the year.

To view current residential replacement care providers locally or out with area please refer to the Care Inspectorate website here and search within the chosen location.

Short breaks are supportive in sustaining the caring relationship and are therefore mutually beneficial to the cared-for person as well. Increasingly, carers are finding creative ways to take a break that don't necessarily involve external services. For example, they might use leisure equipment, computers, gardens, or something else that provides a break from routine.

More information on what the types of short break someone can access can be found at the following link, https://www.sharedcarescotland.org.uk/directory.

Will I have to pay for my short break?

Charges will not apply to carers when short breaks are arranged to give them a break from caring. In some circumstances, charges may apply to support for the cared-for person when funding is provided for the carer and cared-for person to take a break together. This will be explained and agreed before the break takes place.

Feedback, monitoring & review

Clackmannanshire & Stirling Health and Social Care Partnership (Social Work Adult Services) and Children's Services associated with both Clackmannanshire and Stirling Council are responsible for the Short Breaks Service Statement. If you have any queries regarding this statement, please contact:

CSHSCP Short Breaks Service
Tel: 01786 237886
Email: sbs@stirling.gov.uk

National short break websites

Shared Care Scotland www.sharedcarescotland.org.uk This website also provides information on 'Time to Live (TTL) here, Creative Breaks here, or Better Breaks here, funds provided by the Scottish Government's voluntary sector Short Breaks Fund for easy access breaks, available to carers in each Local Authority area in Scotland. Details of funded projects for short breaks can be found here.	**Take a Break** https://takeabreakscotland.org.uk/ Funded by the Scottish Governments voluntary sector Short Breaks Fund for easy access breaks, Take a Break provides short breaks funding for carers of disabled children, young people and their families. Take a Break grants can be used for a break away, towards leisure activities or outings; sports equipment and more.
Euan's Guide www.euansguide.com Euan's Guide is the disabled access review website that includes many reviews sharing disabled access information. Breaking down barriers of exclusion, this site gives everyone the freedom to explore and try new places.	**Alzheimer Scotland** www.alzscot.org Alzheimer Scotland are a Scottish charity focusing on supporting and informing those who suffer from dementia and dementia-related illnesses, as well as family and friends looking for support.
ALISS www.aliss.org ALISS (A Local Information System for Scotland) provides information on health and wellbeing resources, services, groups, and support within local areas, enabling people and professionals to find and share the right information, at the right time. Helping people to live well and stay connected to their community.	**Scotland's Service Directory** www.nhsinform.scot Scotland's Service Directory provides details of health and wellbeing services in Scotland. This includes GP practices, dental services and support groups.

Appendix 2.1

Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling

Engagement – Weds 1 Oct '25 to Weds 12 Nov '25

The Clackmannanshire & Stirling Health & Social Care Partnership (HSCP) have established an officer working group to explore and make recommendations to the Senior Leadership Team and the Integration Joint Board (IJB) on the Future Model of Planned Bed Based Respite throughout the HSCP area.

In March 2025 the IJB approved the Clackmannanshire & Stirling Carers Short Breaks Services Statement. This document recognises carers' entitlement to an assessment of their needs. In some cases carer needs will include overnight respite care for the cared for person to give the carer a break. The Clackmannanshire & Stirling HSCP recognise that there is an inconsistent respite landscape across the HSCP area which is not always as carer focused as it should be.

The Short Breaks Services Statement can be accessed on the HSCP website at the following link HSCP Short Breaks Statement.

The Future Model of Planned Bed based Respite Working Group (the working group) seeks to understand the current provision of bed based respite and to consider what future options might be. Following initial enquiries and data analysis the working group have produced a set of draft future options.

The working group are now keen to conduct a period of engagement in the form of consultation on the draft future options over the six week period from Weds 1 Oct '25 to Weds 12 Nov '25.

A series of in person and online meetings have been arranged and throughout the consultation period all of the information is also available on the HSCP Citizen Space webpage. Also, within Citizen Space any interested party can record their answers to the consultation questions and everyone is encouraged to do so.

Planned Meetings, Dates, Times, Locations – and target audience

Weds 1 Oct 25 – 2pm-4pm Ludgate Centre – Ludgate Staff Meeting **(staff only)**

Thurs 2 Oct 25 – 10am-noon Ludgate Centre – Ludgate Staff Meeting **(staff only)**

Tues 7 Oct 25 – 1:30pm-3pm Alloa Town Hall, Alloa, FK10 1AB – Ludgate Service Users & Carers Meeting **(by invitation to current service users and carers only)**

Weds 8 Oct 25 – 1.30pm-3pm Carseview House, Stirling, FK9 4SW – **In Person** Carers Meeting **(Open to all)**

Thurs 9 Oct 25 – 1.30pm-3pm Alloa Town Hall, Alloa, FK10 1AB – **In Person** Carers Meeting **(Open to all)**

Tues 21 Oct 25 – 7pm-8:30pm **Online** – Carers Meeting **(Open to all)** **Link to join the meeting**. Meeting ID: 316 381 298 019 2 Passcode: BQ6X49iE

Mon 27 Oct 25 – 7pm-8:30pm **Online** – Carers Meeting **(Open to all)** **Link to join the meeting**. Meeting ID: 383 664 213 568 Passcode: e9Zm2v45

Thurs 30 Oct 25 – 3-4pm – **Online** Wider HSCP **Staff Online Meeting –** diary invite will be circulated directly to staff

W/c 27 Oct and w/c 3 Nov 25 – Any further meetings identified as necessary during process.

Following the consultation process the results of the analysis of the responses received will be incorporated into a recommendations report that will go to the HSCP Senior Leadership Team for their consideration and recommendation on to the Integration Joint Board for decision.

The Clackmannanshire & Stirling HSCP encourage all interested parties to take part in the Future Model of Bed Based Respite consultation by attending either an in person or online meeting and submitting your thoughts and views via the online questionnaire available on Citizen Space.

Citizen Space URL: https://cshscp.citizenspace.com/planning/bed-based-respite-consultation/

Appendix 2.2

Clackmannanshire & Stirling
Health & Social Care Partnership

Future Model of Planned Bed Based Respite in Clackmannanshire & Stirling

Weds 1 October ’25 to Weds 12 November ‘25

All Stakeholder Engagement Events

Web: clacksandstirlinghscp.org

Stakeholder Event Meetings:

Agenda:

- **Welcome & Introductions** – J Stein/R Sinclair/J Baird
- **Context to Engagement** – J Stein/R Sinclair/J Baird
- **Carers & Respite/Short Breaks** – J Stein/R Sinclair/J Baird
- **Key Points of this Engagement** – J Stein/R Sinclair/J Baird
- **Ludgate House Respite Options** – D Niven
- **Engagement Timescales** – D Niven
- **Overall Timescales** – D Niven
- **Feedback & Consultation Questions** – All

Context to Engagement.

- The Future Model of Planned Bed Based Respite Working Group was established during the summer of 2025 at the request of the HSCP Senior Leadership Team (SLT). It is chaired by Judy Stein, Interim Head of Community Health & Care.
- The working group have been tasked with looking into Planned Bed Based Respite Provision across Clackmannanshire & Stirling and identifying options for improving the service.
- Decisions have not yet been made about the future of the service
- Any decisions will be made via the SLT and Integration Joint Board (IJB)
- A 6 week consultation process is now underway – requesting feedback on the options identified
- A report with recommendations will be taken to the 26 Nov 25 IJB meeting

Carers & Respite/Short Breaks.


Clackmannanshire & Stirling
Health & Social Care
Partnership

Carers
Short Breaks
Services Statement

Updated March 2025

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- Short Breaks Services Statement approved by IJB in March '25
- Respite/short breaks provision is based on social work assessed need
- Short Breaks Budget can be used to fund both traditional bed based respite and alternatives e.g.
  - Overnight Care at Home
  - Shared Lives (infrastructure is in development)
  - Holidays/trips/breaks where both the Carer and the Cared for Person can enjoy a break together
  - Overnight short breaks for the carer where the cared for person stays within a care home near to where the carer is, so that regular contact can be maintained

Key Points of this Engagement:

- **The focus is on the Future Model of Planned Bed Based Respite**
- **Respite/Short Breaks for carers is supported through Carers Act**
- **Carers with assessed need are entitled to choice and control through Self-directed Support Act**
- **Current Bed Based Respite provision is very different in Clackmannanshire and Stirling and a more consistent carer centred approach is required**
- **This engagement process is not about Emergency Care, Short Term Assessment, or Intermediate care beds.**

Planned Bed Based Respite Options:

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
Description of Option:	• Continue current 4 bed residential care level bed based respite service at Ludgate House Centre while undertaking required periodic upgrades and rolling maintenance. • There is only a £65k Clackmannanshire respite/short breaks budget while in Stirling there is £603k (25/26 figures). • Continue with single block booked nursing care level respite bed at Annfield House in Stirling. • Continue to use the Stirling respite budget to: 1) Fund flexible short breaks of all varieties that provide those carers with assessed needs, the choice and control to meet their respite outcomes, and 2) Purchase short notice (only 2 weeks in advance) nursing care level bed based respite within local care homes that have the capacity and chose to accept the commission on a case by case basis.	• As with Option 1 but the 4 bed residential care level bed based respite service at Ludgate House Centre would be actively open to be booked by Stirling residents for respite as well as Clackmannanshire residents. • When Stirling residents book respite at Ludgate the Stirling respite/short breaks budget would pay into the Clackmannanshire respite/short breaks budget. • The Clackmannanshire respite budget would in turn be used to offer a greater diversity of short breaks to carers with assessed needs in Clackmannanshire. • The existing Annfield House nursing care level bed based respite would also be open to Clackmannanshire carers that have appropriate assessed needs. Reciprocal payments, similar to those noted for Stirling residents' use of Ludgate above, would be payable into the Stirling respite budget.	• Decommission the 4 bed residential care level bed based respite service at Ludgate House Centre and use the funding released to: • 1) Commission nursing care level bed based respite from the local care home market. • 2)Establish the necessary Clackmannanshire respite/short breaks budget to offer a greater diversity of short breaks to carers in Clackmannanshire. • 3)Contribute to the required 2025/26 HSCP savings targets.	• As per Option 3 plus: • 1) the decommissioning of the residential care provided at Ludgate House Centre, and • 2) work with the HSCP Senior Leadership Team to continue to develop the Intermediate Care model that focusses on optimising independence, personal outcomes for carers & cared for people, and equality of access based upon assessed need and demand. Delivered from CCHC. • This Option will be developed further in collaboration with the staff, supported people, carers and HSCP SLT during October '25. Both the engagement responses and the developing Option 3+ proposals will inform the report and recommendations to the IJB in Nov '25.

Appendix 2.2

Engagement Timescales:

Bed Based Respite Options Consultation Timeline: 1st October – 12 November

Meetings	Week 1 1st – 3rd Oct	Week 2 6th – 10th Oct	Week 3 13th-17th	Week 4 20th-24th Oct	Week 5 27th– 31st Oct	Week 6 3rd – 7th Nov	Analysis 10th – 14th Nov
Workforce Meeting 1	Wed 1st 2-4pm Ludgate Resource Centre – JS						Analysis and reporting from responses
Workforce Meeting 2	Thurs 2nd 10am-12pm Ludgate Resource Centre – JS						
In person Ludgate service users meeting		Tues 7th 1.30-3pm Alloa Town Hall - RS					
In Person Carers Meeting (Stirling)		Wed 8th 1.30-3pm Carseview House - RS					
In Person Carers Meeting (Clacks)		Thurs 9th 1.30-3pm Alloa Tow Hall-WF					
Online Carers Meeting 1				Tuesday 21st 7pm - JS			
Online Carers Meeting 2					Monday 27th 7pm – JS		
Online Consultation	Consultation questions open on Citizen Space 1 Oct – 12 Nov						

Overall Timescales:

Draft Outline Project Milestones	**Timeline**
Working Group complete the specification of Options for the Future Model of Bed Based Respite.	Mon 29 Sept '25
HSCP Senior Leadership Team review options and consider request to commence stakeholder engagement in form of consultation.	Weds 1 Oct '25
6-week stakeholder consultation process.	Weds 1 Oct '25 to Weds 12 Nov '25
Complete consultation response analysis.	Mon 17 Nov '25
Submit IJB report for deadline.	Weds 19 Nov '25
IJB meeting – present report and request approval of recommendations and directions.	Weds 26 Nov '25
Commence implementation phase	Mon 1 Dec '25
Implementation phase duration dependant on option approved	tbc

Stakeholder Feedback:

- Open Discussion
- Consultation Questions on Citizen Space – link to follow
  - What matters to you about Planned Bed Based Respite in Clackmannanshire & Stirling?
  - What do you think about the proposed options for the Future Model of Planned Bed Based Respite in Clackmannanshire & Stirling?
  - Is there anything else that you would like to say about Planned Bed Based Respite?
- Next Steps

And Finally…

Thank-you for you time and input today.

Appendix 2.3

Future Model of Planned Bed Based Respite - Working Group

Tuesday 30 September 2025, 12:30 to 13:30pm

Via MS Teams

Draft Questions for use during 'Engagement in the form of consultation' and within associated Citizens Space.

Question 1 – What matters to you about Planned Bed Based Respite in Clackmannanshire & Stirling?

Question 2 – What do you think about the proposed options for the Future Model of Planned Bed Based Respite in Clackmannanshire & Stirling?

Question 3 – Is there anything else that you would like to say about Planned Bed Based Respite?

End.

Appendix 2.4

Summary of consultation participation on the Future Model of Planned Bed Based Respite in C&S HSCP – Consultation period 1st October – 12th November 2025

V0.3 16Nov25

Meetings held and attendance:

1st October Ludgate workforce meeting held at Ludgate Resource Centre – **8 staff**, 3 service TL/Managers, 1 HR Rep, 1 Unison rep, 1 GMB rep & 4 Consultation Staff (JS, RS, AH, DN).

2nd October Ludgate workforce meeting held at Ludgate Resource Centre – **4 staff**, 2 service TL/Managers, 1 HR Rep, 2 Unison reps, 1 GMB rep & 4 Consultation Staff (JS, RS, AH, DN).

7th October Ludgate service users meeting held at Alloa Town Hall – **7 service users**, 2 service TL/Managers, 1 Carers Lead, & 4 Consultation Staff (RS, JB, AH, DN).

8th October Stirling Carers in person meeting held at Carseview House – **no attendees**, 1 service TL/Managers, 1 Carers Lead, & 4 Consultation Staff (RS, JB, AH, DN).

9th October Alloa Carers in person meeting held at Alloa Town Hall – **6 attendees** (including 2 carers centre representatives), 2 service TL/Managers, 1 Carers Lead, & 3 Consultation Staff (JB, AH, DN).

21st October 7-8.30pm Online carers meeting – **2 attendees** & 4 Consultation Staff (JS, RS, AH, DN).

27th October 7-8.30pm Online carers meeting – **2 attendees** & 3 Consultation Staff (RS, AH, DN).

30th October wider online HSCP staff meeting – **19 attendees**, & 4 Consultation Staff (RS, JB, AH, DN).

Total of 48 consultees attended across 8 events.

Citizen Space – Online Survey Responses:

- **16 full responses completed (20 received)** - from 16 sources - 2 of which were groups of Ludgate staff.
- Survey was open until midnight on 12th November – link to Citizen Space is: Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling - Clackmannanshire & Stirling HSCP - Citizen Space

Appendix 3

Future Model of Planned Bed Based Respite - Working Group

Options for the Future Model of Planned Bed Based Respite Throughout Clackmannanshire & Stirling

V0.7 - 1 Oct 25

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
Description of Option:	• Continue current 4 bed residential care level bed based respite service at Ludgate House Centre while undertaking required periodic upgrades and rolling maintenance. • There is only a £65k Clackmannanshire respite/short breaks budget while in Stirling there is £603k (25/26 figures).	• As with Option 1 but the 4 bed residential care level bed based respite service at Ludgate House Centre would be actively open to be booked by Stirling residents for respite as well as Clackmannanshire residents. • When Stirling residents book respite at Ludgate the Stirling respite/short breaks	• Decommission the 4 bed residential care level bed based respite service at Ludgate House Centre and use the funding released to: 1) Commission nursing care level bed based respite from the local care home market. 2) Establish the necessary Clackmannanshire respite/short	• As per Option 3 plus: • 1) the decommissioning of the residential care provided at Ludgate House Centre, and • 2) work with the HSCP Senior Leadership Team to continue to develop the Intermediate Care model that

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Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
	• Continue with single block booked nursing care level respite bed at Annfield House in Stirling. • Continue to use the Stirling respite budget to: 1) Fund flexible short breaks of all varieties that provide those carers with assessed needs, the choice and control to meet their respite outcomes, and 2) Purchase short notice (only 2 weeks in advance) nursing care level bed based respite within local care homes that have the capacity and chose to accept the commission on a case by case basis.	budget would pay into the Clackmannanshire respite/short breaks budget. • The Clackmannanshire respite budget would in turn be used to offer a greater diversity of short breaks to carers with assessed needs in Clackmannanshire. • The existing Annfield House nursing care level bed based respite would also be open to Clackmannanshire carers that have appropriate assessed needs. Reciprocal payments, similar to those noted for Stirling residents' use of Ludgate above, would be payable into the Stirling respite budget.	breaks budget to offer a greater diversity of short breaks to carers in Clackmannanshire. 3) Contribute to the required 2025/26 HSCP savings targets.	focusses on optimising independence, personal outcomes for carers & cared for people, and equality of access based upon assessed need and demand. Delivered from CCHC. • This Option will be developed further in collaboration with the staff, supported people, carers and HSCP SLT during October '25. Both the engagement responses and the developing Option 3+ proposals will inform the report and

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
				recommendations to the IJB in Nov ’25.
Remaining Beds at Ludgate House Centre	Continue with the 6 x Short Term Assessment (STA) beds at Ludgate House Centre pending HSCP management decision on the Rationalisation of Beds Across the Clackmannanshire and Stirling System.			
Likely Service Outcome	Maintenance of current quality and distribution of bed based respite. This means that many carers in Stirling will be unable to book respite more than two weeks in advance, while there will remain a healthy respite/short breaks budget with which to fund a diversity of alternative short breaks and greater levels of choice and control for carers and supported people throughout Stirling. In Clackmannanshire, bed based respite will be limited to the four Ludgate residential care level respite	Maintenance of current quality and distribution of bed based respite but in this option carers can access bed based respite wherever they chose across Clackmannanshire & Stirling within the existing provision and commissioning arrangements (4 beds at Ludgate, the Annfield bed and whatever short notice bookings can be secured from the local care home market). The Clackmannanshire respite/short breaks budget is likely to be enhanced as a result of	Bed based respite will undergo new commissioning arrangements. This is likely to lead to 3 nursing care level bed based respite beds being contracted from the local care home market in Clackmannanshire along with 3 in Stirling. This capacity is based on analysis of current demand. There would be open access to all nursing care level bed based respite for carers with assed needs resident in Clackmannanshire & Stirling. This would	As per Option 3 plus the intermediate care model delivered from a much better environment at CCHC which optimises independence and the use of personal and community assets, is outcomes focused, and enables choice and control for carers and cared for people.

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
	beds with a very small budget available to provide a diversity of alternative short breaks and greater levels of choice and control for carers and supported people.	payments received for Stirling residents use of Ludgate residential care level bed based respite. The Stirling respite/short breaks budget is likely to reduce as a result of payments made for residential care level bed based respite at Ludgate.	enable the current usage of bed based respite at Ludgate to be covered and increase the ability to book bed based respite more than two weeks in advance in Stirling from 1 bed to 3. In addition, there would also be an enhanced respite/short breaks budget in Clackmannanshire. The existing budget in Stirling would remain available (less the cost of the additional nursing level care beds commissioned in Stirling), to fund a diversity of alternative short breaks and greater levels of choice and control for carers and supported people.	

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
Short Breaks Budget	Sufficient short breaks budget is in place in both Clackmannanshire & Stirling. Budget can be used to fund alternatives to traditional bed based respite when enabling carers with an assessed need to have a break. Some examples of the types of alternatives to bed based respite are: • Overnight Care at Home (for the cared for person) enabling the carer to be away • Shared Lives (requires commissioning and infrastructure which is being established) where the cared for person builds a relationship with approved carers who are happy to have them to stay within their home, and share their lives, while the carer has a break • Holidays/trips/breaks where both the Carer and the Cared for Person can enjoy a break together • Overnight short breaks for the carer whereby the cared for person stays within a care home near to where the carer is so that regular contact can be maintained			
Cost Factors.	Clackmannanshire - current Ludgate residential care level bed based respite costs are much higher than the national care home contract (NCHC) rate. Ludgate costs currently run at approximately 2 times NCHC rates. Stirling – Nursing care level bed based respite is commissioned at the NCHC rate.	Clackmannanshire - current Ludgate residential care level bed based respite costs are much higher than the national care home contract (NCHC) rate. Ludgate costs currently run at approximately 2 times NCHC rates. Stirling – Nursing care level bed based respite is commissioned at the NCHC rate.	Clackmannanshire - significant reduction in costs due to nursing care level bed based respite commissioned under this option expected to be at national care home contract (NCHC) rate. The NCHC is currently approximately half that of the Ludgate costs. Within the cost reduction noted above there is likely to be a significant	Option 3 plus further work is required to specify the risk implications of the additional elements of this option which will be updated as the development work progresses.

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
	This option would not incur any additional running costs though there may be ongoing upgrade and maintenance costs for the Ludgate building and equipment within.	This option would not incur any additional running costs though there may be ongoing upgrade and maintenance costs for the Ludgate building and equipment within. **Please note that likely charges for Ludgate residential care level bed based respite are approximately double those currently paid by Stirling for nursing care level bed based respite. This option would reduce the overall quantity of care that could be provided by the Stirling respite/short breaks budget while increasing the Clackmannanshire respite/short breaks budget.	reduction in workforce costs due to leavers, moving to new posts under different budgets, redeployment. Work is ongoing with constituent bodies to establish how any Voluntary Severance (VS) and/or any Targeted Voluntary Redundancy (TVR) would be treated as costs – where would they sit? There is also likely to be cost savings/avoidance for capital/maintenance costs at Ludgate House Centre. This option is likely to be cost neutral in Stirling because nursing care level bed based respite is	

Appendix 3

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
			already purchased at the NCHC rate.	
Practical Cost Estimates for Respite Component (4 beds) at Ludgate House Centre & Stirling Respite/Short Breaks Budget. **Based on Whole Year Effects**	Ludgate House actual HSCP costs for 25/26 forecast (excluding senior management and non HSCP costs) = £2,129/respite bed/week. **Annual cost to HSCP 25/26 forecast 4 x Ludgate Respite Beds = £442,857** **Annual cost to HSCP 25/26 forecast Clacks Short Breaks Budget = £65,000** Stirling Nursing Care Level Bed Based Respite costs for 25/26 actual (at NCHC Rate) = £1013.05/respite bed/week. **Annual cost to HSCP 25/26 forecast Stirling Short Breaks Budget (including Annfield Bed) = £603,000**	Ludgate House actual HSCP costs for 25/26 forecast (excluding senior management and non HSCP costs) = £2,129/respite bed/week. **Annual cost to HSCP 25/26 forecast 4 x Ludgate Respite Beds = £442,857** **Annual cost to HSCP 25/26 forecast Clacks Short Breaks Budget = £65,000** Stirling Nursing Care Level Bed Based Respite costs for 25/26 actual (at NCHC Rate) = £1013.05/respite bed/week. **Annual cost to HSCP 25/26 forecast Stirling Short Breaks Budget**	**Clackmannanshire** 3 x Commissioned Nursing Care Level Bed Based Respite beds at NCHC rate of £1,013.05/bed/week **Annual NCHC cost to HSCP for 3 Clacks Nursing Care Level Respite Beds = £158,036** **Annual cost to HSCP 25/26 forecast Existing Clacks Short Breaks Budget = £65,000** **Annual cost to HSCP 25/26 forecast Increase (released from decommissioning 4 x Ludgate Respite Beds) to Clacks Short Breaks Budget = £136,821**	Option 3 plus tbc

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Appendix 3

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
	Total Currently Identified Annual Costs to HSCP = £1,110,857 Further year costs to HSCP £1,110,857 + uplifts	**(including Annfield Bed) = £603,000** **Total Currently Identified Annual Costs to HSCP = £1,110,857** However, higher costs of care at Ludgate will result in a transfer of budget and purchasing power from Stirling to Clackmannanshire. Further year costs to HSCP £1,110,857 + uplifts	**25/26 Savings (also released from decommissioning 4 x Ludgate Respite Beds) as per HSCP Delivery Plan = £148,000** **Stirling** 3 x Commissioned Nursing Care Level Bed Based Respite beds at NCHC rate of £1,013.05/bed/week – this will be met from Stirling respite/short breaks budget **Annual NCHC cost to HSCP for 3 Stirling Nursing Care Level Respite Beds = £158,036** **Remainder Annual cost to HSCP 25/26 forecast**	

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
			Stirling Short Breaks Budget = £444,964 **Total Currently Identified Annual Costs to HSCP = £962,857** The figure above includes a £136,821 increase to the existing Clacks Respite/Short Breaks Budget of £65k so many more carer centred and varied short breaks can be funded in addition to access to 3 commissioned nursing care level respite beds for residents of Clackmannanshire. **Total 25/26 HSCP Delivery Plan Saving of £148,000**	

Appendix 3

Name of Option:	Option 1 No Change / Business as Usual	Option 2 A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling	Option 3 Update the Model of Bed Based Respite Across Clackmannanshire & Stirling	Option 3+ Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.
Benefits	Local service retained. No work to implement change required.	A 'once for Clackmannanshire & Stirling approach' and suite of options is available to everyone, and existing assets (human, physical, and financial) are maximised across Clackmannanshire & Stirling.	Cost effective approach. Much more respite and short breaks can be provided, savings target can be realised, and much more carer choice and control can be enabled. Nursing care level needs can be easily met.	Option 3 plus Local service improved with long-term future.
Risks	Lack of Clackmannanshire respite/short breaks budget to enable a variety of short breaks options to be offered and therefore no choice and control for carers and supported people. High cost of bed based respite per night at Ludgate. Lack of nursing level bed based respite care in Clackmannanshire.	Providing bed based respite via Ludgate House Centre is still a high cost/ financially inefficient service and it does not meet nursing care level needs.	Ludgate bed based respite workforce may become subject to Clackmannanshire Council Organisational Change Protocol which may result in unwanted redundancies and additional short term costs.	As per Option 3 plus further risk analysis based on development work during October 25.

Name of Option:	**Option 1** **No Change / Business as Usual**	**Option 2** **A Single Approach to Existing Bed Based Respite Assets Across Clackmannanshire & Stirling**	**Option 3** **Update the Model of Bed Based Respite Across Clackmannanshire & Stirling**	**Option 3+** **Option 3 plus decommission care from Ludgate and seek to develop an integrated care model to be delivered from CCHC.**
Time to Deliver	Ongoing	3 months from 1 Dec 25	6 months from 1 Dec 25	6 months from 1 Dec 25
Post engagement summary notes on options from Residents/Families/Carers				
Post engagement summary notes on options from TU's & Workforce				
Recommendation – (choose from Possible, Preferred, or Discounted)				

Appendix 4.1

FMPBBR Events - Summary of Responses on the Future Model of Planned Bed Based Respite in C&S HSCP – Consultation period 1st October – 12th November 2025

<u>Total of 48 consultees attended across 8 events.</u>

Summary of key points raised by attendees at events with some of the commonly made HSCP responses noted in blue:

<u>Carers/service users:</u>

- Concern for cared for person's acceptance of changes to bed based respite location and for the quality and consistency (including existing relationships and routines) of respite provided in care homes. When looking at option 3 and option 3 plus for those people currently supported by the Ludgate respite service, there may be some short-term disruption to relationships and routines as a result of moving to planned bed based respite provided in local nursing care homes rather than Ludgate. However, options 3 and 3 plus would also enable a wider group of carers and supported people (beyond those currently using Ludgate) to have more choice and control over the nature of their respite through the availability of a significantly improved short breaks budget in Clackmannanshire. With respect to questions about whether there would be differences in quality of care between Ludgate and commissioned respite beds in local nursing level care homes the following points were made at each meeting:
    - Commissioned respite would be at nursing level care homes (with nurses on staff) while Ludgate is registered as a residential care home (without nurses on staff).
    - Commissioned nursing level care homes are all registered with the Care Inspectorate and inspected regularly with results published and widely available.
    - Carers and supported people will have the choice and control to decide at which of the commissioned nursing care homes they wish to receive their respite, or if they wish they can exercise further levels of choice and control via their right to self-directed support (SDS).
    - HSCP Care Home Review Team are regularly visiting all of the local care homes to undertake annual reviews with supported people which provides another regular route that the HSCP uses to keeping track of quality and consistency throughout the area.
    - The HSCP commissioning team can where necessary act rapidly to respond to any concerns over any care home and arrange alternatives at pace.
- Queries around location of care homes and concerns for what that would mean for arranging transport if respite no longer provided at Ludgate. Options 3 and 3 plus both involve commissioning three beds across Clackmannanshire and three beds across Stirling. It is expected that these beds will be across a number of care homes which will mean that there are more local respite options closer to more people than is currently the case which would in turn mean reductions in travel required.
- Positive about service provided at Ludgate but has been mentioned it wasn't always available when required and some shared experience of challenges with booking respite care and not receiving confirmation of respite slots at Ludgate until late on (and the confirmation coming in inconsistent formats), resulting in challenges with planning and changes to existing plans. The HSCP Commissioning team have been developing a booking system to help manage respite provision. Once a decision has been made about the future model of planned bed based respite then the appropriate finishing touches will be applied to enable a better more flexible and responsive respite booking service to be provided throughout Clackmannanshire & Stirling.

- Several queries around reason for the differences in cost of respite at Ludgate versus care homes. The difference in costs per bed per week at Ludgate versus nursing level care homes is largely due to economies of scale. There are required staffing levels for care home services during the day and at night and meeting these standards with a total of only 10 beds at Ludgate means that Ludgate costs are significantly higher. Many of the fixed costs in independent sector care homes are spread across many more beds and staff and result in significantly lower costs per bed per week. There are also higher costs at Ludgate relating to standard public sector terms and conditions.
- Limited interest in most groups about the more flexible options for carers outside of bed-based respite that could be enabled by options 2-3+ (although at times there seemed to be slight misunderstanding that the intention was to replace bed-based respite with these). At the consultation events HSCP colleagues hosting the events helped attendees to understand that none of the options being considered involved stopping the provision of planned bed based respite. Options 2 to 3 plus would all release some budget in Clackmannanshire which would increase the Clackmannanshire Short Breaks Budget while also continuing to provide bed based respite for those with assessed need that wish to receive it. HSCP colleagues were keen to help those attending appreciate that there are carers and supported people across the HSCP for whom the current approach to respite provision does not currently work well. Providing improved levels of choice and control via short breaks budgets would mean that more people can receive the respite they need while not stopping those who want bed based respite continuing to be able to access that kind of care too.
- Support for the idea of making improvements to the service while also reducing costs to the HSCP (although some had concerns that a decision has already been taken with the main priority of work being to cut costs and not to also increase options to carers). HSCP colleagues confirmed that improving the respite service in its widest sense (including planned bed based respite) across the HSCP was the driver for this consultation process. Colleagues and attendees also acknowledged that throughout the public sector there are financial challenges and that opportunities such as this that offer the opportunity to improve service provision while also improving financial efficiency should be welcomed and supported. Attendees were reassured that no decisions had already been taken and that IJB approval would be sought for the recommendations resulting from this consultation process.

HSCP staff:

- Wanted to know what would happen if there was a crisis in the community under Option 3/3+. Colleagues supporting the consultation events advised that the future model of planned bed based respite was focussed on planned care needs so would not impact on crisis responses. At Ludgate the 4 respite beds do not normally form part of a crisis response either due to places being pre-booked. When it comes to the 6 short stay assessment (SSA) beds at Ludgate there have been some occasions when these have been used to support a crisis response if they had capacity but with relatively low flow through these beds that wasn’t always possible. Under options 3 and 3 plus any response to crisis would be supported via the Bellfield Centre if it is a step up from the community crisis situation for the cared for person or via a temporary nursing care home bed if the crisis is due to the carer being unwell or unable to provide their usual support.
- Wanted to understand if/how this relates to the charging policy work. Colleagues supporting the consultation events advised that respite for the carer is not a chargeable service.

- Raised that there could be potential issues with parking at CCHC for staff and for MECS cars under Option 3+. HSCP colleagues will work to minimise any potential parking issues at CCHC resulting from option 3plus should it be approved by the IJB.
- Wanted to understand whether there has been comms with care homes to ensure they're open to providing commissioned respite care and raised that they may have to undergo a variation from care inspectorate (this has come up throughout most of the consultation events). HSCP Commissioning Manager provided comfort that Care Inspectorate requirements for variations to nursing care home registrations were understood and that there were good levels of confidence around the willingness of care homes to supply respite. Formal commissioning processes wouldn't commence until after an IJB decision but there is an appetite amongst care homes.
- Wanted to understand whether it would be easier to book people into respite and to give them more notice of confirmed respite as there are challenges with this at present especially in Stirling. As noted previously above, the HSCP Commissioning team have been developing a booking system to help manage respite provision.
- Raised queries around the potential quality of care provided at care homes and were keen to understand any quality management process by the HSCP. As noted in the first bullet point at the top of this document colleagues supporting the consultation events advised that:
    - Commissioned respite would be at nursing level care homes (with nurses on staff) while Ludgate is registered as a residential care home (without nurses on staff).
    - Commissioned nursing level care homes are all registered with the Care Inspectorate and inspected regularly with results published and widely available.
    - Carers and supported people will have the choice and control to decide at which of the commissioned nursing care homes they wish to receive their respite, or if they wish they can exercise further levels of choice and control via their right to self-directed support (SDS).
    - HSCP Care Home Review Team are regularly visiting all of the local care homes to undertake annual reviews with supported people which provides another regular route that the HSCP uses to keeping track of quality and consistency throughout the area.
    - The HSCP commissioning team can where necessary act rapidly to respond to any concerns over any care home and arrange alternatives at pace.

Citizen Space – Online Survey Responses:

- **16 full responses completed (20 received)** - from 16 sources - 2 of which were groups of Ludgate staff.
- Survey was open until midnight on 12th November – link to Citizen Space is: Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling - Clackmannanshire & Stirling HSCP - Citizen Space

Appendix 4.2

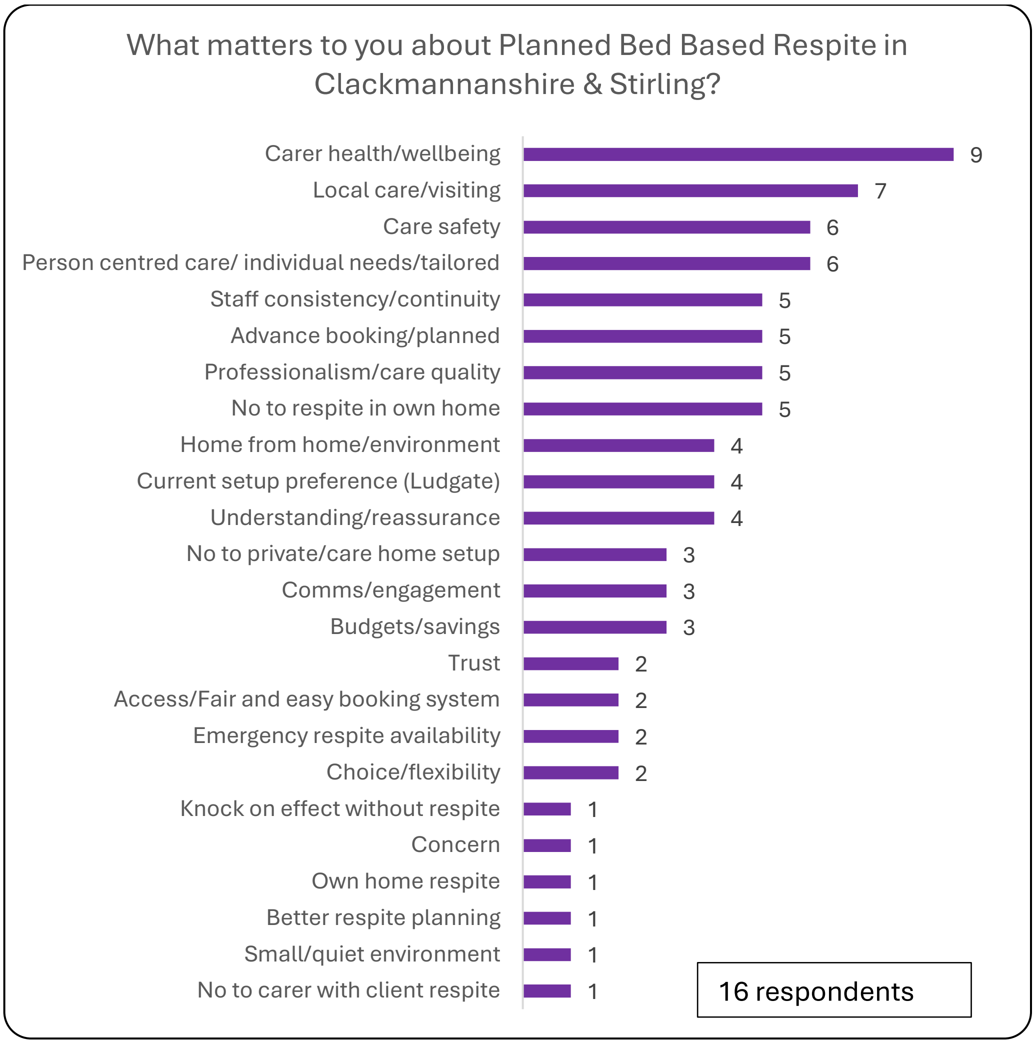
Summary of Responses from Citizen Space Online Consultation Survey on the Future Model of Planned Bed Based Respite

Engagement with stakeholders took place in the form of consultation over a six-week period from Wednesday 1 October 25 to Wednesday 12 November 25. An online Citizen Space survey received 20 responses from 16 sources. Some of these responses were a culmination of a number of individual responses.

Feedback

Q1. What matters to you about Planned Bed Based Respite in Clackmannanshire & Stirling?

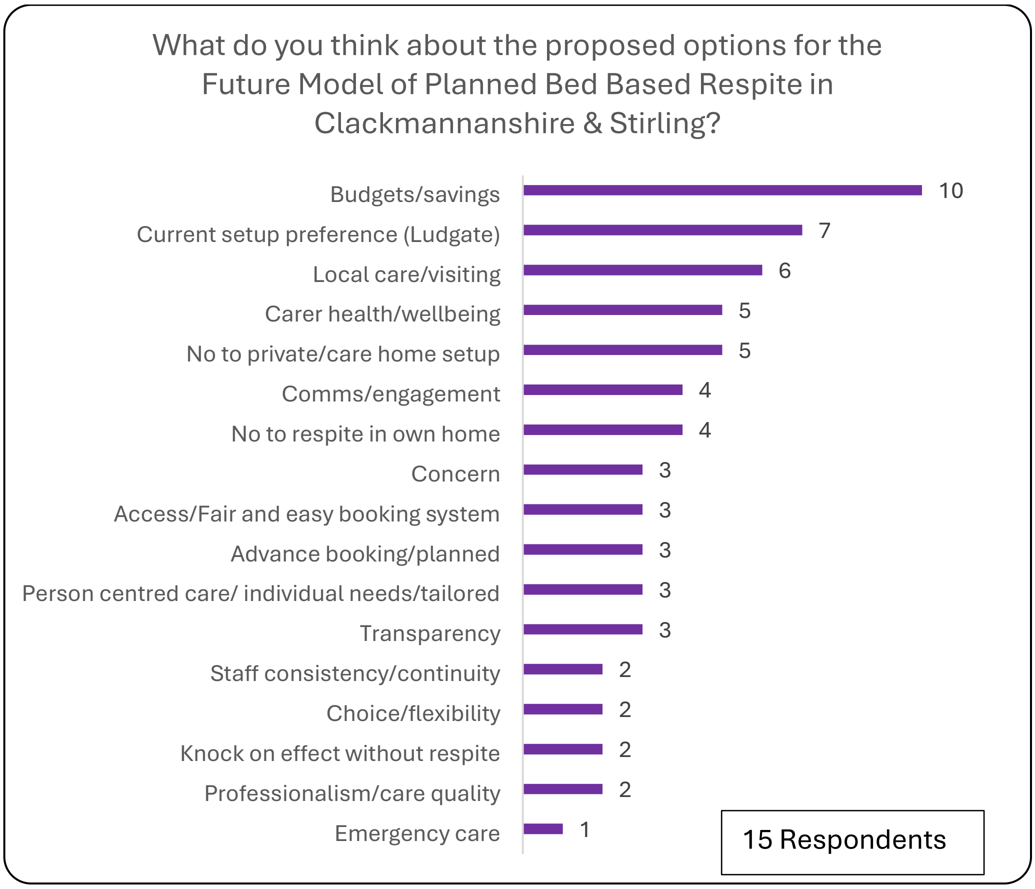
There were 16 responses to question 1. The graphic below shows the topics that were mentioned.



What matters most to carers is that they are able to provide continued care to their cared for person whilst maintaining their own health and wellbeing. Respite care away from their own home is seen as vital. Carers want local respite that provides a safe home from home environment where their family member is receiving person centred care that is tailored to their needs by reliable, professional staff. Respondent advised that more respite care is needed than is currently available and those that used Ludgate were happy with the care provided.

Q2. What do you think about the proposed options for the Future Model of Planned Bed Based Respite in Clackmannanshire & Stirling?

There were 15 responses to question 2. The graphic below shows the topics that were mentioned.



In general, carers would like more transparency and communications on proposals for future care options and the budget implications. Carers currently using Ludgate would prefer to continue with the current setup at Ludgate as they have concerns about accessing respite care when they need it and worry about respite care being provided in a care home under options 3 and 3 plus.

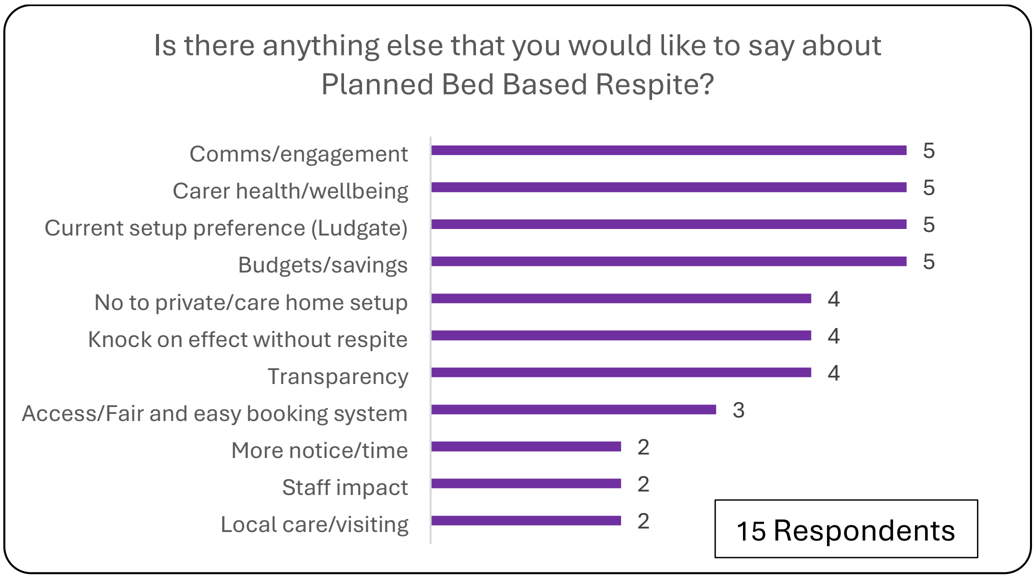
Respondents to the survey are generally keen on option 1 and open to option 2 but some have concerns around the availability of the Ludgate respite service to Clackmannanshire residents if it is also made available to Stirling residents.

For option 3 & option 3+ some respondents have concerns around the quality of care provided at care homes versus the current care provided at Ludgate and also concerns that these options are financially focussed rather than carer centred.

Some respondents mentioned that they didn't understand what option 3+ offers for carers.

Q3. Is there anything else that you would like to say about Planned Bed Based Respite

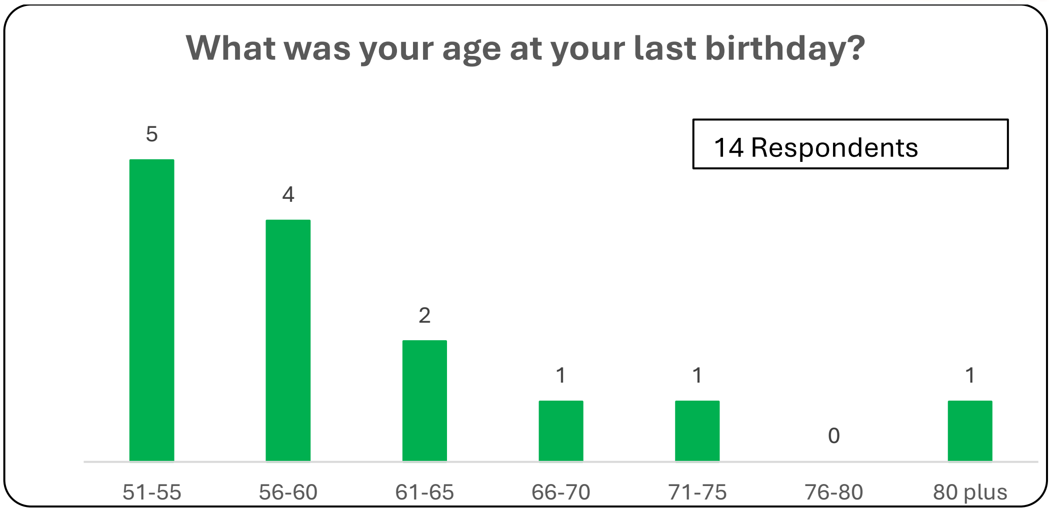
There were 15 responses to question 3. The graphic below shows the topics that were mentioned.



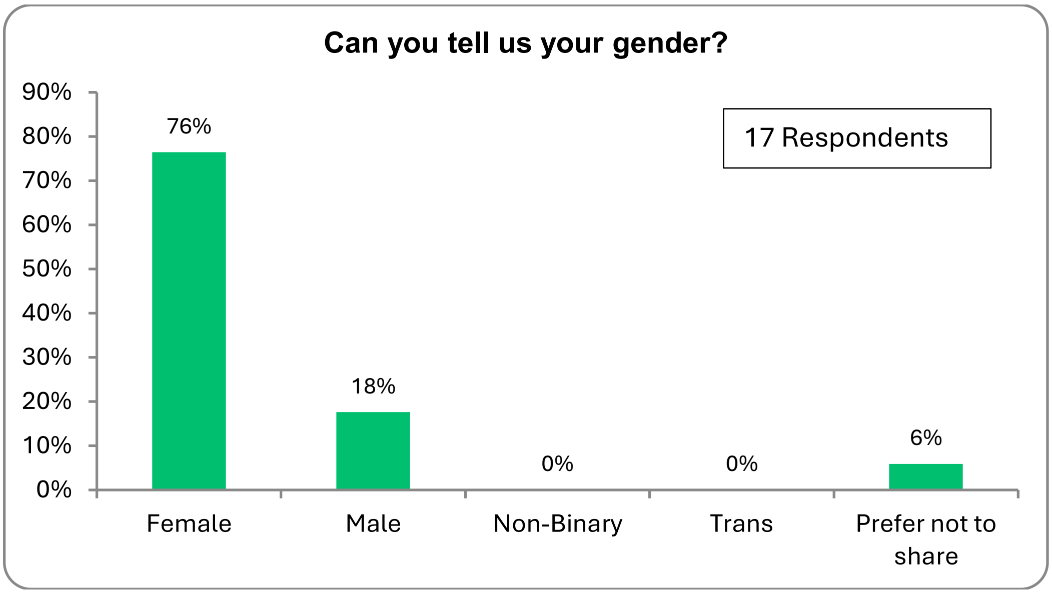
Some carers feel that they have not had enough consultation to make informed choices and feel that engagement has been rushed. Most carers see the proposals as a cost saving exercise and feel that there will be a move away from person centred care and an impact on local care jobs. They consider the current setup at Ludgate house as vital and fear the knock on effects of having a different or reduced respite service will impact on their wellbeing and the option to be able to provide ongoing care.

Respondents also shared that it can be challenging to book respite through Adult Services, with confirmation of their booking for Ludgate often received at short notice, causing carers to change or cancel plans.

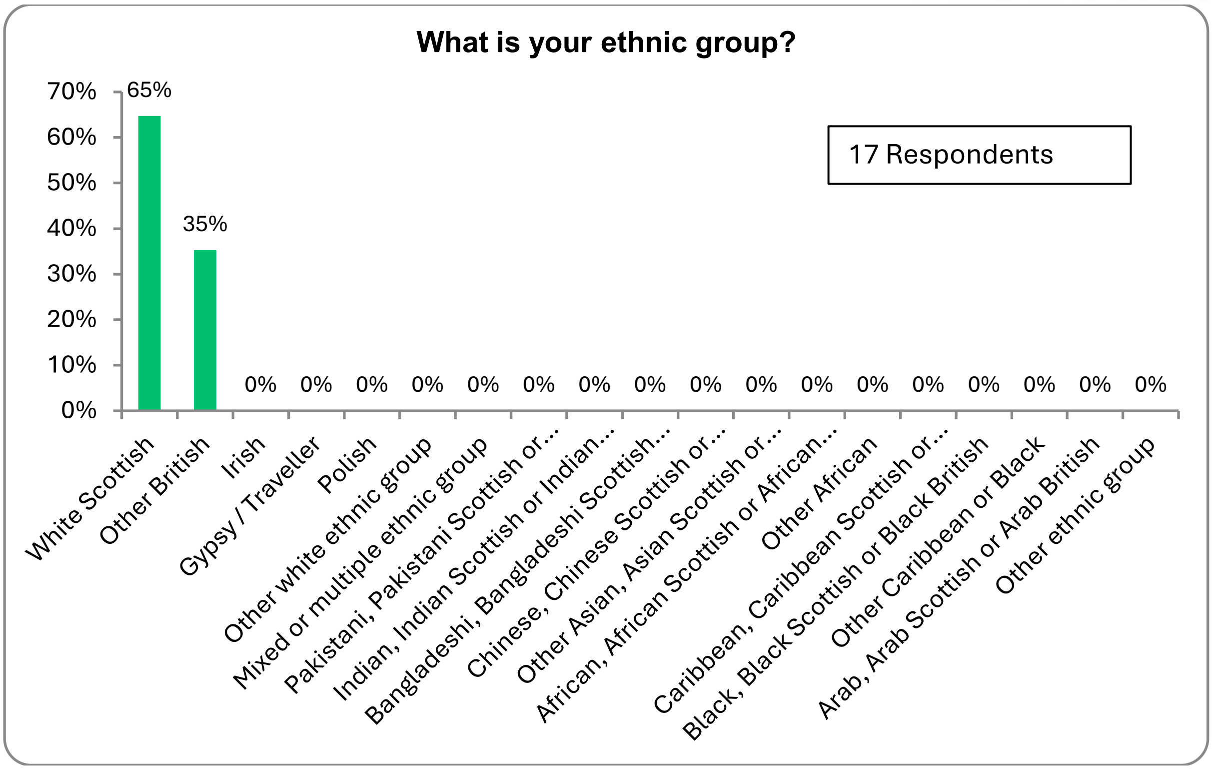
Q4. What was your age at your last birthday?



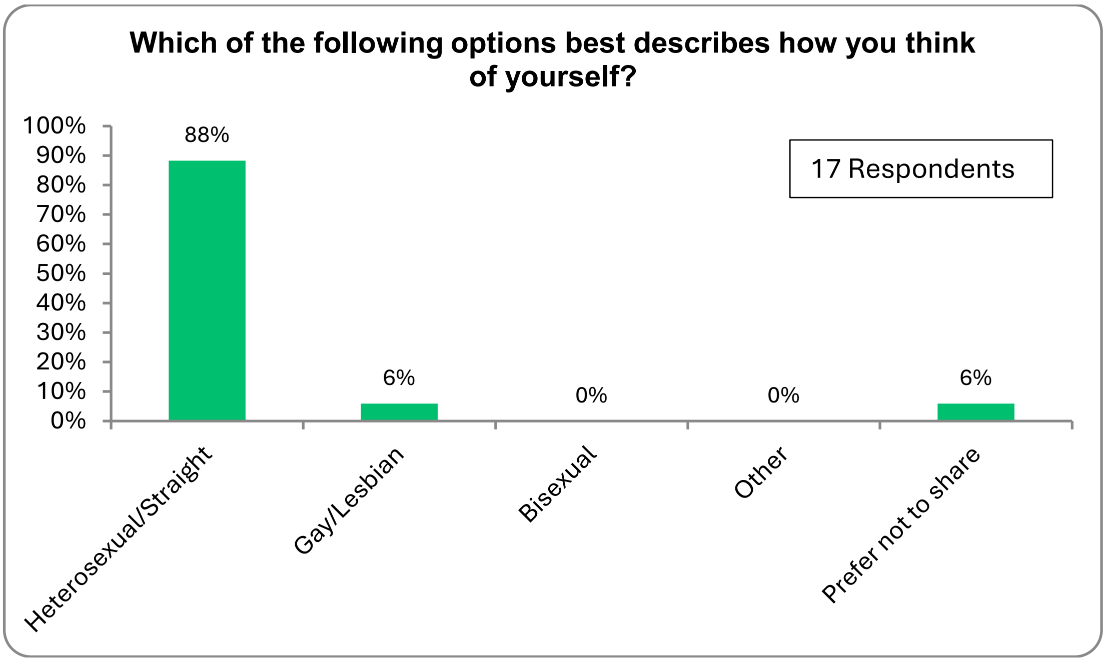
Q5. Can you tell us your gender?



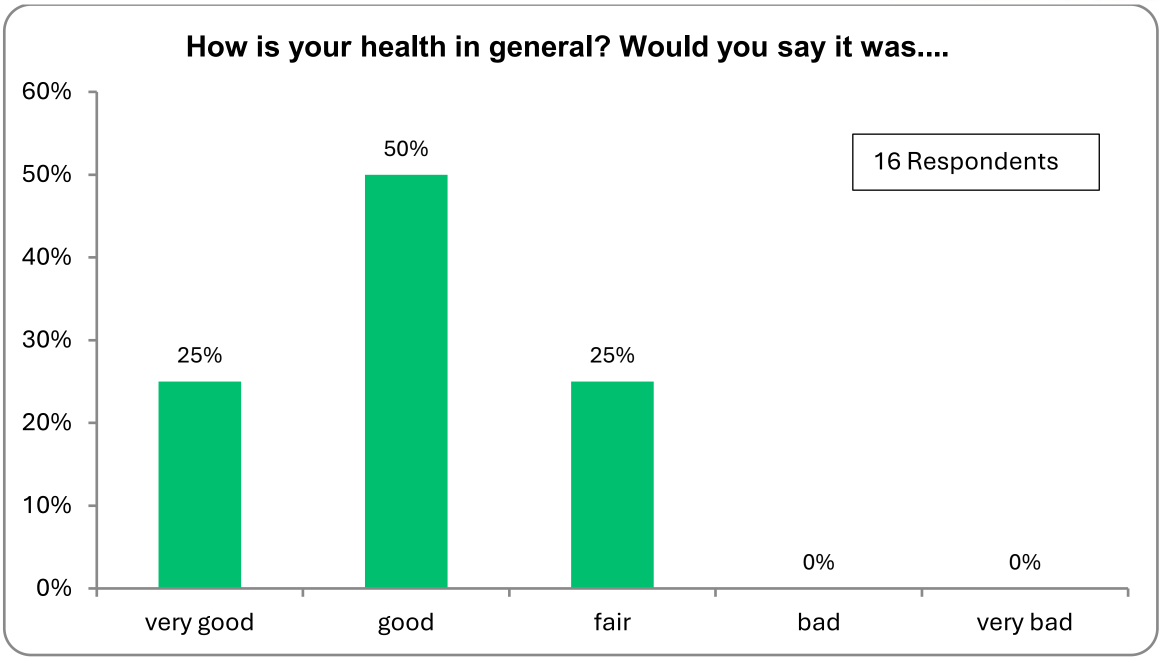
Q6. What is your ethnic group?



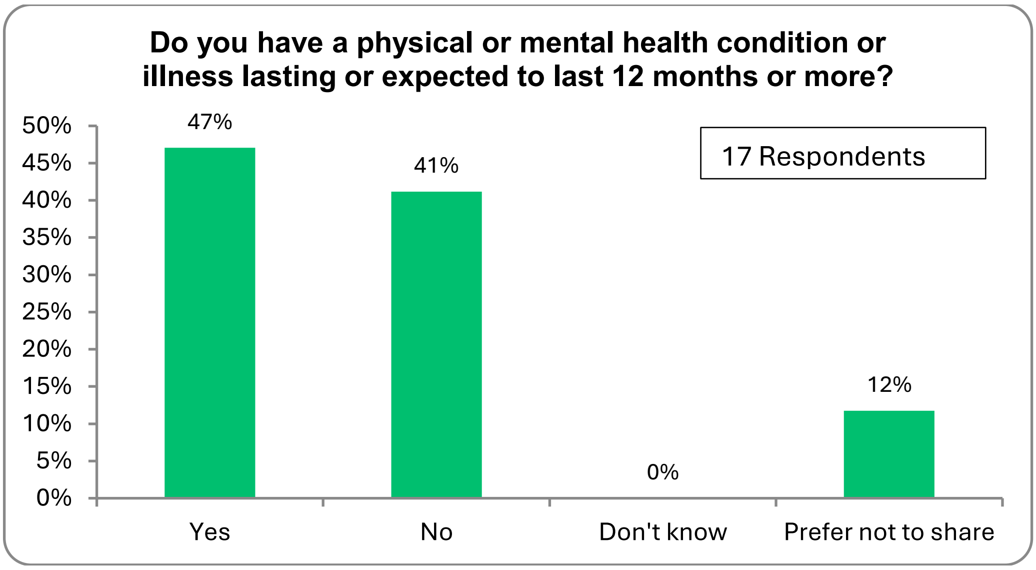
Q7. Which of the following options best describes how you think of yourself?



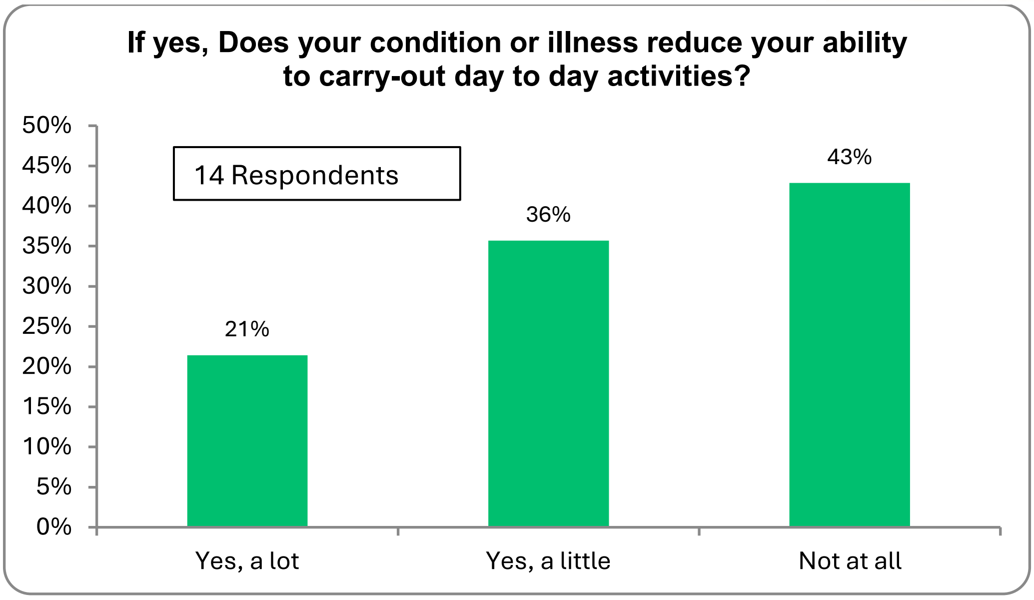
Q8. How is your health in general? Would you say it was....



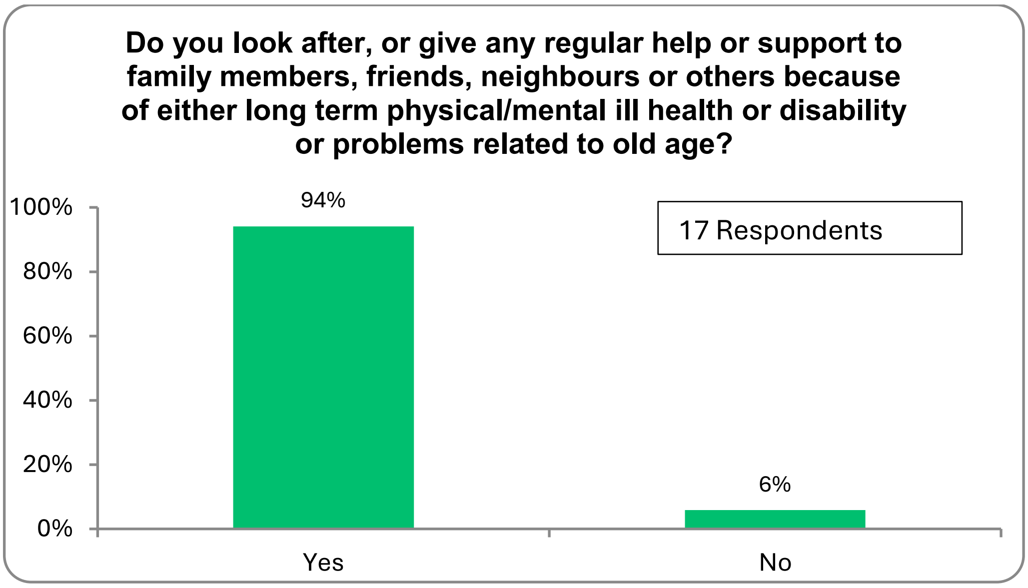
Q9a. Do you have a physical or mental health condition or illness lasting or expected to last 12 months or more?



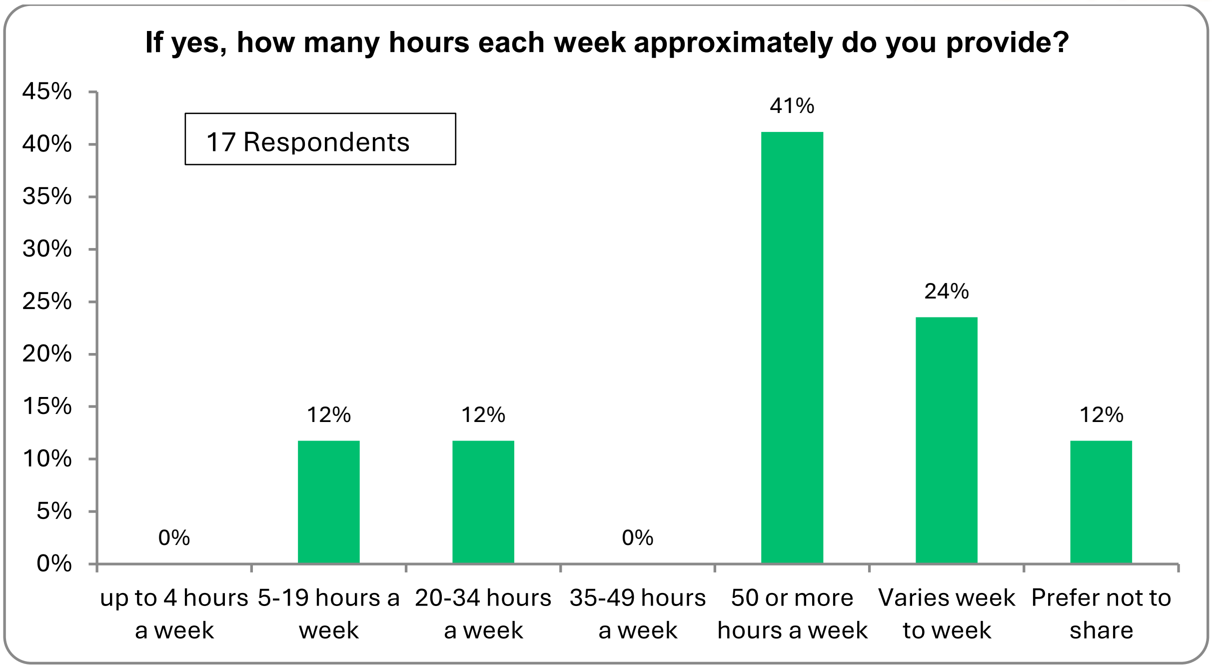
Q9b. If yes, Does your condition or illness reduce your ability to carry-out day to day activities?



Q10a. Do you look after, or give any regular help or support to family members, friends, neighbours or others because of either long term physical/mental ill health or disability or problems related to old age?



Q10b. If yes, how many hours each week approximately do you provide?



Appendix A – Responses

Q1 Responses
Individual comments from the Ludgate Respite staff: "Having a service that's specific/tailored for Respite provision. There is a service for families to have Respite from their caring duties, allowing support to continue. Caring for people in their own homes." "Families have trust in the service and are confident the service user will be well cared for. Not getting 'lost' within a busy care home." "The service is vital to some families. It provides them with a much needed break and the reassurance that their loved one is getting the best care provided. Trust has been built between us/families/service users. Closing the service is going to put an increase on carer stress. A lot of families do not wish to have Respite at home as this is not a break for them." "Families rely on the service and the concern around these changes are what they will do if and when this new model of care fails. Respite gives them peace of mind knowing their loved ones are safe and well looked after. Respite for these service users has played an integral part in reducing carer stress and maintaining good family relationships which in itself has enabled the service user to remain in their own homes." It has to be flexible to meet the demands of the carers and cared for person. It has to be easy booked and as far in advance as possible. It must provide positive experience by providing high level quality of care. It needs to be aware of the persons individual needs - "not just treated as a resident in the care home" It should be local to the carers / clients home so family contacts can be maintained. STAFF COMMENTS Option 2 allows the community to keep the facility that respite provides for both Clackmannanshire and Stirling. It allows making savings being used by both councils as well as

keep employment for people working in Ludgate.

Carer stress in the community is widespread. Respite allows the carer/ partners to have a well earned break from living with their partner/ family member

Without respite there is a huge risk to carer breakdown which will lead to long term care or emergency.

Respite beds are critical for allowing carer breaks.

We currently have a case where putting respite breaks in place is stopping the need for Long term care .

Planned respite keeps people from having significant carers stress when trying to care for their relative at home. Taking a break away from this is a well deserved break.

There is a lot of overnight needs in the community. If there is no bed based respite what will happen to service users and their carers?

Not all respite at home is appropriate.
The individual has their care needs met

The individual is in a safe environment

The carer cannot look after an individual 24 hours a day 7 days a week 365 days a year without a break

The carer can ‘catch up’ on the house, repair any damage that the individual does and see immediate family as in adult children and grandchildren, try and make friends, get a job and without sounding selfish enjoy themselves, some individuals need more than respite, carers don’t live, they exist and while they have to look after someone with dementia they can only dream, their life has actually stopped

The staff at Ludgate support the individuals AND the carers, this is gold and being local means in the event of a serious emergency, carers can be there within minutes not hours. The staff at ludgate listen to the carers, talk to them NOT at them, the one to one, will be gone and the individual and carer will be lost in the system,
That services are not local and therefore families cannot visit. Lack of beds means more stress on carers and impact on carer's mental health. Private care homes will not keep beds free just in case there is emergency respite.
As a carer who has accessed planned bed respite at Ludgate on several occasions for my mum who has moderate stage Alzheimers the following matter to me.

Being able to plan in advance and have an efficient, straightforward and fair system in place to enable ease of booking a respite bed.

Knowledge and peace of mind that whilst in respite my mum will feel safe, cared for and be well looked after.

The current Ludgate set up is ideal for someone with my mum's condition - it is small, secure and has consistent, long-serving staff who foster a home from home environment. She has received high-quality, person-centred care there.

Having experienced a care home set up with another family member unfortunately the opposite was true in that scenario - a lot of transient staff, high staff turnover, large scale set up, lack of familiarity, institutional feel and high person/staff ratio
Choice is im portant as different people will see respite in different ways. For example someone caring for a spouse would possibly want a holiday together but with someone else to assist with the caring role so they can spend time together without pressure on the carer. Someone caring for a parent might want a complete break to have a holiday or visit other friends or family but

knowing that the person they care for is safe and looked after in a familiar environment. It is important to be able to plan ahead so that the carer has something to look forward to and knows when things will take place. When your role is 24 hours a day/7 days a week it is vital to know that you will get time off.
Having local, accessible, and reliable respite care that allows us to take planned breaks without the stress or expense of travelling far.

Ensuring continuity of care — familiar staff, routines, and surroundings make a huge difference for my mother-in-law's comfort and confidence.

The ability to book in advance is essential — we plan our work, medical appointments, and rest periods months ahead around respite availability.

It's vital that respite takes place in a dedicated, safe, and welcoming environment, not just wherever there happens to be a spare care home bed.

Ludgate House offers trust, stability, and understanding — these are built over time and cannot be easily replaced.
General environment –

That my mum is cared for in a professional/safe/friendly/informal/homely environment with a similar routine to the one she has at home. The small size of Ludgate is ideal as she benefits from the company of a few others - being in a larger noisy facility won't suit her.

Due to her mobility issues, it needs to be close to home. Without reliable wheelchair taxi provision in Alloa, two people are required to transfer her in/out of the car - anything other than a short journey would be uncomfortable for her. On a practical level, close to home is crucial because we need to transport a lot of kit: Along with the usual stuff is her wheelchair, bumper pads for her bed & her stand aid. We take two cars, otherwise I do two trips.

Eating -

At Ludgate, she eats in a small dining area where staff are present during mealtimes which is important. She has problems swallowing + weakness on her right side/hand, so eats slowly & often needs help to cut up her food. She did go through a period of not being able to use a knife & fork at all or chew food. She has periods on meal replacement drinks.

My mum has had many hospital stays in recent years & I have seen some very concerning things while visiting which I believe could just as easily occur in a care home. Lack of staff training & communication & my mums own poor communication is a worry if she is in any large-scale residential facility. It's easy to see how some people get overlooked.

Maintaining mobility -

It's important that care staff encourage her to keep moving & assist her to do things for herself as they do at Ludgate, rather than do everything for her.

My mum has had good & bad hospital stays, but every stay has led to a period of rehabilitation when she returned home. Last year she fell, causing a knee sprain & swelling (no fracture). The nurses got her up, dressed & sitting in a chair everyday despite being in great pain. They even got her walking to the bathroom using her walking frame, albeit with a lot of assistance & encouragement. She was then moved to another ward where for some reason she spent the next three days in bed. Nurses didn't even get her up to go to the toilet. Her diagnosis hadn't changed so there seemed no reason for this.

Those three days of inactivity was all it took for her to lose the ability to walk. Back at home, my mum went from requiring one carer (at her two care visits a day) to two carers.

If she had remained on the first ward, I see no reason why she wouldn't have walked again. (She was in the same situation once before after a fall & she walked again with the right treatment.)

Two wards, two teams of staff with very different attitudes and approaches. One ward actively promoting independence & the importance of getting the patient up and about. Another ward not taking any involvement in a patient's progression & rehabilitation. My worry is what happens if she ends up staying in care home that doesn't have the same ethos as Ludgate.

Care staff using assigned mobility aids -

She can't walk anymore & needs to be encouraged to maintain what mobility she has for as long as she can which the staff at Ludgate fully understand.

She is able to stand using a stand aid which was supplied on her last hospital discharge. This devise requires her to stretch her arms out, grip the bars on the stand & pull herself up. It is the only weight bearing/exercise/movement she does.

There was a lot of resistance to this stand aid at first from three carers who were very vocal about their dislike of it (albeit a minority - she usually has over 20 different carers at any one time.) They caused such a lot of stress at a difficult time when my partner & I were adapting to my mum's additional needs which put a lot of pressure on us. Despite being assessed by the occupational therapist, one carer kept urging me to get a different standing aid because she hadn't been trained to use my mum's & didn't feel comfortable with it. Two other carers kept insisting that my mum required a hoist!?

My mum needs step by step direction, encouragement & reassurance. I understand that some carers don't like that interaction & think a hoist might be far easier (for them). This is why it is a major concern that when she goes into any residential care setting for even a short time, the carers might take it upon themselves to use an alternative standing aid. I understand that mechanical aids might be more widely used in care home settings but I know my mum will rapidly lose mobility if she doesn't put some effort into moving herself. This would make life challenging for us when she returns home. Pointless coming back refreshed from a respite break, if I then have to spend weeks trying to "re-train" her to use her stand aid, assuming that is even possible.

The consequence of not being able to use her stand aid is even less quality of life for her & more cost to social care. If an alternative mobility aid is required that's too large to transport between rooms (we live in a small house) or something that my partner & I cannot use, then it's going to be very limiting for my mum & potentially going from two carers twice a day to two carers four times a day.

An understanding of unpaid care & what life is like for an unpaid carer would be good -

I never knew about the respite unit at Ludgate House until the Carers Centre told me. When I phoned Adult Services to find out how I could access it, I was asked why I would require respite at all - it was pointed out that not only was my mum living on her own at the time (albeit with multiple visits from me throughout the day) she was also receiving home care visits (at that time from Mears).

Unfortunately a carer visiting for three times a day for between five and 20 minutes wasn't going to enable me to confidently or safely leave her for a week. It was then suggested that another family member step in. The assumption being made that there was other family! I assumed Adult Services understood that the home care service model only really works, in a lot of cases, when a family member is around to support it. The way the potential closure of Ludgate House has been presented also shows such lack of understanding about how unpaid caring works.

Easier access to respite -

It's important to me that the process of requesting respite is straightforward & something I can book months (not weeks) in advance. Once booking is secured, communication with Ludgate is excellent - very clear & straightforward. They are actively keen to understand my mum's requirements prior to admission, noting any changes or dietary issues.

Better communication with Adult Services would be appreciated -

We first accessed Ludgate in 2023 but it wasn't until towards the end of 2024 that a social worker happened to mention that I was allocated 28 days respite per year which I hadn't been informed of before. It would have been nice to know sooner so I could have used all my allowance – 2025 is the first year I used all 28 days!
It must provide excellent local residential care services in a friendly resident-oriented environment, in which resident care, not cost reduction, is the primary driver for service delivery.

It is near me, that is in the Wee County, accessable with good public transport. Access for a Respite break is required to give unpaid Carers the opportunity to refresh their mental & emotional wellbeing. Reassurance knowing their cared for, is in a safe, secure place close to where they live is crucial.

Reference www.sharedcarescotlandd.org.uk survey 2024
The option of time away secure in the knowledge that my mother's many needs are fully provided for. I have become more and more aware that our quality of life has become so intertwined that we are almost co - dependent. My mother could not function in any qualitative way without me, and thus my self preservation is quintessential!
Option 1 is the only one that works for me. The reason is that my partner leaves the property and allows me to have downtime in our own home. I am able to schedule important property maintenance whilst my parnter is in respite. A classic example was when we had interior of the house painted. There is no way on earth this could have taken place had my partner been at home.

Ludgate house staff look after residents/ patients so well. It is reassuring to cares like myself that he is well cared for and that I do not need to worry.

I want to share a true story with you:-

A couple of years ago, I had to go abroad at short notice because my father was very unwell. Ludgate respite could not accommodate respite at such short notice (no beds available). So social services organised for my partner to have respite in "The Orchard care home" in Tullibody. On returning to the country, I went to pick up my partner he was in a dreadful state. He said he was neglected. He has parkinsons disease and sleeps alot. He missed out on some meals because the carers did not came to call him and take him to the diningroom. When they came around with the tea trolley he would say to them he did not have his meal because he had been sleeping, so the carers would make him a sandwich instead. They only showered him 1 x whilst he was there and it was on the day he was been discharged. He stayed in dirty clothes for 3 days because they had taken his dirty laundry and never bothered to return his clean laundry. He eventually asked to speak to the manager and he told her what the issues were and she implimented a roll-call system at meals, that way ensuring he went to dining room for his meals. In addition, the manager also ensured his clean laundry was returned to him that day. That negative experience has left him traumatised regarding care homes. We only trust Ludgate respite to provide care for my partner
At the moment our family are in crisis dealing with dementia and issues with SW, to be properly heard to be assessed for respite .
I have been told by the HSCP that there is no respite in Clackmannanshire suitable for my cared for person. I think respite services need careful planning - the notes I just read seem to dress cost cutting with word salad on paper. None of it make sense. Having respite at home where you have to spend all your time training staff on how to look after their loved ones. Quirks they have. (How you need to follow them up the stairs to catch them if they have a seizure) and numerous details about not only looking after them but how to look after them in that particular environment. Then the effort for the carer to get their house ready for a 'visitor' I've done it before and I spend a week before cleaning and planning and getting things like food they'll eat and writing lists on how to use the household stuff (cookers) etc. it's plain exhausting! At least if the cared for person goes away it's just their suitcase and meds that needs packed. Although if they go to a caravan/self catering it's also all the food they'll eat need etc. I think going away with your cared for person is also not respite! In any way or form, not in the slightest. I'd like a place where my

loved ones can go have fun (they a young person) and I as a carer doesn't have the mental load of thinking about what they'll eat and cleaning and sorting. Pack a suitcase for them and that's it. I feel this consultation is veiled that the undercurrent is you have a preferred option that you are trying to lead us too. Really disappointed with the level of creativity and out of the box thinking that is not displayed in the slightest.
Q2 Responses
"Families experience of Respite in a care home is not the same as in Ludgate. This is feedback given to Ludgate and social workers and we provide an assessment and reports of care needs during their Respite stay. Ludgate staff work closely with social work and families." "A further reduction in social care provision for older people. There should be more Respite facilities in communities. Reducing costs at the expense of service users." The proposed options do not offer many options - access to planned bed based - away from the home is a crucial part of carers being able to keep a loved one at home for longer - preventing the need to move into long term care. How this is delivered is critical to unpaid carers. The options as I see are providing care from a private care home for cheaper cost than a bed in Ludgate is all about the councils saving money - not about the quality of the experience for families. It is a sad day when we are looking at cheaper care rather than quality, easily accessible, with staff interested in the client and the carer welfare and maintaining contact in and out of respite as Ludgate staff provide us. It would be good to keep a respite unit in Clackmannanshire. Staff need to keep their jobs Families need respite in their own communities, Families need respite for their loved ones, loosing Ludgate respite unit would be devastating, families need a break. Clackmannanshire has lost enough. Support is essential More staff to all services ie Mecs/ Reablement. Families will need additional support at home. If proposal goes ahead clients need the right support and time for staff to carry out the task. Staff need more visit times and time slots on visits to allow some social time, physio visits and will need to be reviewed regular. Carers and individuals will lose out if they don't have their own transport for example cost of taxi This is called outsourcing and the actual cost will add more pressure to their budget which will hurt the individuals and carers This could actually be breaking point where the individual and carer are put at risk also this would be detrimental to the carers and immediate family (eg daughter caring for her mum with a family of her own) the repercussions and consequences of broken down families would be inevitable The film Sophie's choice, springs to my mind because presently I have to choose between my mum and my adult children and grandchildren, as a mum I brought up my 2 children, now I have grandchildren which I look after, this is leading to huge arguments between me and my family, and my mum is not responsible for her actions meaning she can cut her and my clothes, cut carpets, destroy furniture and throw things at me Stuart Rose M&S CEO he was so busy with his work and his own family etc, his mum did have

mental health issues, she kept phoning him and the time when he put himself first as being too exhausted and couldn't cope with listening to the same stories his mum committed suicide, he has to live with himself for not returning her call

Concerns as outlined above.
The key driving force here is transparently about saving money. I understand that budgets are tight across the board but options 3 and 3b are clearly focused on money saving rather than options 1 and 2 which are more focused on the cared for person and the wellbeing of their carers which is what should be the central focus at all times.

Dropping someone with my mum's needs into a respite care home bed would not be good for her needs or mine!

It would be too overwhelming for her in the short-term. The smaller scale option and the higher quality of care provided at Ludgate is ideal for her needs and the peace of mind it gives the rest of the family is priceless.

I feel that use of the phrase "traditional" bed based respite is weighted in a negative light (ie - it's old fashioned, should be in the past) where in reality this is actually the ideal scenario for a person with my mums needs.

Mum has stayed at Ludgate on several occasions to allow us to go on holiday/short break. Knowing that she was safe and well looked after in a home from home environment allowed us to switch off for a bit, relax and recharge our batteries ready to go again when we returned.
It is difficult to comment on Option 3+ as it is still being developed but the wording does make it sound as if this is the option which is most likely to be taken forward. Short notice beds - 2 weeks in advance - do not give the carer much time to find and book a break for themselves or to prepare the cared for person about their break. This could mean the carer is unable to take advantage of cheaper advance booking and may result in the cared for person, for example if that person has dementia, being more unsettled in their respite setting. If COSLA have set the national care home rate at a level where a private company can provide the care required, why does a local authority needs more than twice as much money to provide the care. Are there perhaps management savings which can be made there?

Option 3+ mentions developing an integrated care model to be delivered from CCHC but, so far, little detail about how this would work. As this review is about cutting costs, it would probably mean using the existing wards at CCHC. As these wards are already used to capacity, would this result in the current "step down" beds being moved to Stirling making it more difficult for friends and family to visit - poor public transport links - with an adverse effect on the recovery process of those patients? Care closer to home? There may be a reluctance for people to accept respite in what will be seen as a hospital/medical setting. It is easier to suggest that the cared for person is going to have a wee holiday when it is in a care home setting with a more homely environment than at the Health Centre!
Option 1 – No Change:

Keeps things stable and predictable, which we value deeply, but doesn't address the wider funding and access issues between Stirling and Clackmannanshire.

Option 2 – Shared Access:

Potentially fairer and could improve flexibility if managed properly, but access must be guaranteed, not left to chance or budget pressures.

Option 3 – Decommission Ludgate:

We would like to see how this would work in reality. Closing Ludgate removes the only reliable, familiar respite service we have.

Moving to general care homes could remove the sense of safety and trust built up over years.

The savings being suggested don't justify the disruption and anxiety caused to people who rely on this support.

Option 3+ – Decommission + Intermediate Care Model:

This model seems designed more for rehabilitation or hospital discharge, not planned respite for carers.

There is no clear explanation of where my mother-in-law would go, how we would book, or whether we would still get our 42 nights per year.

Without those guarantees, this option feels unworkable and unfair.
What's really confusing me about your draft proposal document is the reference to the four respite beds at Ludgate. I always understood that ALL the beds in the unit were for respite. The Clackmannanshire Council website states that the respite service offers 10 bedrooms. Misleading, isn't it? Why say this when it's only four?

If the four beds are not going to be funded, are staff still going to be caring for the people in the other six beds? Who are those beds for & who funds them?

Short breaks budget – all options -

Overnight care at home so the carer can go away – Won't work for us as my mum lives with my partner & I. We don't/can't always go away. In fact this model would make it impossible for me to use all my allocated respite. E.g. Last year, while my mum was in Ludgate, my partner & I went on holiday for one week, the rest of the time was spent at home getting a wet room installed for her. As much as I'd love to, there is no way we could afford to go away for four whole weeks in order to vacate ourselves from the house for the carers to come in.

I can see that sending staff into people's homes to provide care will save on the costs of running the building etc. But won't you need to employ a lot more staff in order to provide 24/7 care in multiple places? Or, is the idea of home respite care going to involve a number of different carers visiting people in their houses throughout the day, relying on them to press their MECS if they need assistance?

When I looked into private respite care (when the council initially told me I wasn't a candidate for respite) the cost of home-based respite was more expensive than residential respite + extra cost for staff expenses. It certainly wasn't the cheaper option.

Shared lives – This would be perfect for my mum, such a lovely idea. Pie in the sky!

Holidays/trips breaks for carer & cared for person – Not possible in our situation.

Overnight short breaks away in proximity where carer is – No, feel exhausted just thinking through the logistics.

Option 1 -

Of course, this option is best for our us!

There was a lot of info in your proposal document but it's a shame you didn't give a bit of detail to explain why a Ludgate bed costs double a Stirling bed. I don't know the history of Ludgate but assume it was set up with public funds by the council. It was likely always costly to run by its specialist nature. I would expect a facility such as Ludgate to cost more - it seems naïve to suddenly say it's costing too much now.

Presumably the weekly rate is similar to previous years - unless it has suddenly jumped up in which case, you will know exactly what has caused such a sharp increase (not having the heating on full whack all summer long, especially during heatwaves might help.)

It's hard to understand how you can compare the cost of a publicly funded facility to Annefield

House which may not be paying their staff the same rate of pay as Ludgate. Might there be a higher ratio of staff at Ludgate? No doubt there will be higher pension costs, more annual leave, more training & better working conditions in general to fund with Ludgate.

If the higher cost at Ludgate is down to the extra efforts put into enabling people to maintain their levels of mobility in order keep their independence long-term, then surely it's a potential saving if it delays their need for long term social care.

Option 2 -

We can hardly object to sharing the facility with Stirling if it's financially carrying Clackmannanshire, but it will be a problem to all users if it becomes impossible to book.

The current procedure to book respite through Adult Services is hard enough. Your phone call is logged. Calls are returned by the duty social worker on a system of priority. Obviously, social workers are under a lot of pressure, some calls are far more important than others, therefore a carer requesting a break is low on the list for a call back. In the past I have waited almost four weeks for a return call despite calling back again & again. A social worker does eventually phone you. You request dates, they call Ludgate to book them. The dates often aren't available. They call you back at some point & ask you for alternative dates. This is my experience anyway.

One time I asked if they could let me know what weeks were available in the month of September thinking it would be easier, but the social worker said that wasn't possible & I had to give specific dates.

Add carers from Stirling into the mix & I wouldn't fancy my chances of getting anything!

Option 3 -

Decommission the four beds - Still wondering what the other six beds are for.

How will you find spare beds to commission respite care in local care homes? Will you be block booking rooms for 52 weeks a year? I was invited to go & look around Ludgate & then the manager requested I return with my mum to be sure she was happy to go in there, so we had met staff & started to form a relationship & level of trust long before my mum even had her first stay there. Both my mum and me were apprehensive that first stay. We feel we know the staff now and they remember my mum. This doesn't seem like something a private care facility could accommodate & I get the feeling that she wouldn't necessarily be returning to the same home each time anyway which would cause too much anxiety.

Before I was granted respite through Ludgate, I looked into short term respite in private care homes. I contacted about five around the Forth Valley & Glasgow areas. They all advertised respite care as a service they provided but, in every case, I was told that it depended on whether a bed was available, & they wouldn't know that until a week or two before we needed it. Basically, offering something they really weren't in a position to provide. So, carers call two weeks before they want to take a break then book a last-minute holiday? Or, book a holiday in advance & keep their fingers crossed that a room will happen to be available. I don't know anyone that has zero other commitments to make this a sensible option. This year I booked September respite back in February.

Option 3+

Develop further in collab with staff, supported people, carers… during October 2025.

Not a lot to say on this option. I get the feeling that you don't really want to collaborate. Ludgate House is located in a very central part of Clackmannanshire, in easy reach of a high proportion of residents, and provides resident centered services to the users. Any alternative cannot lead to a diminution of these service levels.

Provision of respite care is a key aspect of care for local residents, many of whom have played key roles in the development and shaping of the local society over the years. Therefore it is of utmost importance that the control of these services remain with a body whose primary concern is to achieve the best possible level of care, and is not focused on cutting costs.

Ultimately, regardless of how it is dressed up, the proposals put forward are about cutting costs. This is wrong, and will result in a degradation of service levels to the users of the facility.
Extremely worried and concerned. Whilst arranged Respite care may be accommodated 'close to home' my query is about response to a crisis situation.

Private care placements would be unable to 'protect' the need for ad hoc Respite beds so would the commissioning of crisis beds be value for the public purse? Some unpaid Carers and the cared for do not want a Respite service in their own home. It must be a person centred service with the needs of the unpaid Carers taken into account as well as the cared for.
Looks like a cynical way to save costs and will not enhance in any meaningful way.
Options are intersting.

What I am about to say sounds very selfish, and I am really sorry about my attitude, but here goes:-

I do not agree with sharing respite beds with Stirling. Ludgate currently has 4 x respite beds to cover Clacks. To continue with only 4 x respite beds but increase the demand of those beds by allowing Stirling service users to use them is not fair to the Clacks carers . The reason is that Clacks carers will lose out because they may not get the weeks they want because there will be a lot more unpaid carers from Stirling, also applying for respite beds
It will never be enough with regards to how much respite us truly needed but it's better than nothing.
Pants!

Get some real engagement with those who want to use the service. Honestly it's shows you have zero idea of what carers want.

Q3 Responses

"Staff and families have built a good rapport and there is a strong bond of trust between us all. Families don't always know who to turn to and as a result come to staff at Ludgate for help and advice. We have been witness to failed discharges in the past and families reach breaking point. This is why Respite is a much needed service and plays a fundamental role in keeping older people at home for a longer period of time."

"Service users can be very anxious of their first stay at Ludgate and reluctant to come. This usually has positive outcomes and they will return for further stays. They agree to come as it is a Respite service. These service users may not accept going to a care home in case they don't go home."
It must be available when its required else moving it to private acre homes will not support unpaid carers needs.
Keep it in Ludgate,

This service is very valuable
It is the most idiotic and irresponsible idea that has cost the tax payer and the only ones who have benefited are the managers and above

This glossy slide show has ensured that someone has not been given respite as it will come out of their budget

This exercise is clearly a waste of time, someone at the top has decided that ludgate must close and in order to justify their reasons they have called upon social services, staff at ludgate and carers to attend a pointless meeting and pretending to listen, the cost will always be justified to the top dog and they will always find a way to prove its cost effectness, in the real world it's going to be an expensive mistake

I for one, know that, I cannot continue to keep my mum at home living with me, I considered making myself homeless, then found out I won't get a house because I was forced to make myself homeless, my mum with dementia takes priority, she stays in my house, yet I am the broken one who tries extremely hard to keep coping I try to continue to function in an environment that is clearly affecting my health and wellbeing

At 62 with no friends, extremely lonely and having my 89 year old mum living with me is really pushing me over the edge, I need help NOW, I have nothing to lose or give

The figures don't make sense.
Closing down the respite beds at Ludgate would be devastating for the service users, their families and the wider local community of Clackmannanshire.

Ludgate and its highly motivated, experienced, skilled and caring staff have been a lifeline for my mum and our wider family over the last few years.

My mum is a current user of the service but I had previous experience there with my elderly dad. Before he moved into a care home my dad didn't want to leave there - "why can't I just stay here" - that says it all.

I wonder why there is such a cost difference between nursing care level beds and respite beds?

Is there a way you can reduce the cost of the respite beds other than "decommissioning" them?

I urge you to take account of the wishes of the service users, respect their rights and listen to their voices.
If the 4 respite beds at Ludgate House are closed will these rooms just be left empty until the 6 STA beds are also closed because not enough use is being made of the facility or will the number of STA beds be increased to 11 (the number of rooms) with perhaps increased access to Physiotherapy and assessment by OTs so that people regain a level of independence.

I would hope that there will still be local access to Respite Beds and that the service will be centralised in Stirling. We have already seen the loss of Menstrie House and the removal of Day Care at Ludgate House - which was a useful service for carers of older people - and it would be sad to see yet another local service being removed.
We simply want to keep the support we rely on — 42 nights of planned respite each year, accessible locally, in a place we trust.

If any change is made, there must be a fully functional replacement ready before Ludgate closes.

The Council should make sure communication is open and clear; we should not have to find out about changes through rumours or the press.

Six weeks is a short time to gather meaningful input — this process should not be rushed, and we would welcome in-person discussions with decision-makers.

We want our voice to be heard clearly: respite isn’t a luxury — it’s what allows us to keep caring full-time.
Whatever you do, you need to really look at your communication because it’s not good.

We were told you were having this consultation, so I was actively looking out all summer for details on how to take part. Inviting carers to an afternoon meeting with only a few days’ notice seems a rather odd thing to do. It sent a strong message that you probably aren’t all that concerned about getting the maximum number of participants or their input.

If you understood the role of an unpaid carer, you’d know that they might not be able to leave the person they care for alone & would require notice to make arrangements to attend.

I appreciate you also have your online meetings scheduled, but perhaps you should have arranged ALL of your meetings toward the end of October/early November to give more notice.

I would also like to say that it was a total shock to read about the potential closure in the Alloa Advertiser back in April. It was only in February they reported how well Ludgate came out its care inspection. Such a kick in the teeth for the staff & their hard work yet they have continued doing an excellent job despite this looming over them.

There was no communication with carers/supported people before or after that announcement. With statements like "there is no money left in the budget for this year" you can't be surprised it generated some hysertia. It sounded as if the closure could happen any day.

I assumed HSCP would write to all concerned properly explaining what was going on & do your best to alleviate people's worries, but you didn't. People were left hanging, trying to gather what information they could. Ludgate staff didn't know what was happening themselves & when I phoned Adult Services, my call was logged but of course, nobody called me back.

My mum was booked to go into Ludgate in May & I didn't know if that was still going ahead. It was the same when she went in September – I was half expecting a call to say it was cancelled.

Whist I am happy to live with & care for my mum, there are no days off other than her time in Ludgate & I don't have the freedom to go out whenever I want without advance planning. If carers don't get any break, then I can see how becoming a bit tired & run down can quickly lead to full-on burnout. No one can care for another person in that state which will eventually put the burden on to social services to find permanent residential care. Won't that create a bigger headache?

Long term costs -

I have seen so much waste during my mums many outpatient/inpatient hospital visits. We are constantly being told of the rising costs of the NHS & social care. When my mum stopped walking last year her need for council funded home care doubled. If my mum loses her ability to stand altogether & requires more care visits, that'll double again.

My care input also increased. I can't work full time now, I claim carers allowance, but this is an extra drain on welfare. And so it goes on…

I realise that what happened (or didn't happen) when my mum was in hospital last year wasn't the fault of social care but surely all medical staff have a part to play in helping a patient to recover, particularly elderly patients because of the cost to social care. There seems to be quite a disconnect. Basically, if my mum ends up in a care home for two weeks that doesn't provide the same quality of care as Ludgate which then results in her needing a course of physio or more equipment or additional care/carers when she comes home, it's going to potentially cost a great deal more.

Contributions from users -

"A letter advising of your contribution towards your respite care placement will be issued under separate cover by our business matching team" – this is always written on my respite care placement confirmation letters. I have never received a request for any contribution. Does the "business matching team" ever ask anyone for a contribution? If we had to choose between paying a private home care provider such as "Home Instead" anything between £1700 - £2400 for one week of home care or pay £2129 for my mum to spend a week at Ludgate, we would absolutely pay that extra for Ludgate.
For those who suffer from dementia, it is essential that the regular respite care is conducted in a familiar environment by familiar staff. Otherwise there is a high risk of causing distress to those being cared for.

Opening up vacant respite beds at Ludgate House to eligible residents of Stirling is a reasonable proposal, but Clackmannanshire residents should have first option on the use of these beds. If a bed remains without a respite booking within a reasonable timescale (eg 2 weeks of availability) then it should be made available to residents of Stirling.

Analysis of capacity utilisation at Ludgate House appeared to show that the facility was operating at approximately 75% capacity. However, there was no evidence presented to support whether

the vacant capacity arises from odd days between resident changeovers, or if it is longer term beds available for weeks at a time. This needs to be examined more closely before determining what the real available capacity for increased residency is. Unpaid Carers are under a lot of stress already, if they are unable to continue in their caring role this will have a huge impact on other parts of health & social care services as well as an impact on individual unpaid carers. Look to properly invest in greater provision so that users and carers are properly supported and valued. Clacks carers must be your priority when it comes to Ludgate House. Let me tell you another true story:- A few years ago I broke my wrist. I struggled to care for my partner. Ludgate House could not accommodate my partner immediately as there was no free bed, but they did have an empty bed a short while later (can't remember details, but it was like 10 days later).We were very grateful they were able to accommodate him. Moral of the story:- If Ludgate house respite does open to Stirling carers as well, this would mean that Clacks carers like myself, may not be able to get respite beds at short notice for emergencies. Increase it. I can see it isn't working the fact that I've been told there isn't any respite service. Probably because it's based on the older generation.

Meeting Note

Date: 2nd December 2025
Present:

- Theresa McNally
- Moira Bruce
- Scott Farmer (Chair, Clackmannanshire & Stirling IJB)
- Joanna MacDonald (Interim Chief Officer, Clackmannanshire & Stirling IJB)
- Judy Stein (Interim Head of Service, Clackmannanshire & Stirling HSCP)

Key Points Discussed

1. **Chief Officer Engagement**
    - Joanna MacDonald has been highly accessible and committed to hearing the voice of the community.
    - Members expressed regret at Joanna's departure, noting her positive engagement with local communities.
2. **Upcoming Decision**
    - The January IJB meeting will be the decision-making point for the proposals under discussion.
3. **Carer and Staff Concerns**
    - Concerns raised by carers and staff regarding proposed changes.
    - A petition initiated by Brian Leishman and supported by Theresa McNally was presented.
    - Theresa noted that many signatures were collected before full information was available and circumstances have since changed.
4. **Managing Change**
    - Scott Farmer acknowledged that change can be emotional and may lead to unnecessary fears.
    - Emphasized that the paper aims to increase choice for carers.
5. **Elected Member Engagement**
    - Joanna advised that elected members are seeking a dedicated session to discuss proposals in detail.
6. **Service Model Discussion**
    - Discussion on the use of beds at Ludgate and how Clackmannanshire residents are currently supported at the Bellfield Centre.
    - Theresa highlighted that some people were unaware of the Bellfield model.
7. **Proposed Hub at CCHC**
    - Proposal to create a community integrated care hub at CCHC was viewed positively.
    - Transport remains a concern, with the loss of DART journeys and the volunteer car scheme still in early stages.
8. **Petition Submission**
    - Theresa handed the petition with **676 signatures** to Scott Farmer.

Appendix 4.3

Clackmannanshire & Stirling
Health & Social Care Partnership

Appendix 5

EQIA Initial Screening Document

Name of document:	Future model of Planned Bed Based Respite throughout Clackmannanshire & Stirling		
Type of Document			
Guidance ☐	Policy ☐	Procedure ☐	Other ☒
If other please detail	IJB Report with recommendations on the future model of Planned Bed Based Respite throughout Clackmannanshire & Stirling		
Scope			
FV Wide ☐	Service Specific ☐	Discipline Specific ☒	Other ☐
If other please detail			
Is this a new document being EQIA'd			
Yes	☒	No	☐
Briefly describe the Aims and Objective of the document			
To set out recommendations on the Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling that have been developed by the HSCP working group and informed via consultation with service users and wider stakeholders.			
Does the evaluation completed identify a potential negative/ adverse or differential impact on the following protected characteristics: - age, disability, gender reassignment, marriage and civil partnership (eliminating discrimination only), pregnancy and maternity, race/ethnicity, religion/belief, Sex (Male/female) Sexual Orientation in relation to the Equality Act 2010 - General Duty to: • Eliminate Discrimination • Advance equality of opportunity • Foster good relations Please indicate your decision below			
☒	Yes - potential discrimination identified for 1 or more protected characteristics (Note: a general SIA will therefore need to be completed indicating what areas are of concern and require to be addressed)		
☐	No impact/discrimination identified		

I agree that the details within the enclosed evaluation are a true reflection of the assessment completed and that the above policy/function/service does ~~not~~ potentially have a significant impact upon equality issues and therefore does ~~not~~ require a Standard Impact Assessment.

Signature and Date
David Niven 11 May 26

Equality Impact Assessment Process

Equality & Diversity Impact Assessment

Guidance on how to complete an EQIA can be found here:

https://www.equalityhumanrights.com/en/advice-and-guidance/guidance-scottish-public-authorities

and here

https://www.equalityhumanrights.com/en/advice-and-guidance/coronavirus-covid-19-and-equality-duty

Q1: Name of EQIA being completed i.e. name of policy, function etc.

Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling

Q1 a; Function ☐ **Guidance** ☐ **Policy** ☐ **Project** ☒ **Protocol** ☐ **Service** ☐
Other, please detail ☐

Q2: What is the scope of this SIA

Service Specific	☐	Discipline Specific	☒	Other (Please Detail)	☐

Q3: Is this a new development? (see Q1)

Yes ☐ No ☒

Q4: If no to Q3 what is it replacing?

If approved by the IJB, this would replace the current model of planned bed based respite across Clackmannanshire and Stirling.

Q5: Team responsible for carrying out the Standard Impact Assessment? (please list)

HSCP Transformation

Q6: Main person completing EQIA's contact details

Name:	David Niven	Telephone Number:	
Department:	HSCP Transformation	Email:	nivend@stirling.gov.uk

Q7: Describe the main aims, objective and intended outcomes

Aim: To set out recommendations to the IJB on the Future Model of Planned Bed Based Respite throughout Clackmannanshire & Stirling. The recommendations have been developed by the HSCP working group, informed by a period of engagement in the form of consultation with service users and wider stakeholders, and approved by HSCP SLT.

Objectives: To develop a set of options for the future model that could be consulted upon. To carry out a six-week consultation period that would further inform the options before approval by the HSCP SLT and generation of recommendations on a future model to the IJB. To plan for and implement any approved future model.

Outcomes: The intended outcome of the future model is to support carers to exercise choice and control in their accessing of short breaks and to increase the provision and ease of access to bed-based respite for those with an assessed need across Clackmannanshire & Stirling. This is in line with the necessary implementation of the C&S Short Breaks Service Statement approved by the IJB in March 2025.

Q8:
(i) Who is intended to benefit from the function/service development/other (Q1) – is it staff, service users or both?

Staff ☐ Service Users ☒ Other ☐ Please identify ___Providers, third sector, independent sector

(ii) Have they been involved in the development of the function/service development/other?

Yes ☒ No ☐

(iii) If yes, who was involved and how were they involved? If no, is there a reason for this action?

A six week period of engagement in the form of consultation was carried out between 1st October 2025 to 12th November 2025. This consultation included in person and online meetings for service users and wider stakeholders to attend and share their views. An online survey was also available throughout the consultation period.

(iv) Please include any evidence or relevant information that has influenced the decisions contained in this SIA; (this could include demographic profiles; audits; research; published evidence; health needs assessment; work based on national guidance or legislative requirements etc)

Comments:

Q9: When looking at the impact on the equality groups, you must consider the following points in accordance with General Duty of the Equality Act 2010 see below:

In summary, those subject to the Equality Duty must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between different groups; and
- foster good relations between different groups

Has your assessment been able to demonstrate the following: Positive Impact, Negative / Adverse Impact or Neutral Impact?

What impact has your review had on the following 'protected characteristics':	**Positive**	**Adverse/ Negative**	**Neutral**	**Comments** Provide any evidence that supports your conclusion/answer for evaluating the impact as being positive, negative or neutral (do not leave this area blank)
Age	x			If approved, the proposed model would offer a wider range of short breaks options

				for carers and cared for people via enhanced short breaks budgets being available, which in turn could support a wider age range of people to access short breaks that meet their assessed needs and their preferences. It is therefore anticipated that there will be a positive impact.
Disability (incl. physical/ sensory problems, learning difficulties, communication needs; cognitive impairment)	x			The proposed model would offer a greater range of options to carers and cared for people on the type of respite/short break they would like to access. It would also offer more flexibility of location for planned bed based respite than currently exists, supporting carers and cared for people to more easily exercise choice and control when accessing short breaks /respite. In addition, it would support an overall increase in provision of respite and short breaks. It is therefore anticipated that there will be a positive impact.
Gender Reassignment			x	It is anticipated that there will be a neutral impact.
Marriage and Civil partnership			x	It is anticipated that there will be a neutral impact.
Pregnancy and Maternity			X	It is anticipated that there will be a neutral impact.
Race/Ethnicity			X	It is anticipated that there will be a neutral impact.
Religion/Faith			X	It is anticipated that there will be a neutral impact.
Sex/Gender (male/female)			X	It is anticipated that there will be a neutral impact.
Sexual orientation			X	It is anticipated that there will be a neutral impact.
Staff (This could include details of staff training completed or required in relation to service delivery)		x		If approved, the model proposes the retention of staff through redeployment throughout Clackmannanshire Council in general with the additional facility that any

				vacancies arising in either the Clacks Reablement Team or Clacks MECS (Mobile Emergency Care Team) during May and June 26 will be held back and ring fenced for Ludgate House beds staff should the IJB approve the proposal to decommission the Ludgate beds service at their meeting on 24 Jun 26. It is noted however that these may not be suitable alternatives for all staff and that there is a risk of a negative impact.

Cross cutting issues: Included are some areas for consideration. Please delete or add fields as appropriate. Further areas to consider in Appendix B				
Unpaid Carers	x			If approved, the model should provide more bed based respite available to unpaid carers with an assessed need. There should be more flexible options open to unpaid carers around the types of short breaks/respite they wish to access, enabling them to exercise choice and control.
Homeless			X	It is anticipated that there will be a neutral impact.
Language/ Social Origins			X	It is anticipated that there will be a neutral impact.
Literacy			X	It is anticipated that there will be a neutral impact.
Low income/poverty			X	It is anticipated that there will be a neutral impact.
Mental Health Problems			X	It is anticipated that there will be a neutral impact.
Rural Areas	x			If approved the proposed model should support planned bed based respite to be offered from a wider range of locations across C&S than is currently available. It should also offer more flexibility in the type of short break available to carers, supporting them to access the service in a way that best suits their needs and circumstances. It is therefore anticipated that there will be a positive impact.

Armed Services Veterans, Reservists and former Members of the Reserve Forces			X	It is anticipated that there will be a neutral impact.
Third Sector			X	It is anticipated that there will be a neutral impact.
Independent Sector	x			If approved, the model would require an increase in commissioning of bed based respite from the independent sector.

Q10: If actions are required to address changes, please attach your action plan to this document. Action plan attached?

Yes ☐ No ☒

Date EQIA Completed	11 / 05 / 2026		
Date of next EQIA Review	11 / 05 / 2027		
Signature	David Niven	Print Name	David Niven
Department or Service	HSCP Transformation		

Please keep a completed copy of this template for your own records and attach to any appropriate tools as a record of SIA or EQIA completed. Send copy to: fv.clackmannanshirestirling.hscp@nhs.scot

Equality & Diversity Impact Assessment Action Plan

Name of document being EQIA'd:

Date	Issue	Action Required	Lead (Name, title, and contact details)	Timescale	Resource Implications	Comments

Further Notes:

Signed: Date:

DIRECTION FROM CLACKMANNANSHIRE & STIRLING INTEGRATION JOINT BOARD

Reference Number	CSIJB- 2026_27/001
Does this direction supersede, vary or revoke an existing direction? If yes please provide reference number of existing direction	No N/A
Approval Date	24 June 2026
Services / functions covered	Carers Short Breaks and Planned Bed Based Respite throughout Clackmannanshire & Stirling
Full text of Direction	Implement the recommended future model of planned bed based respite throughout Clackmannanshire & Stirling to deliver a carer centred approach to short breaks and respite that provides greater choice and control for carers and supported people, while maintaining access to bed based respite for those with assessed need. 1) Decommission the current approach to bed based respite throughout Clackmannanshire & Stirling including decommissioning the 4 residential respite beds and the 6 short stay assessment beds at Ludgate House. 2) Commission a total of 6 nursing care level respite beds from the local independent care home sector for year-round use (3 in Stirling and 3 in Clackmannanshire). 3) Increase the Carers Short Breaks Budget in Clackmannanshire from £65k/year to £200k/year in 2026/27 funded by a share of the expected savings from commissioning changes in Clackmannanshire. 4) Realise circa £795k/year of recurring annual savings from 2027/28 onwards from commissioning changes in Clackmannanshire.
List of key stakeholders impacted and any specific engagement and consultation requirements	Strategic Planning Group consulted Weds 17 June 2026. Stakeholders impacted: Carers and supported people with assessed need, and Ludgate beds staff. Broad consultation carried out 1 Oct to 12 Nov 2025, and ongoing with staff and carers with assessed need.
Timescale(s) for Delivery	From Thurs 25 Jun 2026 to 31 Mar 2027
Direction to	Clackmannanshire Council Stirling Council
Link to relevant IJB report(s)	To be inserted after IJB
Budget / finances allocated	Delivered within existing resources
Performance Measures	See Section 6.4 of Report and HSCP Performance Framework
Date direction will be reviewed	Apr 2027 and Annually thereafter.

CLACKMANNANSHIRE COUNCIL	**THIS PAPER RELATES TO ITEM 9** **ON THE AGENDA**

Report to: Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: HSCP – Clackmannanshire Locality Performance Report 2026/27 Q1 (1st April to 30th June 2026)

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

1.0 Purpose

1.1. Highlight the work undertaken by Clackmannanshire and Stirling Health and Social Care Partnership (HSCP) and its impact upon performance for the locality of Clackmannanshire.

2.0 Recommendations

2.1. Note this paper and the continuing work being undertaken across Clackmannanshire.

2.2. Note the performance of Clackmannanshire locality within the Clackmannanshire and Stirling HSCP.

3.0 Considerations

3.1. Integration Joint Boards are responsible for effective monitoring and reporting on the delivery of Health and Social Care services. Relevant targets and measures are aligned to the themes within the **Strategic Commissioning Plan 2023-2033**. In line with legislative requirements to review the Strategic Commissioning Plan at least every three years, the HSCP recently undertook a review of the Plan. This confirmed that the existing five strategic themes remain appropriate and continue to reflect the priorities of the Partnership and the needs of local communities.

3.2. The Scottish Government developed National Health and Wellbeing Outcomes to help Health and Social Care Partnerships better understand to what extent integrated services are meeting the individual outcomes of individuals as well as the wider community. Appendix 1 details the links between the Strategic Themes and the National Health and Wellbeing Outcomes.

3.3. Appendix 2 provides a Clackmannanshire quarterly overview for the period 1st April to 30th June 2026.

3.4. As part of the recent statutory review of the Strategic Commissioning Plan, the HSCP reflected on the way performance information is presented. While the review confirmed that the existing five strategic themes remain appropriate, it also provided an opportunity to enhance reporting through increased narrative and context. In response to feedback from members of this Committee and the Integration Joint Board, our revised report seeks to demonstrate not only levels of activity, but also the difference services are making to people's experiences, outcomes and wellbeing.

3.5. The following points have all been considered and should be noted in terms of the presentation of data within the report:

3.5.1. Where numbers are lower than 10 these will be noted as <10, to reduce the risk of identifying an individual.

3.5.2. Where data is not available for the current quarter this will be denoted as "not available" and the latest information available may be included.

3.5.3. Where data is affected by completeness this is denoted with a "p". “Provisional" data indicates when initial data releases are subject to change before final figures are published.

3.6. There are some challenges regarding accessing data which continue to be worked through, with the aim of providing fuller reporting in the future.

4.0 Sustainability Implications

4.1. N/A

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies ☐

8.0 Impact Assessments

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

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

This paper is for noting only and does not require an Equality Impact Assessment as it does not propose any changes to policy, practice, or service delivery.

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - National Health & Wellbeing Outcomes mapped against our 2023-2033 Strategic Plan.

Appendix 2 - Clackmannanshire Locality Performance Report 2025/26 Q4 (1st January to 31st March 2026).

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Wendy Forrest	Head of Strategic Planning and Health Improvement	

Approved by

NAME	DESIGNATION	SIGNATURE

Jennifer Borthwick	Interim Chief Officer	[redacted]

Appendix 1 - National Health & Wellbeing Outcomes mapped against our 2023-2033 Strategic Plan.

National Health & Wellbeing Outcomes

All themes and priorities of the Strategic Commissioning Plan are linked to the National Health and Wellbeing Outcomes. Each theme will demonstrate improvement for people and communities, how we are embedding a human rights based approach, consideration for equalities and evidencing improvement across the services we deliver.

Health and Wellbeing Outcomes

Health and Wellbeing Outcomes	Prevention, early intervention &	Independent living through choice and control	Care Closer to Home	Supporting empowered people & communities	Loneliness & isolation
1. People are able to look after and improve their own health and wellbeing and live in good health for longer.	●	●	●	●	●
2. People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	●	●	●	●	●
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.	●	●	●	●	
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	●	●	●	●	●
5. Health and social care services contribute to reducing health inequalities.	●	●	●	●	●
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact on their caring role on their own health and wellbeing.		●	●		
7. People who use health and social care services are safe from harm.	●	●	●		
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide. 9. Resources are used effectively and efficiently in the provision of health and social care services.	Enabling Activities				

Appendix 1 - National Health & Wellbeing Outcomes mapped against our 2023-2033 Strategic Plan.

Strategic Theme 1 Prevention, early intervention and harm reduction

Clackmannanshire 2026-27 Quarter 1

Promoting positive health and wellbeing, providing early support and information to help people make informed lifestyle choices. Reducing negative consequences of health behaviours.

PI Code	Description	Q1 2026/27	2025/26	Latest Note
		Value	Value	
ADC MHO 007	Number of Existing Private and Local Authority Guardianships (Clackmannanshire)	Under Review	Inconclusive due to review	See narrative below
ADC MHO 025	Total number of new Private & Local Authority Guardianship Orders (Clackmannanshire)	Under Review	Inconclusive due to review	See narrative below
Newly Proposed measure	Number of people in Clackmannanshire referred onto specialist drug and alcohol services	Q4 25/26 147	Q3 25/26 124	Due to a data lag in public reporting by Public Health Scotland who collate this data, the most recent data available is from Q4 2025/26.
Newly Proposed measure	Percentage of people in Clackmannanshire waiting under 3 weeks from referral to first treatment	Q4 25/26 100%	Q3 25/26 100%	Due to a data lag in public reporting by Public Health Scotland who collate this data, the most recent data available is from Q4 2025/26.
Newly Proposed measure	Percentage of people in Clackmannanshire discharged before starting treatment	Q4 25/26 29.6%	Q3 25/26 40.7%	Due to a data lag in public reporting by Public Health Scotland who collate this data, the most recent data available is from Q4 2025/26.

As part of our review of performance reporting, we will no longer report Adult Support and Protection (ASP) referrals on a quarterly basis. While referral numbers provide useful contextual information, they provide only a partial picture of adult support and protection activity and do not, in isolation, explain the factors influencing demand or activity. Instead, ASP will be reported annually, allowing time for analysis and reflection with partners to understand activity in the wider context of adult support and protection across Clackmannanshire and Stirling. Annual reporting will support a more informed narrative based on collective scrutiny of information and evidence gathered throughout the year.

Assurance arrangements remain in place through the independently chaired Clackmannanshire and Stirling ASP Committee, which includes representation from all statutory and key partner agencies. The Committee reviews ASP activity and data on an ongoing basis to support understanding of trends and ensure appropriate oversight and scrutiny.

Priority 1 Mental Health & Wellbeing

Adults with Incapacity/Guardianship

A review of cases has raised questions around the consistency of applying safeguards to those with Guardianship Orders. The review has been focussed around verifying and validating locally held lists alongside those held by the Office of the Public Guardian. This process has made it clear that a new robust, standardised way of supporting these Orders is needed across Clackmannanshire and Stirling.

A large contributing factor to this has been a lack of capacity within teams. To support recovery, senior leadership and both Chief Social Work Officers have agreed that most Guardianship supervision and reviews can be undertaken by Social Care Officers, who will receive targeted training and operate under the direct oversight of Mental Health Officer Team Managers. The Mental Welfare Commission has indicated support for this approach, which will allow the HSCP to embed a standardised approach across the Partnership areas which will reduce the current backlog while preserving Social Worker capacity for complex statutory work. In Clackmannanshire there are approximately 400 current cases with a projection of 300 cases after review.

Priority 2 Drug and alcohol care and support capacity across communities

Following a review of previously reported information, it was recognised that data relating solely to Recovery Cafés captured only a limited aspect of the support available for people affected by alcohol and drug use. Whilst Recovery Cafés continue to be supported as an important community-based and recovery focused resource, engagement is voluntary and represents a small proportion of the overall service pathway. It is proposed that future reporting will therefore focus on Public Health Scotland data relating to statutory specialist drug and alcohol services, providing a more comprehensive overview of statutory treatment services whilst recognising the continuing contribution of community-based recovery supports such as Recovery Cafés.

It should be noted that Public Health Scotland data is published with a reporting lag; therefore, Quarter 4 2025/26 is the most recent data currently available. The latest data suggests an improving position across a number of key measures. Referrals to specialist drug and alcohol services increased from 124 in Q3 to 147 in Q4, reflecting higher levels of referral activity during the period. Performance against waiting times remained strong, with 100% of individuals commencing treatment within the national three-week waiting time standard in both quarters. In addition, the proportion of people discharged prior to commencing treatment reduced from 40.7% in Q3 to 29.6% in Q4. Whilst this measure remains an area for ongoing monitoring, the reduction represents a positive trend. The available data does not identify the reasons for this change, however it may be associated with factors such as improved awareness of referral criteria and pathways among referring agencies. Although based on comparison with the previous quarter only, the available data suggests an improving position within statutory drug and alcohol services in Clackmannanshire during the latest reporting period, and performance will continue to be monitored as further data becomes available.

Strategic Theme 2 Independent living through choice and control

Clackmannanshire 2026-27 Quarter 1

Building confidence, maintaining independence. Helping people make the right decisions for them and providing the right level of support at the right time.

PI Code	Description	Q1 2026/27	2025/26	Latest Note
		Value	Value	
ADC ADA 025	Quarterly snapshot number of SDS Option 1 clients (Clackmannanshire)	19	17	
ADC ADA 026	Quarterly snapshot number of SDS Option 2 clients (Clackmannanshire)	<10	<10	
ADC ADA 027	Quarterly snapshot number of SDS Option 3 clients (Clackmannanshire)	2334	2697	
ADC ADA 028	Quarterly snapshot number of SDS Option 4 clients (Clackmannanshire)	39	44	
	New Referrals to SDS FV from Clackmannanshire	12	34	
	No of adults supported by SDS FV from Clackmannanshire	23	(2025/26 Q4) 12	

Priority 3 Self-Directed Support information and advice promoted across all communities

When families are faced with important decisions about support for a loved one with additional support needs, having access to clear, independent information can make all the difference. In this video, Andy and Gina share how support from SDS Forth Valley helped them understand their options, make informed decisions, and identify the support arrangements that would best meet their daughter's needs, aspirations and future goals.

Through access to clear, independent information and guidance, they gained the knowledge and confidence to navigate complex systems, understand the opportunities available through Self-directed Support, and make choices that reflected what mattered most to their daughter and family. Their story highlights the importance of informed choice and decision-making, and how the right information and support can empower families to create personalised arrangements that enable people to live fulfilling, independent lives within their communities.

Andy & Gina talk about support from SDS Forth Valley.

Strategic Theme 3 Achieving care closer to home

Clackmannanshire 2026-27 Quarter 1

Transforming services that are needs led, resource bound and modern. Supporting people to live in their homes and communities for as long as possible.

PI Code	Description	Q1 2026/27	2025/26	Latest Note
		Value	Average Value	
DD.09.CLACK	All Forth Valley Delayed Discharges (Code 9) for Clackmannanshire residents at census point.	14	10.58	
DD.100.CLACK	All Forth Valley Delayed Discharges (Code 100) for Clackmannanshire residents at census point.	0	0	
DD.OBD.CLACK	Occupied Bed Days attributed to standard Delayed Discharges at census point, for Clackmannanshire residents.	106	242.83	
DD.ST.CLACK	All Forth Valley Standard Delayed Discharges (excl Code 9 and Code 100) for Clackmannanshire residents at census point.	<10	<10	
DD.TOT.CLACK	Clackmannanshire Delayed Discharges - Total number of delays (inc Code 9 and Code 100) Census Point	20	19.33	
ADC ADA 01p	% of clients with reduced care hours at the end of local authority reablement period in Clackmannanshire	33%	29%	
ADC ADA 01pb	% of clients with increased care hours at end of local authority reablement services. Clackmannanshire	20.5%	11.8%	May 26: 2 clients required lunch calls added; 1 required tea call added; 1 client required lunch and tuck calls added
ADC ADA 01q	% of clients receiving no care after local authority reablement in Clackmannanshire	18%	27%	

Delayed Discharges

Delayed discharge levels for Clackmannanshire remained relatively stable in Q1 2026/27, with a total of 20 delays recorded at the census point compared with an average of 19.3 during 2025/26. Code 9 delays accounted for 14 of these delays, which is above the previous year's average of 10.6, while there were no Code 100 delays recorded. Standard delays remained below 10, consistent with the position reported throughout 2025/26.

Despite the stable overall number of delays, occupied bed days attributable to standard delayed discharges reduced significantly to 106, compared with an average of 242.8 in 2025/26. This suggests that delays are being resolved more quickly, supporting improved patient flow and more effective use of hospital capacity. Reducing Code 9 delays will remain a key area of focus to further strengthen performance and sustain progress.

Overall, the data indicates a stable delayed discharge position, with encouraging improvement in occupied bed days. Future monitoring will focus on sustaining reductions in delay duration while addressing the higher-than-average number of Code 9 delays.

In response to these challenges, a range of improvement activity is underway to support more timely transitions from hospital to home. This includes the Discharge to Assess programme, daily oversight of delayed discharge cases, early intervention through length-of-stay triggers, and the development of an Integrated Discharge Service ahead of winter. Collectively, these actions are intended to reduce delays and improve patient flow.

Development of 'Front Door' Response

A gap has been identified in terms of ensuring we are providing a robust response when people initially call social work services. Based on reviewing our current provision and aligning this to the response that has been embedded in Stirling. Given the success of the Team in Stirling, it was decided that an Early Intervention Team (EIT) should be developed, which has begun this quarter, that supports the strategic aim of delivering the *right care, at the right time*. The team will ensure proportionate assessment, application of eligibility criteria, and early resolution where possible, that comprising of; initial triage, signposting and provision of information, and short-term involvement (of up to six weeks). This model is intended to:

- Reduce progression into long-term social work involvement where it is not required
- Stabilise demand at the duty stage
- Create capacity within locality and review teams for them to continue with longer terms pieces of work and develop more relationship-based practice
- Contribute to a reduction in waiting lists by providing a proportionate response at an early stage.

Practice is also beginning to place greater emphasis on meaningful signposting and access to community-based supports, although progress has been slower than anticipated due to competing priorities. Continuing to strengthen this approach is essential to delivering a needs led model that promotes choice, control and informed decision-making, while recognising resource constraints. Right Care Right Time Key Indicators for the Early Intervention Team will be included in future Quarterly Performance Report for Clackmannanshire, once agreed.

Hospital Discharge Team

The Clackmannanshire Hospital Discharge Team reviews the care and support individuals receive from a Framework Provider following their return home from hospital, ensuring support remains proportionate to their needs and promotes independence, recovery and self-management to help that person live well and safely at home. Reviews focus on identifying areas where people have regained skills, confidence or independence and determining the right balance between support and self-management to help them live well and safely at home for as long as possible. This may result in care arrangements being adjusted following the initial six-week assessment period, ensuring support enables rather than unintentionally limits independence. Although capacity challenges have restricted the number of reviews undertaken, a small number of completed reviews have identified projected annual efficiencies of 1,196 hours, equivalent to an estimated saving of over £30,000, demonstrating the importance of ensuring finite resources are used effectively while delivering person-centred outcomes. Work is underway to develop clear performance measures for the Hospital Discharge Team, which will be included in future quarterly performance reports for Clackmannanshire.

Priority 6 Workforce capacity and recruitment

Social Work within Clackmannanshire continues to operate within a complex and evolving environment, characterised by increasing demand, growing complexity of need and ongoing resource pressures across health and social care. Within this context, services have remained focused on ensuring that people with the greatest levels of need receive timely care and support, which is in keeping with our position of being ‘needs led but resource bound.’ While this sustained focus on responding to those requiring immediate support has reduced capacity for some preventative and early intervention activity, workstreams aimed at providing support earlier in a person's pathway continue to be developed and progressed to support improved outcomes and increase opportunities for self-management, which will impact upon future demand for services.

Considerable effort has therefore been directed towards maintaining service continuity, managing demand effectively and ensuring resources are deployed where they can have the greatest impact, which is primarily focussed on providing a response based on safety and risk. In some instances, the pressures associated with responding to immediate need have limited opportunities for timely review and reassessment, reducing the ability to consistently ensure that support remains proportionate to individuals' changing circumstances.

Despite these challenges, services have demonstrated resilience and adaptability, supported by strong partnership working and a shared commitment to improving outcomes for people across Clackmannanshire and Stirling.

Strategic Theme 4 Supporting empowered people and communities

Clackmannanshire 2026-27 Quarter 1

Coordination of effort for partners and communities. Empowering people to design and deliver services. Supporting unpaid carers and people delivering services in their role.

PI Code	Description	Q1 2026/27	2025/26	Latest Note
		Value	Value	
HSC CAR	Number of Adult Carer Support Plans completed by the Carer Centre	38	2025-26 Q1 28	Clackmannanshire & Falkirk Carer Centre Data
HSC CAR	Number of carers accessing individual support through the Carer Centre	231	2025-26 Q1 264	Clackmannanshire & Falkirk Carer Centre Data
HSC CAR	Number of Carers registered and Active with the Carer Centre	899	2025-26 Q1 936	Clackmannanshire & Falkirk Carer Centre Data
ADC ADA 011D	Number of eligible Adult Support plans for Clackmannanshire carers completed by Social Care.	<10	13	

Carer's Centre

During this quarter, Clackmannanshire & Falkirk Carers Centre focused on ensuring a smooth transition for carers as statutory carer support services transferred to Stirling Carers Centre, now operating as Stirling and Clackmannanshire Carers Centre. The transition has been carefully managed to ensure continuity of support. Carers in Clackmannanshire will continue to have access to dedicated local support, with no interruption to the services available to them. This commitment to supporting carers is reflected in experiences such as Jenni's, who accessed support locally in from the Carers Centre during a particularly challenging period while caring for a loved one with significant health needs.

Jenni describes, in the below video, how the service provided understanding, reassurance and practical support, helping her feel heard, valued and supported when she needed it most. Through personalised advice, opportunities to focus on her own wellbeing and access to information and resources, she was able to build resilience and maintain her caring role. Her experience highlights the positive impact that timely and appropriate support can have on carers' wellbeing, confidence and ability to continue caring.

Jenni talks about support from the Carers Centre

Alongside the transition of statutory services, Clackmannanshire & Falkirk Carers Centre will continue to provide a range of funded supports for local carers until March 2027, including wellbeing activities, short break opportunities and support for parent carers. Discussions are ongoing with Shared Care Scotland regarding the future provision of Respitality breaks, helping to ensure carers can continue to access a wide range of support locally.

Care at home reviews

A dedicated Care at Home Review Team has been operating in Stirling since 2024. While recruitment challenges initially limited the ability to replicate this model in Clackmannanshire, the positive outcomes achieved in Stirling have now enabled the establishment of a dedicated review team within Clackmannanshire.

The purpose of the review team is to ensure individuals receive the right support at the right time, with care arrangements that are proportionate to their assessed needs and aligned to their personal outcomes, strengths and aspirations. Through an asset-based approach, reviews focus on maximising independence, choice and control by making greater use of community resources, voluntary sector provision and informal support networks wherever appropriate.

The Clackmannanshire team has begun by analysing information held within the social work recording system to identify individuals whose reviews are overdue or due for completion. Alongside this, the team is strengthening links with third-sector organisations and community support networks to expand the range of non-statutory support options available to individuals following review.

Over the coming months, the focus will be on increasing review activity, ensuring people are receiving support that reflects their current circumstances and outcomes, and evidencing the impact of this approach through the Right Care Right Time performance framework. Key performance indicators relating to Care at Home Reviews will be reported through future quarterly performance reports, providing assurance on progress, outcomes for individuals and the effective use of resources.

Strategic Theme 5 Reducing loneliness and isolation

Clackmannanshire 2026-27 Quarter 1

Connecting people to their communities, reducing loneliness and isolation and the impact on people's health and wellbeing.

PI Code	Description	Q1 2026/27 Value	2025/26 Q4 Value	Latest Note
HSC CLW 001c	Number of social prescribing referrals for Clackmannanshire through Community Link Workers (CLW).	51	47	In 2025/26 the average number of referrals in each quarter was 44. This quarter has shown a increase from 47 in 2025/26 Q4.
HSC CLW 002c	Number of social prescribing encounters for Clackmannanshire through Community Link Workers (CLW).	121	173	In 2025/26 the average number of encounters in each quarter was 136. This quarter has shown a decrease from 173 in 2025/26 Q4.

Priority 11 Reducing levels of loneliness and isolation

Third sector update

The work of Clackmannanshire Third Sector Interface (CTSI) is crucial to tackling loneliness and isolation within our communities, with many group and organisations across the locality providing people with ways to connect and reconnect with their communities. The Community Link Workers (CLW) are supporting people as individuals to participate in community activities, and achieve their goals, whether that be increasing their impedance or being more involved in their community.

For the Community Link Workers, over Quarter 1 their main sources of referrals have been from GP surgeries and Primary Care Mental Health Nurses. The main reasons for referrals are social prescribing for mental health and social isolation followed by financial and housing problems. Whilst referrals increased during the quarter, the number of encounters reduced compared with Q4. This may reflect the nature of cases being supported during the period and will continue to be monitored.

Information regarding local community groups is collated in the Clackmannanshire Third Sector Information directory and there is also information on ALISS, the national directory. Work is underway with partner organisations to better understand how we can best reflect the myriad of work that happens across our communities that support those who are lonely and social isolated.

Inspection of Services

Registered services owned by the Partnership are inspected by the Care Inspectorate. Since 1 April 2018, the new Health and Social Care Standards have been used across Scotland. In response to these new standards, the Care Inspectorate introduced a new framework for inspections of care homes for older people.

Whins/Centre Space was last inspected on 8th May 2026. The full report can be found here

Wellbeing support	Leadership	Staff team	Setting	Care planning
Very Good (5)	Good (4)	Good (4)	Not Assessed	Good (4)

THIS PAPER RELATES TO ITEM 10
ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: Health and Care (Staffing) (Scotland) Act 2019 – Statutory Annual Report 2025/26

Report by: Chief Social Work Officer

1.0 Purpose

1.1. To present the second statutory annual report produced under Section 3(6) of the Health and Care (Staffing) (Scotland) Act 2019, attached as Appendix 1.

2.0 Recommendation

It is recommended that the Committee:

2.1. It is recommended that committee note and challenge the report as appropriate.

2.2. The content of this report is relevant to the functions of the Clackmannanshire & Stirling Integration Joint Board (IJB) and will be reviewed at its meeting.

2.3. Note the findings of the 2025/26 provider assurance exercise, including evidence of strong compliance with the Act amongst respondents and the actions being taken to address identified workforce and sustainability risks.

3.0 Considerations

3.1 Legislative Context

The Health and Care (Staffing) (Scotland) Act 2019 establishes a statutory framework to support safe and high-quality health and social care services through appropriate staffing arrangements. The Act places duties on local authorities and integration authorities when planning or securing care services from third-party providers.

Section 3(2) requires local authorities and integration authorities to have regard to:

- The guiding principles for health and care staffing;

- Provider duties relating to appropriate staffing;
- Provider duties relating to staff training;
- Relevant Scottish Government guidance; and
- Duties contained within the Public Services Reform (Scotland) Act 2010.

Section 3(6) requires annual publication of information on the steps taken to comply with these duties and any risks affecting compliance.

3.2 Compliance Activity During 2025/26

The Council, working in partnership with Clackmannanshire and Stirling HSCP and Stirling Council, has continued to implement measures to support compliance with the Act.

Key actions undertaken during the reporting period include:

- Ongoing promotion and awareness raising of the Act through provider forums, meetings and communications.
- Engagement with Care Inspectorate representatives and dissemination of good practice guidance.
- Incorporation of Act-related requirements into contract documentation and commissioning processes.
- Inclusion of compliance checks within due diligence arrangements for commissioned services.
- Development and pilot implementation of enhanced contract monitoring processes which include consideration of staffing requirements under the Act.
- Continued use of an annual provider survey to gather assurance regarding compliance and identify emerging risks.

3.3 Provider Assurance Findings

A survey was issued to 153 Care Inspectorate-registered providers across Clackmannanshire, Stirling Council and the HSCP, receiving 63 responses, representing a 41.2% response rate.

For Clackmannanshire:

- All respondents reported compliance with the Health and Care (Staffing) (Scotland) Act 2019.
- Providers demonstrated strong awareness of the guiding principles of the Act.
- Evidence was provided of regular staffing review processes linked to assessed need and risk.
- Providers reported established arrangements for staff training, supervision, professional development and workforce planning.

- Strong emphasis was evident on person-centred care, staff wellbeing, multi-disciplinary working and quality assurance.

Overall, the returns indicate a high level of compliance amongst responding providers and no significant gaps or concerns were identified.

3.3.1 Stakeholder Feedback Summary

Feedback gathered through the annual provider survey highlighted a number of common themes regarding implementation of the Health and Care (Staffing) (Scotland) Act 2019. Overall, providers demonstrated a strong commitment to delivering safe, effective and person-centred care and reported positive engagement with the principles of the Act.

Key themes identified from stakeholder feedback included:

- Recruitment and retention challenges remain a significant concern across the sector, with providers reporting difficulties attracting and retaining suitably qualified staff in a competitive labour market. Pay levels and workforce shortages were frequently cited as contributing factors.
- Financial pressures continue to impact providers, with increased costs associated with staffing, utilities, food and transport creating concerns regarding long-term sustainability and service capacity. Providers noted that funding uplifts have not always kept pace with rising costs.
- Rising complexity and demand for services was highlighted by a number of respondents, with providers reporting increasing levels of need amongst the people they support and greater demand on service capacity.
- Providers consistently emphasised the importance of continuity and quality of care, recognising the benefits of stable staffing arrangements and expressing concern that workforce shortages or reliance on agency staffing can affect outcomes for people using services.
- There was strong evidence of investment in training, learning and development, with providers identifying staff development, supervision and wellbeing support as essential components of maintaining service quality and compliance with the Act.
- Respondents reported a strong commitment to person-centred practice, involvement of service users and families in care planning, and collaborative working with health, social work, education and other partners.

The feedback provides assurance that providers understand and are actively applying the principles of the Act. However, it also highlights continuing workforce and financial pressures which require ongoing monitoring through commissioning, contract management and provider engagement arrangements.

3.4 Emerging Risks

While the overall assurance position remains positive, the annual report identifies a number of ongoing risks that may affect future compliance:

- Workforce Recruitment and Retention
  Providers continue to experience challenges attracting and retaining appropriately qualified staff. Recruitment difficulties are linked to competition within the labour market, pay pressures and workforce shortages.

- Financial Sustainability
  Many providers reported concerns regarding increasing operational costs and pressures on funding levels. These pressures have implications for workforce capacity, staff development opportunities and long-term service sustainability.

- Increasing Complexity of Need
  Providers highlighted increasingly complex presenting needs requiring higher levels of staffing capacity and specialist skills. This creates additional workforce planning pressures.

- Training and Skills Development
  Although providers generally reported positive arrangements for workforce development, ongoing challenges remain in ensuring all staff can access appropriate training and qualifications within a constrained labour market.

- Consistency of National Reporting
  The report notes continued challenges associated with obtaining consistent information from providers operating across multiple local authority areas, together with wider challenges regarding staffing measurement and workforce data.

3.5 Next Steps

During 2026/27 the Council and HSCP will:

- Continue annual provider assurance surveys.
- Expand routine contract monitoring arrangements across adult social care services.
- Engage with providers who have not yet submitted returns.
- Seek additional assurance where providers indicate potential compliance concerns.
- Monitor recruitment, retention and workforce sustainability risks through commissioning and contract management arrangements.

4.0 Sustainability Implications

4.1. None identified.

5.0 Resource Implications

5.1. Financial Details

5.2. There are no direct financial implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

The report supports the Council's statutory duties in relation to commissioning and securing regulated care services.

8.0 Equalities Impact

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

Yes ☐ No ☐X

This report is for information and does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equalities Impact Assessment is required.

9.0 Legality

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

10.0 Appendices

10.1 Appendix 1: Health and Care (Staffing) (Scotland) Act 2019 – Statutory Annual Report 2025/26.

11.0 Background Papers

11.1 Health and Care (Staffing) (Scotland) Act 2019 Statutory Guidance.

[Health and Care (Staffing) (Scotland) Act 2019]

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 X

Author(s)

NAME	**DESIGNATION**	**TEL NO / EXTENSION**
Sharon Robertson	**Chief Social Work Officer**	**01259 225184**

Approved by

NAME	**DESIGNATION**	**SIGNATURE**
Jennifer Borthwick	**Interim Chief Officer, Clackmannanshire & Stirling Health & Social Care Partnership**	[redacted]

Health and Care (Staffing) (Scotland) Act 2019: Annual Report

Under section 3(2) of the Health and Care (Staffing) (Scotland) Act 2019 ("the Act"), every local authority and integration authority must have regard to a number of listed factors when planning or securing the provision of a care service from a third party:

- the guiding principles in the Act (section 1 of the Act);
- the requirement on care service providers to have regard to the guiding principles (section 3(1) of the Act);
- the duty on care service providers to ensure appropriate staffing (section 7 of the Act);
- the requirement on care service providers with regard to training of staff (section 8 of the Act);
- the requirement on care service providers to have regard to guidance issued by the Scottish Ministers (section 10 of the Act);
- the duties on care service providers under Chapter 3 of Part 5 of the Public Services Reform (Scotland) Act 2010, for example with regard to registration of care services; and
- the duties on care service providers under Chapter 3A of Part 5 of the Public Services Reform (Scotland) Act 2010, for example with regard to the use of any prescribed staffing methods or staffing tools. Note that the Health and Care (Staffing) (Scotland) Act 2019 inserted chapter 3A into the Public Services Reform (Scotland) Act.

Section 3(6) of the Act states that relevant organisations must publish information annually on the steps they have taken to comply with the requirement in section 3(2) regarding the planning and securing of care services and any ongoing risks that may affect their ability to comply with this requirement.

This template should be used by local authorities and integration authorities to publish the information required and should be read in conjunction with the statutory guidance that accompanies the Act, specifically chapter 15.

The information in this template should relate to the financial year, i.e. 01 April to 31 March. All reports must be published by 30 June at the latest each year.

In order to collate the information published, the Scottish Government also requests that you send the completed template to hcsa@gov.scot.

Declaration

Name of local authority / integration authority: Clackmannanshire Council

Report authorised by:

Name: Sharon Robertson

Designation: Chief Social Work Officer / Head of Service, Wellbeing Directorate (Children's and Justice Services)

Date: 04 June 2026

Please mark all relevant boxes to show which services have been taken account in this report:

x	Support services
x	Care home services
x	School care accommodation services
	Nurse agencies
x	Child care agencies
	Secure accommodation services
	Offender accommodation services
	Adoption services
	Fostering services
	Adult placement services
	Child minding
	Day care of children
x	Housing support service

Details of where the report will be published: (insert link to publication)

Information Required

1. Please detail the steps you have taken as an organisation to comply with section 3(2) of the Health and Care (Staffing) (Scotland) Act 2019:

   3(2) In planning or securing the provision of a care service from another person under a contract, agreement or other arrangements, every local authority and every integration authority (within the meaning of section 59 of the Public Bodies (Joint Working) (Scotland) Act 2014) must have regard to—

   (a) the guiding principles for health and care staffing, and

   (b) the duties relating to staffing imposed on persons who provide care services—

   (i) by virtue of subsection (1) and sections 7 to 10, and

   (ii) by virtue of Chapters 3 and 3A of Part 5 of the Public Services Reform (Scotland) Act 2010.

Preparation and Promotion

In the lead-up to the Health and Care (Staffing) (Scotland) Act 2019 coming into effect, we took a proactive approach to promoting the Act through close collaboration between the Local Authority and the HSCP. This work included inviting Care Inspectorate staff to presentations, meetings, and provider forums across Adult, Children and Education Services. Additionally, we shared presentations, updates and links to best practices with providers. We have also continued to provide reminders about the requirements of the Act during meetings and through ongoing communications for this reporting period.

Contract Terms and Due Diligence Checks

A commissioning team supports work across the Clackmannanshire and Stirling HSCP and with social care in both Local Authorities. In the course of negotiating new contracts with providers that are Care Inspectorate registered, we have amended our Terms and Conditions in Stirling to explicitly reference the Act. These terms have also been drafted for future Clackmannanshire contracts should they wish to be used there. Where adults use providers to deliver their care or support under Self-Directed Support Option 2, we have integrated a systematic check on compliance with the staffing provisions of the Act as part of our standard due diligence procedures.

Contract Monitoring

A commissioning team supports work across the Clackmannanshire and Stirling HSCP. Standard contract monitoring continues to be piloted with adult care and support providers. This includes specific questions in relation to the Act so Commissioners can monitor compliance and emerging issues on a routine basis. This will be rolled out across all adult social care services in Clackmannanshire and Stirling 2026/27. This model of contract monitoring can also be considered for other services.

Survey

Like last year we have used a provider survey to give additional assurance for compliance with the Act. The survey has been designed for annual use, with the intention that it will be issued to all new and existing providers each year.

The survey was carried out across Clackmannanshire Council, Stirling Council and the Clackmannanshire and Stirling Health and Social Care Partnership. The survey was sent to 153 new and existing providers with 63 responses (41.2%). This is a comparable response rate to last year.

The results noted below show high levels of compliance. A summary of the types of services that replied is shown in figure 1 below. The survey included questions directed to providers regarding the guiding principles of the Act, as well as inquiries about staffing. This type of survey will continue to be used with any potential new providers as part of ongoing due diligence checks before contracting.

We will continue to engage with providers who have not yet completed the survey, and we will seek clarification and assurance from those who have indicated that they may not yet be fully compliant with the Act or specific elements of it.

Although we did not commission any new care homes for adults in the last financial year, this situation may change. Before contracting, we must consider the Act, especially since there is currently no guidance related to the Act for this part of sector. If there is potential to commission any new adult care homes in future years, we would need to use existing dependency tools, such as an augmented Indicator of Relevant Need (IRN).

Clackmannanshire Survey Data:

- Clackmannanshire Council, Stirling Council and the HSCP collectively surveyed 153 services with 63 responses recorded across the three organisations. This is a 41.2% response rate.
- A new Adult Care and Support contract was issued in May 2026 for Clackmannanshire after the year end. These providers will be captured in next year's return. Many exiting providers submitted a voluntary return this year.
- 100% of respondents for Clackmannanshire indicated they were compliant with the Act. (Fig 2)

A summary of responses is provided below with additional detail on the questions around staffing given separately:

Most respondents highlighted ongoing challenges with staff recruitment and retention, citing difficulties in attracting and keeping qualified staff as a concern across a wide range of services. This is often linked to pay rates, with several comments noting that current funding does not allow for competitive wages, making it hard to compete with other sectors or agencies.

Funding pressures were a recurring theme, with many services expressing concern about the sustainability of current funding levels and the impact on service quality and capacity. Several noted that increased costs (including energy, food, and transport) are not being matched by uplifts in funding, leading to difficult choices about staffing and service provision.

Demand for services is rising, with some providers noting more complex needs being presented by those seeking support. Some respondents commented that they are unable to take on new referrals or must prioritise crisis cases due to limited resources.

There is a strong emphasis on the importance of continuity and quality of care, with concerns that high staff turnover and use of agency staff can negatively affect service users. Several services stressed the need for investment in training and development to maintain standards and support staff wellbeing.

Some respondents mentioned regulatory and administrative burdens as a challenge, particularly for smaller providers, and called for more streamlined processes.
A few highlighted positive outcomes and the dedication of their teams despite the challenges.

Are you compliant with the Health and Care (Staffing) (Scotland) Act 2019?

Most respondents emphasised compliance with the Health and Care (Staffing) (Scotland) Act 2019, with a strong focus on maintaining safe, effective, and person-centred staffing arrangements. Regular review and planning of staffing levels based on assessed needs, risk, and service demand were consistently highlighted. Many services use dependency tools, audits, and quality assurance frameworks to monitor and adjust staffing.

Staff training, supervision, and ongoing development are widely embedded, with mandatory induction and regular updates to ensure staff are competent and confident in their roles. Providers do report a wide range of intervals of support and supervision from 6 weeks to 6 months. Several responses noted the importance of a suitable skill mix and the use of safer recruitment practices.

Providers noted involving service users, families, and staff in care planning, reviews, and feedback processes to ensure services remain responsive and person-centred. Some providers also noted feedback is gathered through reviews, surveys, meetings, and direct engagement, and is used to inform service improvements.

Staff wellbeing is a recurring priority, with many services offering, wellbeing initiatives, flexible working, and access to support resources. Some organisations provide additional benefits such as private health schemes or wellbeing days.
Openness and transparency about staffing decisions, including clear communication with staff and service users, are commonly cited. Efficient and effective allocation of staff, including the use of rotas, bank/agency staff, and proactive recruitment, is also frequently mentioned.

Multi-disciplinary and collaborative working with other agencies (e.g. health, education, social work) is a strong theme, ensuring holistic and coordinated support for service users.

Respect for dignity, rights, and individual needs is embedded in practice, with rights-based and trauma-informed approaches frequently referenced.

Services in Clackmannanshire demonstrate strong compliance with the Health and Care (Staffing) (Scotland) Act 2019. There is a clear emphasis on multi-disciplinary working, person-centred care, staff wellbeing, and open communication. There is an ongoing focus on maintaining quality, with routine monitoring and review supporting continued improvement in practice. No significant gaps or concerns are evident from the responses reviewed.

Do you have appropriate staffing?

Most respondents emphasised that staffing levels and skill mix are determined by the assessed needs, care plans, and risk assessments of service users, with regular reviews and adjustments to ensure safe, high-quality, and person-centred care. Contingency planning for staff absence or increased need is common, with many services using flexible rotas, bank staff, or internal redeployment rather than agency staff, to maintain continuity and quality. Safe recruitment practices, including PVG checks, SSSC registration, and robust induction processes, are widely reported.

Ongoing training, supervision, and competency reviews are standard, with several providers highlighting shadowing, mentoring, and opportunities for continuous professional development. Some services use digital tools or dependency tools to monitor and plan staffing. Staff wellbeing is frequently mentioned as a priority, with measures such as flexible rotas, wellbeing champions, regular supervision, and open-door management policies.

Several responses note that staff wellbeing is directly linked to the quality and safety of care. A number of providers describe regular management oversight, audits, and quality assurance processes to monitor compliance and drive improvement. Some also mention involving service users and families in recruitment or care planning. Where recruitment challenges exist, providers report using agency staff as a last resort, or management covering shifts to maintain safe staffing. Several highlight proactive recruitment and maintaining a pipeline of staff.

Do staff have appropriate qualifications and training for their role?

The majority of respondents emphasised robust recruitment processes, ensuring staff are appropriately qualified, and compliance with SSSC registration and qualification requirements. Induction programmes, often including shadowing and competency assessments, are standard practice before staff work independently. Ongoing mandatory training and refresher courses are widely provided, covering areas such as safeguarding, medication, health and safety, infection control, and person-centred care.

Supervision, appraisal, and regular performance reviews are commonly used to monitor staff competence and identify training needs. Many organisations have dedicated training teams, e-learning platforms, or use external providers to deliver both mandatory and specialist training, including for complex needs such as autism, epilepsy, and trauma-informed practice.

There is a focus on supporting staff to achieve SVQ qualifications, with many organisations funding or facilitating these and monitoring progress to ensure compliance with SSSC timescales. Some organisations have their own SQA-accredited centres or partnerships with universities for advanced qualifications.

Several responses highlighted the use of training matrices, learning management systems, and digital tools (e.g. Power BI) to track training compliance and plan staff development. Staff are encouraged to pursue additional training for personal development and to meet the changing needs of service users.

Many organisations also referenced regular checks of Scottish Social Services Council (SSSC)/ Nursing and Midwifery Council (NMC) registration status and support for revalidation. Staff wellbeing, open-door management policies, and opportunities for career progression were also noted as important for maintaining high standards and staff retention.

Fig1

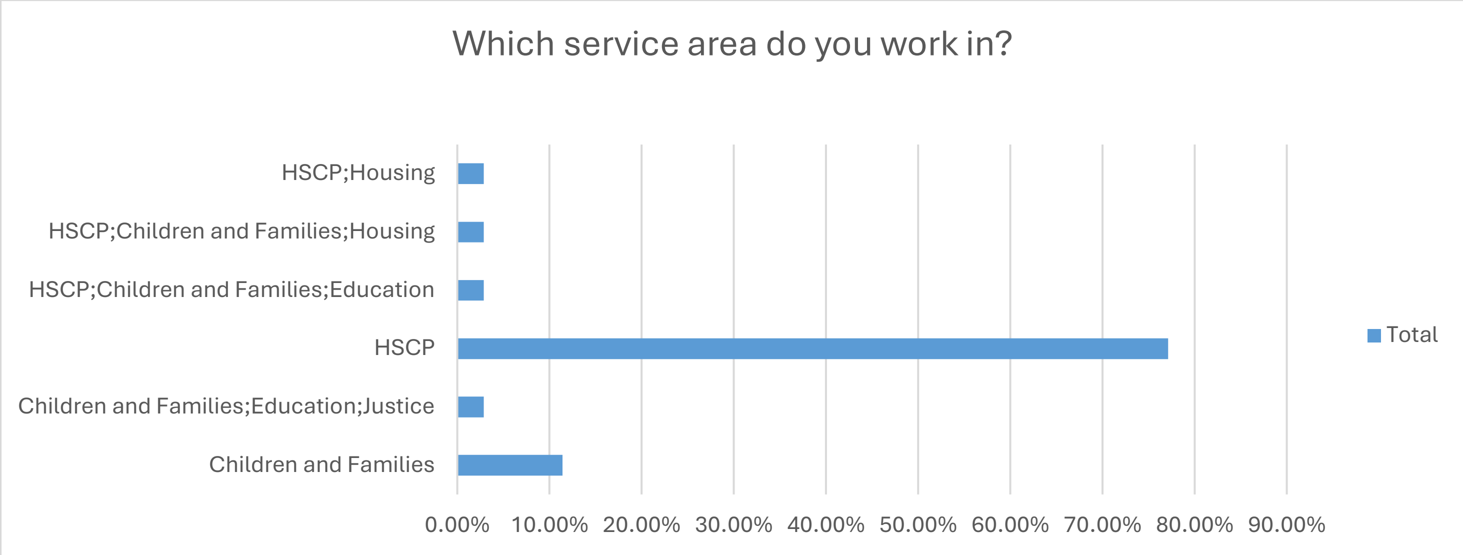
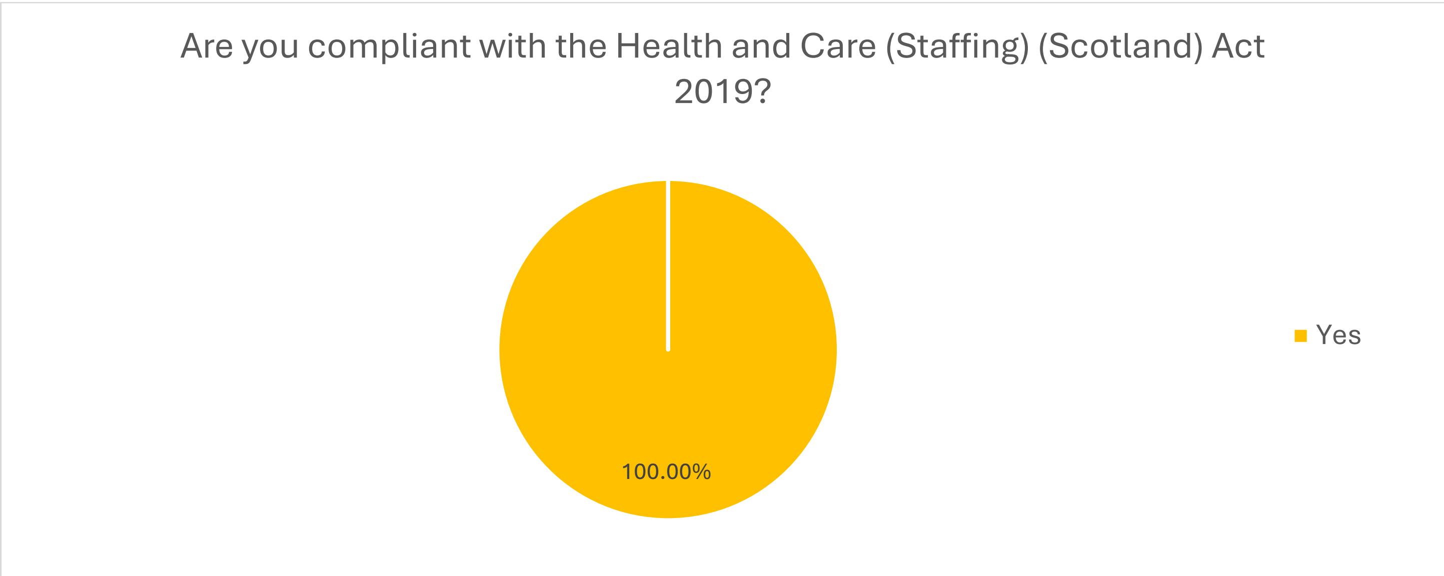


Fig 2



2. Please detail any ongoing risks that may affect your ability to comply with the duty set out in section 3(2).

Within Clackmannanshire the risks identified are:

National Providers Submitting different information in each area.

National providers will be asked to submit different information for different Councils/Integration Boards and there will not be consistency across the country. Data and measurement remain a challenge, with inconsistent tools and approaches used to assess staffing needs across services. There are difficulties in aligning data on workload, acuity, and dependency, and collecting and analysing this information can create an additional administrative burden for services.

Non- Engagement from Some Providers

We have had good engagement from providers. All of the newly commissioned providers have submitted a return and we have also had voluntary submissions from existing providers.

We developed a survey for our current and newly commissioned Care Inspectorate registered providers, which showed high levels of compliance. The survey included questions about the guiding principles of the Act and staffing. It was designed to extend beyond newly commissioned providers and will continue to be used with potential new providers as part of due diligence checks before contracting. This survey is incorporated into our ongoing contract monitoring with existing providers. We will engage with providers who have not yet completed the survey, seeking clarification and assurance from those who may not be fully compliant with the Act.

Training

Like last year, feedback from respondents was largely positive but highlighted some concerns and potential risks about inadequate staffing levels, which they believe could compromise the quality of care and safety. Financial pressures, workforce shortages, and gaps in training and skill mix present ongoing challenges for services.

Providers report limited budgets make it difficult to recruit and retain sufficient staff, while persistent vacancies can affect continuity and capacity. At the same time, ensuring staff have the appropriate skills and qualifications, and achieving the right balance of roles within teams, can be difficult in a constrained labour market.

Recruitment

Staffing shortages and recruitment challenges were the most frequently raised issues, with several respondents highlighting ongoing difficulties in attracting and retaining qualified staff. These shortages are leading to increased workloads for existing staff, higher stress levels, and concerns about maintaining safe staffing levels and quality of care. Several responses mentioned the impact of limited funding and budget constraints, which restrict the ability to offer competitive pay or invest in staff development. This was linked to difficulties in both recruitment and retention.

A number of respondents commented on the increasing complexity of service users' needs, requiring more skilled or specialised staff and further exacerbating staffing pressures. Persistent staffing shortages, funding limitations, and increasing complexity of care needs were common themes, with knock-on effects on staff morale, service quality, and safety. These issues could pose potential risks for compliance, along with the ongoing financial pressures on both providers and local authorities/integration joint boards. We will continue to monitor this topic through routine contract monitoring.

For further discussion on the content of this report please contact, Report Author: Stuart Fairlie, Planning and Commissioning Officer, Stirling Council |Teith House | Stirling | FK7 7QA| **T:** 01786 404040| **E:** fairlies@stirling.gov.ukfairlies@stirling.gov.uk

THIS PAPER RELATES TO ITEM 11

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 1 October 2026

Subject: Local Growth Fund Update

Report by: Director: Place and Economy

1.0 Purpose

1.1. This report provides Council with an update on the development and delivery of the UK Government's Local Growth Fund (Scotland) (the "LGF") which follows the paper presented to Council on 25th June 2026. This is a matter of strategic importance and requires to be determined by Council.

2.0 Recommendations

2.1. It is recommended that Council:

2.1.1. Note the update on the need to progress spend on Local Growth Fund capital projects;

2.1.2. Consider and agree the initial capital projects proposed to be funded through the Forth Valley Local Growth Fund (Appendix 1);

2.1.3. Note the progress made on Year 1 revenue projects, and proposals for revenue spend in Years 2 and 3 (Appendix 1)

2.1.4. Note the outcome and update of the Chief Executive's discussions on the Local Growth Fund decision making structure

2.1.5. Approve a continuation of approval for the Chief Executive to develop decision making structure proposals which will be brought to a future council meeting, and;

2.1.6. Note that Falkirk and Stirling Councils will also consider this report at meetings on 1st and 8th October respectively.

3.0 Considerations

3.1. At the June 2025 Spending Review, the UK Government announced it would provide targeted, long-term local funding to support regional growth and opportunities across Scotland, Wales and Northern Ireland.

3.2. The LGF became operational on 1st April 2026 and provides three-year funding to five regions in Scotland. Funding has been allocated to Regional Economic Partnerships to agree and deliver investment plans in the regional areas of Glasgow City; Edinburgh & South East Scotland; Tay Cities; Ayrshire, and; the Forth Valley.

3.3. While not specifically replacing it, the LGF follows on from the previous UK Shared Prosperity Fund (2022-2026) which was delivered at a Local Authority level, rather than on a regional basis, and ended on 31 March 2026.

3.4. The LGF priorities specific to Scotland as well as the governance and monitoring arrangements are outlined within the 'LGF Scotland Prospectus' (the national level, three-year Investment Plan for Scotland), which was published on 23rd March 2026.

3.5. Priorities specific to each regional area must be set out, by Regional Economic Partnerships, in a three-year Regional Investment Plan, which is required to be submitted to and signed off by the Ministry of Housing, Communities and Local Government (MHCLG), and the Scotland Office (SO).

3.6. As Forth Valley does not currently have a regional governance structure, a paper was presented to Clackmannanshire, Falkirk and Stirling Councils on 25th June 2026 that detailed Forth Valley's Local Growth Fund Investment Plan submission and requested approval for the Chief Executive to determine a Forth Valley-wide decision making structure and to report back to Council in the autumn of 2026 with appropriate recommendations based on the outcome of those discussions.

3.7. Following Council's approval of the LGF paper on 25th June 2026, Falkirk Council, as Lead Authority for LGF, have held regular meetings with the Scotland Office who confirmed that revenue funding for year 1 must be spent in-year with no option to carry forward any underspends.

3.8. Additionally, revenue projects in years 2 and 3 of the LGF are to be regional in nature and must demonstrate regional impact, rather than a Local Authority focus.

3.9. As a result, officers from Clackmannanshire, Falkirk and Stirling Councils Economic Development services established the Business Support Group and Skills and Employment Group to mobilise operational delivery of revenue funding proposals approved by all three Councils in the Forth Valley Local Growth Fund Investment Plan (projects detailed in Appendix 1).

3.10. The Scotland Office has also requested greater detail on the LGF capital project proposals, including:

- Regional Housing Enablement Fund
- Regional Active Travel Enablement Fund
- Business and Social Enterprise Grant Fund

3.11. LGF capital project proposals were not suitably advanced to be included within the LGF paper on 25th June 2026 This paper provides further clarity on each of these funds and the projects for consideration.

Regional Housing Enablement Fund

3.12. The Forth Valley LGF Investment Plan, agreed at the meeting of Council on 25th June 2026, outlined that support would be provided for preparatory work for housing enablement to undertake early-stage intervention to bring vacant or stalled housing sites back into productive use within the 3-year fund programme.

3.13. Through the consultation on the LGF Investment Plan, Clackmannanshire, Falkirk and Stirling Council's housing services all highlighted projects that were unable to progress due to funding gaps. It was also highlighted this is also an issue for housing projects led by partners, such as housing associations and other developers. To address this issue, it was highlighted that funding from LGF could make a material difference to bring stalled projects to fruition.

3.14. As the LGF funding is for a 3-year period, all projects supported must be completed by March 2029, which constrains the range of sites able to be considered at this stage, albeit this could change in time should additional funding be made available. The initial shortlist of housing projects that can be progressed with the greatest certainty to progress to development and ensure funding can be spent are presented in Appendix 1.

Regional Active Travel Enablement Fund

3.15. The approved Forth Valley LGF Investment Plan contains a commitment to support priority interventions across roads, active travel and public transport to address provision or constraints related to access to employment and other public services. Such interventions, by the conditions of the LGF must also demonstrate regional impact.

3.16. Through the consultation on the LGF Investment Plan, Clackmannanshire, Falkirk and Stirling Council's roads teams highlighted the LGF timescales as being particularly challenging to progress through design, consents and build of new roads projects across Forth Valley. The public transport teams also highlighted the lack of revenue funding as being a key barrier to progressing projects. However, there was potential through all active travel teams to progress with projects which have been suspended due to funding gaps. An initial shortlist of active travel projects that can be progressed is listed in Appendix 1.

Forth Valley Growth Grant Fund

3.17. Following approval of the Foth Valley LGF Investment Plan by Full Council on 25 June 2026, a Forth Valley Business & Social Enterprise Grant Scheme is now being developed by Officers across all three Forth Valley Councils. This Scheme will take the form of a Growth Grant and is being designed to help businesses and social enterprises access funding which has been highlighted by Scottish Enterprise in their recent Economic Commentary[1] in June 2026 as a key factor in limiting businesses economic growth potential in Scotland.

3.18. This Fund aims to provide a financial contribution towards business growth projects which will bring economic benefit to the area by way of increased employment and turnover. The grant can only be used towards capital expenditure and will be assessed against criteria such as; Fair Work First, turnover growth potential, job creation, net zero and Community Benefits. Application to the fund will be assessed on an ongoing basis and is planned for launch at the end of October 2026.

Revenue Projects

3.19. In addition to work on capital projects, collaborative work across the Forth Valley has seen development of revenue spend proposals. Year 1 spend has been targeted at transitional spend, to support the change from UKSPF to LGF.

3.20. Year 2 and Year 3 activity have now been developed. See Appendix 1 for revenue projects which will meet with LGF investment themes of Business Support and Employability and Skills.

LGF Decision Making Structure

3.21. In the 25th June paper, approval was given for the Chief Executive to consult with counterparts at Forth Valley Councils, as well as group leaders, with a view to determining a Forth Valley-wide decision-making structure to oversee the implementation of the LGF, with the outcome of these discussions to be reported back to Council in the autumn of 2026, with appropriate recommendations made based on the agreed outcome.

3.22. On 1st September 2026, the First Minister announced the Scottish Government's Programme for Government (“PfG”) which committed to supporting the establishment of Regional Economic Partnerships that are empowered and enabled to drive action that matches their ambitions for future growth, including delivering regional interventions that respond to employers’ skills needs and support people into training and jobs.

3.23. As a result of national developments, it is proposed a continuation of the existing approval is provided to the Chief Executive so proposals can be brought forward to a future council meeting to ensure alignment with the PfG ambitions as well as Forth Valley’s Transformation Through Collaboration Programme.

4.0 Sustainability Implications

4.1. There are no direct climate change, sustainability or environmental impacts anticipated as a result of this report. Any projects supported through the LGF that would cause any direct climate change, sustainability and environmental

[1] Scottish Enterprise (2026), *SE Economic Commentary June 2026,* https://www.scottish-enterprise.com/insights-and-events/research-evaluation-and-insight/2026/economic-commentary-june-2026

impacts would be considered as part of other statutory consents (e.g. planning and building standards).

5.0 Resource Implications

5.1. Financial Details

5.2. The LGF provides a £9.8m award to the Forth Valley region, encompassing the Stirling, Falkirk and Clackmannanshire Council areas. There is no requirement to match fund interventions but this is encouraged by UK Government so there is no additional financial implication for Clackmannanshire Council.

5.3. If agreed, the proposed capital projects will be taken forward for further consideration by Council Officers across the three Forth Valley local authorities. Following the conclusion of the consultation and approval of the Regional Economic Strategy (RES), partners will review the proposed projects to ensure they remain appropriately aligned with, and capable of delivering against, the agreed priorities of the RES, with projects remaining subject to review and the necessary approval processes within each Council.

5.4. Where material changes arising from the RES consultation, or issues affecting the deliverability of a proposed project, mean that a project cannot be progressed during the lifetime of the LGF, Officers will bring forward alternative capital projects for consideration and approval by the relevant Council(s), and progression through the appropriate LGF change control process.

5.5. Administration of the LGF will be undertaken by Falkirk Council as the designated Lead Local Authority (LLA) through which ultimate legal and statutory duties rests. However, there will be a need for Clackmannanshire and Stirling Council to provide staff time to support the development and deliver initiatives funded through the LGF.

5.6. 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 ☐

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

5.8. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

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

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

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

Yes ☐

8.2 The contents of this report were assessed under the Council's Equality and Fairer Scotland Impact Assessment (EFSIA) process and it was determined that an Equality Fairer Scotland Impact Assessment was not required as individual assessments will be undertaken on approved project interventions over the three year life of the Forth Valley Local Growth Fund Investment Plan.

9.0 Legality

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

10.0 Appendices

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

- Appendix 1 : Full list of Capital and Revenue Projects
- Appendix 2 : Forth Valley LGF Investment Plan
- Appendix 3: Forth Valley LGF Investment Plan Outputs and Outcomes

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
A Davidson	Service Manager, Development	-

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Strategic Director, Place & Economy	[redacted]

Appendix 1 – Overview of LGF Capital and Revenue Projects and Indicative Spending Profiles

1. CAPITAL PROJECTS

1.1 Regional Housing Enablement Fund

Location	Overview	Spending Profile
Homeless Accommodation Project, Clackmannanshire	The project will bring new, innovative homeless accommodation and a support hub to give additional benefits having a central point of support for individuals experiencing homelessness by helping with advice to give those individuals the best chance of getting out of a future cycle of homelessness. It seeks to reduce/eradicate the need for costs associated with Bed and Breakfast (“B&B”) and allow individuals to stay in their own locality with convenient access to transport and shopping facilities on a suitable site. Initial capital investment from General Fund (homeless reserves) / Rapid Re-housing Funds will release future funds from reduction in annual spend on B&B accommodation. Any site identified will require access infrastructure and land preparation work to unlock the site and make suitable for placement of the units which are constructed off site. It is likely that this work can take place early in 2027/28, subject to site investigations and planning consent, there are a number of sites identified for investigative work giving more certainty that a suitable site will be viable.	2026/27: £200,000 (Site preparation) 2027/28: £500,000 (Site infrastructure and Construction) 2028/29: £200,000 (Construction)

Bowhouse, Grangemouth, Falkirk	Falkirk Council's Housing Service has identified an investment-ready project at the former Bowhouse Community Centre site in Grangemouth. The site is currently being scoped for nine three and four bedroom homes, designed to be highly energy efficient. with the potential for residents to benefit from zero energy costs for up to ten years, in one of the regions' priority regeneration areas. This project directly supports the ambitions of the Falkirk and Grangemouth Growth Deal, the Strategic Housing Investment Plan (SHIP), Local Growth Fund objectives, and wider Community Planning Partnership outcomes by tackling fuel poverty, increasing disposable income and accelerating the supply of modern, sustainable affordable housing.	2026/27: £188,000 (Demolition and Ground Clearing) 2027/28: £882,000 (Site infrastructure and Construction)
Tyndrum, Stirling	Planning permission has already been approved by the Loch Lomond and Trossachs National Park Planning Authority for an 18-home affordable housing development in Tyndrum, led by the Rural Stirling Housing Association (RHSA). RHSA has already advertised a design-and-build tender to obtain detailed costings for development of the site. The development includes a variety of energy-efficient property types to meet local needs, including: • Four 1-bedroom cottage flats • Two 1-bedroom single-storey houses • Eight 2-bedroom two-storey properties • Four 3-bedroom two-storey properties	2026/27: £360,000 (Site preparation) 2027/28: £280,000 (Site infrastructure and Construction)

	The site sits within an area allocated for mixed-use development, placing the housing away from the immediate roadside to retain road-fronting space for future retail or commercial use. The development includes a new access road, public realm improvements, and reserved natural boundaries alongside the Crom Allt, protecting existing trees and wildlife corridors while incorporating shared grass amenity and play spaces. Construction is anticipated to start late 2026/early 2027 contingent on funding approval.	

1.2 Regional Active Travel Enablement Fund

Location	Overview	Indicative Spending Profile
Fishcross to Stirling University	Stirling Council recently adopted its Sustainable Mobility Strategy, which includes a five-year Active Travel Plan containing a programme of proposed projects that strategically connect Stirling with key destinations across the region. One of the key projects planned for delivery within the next two years is located along the main corridor between Clackmannanshire and Stirling via the A91. The project will provide an essential active travel route linking the Clackmannanshire boundary with the University of Stirling. The total estimated cost is approximately £2.2 million, with 70% of the funding expected to be secured through the Scottish Government's Active Travel	2026/27: nil 2027/28: £733,000 (Design and Construction)

	Infrastructure Fund. The required 30% match funding, approximately £733,000, is proposed to be provided through the UK's Local Growth Fund. The project is currently at RIBA Stage 2, with the design phase due to be completed during 2027 and construction scheduled for completion in 2028.	
Forth Valley Royal Hospital to Clackmannanshire Bridge Active Travel Corridor	This active travel corridor will provide concept design of the total corridor (approximately 8km) and construction of approximately 2.5km of upgraded infrastructure from South Bellsdyke to the Clackmannanshire Bridge via Higgins Neuk. This project was identified within the SEStran Strategic Network Study, a comprehensive vision for the development of active travel infrastructure across the region. This corridor also services the villages of Kinnaird, Larbert, Carron and Carronshore. The cost of the design of the full 8km corridor, and upgrade of 2.5km of infrastructure is estimated to cost approximately £1.3m.	2026/27: £100,000 2027/28: £200,000 2028/29: £1,000,000
Wellbeing Hub, Alloa	Clackmannanshire Council aspires to develop significant new active travel routes which have direct health and employment benefits. The Wellbeing Hub is a project of significant scale and of regional interest as a location for sport and leisure activity. The Hub will unite different agencies working to improve local people's lives eg. NHS will offer day clinics from the Hub and the new active travel infrastructure will be designed to ensure these crucial health services are accessible for everyone. The route also allows residents to access employment opportunities by supporting alternative modes of transport, particularly	2026/27: £150,000 2027/28 £250,000 2028/29 £200,000

	where there is no public transport during unsociable hours. Encouraging more people to walk and cycle improves physical and mental health of residents and the project aligns with Scottish Government's National Transport Strategy. The route includes direct access to the Wellbeing Hub and meets the requirements of the planning approval for the Hub. The work supported will deliver a section from the Wellbeing Hub to the west of Alloa. With LGF and Match funding, the spend for this section will total around £1.5m.	

1.3 Forth Valley Business Capital Grant

Location	Overview	Indicative Spend Profile
Forth Valley – capital grant scheme.	Business Advisers in each area will work with the applicant to prepare for application submission and ensure criteria is being met and supporting documentation in order. Only businesses with projects meeting the scheme criteria around growth, job creation, community benefit and fair work will be given access to the application portal which will be managed by Falkirk Council. A panel comprising all 3 Local Authorities will assess applications and the fund will be open until funding is fully allocated. Fund available to existing businesses and trading social enterprises in Year 1, with plans to roll out a smaller start up grant in Years 2 and 3.	Year 1: £250,000 Year 2: £710,000 Year 3: £710,000

	Grants up to £25,000 (with a match funding contribution being required).	

2. REVENUE PROJECTS

2.1 Business Support

Location	Overview	Indicative Spend Profile
Forth Valley	Expert Help Programme : access to fully funded consultancy support in a variety of areas including digital marketing, procurement, strategy, business planning, HR and legal – to support growth projects in businesses across Forth Valley. This funding will also support a Pitch to Raise programme in Year 1, and a number of regional business events.	Year 1: Clackmannanshire: £100,000 Stirling: £140,000 Falkirk: £120,000 (and £40k for regional events/Pitch to Raise) Year 2: Regional Framework to be set up and projects accessed via Falkirk Council: £277,000 Year 3: £150,000
Forth Valley	Increasing Business Adviser capacity in Forth Valley. Funding for one Adviser role in each area.	Year 1: £190,000 Year 2: £200,000 Year 3: £200,000

2.2 Employability and Skills

Location	Overview	Indicative Spend Profile
Forth Valley	Funding to support core skills, regional sector based skills programmes, collaboration with CLD, and vocational training. Funding	Year 1: £330,000 Year 2: £340,000 Year 3: £175,000

	allocated equally across the three Local Authorities, but with a working group set up to devise and commission regional sector based skills programmes.	
Forth Valley	New Workforce Development Role (regional role) – supporting employers with workforce development and training, and linking across business support and employability.	Year 1: £82,911 Year 2: £87,617 Year 3: £86,276

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

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

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

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

LGF Regional Investment Plan - summary for communications purposes (up to 100 words)
Forth Valley aims to create Scotland's most inclusive, productive and sustainable economy. The area boasts a strategic location, diverse growth sectors and major investment programmes, but faces challenges including low productivity, inequality and industrial transition. The LGF will support a phased shift from local to regional delivery through the development of anchor activities. From Year 1 - joint planning around growth infrastructure enablement with a focus upon Housing, Active Travel, Business Grants and Commercial property facilitates a regional focus for delivery and benefit realisation through years 2 and 3 and beyond. Year 1 will also see a regional alignment of skills and employability, business support, and Community Wealth Building to drive inclusive growth, improve connectivity and deliver long-term economic transformation.
Summary of economic priorities for the region - including key strengths/opportunities, challenges, and alignment to LGF objectives, UK Industrial Strategy, and relevant SG policies such as NSET, (up to c. 500 words)
The Forth Valley Local Authorities are in the process of drafting a Regional Economic Strategy that will set out an ambition for the region to become Scotland's most inclusive, productive, and sustainable economy. This ambition is underpinned by strong collaboration between Falkirk, Clackmannanshire and Stirling and a clear alignment with national economic priorities. Forth Valley has significant existing strengths, including its central location, strong transport networks, and the presence of nationally significant and diverse business base spanning sectors such as advanced manufacturing, life sciences, digital and creative industries, food and drink, tourism, and logistics, which have strong growth potential.

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

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

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

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

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

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

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

Descriptive summary of what LGF will be used for in the region. This should explain any transition from locally delivered activity in year 1, to regionally delivered activities in year 2 and 3. (up to c.750 words)
To support the development of Forth Valley's LGF Investment Plan, Falkirk, Clackmannanshire and Stirling Councils held 3 consultation events with national and local business support organisations and intermediaries, the third sector, skills and education providers as well as each local authority's employability services, the Department for Work and Pensions, Business Improvement Districts, as well as each local authority's roads, active travel, public transport and housing departments. Through the consultation events, feedback was sought on which outputs and outcomes should be prioritised, how spend should be apportioned and what initiatives, projects, or programmes could use LGF funding. As a result of this approach, a range of high-level priorities were identified. The Local Growth Fund (LGF) in Forth Valley will be used to support a phased transition from predominantly locally delivered economic interventions towards a more coordinated, regionally delivered model that supplements any existing employability, business support and capital project programmes. This approach reflects both the need to maintain continuity of essential services in the short term and the opportunity to scale impact through regional collaboration over the medium term. **Year 1: Transition and Continuity** In Year 1, LGF will help to sustain and stabilise existing locally delivered interventions while laying the groundwork for future regional integration. Year 1 projects have, however, been selected due to their potential alignment with delivering LGF objectives. Historically, programmes supported through the European Regional Development Fund, European Social Fund and subsequently UK Shared Prosperity Fund, have underpinned a range of employability, skills and advice services across the three local authority areas. These have included targeted employability pathways, money and debt advice services, and support for individuals facing barriers to work. LGF will be used to supplement and extend these activities locally, ensuring that provision is not lost during the transition period but which will also support a targeted approach to addressing skills, education and employability barriers to assist with improving real disposable household income. At the same time, partners will seek to better reflect employer demand, particularly in key sectors such as advanced manufacturing, tourism, life sciences and digital. This work will include mapping provision, aligning delivery models, and co-designing services with employers to support a shift towards demand-led skills development, thereby supporting our local business base address skills shortages which will help to kick start the regional economy. In addition, LGF capital funding will be used to support businesses and social enterprises to grow through grant funding targeted at business expansion, job creation as well as improving productivity and innovation. Support will also be

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

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

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

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

Years 2 and 3: Regionalisation and Scale

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

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

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

Investment in transport, active travel and public transport will also take on a more regional dimension, informed by shared priorities around connectivity, access to employment, and the transition to net zero. This aligns with the regions emphasis on improving both internal and external connectivity as a driver of productivity and inclusion.

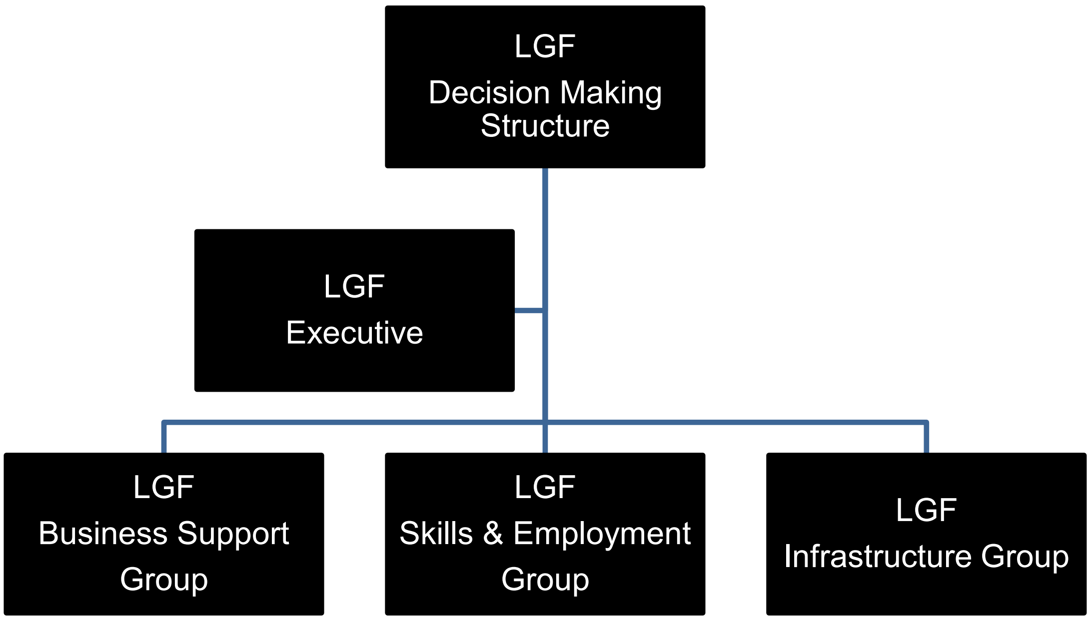
Overall Approach
Across the three years, LGF will act as a catalyst for shifting from fragmented local delivery to a more strategic, regionally coordinated model. Year 1 ensures continuity and builds the foundation, while Years 2 and 3 focus on integration, scale and alignment with economic priorities.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

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

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

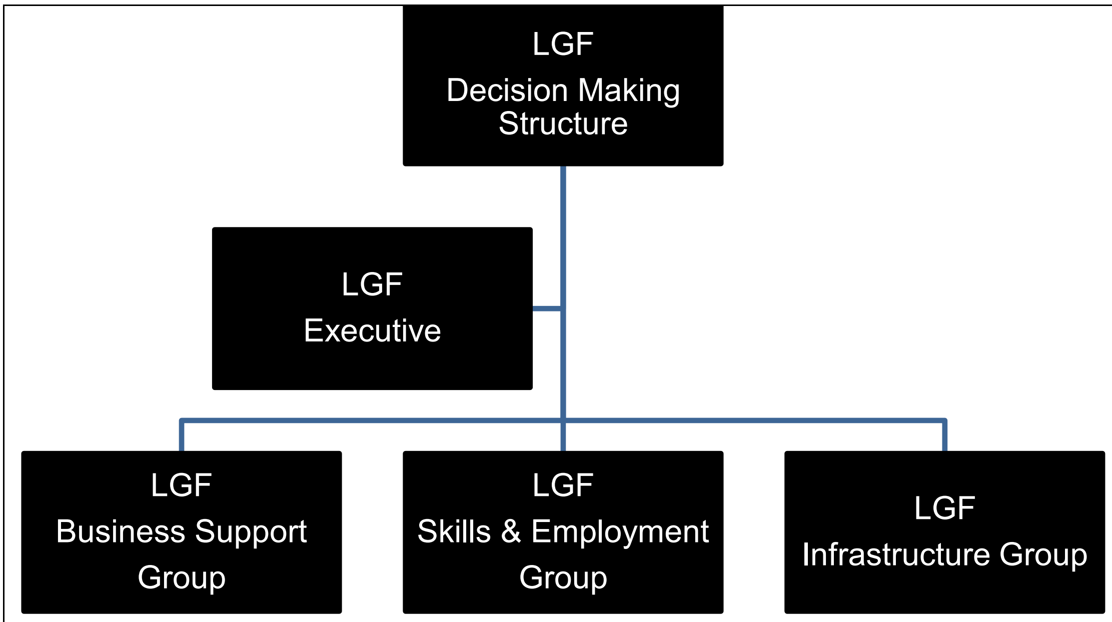
An LGF Executive Group would see project proposals reviewed by senior staff and would also encompass representation from all three local authorities. Building upon best practice developed through the UK Shared Prosperity Fund, a series of topic groups would be set up to progress the details around each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

Table 1: Forth Valley Local Growth Fund Delivery Structure



In terms of procurement, as Falkirk Council is the Lead Local Authority (LLA) for Forth Valley, all commissions will follow Falkirk Council's established public procurement processes unless Falkirk Council chose to delegate the procurement of any deliverables to other Forth Valley partners or providers. In this case, Falkirk Council as the LLA, will ensure that any procurement undertaken by a Contracting Authority using LGF funds complies with public procurement rules. As part of administering the LGF, ongoing monitoring and evaluation would be undertaken of any commissions and any sub-contracting would require providers to adopt a similar process to public procurement to ensure best value is adhered to. Given there is no regional structure or resource allocation at this time, Falkirk Council as LLA will require appropriate resource in place to deliver the LLA role and manage the additional regional engagement. Falkirk Council has, in consultation with colleagues at Clackmannanshire and Stirling Councils, considered the resource implications of Falkirk Council assuming the LLA role. It is recognised that alongside other regional and large-scale investment programmes, Council services are under increasing pressure which carries the risk of impacting upon Falkirk Council delivery. The mitigation for this is to ensure the following annual resources are established from the LGF allocation: • Programme Manager (suggested J Grade) - £65,000 • Finance Support Role (suggested J Grade) – £65,000 • Monitoring & Evaluation Costs - £14,000 • Audit Costs – £20,000 • Legal Costs –£20,000 • Total = £184,000 The above figures are an estimate only at this stage as the final requirements are being refined by officers. Given the year 1 commencement and recruitment lead-in times, the year 1 admin resource is estimated to be £112,000. Given a perceived reduction in legal cost requirements by year 3, the admin cost for year 3 is estimated to be £164,000. It is noted that the total admin cost projected is 4.67%, and slightly above the recommended level of 4%. However, given the position of Forth Valley with no existing regional structure nor staffing resource to manage LGF, consideration is requested to be given to this request.
Explanation of if/how LGF will be used to support the development of regional capabilities/capacity - such as shared services, regional intelligence hubs etc. including how these will be sustainable beyond the end of the LGF (up to c. 500 words)
On 28th November 2025 the Scottish Government announced that funding would be provided to regional economic partnerships in order to build capacity for regional working. With agreement from all local authorities within Forth Valley,

Stirling Council agreed to operate as the accountable body and was successful in obtaining £50,000 of funding. Funding was awarded to explore opportunities for greater regional working or to set up or formalise regional governance structures. This could include, but is not limited to, dedicated staff resource, taking forward in-depth consultation and outreach, and relevant consultancy costs. This funding cannot be used to fund existing work, unless it shows clear additionality (e.g. expanding the scope or remit of the work). With this funding secured, it is proposed to prioritise this to develop more formalised regional governance structures as well as other associated costs. This will ensure more of Forth Valley's Local Growth Fund allocation is available to deliver on interventions. In addition, a Shared Services programme between Falkirk, Clackmannanshire and Stirling Councils has already secured £2m of grant funding from the Scottish Government's Invest to Save Fund to support the cost of developing collaborative opportunities. As Economic Development is a service that is earmarked within tranche 1 of the Transformation Through Collaboration project, it is important any opportunities for regional development are explored in conjunction with this programme so services and structures are complimentary.
Summary of regional governance model / approach to decision making for LGF. (up to c. 500 words)
As Forth Valley does not currently have a regional partnership or regional programme management office a new regional structure for the Local Growth Fund will need to be implemented. The structure outlined in Table 1 provides for political decision making that would involve representation of elected members from all three local authorities as a minimum. An LGF Executive Group would see project proposals reviewed by senior staff and would also encompass representation from all three local authorities. Building upon best practice developed through the UK Shared Prosperity Fund, a series of topic groups would be set up to progress the details around each high level theme in LGF: **Table 1: Forth Valley Local Growth Fund Delivery Structure**



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

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

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

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

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

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

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

Forth Valley Regional Skills Partnership is spearheaded by Skills Development Scotland alongside local authorities, Forth Valley College, and the University of Stirling to drive regional economic growth. It aligns education, upskilling, and reskilling initiatives to meet the demands of local employers and support major growth and just transition projects.
Explanation of approach to fulfilling legal duties outlined in the prospectus and technical guidance.
Falkirk Council will be the Lead Local Authority with legal responsibility for the management and reporting of the LGF for the region. These responsibilities will be formalised by an MoU between the UK Ministry for Housing, Communities and Local Government (MHCLG) and Falkirk Council. Falkirk Council will also establish an SLA or MOU with key LGF delivery partners (Clackmannanshire and Stirling Councils in particular) setting out the key roles, responsibilities, governance, financial and information-sharing protocols with respect to delivery of the LGF. Falkirk Council has experience in delivering a wide range of strategic funding that involves legal duties as outlined in the Local Growth Fund prospectus, such as equalities, environment, accessibility and transparency, as well as compliance such as subsidy control and managing public money. The approach to identifying project selection and contracting has been outlined within the Investment Plan and will involve a collaborative approach with other Forth Valley delivery partners. Falkirk Council will establish processes to enable the recovery of funding where beneficiaries do not comply with fund parameters, UK law or any local requirements. While Falkirk Council has existing resources, processes and policies to manage investment programmes, to fulfil the legal duties placed upon the LLA with respect to LGF, legal advisers will be appointed to advise the LLA on the LGF process and work involved.
Summary of Regional Partnership approach to monitoring and evaluation activity (up to c.500 words)
As LLA, Falkirk Council will seek to carry out or commission an evaluation of any significant projects to demonstrate the effectiveness or delivery of the interventions pursued and help contribute towards accountability and provide learning on what worked in terms of delivery. An allowance has been made within the admin allocation for monitoring and evaluation which is expected, at minimum, to provide a baseline position with respect to Forth Valley-wide real disposable household income, and associated indicators as well economic indicators. This will help partners to track impact of LGF interventions.

The proposed Programme Manager will coordinate the regular monitoring and evaluation activity required for the identified output and outcome indicators. In addition to formal bi-annual reporting, the UKG (Scotland Office (SO) and MHCLG) will setup quarterly official-level check-ins meetings with Falkirk Council and other Forth Valley partners, as required, to discuss delivery progress, issues and any in-year Investment Plan changes.
Summary of risks and mitigations for the delivery of LGF in the region
• **No existing Forth Valley Governance Structure** – As part of the Investment Plan, Table 1 outlines a proposed structure that can be set up to facilitate LGF decision making and minimising the delivery impacts of LGF on any one Forth Valley partner. • **Insufficient staff capacity** - There is a risk that the requirements of the Lead Local Authority role place an unacceptable burden upon existing staff capacity, which results in a negative impact upon Falkirk Council delivery. The mitigation for this is to ensure the maximum admin allocation is made, within the Investment Plan, to support the duties of Falkirk Council as Accountable Body. In addition, consideration is also given to what existing resources can be applied to manage the scheme and deliver approved LGF projects across the three Forth Valley Local Authorities. • **Failure to deliver on needs and aspirations** - There is a risk that the Local Growth Fund does not represent or deliver on the needs and aspirations of the communities outlined in the Local Growth Fund Prospectus. This will be mitigated by ensuring effective oversight and monitoring of delivery. • **Inability to support all the activities proposed** - Forth Valley partners will put in place a robust assessment process for projects and the LGF delivery structure facilitates a transparent mechanism and oversight should change control be necessary.

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

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

Output Code	Output Indicator for Reporting	Unit of Measurement	3-Year Forecast (Where applicable)	Definition
Enabling local growth infrastructure - Infrastructure development				
OP1	Amount of commercial space completed/improved	Square metres (m2)	*NA*	The total square metreage of new commercial floorspace completed or improved. Commercial space includes, but is not limited to: retail, hospitality, office and industrial space. • A retail space means a fixed location for the display or retail sale of goods or services. Examples include, but are not limited to: supermarkets, shops selling clothing, electronics, furniture, books, etc. • A hospitality space means a space whose primary purpose is for accommodation or food service. Examples include, but are not limited to: restaurants, cafes, pubs, bars, catering, hotels, campsites and other accommodation. • Office space means a fixed location where the primary activities are concerned with financial services, professional services (other than health or medical services), or any other appropriate services in a commercial, business or service locality. • Industrial space means space used for industrial processes, storage or distribution. • Other commercial space means non-public or community spaces that do not fall into the categories above. • Completed means physical completion of the facilities and space is ready for occupancy immediately. A building should be classified as complete once it is on the non-domestic rating list. • Improvement means adding, renovating or repairing facilities with the aim of creating a better space. It does not include maintenance of existing facilities.
OP2	Amount of land unlocked for development	Square metres (m2)	*19,100*	The total area of land made available for development by project intervention. This includes remediation to bring land damaged by industrial or other development back into beneficial use, as well as clearing disused sites, and provision of enabling infrastructure such as transport links to make land investable.
OP3	Number of additional premises with or covered by improved digital connectivity	Number of premises	*NA*	The number of additional commercial units with Broadband Access of at Least 1Gbps • Commercial units means buildings or spaces used for business purposes, Examples include but are not limited to: offices, retail spaces, warehouses, and other non-residential sites. • Additional indicates that the commercial units are newly connected to broadband access during the reporting period. It does not include units that already had broadband access prior to this period. • Broadband is a high-speed internet connection that is always on and faster than traditional dial-up access. • Access means the availability of broadband service to the commercial unit, meaning the infrastructure is in place and the service can be used by the business. • 1Gbps (Gigabit per second): A data transfer rate of at least 1 gigabit per second, which is equivalent to 1,000 megabits per second (Mbps).
Enabling local growth infrastructure - Transport and mobility				
OP4	Total length of new or improved cycle ways or foot paths	Length in kilometres (km)	*9 km*	The km of new or improved cycle ways or foot paths completed. • New means a cycle way or foot path has been built where it previously did not exist. Constructing cycle ways on existing roads counts as new cycle ways. • Improved means the capacity or quality of the cycle way or foot path (including beautification and illumination) was improved. This excludes routine maintenance of cycle ways or foot paths. • Completed means the cycle way or foot path is fully operational and open to the public, and all planned improvements have been fully implemented and operationalised.
OP5	Number of new and/or improved public transport routes	Length in kilometres (km)	*NA*	Number of New Public Transport Routes • New Routes: These refer to public transport routes that have been established and started operation during the reporting period. This includes bus routes, train lines, tram lines, and other forms of public transportation. • Improved Routes: These refer to existing public transport routes that have undergone significant enhancements during the reporting period. Improvements can include increased frequency of service or new services along existing routes, extended operating hours, upgraded vehicles, improved accessibility, or other enhancements that improve the quality and efficiency of the service. • Both new and improved routes can include new transport nodes, such as new bus, train, or tram stations. • Public Transport: This includes all forms of transportation that are available for use by the general public, typically operated on a scheduled basis and charging set fares. Examples include buses, trains, trams, subways, and ferries.

OP6	Total length of new/improved road	Length in kilometres (km)	*NA*	The length of new or improved roads completed. • New means the road has been built where it previously did not exist. • Improved means the capacity or quality of the road (including beautification and illumination) was improved. This excludes routine road maintenance such as resurfacing, but can include new or improved safer junctions. • Completed means the road is fully operational and open to the public, and all planned improvements have been fully implemented and operationalised.
Support for business				
OP7	Number of enterprises receiving grants	Number of enterprises	*94*	Number of enterprises that have received grants. • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. • Grant means a cash payment by the project that is not repaid.
OP8	Number of enterprises receiving financial support other than grants	Number of enterprises	*NA*	Number of enterprises having received financial support other than grants. • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. • Non-grant financial support means loans, risk finance, financial investment from the project that is repayable or confers equity in the enterprise.
OP9	Number of enterprises receiving non-financial support	Number of enterprises	*370*	Number of enterprises that have received non-financial support with the intention of improving performance. • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity • Non-financial support means business advice, guidance, mentoring and training. This must involve some form of direct interaction with members of the enterprises, in other words it cannot be broadcasted advice. • Improved performance means reductions in costs or increases in turnover/profit. • Support may be ongoing.
OP10	Number of potential entrepreneurs assisted to be enterprise ready	Number of individuals	*NA*	Number of entrepreneurs having been assisted to be enterprise ready. • Entrepreneurs mean individuals aged 16 and over currently in employment, unemployed or economically inactive with an interest in exploring creating their own business. • Assistance means business advice, guidance, mentoring and training. This must involve some form of direct interaction with members of the entrepreneurs, in other words it cannot be broadcasted advice.
Skills and employment support for growth - Skills and education				
OP11	Number of people supported to participate in education	Number of people	*170*	People who have received support to engage in education (lifelong learning, formal education) or training activities (off-the-job/in-the-job training, vocational training, etc.). Education or training is a structured and agreed programme of: • Lifelong learning • Formal education • Educational and/or vocational training activities (this may include on the job and/or off the job vocational training or a combination of the approaches listed). Statutory education is not supportable. Mandatory training (e.g. job-search related / CV writing) and other non-vocational / non-educational support such as confidence building, life-skills and personal effectiveness support also cannot be considered as education or vocational training in this context (even though such activities may, of course, be useful and important support measures).
OP12	Number of people receiving support to gain employment	Number of people	*380*	Number of people not in employment supported to improve their skills, confidence, qualifications or to address other barriers to them gaining employment. People may be economically inactive, unemployed or meet neither of these standard definitions. People in employment are people aged 16 and over who do one hour or more of paid work per week, or are temporarily away from work (e.g. because are temporarily sick or on holiday or taking maternity, paternity or adoption leave).
OP13	Number of courses developed in collaboration with employers	Number of courses	*35*	The number of courses developed in collaboration with employers. • Employers mean any business, organisation, governmental department or non-profit organisation that can employ an individual. • Courses include but are not limited to lifelong learning; formal education; educational and/or vocational training activities.

Outcome Code	Outcome Indicator for Reporting	Unit of Measurement	3-Year Forecast (Where applicable)	Definition
Enabling local growth infrastructure - Infrastructure development				
OC1	Number of vacant units filled	Number of units	*NA*	The number of residential or commercial units filled in the current reporting period as a result of support e.g. in the April to September reporting period report the number of units filled between 1 April and 30 September. A unit may be counted again if it is filled, becomes vacant, and is filled again in another reporting period.
OC2	Number of new or improved residential units	Number of units	*38*	Number of New and Improved Residential Units • New Residential Units means buildings or spaces used for living purposes, such as houses, flats, and other dwellings, that have been newly constructed and became available for occupancy during the reporting period. • Improved Residential Units means existing residential units that have undergone significant enhancements during the reporting period. Improvements can include structural renovations, energy efficiency upgrades, accessibility modifications, or other substantial upgrades that improve the quality and liveability of the units. • Residential Units means buildings or spaces used for living purposes, such as houses, flats and other dwellings.
Enabling local growth infrastructure - Transport and mobility				
OC3	Increased use of cycleways or foot paths	Number of additional users	*90*	The increase in number of cyclists or pedestrians over a set period of time (e.g. weekly flow) along the specified length of cycleway or foot path that has been created or improved. Reporting will also facilitate the option to report a decrease metric.
OC4	Number of additional public transport trips on new/improved routes	Number of additional trips	*NA*	The number of additional public transport trips on new/improved routes in the current reporting period e.g. in the April to September reporting period report the number of additional trips between 1 April and 30 September. • New Routes: These refer to public transport routes that have been established and started operation during the reporting period. This includes bus routes, train lines, tram lines, and other forms of public transportation. • Improved Routes: These refer to existing public transport routes that have undergone significant enhancements during the reporting period. Improvements can include increased frequency of service or new services along existing routes, extended operating hours, upgraded vehicles, improved accessibility, or other enhancements that improve the quality and efficiency of the service. • Both new and improved routes can include new transport nodes, such as new bus, train, or tram stations. • Public Transport: This includes all forms of transportation that are available for use by the general public, typically operated on a scheduled basis and charging set fares. Examples include buses, trains, trams, subways, and ferries.
Support for business				
Support for business - business support and local investment funds				
OC5	Number of full-time (FTE) equivalent permanent jobs created / Jobs created as a result of support	Number of jobs / Number of Full time equivalent (FTE)	*275*	The number of new, permanent, paid, full-time equivalent (FTE) jobs created following support. This includes both part-time and full-time jobs, which should be recorded relative to full-time equivalent (FTE)**,** for example reporting 0.5 for a job at half of the standard full-time hours. FTE should be based on the standard full-time hours of the employer. • New means it should not have existed with that employer before the intervention. • Created jobs exclude those created solely to deliver the intervention (e.g. construction). • Permanent means it should have an intended life expectancy of at least 12 months from the point at which it is created. • Only count each individual FTE or job once through the lifetime of a project (i.e. it should not be counted every year) • FTE is a measure of an employees scheduled hours in relation to an employers hours for a full time workweek
OC6	Number of new enterprises created as a result of support	Number of enterprises	*NA*	A new enterprise is one which has been registered at Companies House or HMRC as a result of the support provided. • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity.
OC7	Number of enterprises introducing new or improved products or services	Number of enterprises	*20*	The number of enterprises introducing a new product or service. Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. A product or service is new if the enterprise has not previously made this product or service available to the market before. Support must be for an enterprise to introduce one of the following: • Product - when it is either at pre-launch or launched to the market • Service - when it has been introduced to the market

OC8	Number of enterprises with improved productivity	Number of enterprises	*250*	Number of enterprises with improved productivity within six months. • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. • Productivity refers to the gross value added per hour worked or gross value added per worker.
OC9	Number of enterprises engaged in new markets	Number of enterprises	*5*	Number of enterprises engaged in new markets following support. • Enterprise means a sole trader, micro business, small and medium-sized enterprise, or large business. It also includes social enterprises where these engage in economic activity. • Engaged means they have launched a product or service into a new domestic or overseas market, or have undertaken research or attended conferences or events to prepare a launch into a new market. • New market refers to a market the business has not previously engaged with, whether regional, national, or international.
OC10	Number of new to market products	Number of products	*2*	A product is new to the market if there is no other product available on a market that offers the same functionality, or the design or technology that the new product uses is fundamentally different from the design or technology of already existing products. Products can be tangible or intangible (incl. services and processes). Support must be for a business to introduce one of the following: • Product - when it is either at pre-launch or launched to the market • Service - when it has been introduced to the market
OC11	Number of organisations engaged in knowledge transfer activity following support	Number of organisations	*NA*	This focuses on collaborations which are about transferring good ideas, research results and skills between the knowledge base and businesses to enable innovative new products and services to be developed and includes but is not exclusively limited to: • Research collaborations. • Free dissemination of research. • Joint and long-term development of new business or services. • Formation of joint ventures and spin-out companies.
Skills and employment support for growth - Skills and education				
OC12	Number of people gaining a qualification	Number of people	*160*	Number of people who have received support to gain a qualification
OC13	Number of people in employment, including self-employment, following support	Number of people	*140*	The number of people who were previously unemployed or economically inactive, who have received support, and who have been in employment, including self-employment, for at least a 2 week of a four week period following that support. This includes those moving into the "Working with requirements" or the "Working enough i.e. no working requirements" regimes on Universal Credit system. • Unemployed individuals, as defined by the International Labour Organisation (ILO) are those: • Without a job, have been actively seeking work in the past four weeks, and are available to start in the next two weeks. • Out of work, have found a job and are waiting to start it in the next two weeks. • Economically inactive people are those not in work and not actively seeking work.

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 12
ON THE AGENDA

Report to:	**Clackmannanshire Council**
Date of Meeting:	**1 October 2026**
Subject:	**Strategic Housing Investment Plan 2027- 2032**
Report by:	**Director of Place and Economy**

1.0 Purpose

1.1. To approve the Strategic Housing Investment Plan 2027–2032 (SHIP) at Appendix 1.

1.2. The SHIP sets out the operational framework for affordable housing development in Clackmannanshire over the next 5 years, establishing the investment priorities.

2.0 Recommendations

2.1. It is recommended that Council:

2.1.1 Approve the Strategic Housing Investment Plan for 2027-2032, including the summary 5 year programme of housing sites, detailed in Appendix 1.

2.1.2 Approve extending the Council off the shelf programme for 2026/27 from 10 to 40 units by approving the amendments to the HRA Capital Budget (section 7.2).

2.1.3 Note the potential opportunity detailed at 6.3 to purchase additional home at the Sauchie West site and, should this be successful, approve that a number of these are considered for Council purchase for inclusion in future SHIPS.

2.1.4 Note that as detailed at 6.4, the opportunity to increase the number of affordable homes to 100% of the site, equating to 100 homes.

3.0 Background

3.1. Local Authorities are required by The Scottish Government to prepare a Strategic Housing Investment Plan (SHIP) annually, setting out the strategic investment priorities for affordable housing over a 5 year period, to achieve the outcomes set out in the Local Housing Strategy. The SHIP informs the Scottish Government's housing investment decisions and is due to be submitted to the Scottish Government on 31st October 2026, following Council approval.

3.2. The Clackmannanshire Council Strategic Housing Investment Plan (SHIP) 2027–2032 sets out a clear and ambitious vision for housing development across the region. Aligned with the Local Housing Strategy and Local Outcomes Improvement Plan, the SHIP aims to deliver inclusive, sustainable, and economically balanced communities.

3.3. Local Authorities lead housing delivery through Strategic Housing Investment Plans (SHIPs) aligned with their Local Housing Strategies (LHS). The Scottish Government manages the programme via area teams and central coordination. Grant funding is available to the Council and RSL partners to enable the development and acquisition of new housing in line with the Council's strategic priorities.

4.0 SHIP Spend 2025-26

4.1. During 2025/26, the Council purchased 37 off the shelf properties in Clackmannanshire. Ochil View Housing Association purchased a further 6. Kingdom Housing Association bought 4 properties on the Sauchie West site. This gave a total spend of £2.572 million from an allocation of £5.879 million. This is up slightly from the 2023/24 spend of £1.61 million and 2024/25 spend of £2.333 million.

4.2. To enable maximus spend of the RPA going forward, the Executive Director of Place and Economy chairs a Future Homes Board to track progress and seek opportunities for spend where possible. This programme reflects the intention to spend the full allocation.

5.0 Council Owned Sites

5.1. Good progress has been made on all three small Council owned sites which have been a priority over the past year to unlock and take forward.

5.2. Engelen Drive, Alloa

Funding to progress with work to relocate the substation on this site was approved at Council in October 2025 and the necessary work is currently being scheduled by Scottish Power Energy Network (SPEN). When SPEN has advised of timescales, demolition and redevelopment will follow. Funding is allocated in the SHIP for demolition 2026/27 and development costs 2027/28.

The site will be sold to Kingdom Housing Association with allocation rights with the Council.

5.2 Pompee Road, Sauchie

Pompee Road, Sauchie is a Council owned site. Until recently, there were 5 chalet style, non traditional build properties not fit for purpose, having poor energy efficiency and coming to the end of their useful life.

The residents of the site have all been successfully re-homed and the site has now been demolished. As site investigation is to be commissioned to allow the future of the site to be considered.

5.3 Lochies Road, Clackmannan

This small site in Clackmannan will compliment the wider regeneration of the town centre with 8 low level specialist bungalow style houses being developed on the site. Issues with procurement have now been resolved and the Council is in discussion with HUBCO to move this on at pace. A developer will be formally appointed and the project will recommence in October 2026, with an expected timescale of12 to 18 months and an estimated completion date of February 2028.

6.0 Sites Coming forward

6.1. The past few years have been challenging in terms of new build sites. However, there are positive signs that housing development is beginning to move on, some sites that have stalled or have offered no affordable housing provision, for example, Sauchie West, are making progress from 2026/27 onwards. Despite the financial pressures, we are committed to delivering new housing that supports our ethos of promoting wellbeing for all.

6.2. Shawpark Golf Course, Alloa

This site will be take forward for 64 new social homes, CCG and Kingdom Housing will take this forward with a start on site in 2026/27 and development over 2-3 years.

6.3. Sauchie West

This is a private development site with no requirement to provide affordable housing. However, Persimmon Homes have agreed to build 24 properties for Kingdom Housing Association. Kingdom took ownership of 4 homes in 2025/26 with the remaining 20 due for completion in November 2027. There will be 8 homes suitable for particular needs housing.

There have been additional discussions around up to 74 homes in total for purchase for affordable housing, this could be a joint venture between the Council and Kingdom Housing.

6.4. Blackfaulds Street, Coalsnaughton

A developer is lined up to take this site forward. The Council is in discussion with the developer to look at possibilities for the wider site that remains in Council ownership.

The site remains at Pre-planning stage. Submission to the Planning Committee was delayed due to the extensive emergency work and investigations ongoing in Coalsnaughton. Recent discussions with the developers agent have been positive, with the potential to develop the full allocation of 100 properties as affordable homes. This would be dependant on Scottish Government funding and robust land investigations on the site. Further discussions with the Scottish Government, More Homes division may look at option for additional funding or an element of 'front funding' by the Council and /or Housing Association to accelerate some new development on the site in the shorter term.

6.5. Homeless Accommodation Project

The Council will explore sites in addition to the main sites in the SHIP to maximise the use of any underspend in the HRA Capital Budget, seeking to identify and deliver much needed, high quality, temporary accommodation without Scottish Government subsidy.

In June 2026, Council approved further investigatory work to clarify the viability of potential sites. Officers have commenced this work with work underway for site investigation work and recruitment of a Project Manager. Findings will come back to Council for further approval and, if approved, will take forward.

7.0 Funding

There was some realignment of the HRA Capital Plan approved in the 2026/27 HRA budget.

7.1. It was reported in the 2026/27 SHIP that the off the shelf programme would be down scaled from the 2025/26 target of 40 to 10 in 2026/27. This decision was a result of emerging opportunities to invest in the proposed new build at the Schawpark site during 2026/27. The delay of the this site in has created headroom within the Scottish Government grant allocation (RPA) to support additional off the shelf acquisitions. This would not only enable the Council to maximise the us of the allocated grant but would help to address the further shortfall in overall housing stock due to the events in Coalsnaughton.

7.2. Officers are therefore proposing to utilise the previously identified RPA allocation for the Schawpark site to enable a further 30 homes to be purchased off the shelf in 2026/27, bringing the total to 40 new homes in 2026/27.

7.3. The HRA capital budget has £2.29 million allocated in 2026/27 for OTS purchases and £665,000 for refurbishment, totalling £2.955 million.

7.4. To date £1.148 million has been spent on purchases, with around £600,000 due to come in as grant as a contribution to these properties, giving a net spend so far this year of £548,000.

7.5. The balance in the capital budget is therefor £1,742,000.

7.6. With total grant funding available of up to £2.8 million from the Scottish Government and £2.29 million allocated in the HRA Capital budget for off the shelf funding, this totals £5.09 million. This allows for an average cost of £127,000 for 40 new properties.

7.7. Additionally, there is an HRA budget of £2.5 million approved for this year for new build with no allocation proposed in 2026/27. Any shortfall in the OTS funding could be realigned in the proposed HRA Capital Plan due in January 2027.

8.0 Expenditure Profile

8.1. Spend for 25/26 was £2.572 million from the allocation of £5.89 million, spend was on the OTS programme and on 4 Mid Market properties in Sauchie West.

8.2. In January 2026, the Scottish Government issued revised Resource Planning Assumptions (RPA) letters to all Local Authorities to reflect the increase to budgets for the four year period from 2026/27 to 2029/30. Setting out a four year spending program gives welcome certainty when allocating funding through the SHIP.

Revised funding is shown below:

2026/27	£6.984 million
2027/28	£7.193 million
2028/29	£7.409 million
2029/30	£7.631 million

8.3. Tender costs for new build continue to rise and it remains a challenge to bring projects in or around current Scottish Government benchmark funding levels putting additional pressure on Housing Association and Council funding streams to fill the gap. In early 2026 revised levels of funding was announced, with an increase of 4.6% over all benchmarks. There is additional funding available for additional measures, such as zero emissions heating, which itself has increased by 24%.

8.4. All projects included in the SHIP are coming in at higher than Scottish Government benchmark funding and are subject to further cost savings and scrutiny by the Scottish Government which inevitably puts further delays on tender approval and start on site. Average local build costs are between £210,000 and £230,000 and grants per unit £115,000 to £120,000.

8.5. It is expected that, as household incomes are squeezed, the demand for affordable, energy efficient housing will increase and it is therefore more important than ever that new, affordable housing can be delivered effectively.

9.0 Sustainability Implications

9.1. The supply of affordable housing is a central contributor to the Council's commitment to reduce carbon emissions. The projects are all built to 'Greener Standards' and the inclusion of renewable energy on sites is now a requirement for grant approval.

10.0 Resource Implications

Financial Details

10.1. There are no funding implications from this report that will not be met from within existing resources. A report will be brought to a future meeting on detailed regeneration proposals.

10.2. 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 ☑

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

Staffing

10.4. There are no staffing implications arising from this report

11.0 Exempt Reports

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

12.0 Declarations

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

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

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

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

13.0 Equalities Impact

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

Yes ☑ No ☐

14.0 Legality

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

15.0 Appendices

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

Appendix 1 Strategic Housing Investment Plan (SHIP) 2027-2032

16.0 Background Papers

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

Yes (please list the documents below)

No √

Author(s)

NAME	**DESIGNATION**	**TEL NO / EXTENSION**
Kate Fleming	Senior Housing Strategy Officer	2361

Approved by

NAME	**DESIGNATION**	**SIGNATURE**
Kevin Wells	Director of Place and Economy	[redacted]

APPENDIX 1

CLACKMANNANSHIRE COUNCIL

STRATEGIC HOUSING INVESTMENT PLAN 2027- 2032

1.0 Executive Summary

1.1 The Clackmannanshire Council Strategic Housing Investment Plan (SHIP) 2027–2032 sets out a clear and ambitious vision for housing development across the region. Aligned with the Local Housing Strategy and Local Outcomes Improvement Plan, the SHIP aims to deliver inclusive, sustainable, and economically balanced communities.

1.2 Key priorities include increasing the supply of affordable and specialist housing, improving energy efficiency, and supporting regeneration in town centres.

1.3 The plan reflects strong collaboration with Registered Social Landlords (RSLs), planning authorities, and the Scottish Government, ensuring that housing investment meets local needs and contributes to broader social and economic goals.

1.4 Wherever possible, a minimum slippage factor (over-programme to accommodate unforeseen slippage) of 25% should be applied on an annual basis.

2.0 Introduction

2.1 The Strategic Housing Investment Plan (SHIP) 2027/32 defines Clackmannanshire Council's priorities for housing investment as set out in the Local Housing Strategy (LHS) 2018- 2023. This is now out of date and will be fully revised in 2026 informed by the information from the new HNDA, which is pending sign off from the Scottish Government.

2.2 Clackmannanshire is building homes for the future. The SHIP sets out a bold vision to deliver high quality affordable homes that meet the needs of the changing population, tackles homelessness and regenerate our communities.

2.3 Despite financial pressures and rising build costs, we are committed to delivering good quality housing that supports wellbeing for all.

2.4 Specifically, the SHIP is the key document for identifying:

- proposed strategic affordable housing projects which require Scottish Government Affordable Housing Supply Programme funding support;
- proposed affordable housing projects which are to be provided without Scottish Government Affordable Housing Supply Programme funding support (for example, funded directly by the local authority).

2.5 The SHIP is an operational document and sets out clear annual plans to demonstrate the number of new homes that can be delivered over the 5-year period of the SHIP. The SHIP will:

- reflect and align with the housing policies and outcomes set out in each local authority's LHS;
- reinforce the role of the local authority as the strategic housing authority;
- inform Scottish Government investment decisions; and
- inform the preparation of a Strategic Local Programme Agreement that sets out the planned programme across the local authority and, where required, informs the preparation of Programme Agreements to individual providers setting out their planned programme.

2.6 The Scottish Government declared a housing emergency in May 2024 and it has been working at pace since then, with its stakeholders to take actions across the housing system. The Scottish Government is engaging the expertise of the Housing to 2040 Strategic Board, the Homelessness Prevention and Strategy Group and Housing Investment Task Force to target and support its response.

2.7 Local Authorities lead delivery through Strategic Housing Investment Plans (SHIPs) aligned with their Local Housing Strategies (LHS). The Scottish Government manages the programme via area teams.

2.8 In January 2026, First Minister, John Swinney announced the intention to establish a new national housing agency with a focus on simplicity, scale and speed to deliver housing of all types across Scotland. This is to be called 'More Homes Scotland' and is expected to be operational by 2028/29. This is expected to deliver homes more quickly and more affordably. A partnership with the Scottish National Investment Bank is expected to attract more commercial investment. The Council will keep a keen focus on how this new agency is developing and how this will impact future housing investment in Clackmannanshire.

2.9 The SHIP will continue to play a key role in determining the allocation of resources from the Scottish Government's Affordable Housing Supply Programme, which primarily supports the delivery of affordable housing via Clackmannanshire Council and local housing associations. Clackmannanshire Council's SHIP 2027/32 aims to contribute at least 300 new homes to the Scottish Government target of delivering 110,000 affordable new homes across Scotland by 2032.

2.10 In January 2026, the Scottish Government issued revised Resource Planning Assumptions (RPA) letters to all Local Authorities to reflect the increase to budgets for the four-year period from 2026/27 to 2029/30. Setting out a four-year spending program gives welcome certainty when allocating funding through the SHIP.

Revised funding is shown below:

2026/27	£6.984 million
2027/28	£7.193 million
2028/29	£7.409 million
2029/30	£7.631 million

3.0 Clackmannanshire Housing Strategy

3.1 As discussed, the Local Housing Strategy is due for full review during 2026 and is at the early stages. The previous strategic priorities therefore remain broadly relevant in the interim period while considering where housing links to, and underpins, all four of the First Minister's priorities:

- to eradicate child poverty;
- to grow Scotland's economy;
- to tackle the climate emergency by investment in green energy and infrastructure; and
- to improve Scotland's public services as an investment in Scotland's future health, equality and prosperity.

3.2 Our Local Housing Strategy 2018-2023 identifies six priority areas and outcomes to be achieved:

- **Investing in New Housing Supply –** Quality, affordable housing is maximised.
- **Best Use of Existing Housing** - The housing we already have is optimised and effective in providing choice and meeting need.
- **Homelessness** - Households have access to appropriate housing and advice to reduce homelessness.
- **Specialist Housing and Independent Living** - Those requiring assistance to live independently at home have access to effective housing.
- **Energy Efficiency and Fuel Poverty** - Energy efficiency is improved, and fuel poverty and carbon emissions are reduced across all tenures.
- **Improving Neighbourhoods and Communities** – Improve long term outcomes for local communities and target town centres for improvement and regeneration to benefit the community.

4.0 Rapid Rehousing Transition Plan

4.1 The Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government in December 2018. The Council recognises the challenge with homelessness and our response to this is monitored by the Future Homes Board, with relevant actions being determined by them to minimise time spent in temporary accommodation and actions being determined by the future homes board, minimising time spent in temporary accommodation. Having access to suitable housing is a key priority in the RRTP and consistent with housing priorities. Specific outcomes from the RRTP to be delivered through housing investment are detailed below.

4.2 As at March 2025 Clackmannanshire had the 3rd highest level of homeless households per head of population. Those who find themselves in homeless temporary accommodation in Clackmannanshire spend an average of 185 days, up from 161 days at the same time the previous year, waiting The number of days spent in temporary accommodation is below the Scottish average of 238 days, up from 228 the previous year.

4.3 Clackmannanshire performs better than average in quickly providing permanent accommodation solutions for those found to be homeless. Most homeless households are ultimately housed in local authority or RSL accommodation after having spent a relatively short period waiting for permanent accommodation, compared to the Scottish average.

Rapid Rehousing Transition Plan	Progress
Accelerate affordable housing programme over 5-year period to 2024	
Investigate how the RSL sector can play a greater role in housing homeless applicants.	
Ensure levels of temporary accommodation are maintained to meet statutory responsibilities.	

5.0 Wellbeing Local Outcomes Improvement Plan, 2024 -2034 (LOIP)

5.1 This plan sets out our vision for Clackmannanshire over the next 10 years, defines the priorities that Clackmannanshire Alliance will focus on, and sets out what differences partners want to see for Clackmannanshire by 2034.

- **Wellbeing**: Working in partnership we will: reduce inequality, tackle the causes and effects of poverty and health inequality and support people of all ages to enjoy healthy and thriving lives.

- **Economy and Skills:** Working in partnership we will: help people to access fair work, learning and training; and will work together to build a strong local economy.

- **Places:** Working in partnership and with communities we will: create sustainable and thriving places where people have a sense of connection and have control over decisions.

5.2 We know that poor housing has a negative impact on health, wellbeing and quality of life. Our commitment to provide additional good quality, affordable housing goes a long way to contribute to improving the life outcomes of vulnerable families by reducing health inequality and poverty and creating thriving communities.

5.3 **Reducing child poverty - provide good quality affordable housing.**

Research shows that one of the key drivers of children living in poverty is living costs and specifically housing costs. More affordable housing not only reduces direct housing costs but ensures new homes are energy efficient reducing heating and lighting costs. Improved infrastructure in new housing developments offers increased access to the internet for all.

5.4 **The Promise**

Affordable housing also plays a vital role in supporting The Promise, a commitment to ensuring that children and young people grow up loved, safe, and respected. The Promise highlights the need for stable, nurturing environments, something good quality housing directly contributes to. Housing is working to align with The Promise, which supports families to stay together where safe and possible, and to reduce the risk of children entering care due to poverty-related pressures.

5.5 **Inclusive growth jobs and employability - increased house building.**

Increased house building through SHIP programmes will aim to provide local employment opportunities by contracting local companies and offering apprentice and training opportunities for local young people.

6.0 Links to City Deal and Transformational Change

6.1 Continuing and new priorities for the Council and its partners will be accommodated within the SHIP and the Local Housing Strategy. This will include work as part of the City Deal with Stirling University and plans for future regeneration in Clackmannanshire. This will be subject to full business case consideration and through appropriate governance.

6.2 Plans are well under way focusing on place-based development and to create Transformational Zones in Clackmannanshire, beginning in Alloa. The focus on Alloa as a well-being economy transformation zone will bring in principles of collective impact of initiatives and investment within placed-based contexts. This model will roll out to other areas of Clackmannanshire and will bring in affordable housing opportunities throughout the County.

6.3 Ongoing collaboration with Stirling University will ensure that Clackmannanshire can build on previous successful housing outcomes and maximise investment opportunities for further innovation that will truly meet the future housing needs of our communities.

6.4 There may be opportunities to enable one or more of the sites in the SHIP programme to be developed with these innovations in mind.

7.0 Town Centre Living

7.1 Work previously carried out on Place Making and integration of housing within Alloa and Alva Town Centres are linked to the council's wider intent for the regeneration of other town centres and concept of multi-generational housing on a number of sites in the council area in future. Place making and twenty-minute neighbourhoods will be considered in more depth in the new Local Housing Strategy, recognising that centres are unique to the local community and should therefore be community led. To achieve this going forward, this will include working with communities and:

- The wider provision of housing, linking to Architect & Design Scotland (A&DS) Caring Places and Town Centre Living work.
- The application of the Place Standard assessment tool as a means of
- establishing local needs, priorities and action planning for related
- improvements in town centres to support Town Centre Living.

- Ensuring housing developments provides a high-quality living environment for residents and contribute positively to the vitality and viability of our Town Centres.

- The council will explore opportunities with planning colleagues where possible to convert empty town centre commercial properties to permanent housing.

8.0 New Housing Supply Targets

8.1 The current Housing Need and Demand Assessment (HNDA) is from 2018 and is therefore going through a refresh at the present time and is due for sign off in imminently.

8.2 The consultative draft of the new HNDA shows a higher need for new housing, as shown in table 9.1 below. In some part, this is due to the rising need for smaller homes at the table at 9.2 with the number of households increasing in Clackmannanshire by 734 between 2018 and 2043.

8.3 The interim position was approved by Council in June 2025, and then back to Council in March 2026 for full approval.

8.4 Social housing demand in Clackmannanshire is largely concentrated within individual settlements, so new developments must be carefully located. As available sites do not always align with housing need, the Council will continue working with developers to pursue affordable housing opportunities across a broad range of locations

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Tenure	2025-29	2030-34	10 year Total	10 year Avg Per annum
Social Rent	236	2	1,190	119
Below Market Rent	25	2	135	13
Private Renting	19	2	105	10
Buyers	37	3	200	20
Total	**317**	**9**	**1,630**	**163**

9.0

Housing Needs

9.1

Existing Housing Need	Plus New Need for Housing	Equals Future Housing Estimates (10 years)
1,455	173	**1,628**

9.2

Findings from the current, 2026, HNDA research update confirm some specific features of demand for Clackmannanshire so far:

- The latest 2018 household projections to 2043 for Clackmannanshire show a fall of 1,476 (2.8%) of population between 2018 and 2043.
- Despite a falling population, over the same period, the number of households will rise by 734 (3.1%). This table below shows a rise in the number of smaller, single and two adult households.

- By 2043 the number of people over 75 years is predicted to increase by 88%, above the Scottish projection of 74%, putting additional pressure on the need for social care and older people's housing in Clackmannanshire.

Household Type	Clacks 2018	Clacks 2043	Clacks % Difference
1 adult	7,943	8,838	11.3%
1 adult, 1+ children	1,625	1,541	-5.2%
2 adults	7,926	8,464	6.8%
2+ adults, 1+ children	4,160	3,785	-9.0%
3+ adults	2,016	1,779	-11.8%
Total	23,670	24,407	

Source: National Records of Scotland Household projections

Households by age of head of household

Age Group	Clacks 2018	Clacks 2043	Clacks % Change	Scotland 2018
16-29	1,876	1,618	-14%	258,182
30-44	5,088	5,104	0%	583,082
45-59	7,731	6,257	-19%	743,256
60-74	5,603	5,099	-9%	534,746
75+	3,372	6,329	88%	358,008
Total	23,670	24,407	3%	2,477,274

Source: National Records of Scotland Household projections

10.0 Specialist Housing

10.1 From the Council's own records (waiting list figures and information on social service cases) there are at least 10 families known to the Council who require larger size wheelchair housing.

10.2 The 2011 Census reported around 3,700 people (7% of the population) in Clackmannanshire has some type of physical disability.

10.3 The 2022 data has recently been updated and shows that 5,491 people (10.6% of the population) report having one or more physical disability.

10.4 There is no data available as to how many of these people require social housing, what we do know is that private developers rarely build bungalow style housing so the target could be higher for new affordable housing.

10.5 The target for accessible housing on each site should be increased from 7% to 10% to reflect the increased in percentage of need. This can be explored further in the new Local Housing Strategy due in 2026 and also through the new Local

Development Plan to establish targets for specialist housing on private sites to give households a wider choice.

10.6 The tables below show that 3% of all completions in 2021/22 and 60% of all completions in 2022/23 were suitable for households with mobility needs. In the 5 year period from 2021/22 to 2025/26, 17% of all homes are suitable for people with some form of disability.

10.7 There were no new build completions in 2023/24 or 2024/25, all spend was on off the shelf purchases. With the tender costs of new build homes rising, off the shelf purchases and refurbishments are now more attractive than when this practice started. One property bought in 2023/24 was accessible and adapted with a wheelchair accessible kitchen, 3% of all purchases.

10.8 Officers will target accessible properties to purchase as off the shelf when they become available on the open market.

10.9 Accessible Housing Targets v's Actual completions

Site	**Location**	**Completion year**	**Total Annual**	**Number accessible**	**%**	**Target**
Elm Grove	Alloa	2021/22	96	3	3%	7%
Primrose Place	Alloa	2022/23	100	3 full W/chr 57 accessible	60%	7%
OTS		2023/24	40	1	2%	7%
OTS		2024/25	23	0	0%	7%
OTS Mid Market	 Pool of Muckhart	2025/26	37 12	0 3	0% 25%	7%
TOTAL			308	67	17%	7%

10.10 All 8 bungalows on Lochies Road Clackmannan scheduled to start in Autumn 2026 will be accessible and 2 of those fully wheelchair adapted.

10.11 Of the homes Kingdom Housing Association will purchase at Sauchie West in 2026/27, with completion scheduled for November 2027, four will be bungalows and four will be ground-floor flats in four-in-a-block buildings, all with wet rooms.

10.11 One of the main drivers of the housing market is an ageing population and their requirement for specialist housing. This is the result of older people who need care (low cost but high volume) and higher infant survival and longevity for those with a learning disability (low volume and high cost). Housing suitable for both these client groups are considered in this SHIP.

10.12 All new social housing is built to 'Housing for Varying Needs, a Design Guide' published by the Scottish Government. This incorporates a 'barrier free' concept of accessibility and is a key reference document for the affordable housing sector in Scotland. It recognises that peoples' needs change through their lifetime and homes should have the flexibility to accommodate that.

11.0 Gypsy / Traveller Accommodation

11.1 There is one Gypsy / Traveller site in Clackmannanshire at Westhaugh. The site has recently been redeveloped to provide brand new accommodation to suit how residents want to live now and into the future.

11.2 The Westhaugh re-development works resumed on site in June 2025 and completed in June 2026, with a total cost expected to be £5.5 million.

11.3 The redeveloped site offers 16 pitches, including one pitch adapted for disabled applicants. Each pitch provides:

- Hard standing for a caravan and another vehicle
- A new build, energy efficient amenity unity featuring:
    - Radiating heating
    - Two living areas
    - A children's playroom
    - Bathroom facilities
    - Kitchen area
- Electricity hook-up for caravans
- The site also includes a community building, where Council officers can provide support, discuss any issues, and assist with reporting repairs. The site is currently fully occupied.

12.0 Partnership Working

12.1 The Council will continue an inclusive and collaborative approach with all RSLs that are keen to work with us to deliver affordable homes in Clackmannanshire. This includes working collaboratively with Kingdom Housing Association to help deliver a strategic programme of affordable housing delivery.

12.2 Ochil View Housing Association entered into an agreement with Kingdom Housing Association to manage their development aspirations going forward and work was completed on Elm Grove, Alloa, as part of that new agreement in January 2023.

13.0 The Planning Context

13.1 Any new housing development should address the needs of the people of Clackmannanshire, regardless of tenure. The key mechanism for this is the planning system. We are working alongside planning colleagues to create a mix of housing sizes and tenures with the aim of providing housing opportunities for all and helping to prevent market failure.

13.2 The Local Development Plan was adopted by Council in August 2015. This includes provision for the delivery of affordable housing, which is supported by the Housing Needs and Demand Assessment. The Affordable Housing Policy (SC2) includes that housing proposals for 20 or more homes, or over 1 hectare, will be expected to include a range and choice of house types, tenures and sizes, including affordable housing.

13.3 The LDP remains relevant but is going through an update incorporating new National Planning Framework 4 legislation.

14.0 Particular Policy Initiatives

14.1 Council & RSL purchase of existing housing for social renting

The Council and Ochil View Housing Association maintain the commitment to make 'off the shelf' purchase a means of delivering affordable housing.

The Council programme for 'off the shelf' for 2025/26 acquired 37 properties with a Scottish Government funding contribution of £1,855,000.

It was agreed in February 2026 that The Council can claim higher grant funding per unit, previously, £50,000 per unit, is now (up to) £60,000 for a 2 bed, £75,000 for a 3 bed and £90,000 for 4+ bed. This is in line with Falkirk Council and evidence shows that Clackmannanshire house prices are similar.

This means that off the shelf acquisitions can be acquired with a reduced HRA contribution and continue to be a successful initiative to bring new homes into the stock quickly.

The SHIP 2026/27 to 2030/31 had programmed 10 off the shelf units for 2026/27. Due to delays on the Schawpark Golf Course site in Sauchie, together with the urgent housing situation in Coalsnaughton, it is proposed to increase the off the shelf acquisition to 40, subject to Council approval.

At present, 7 off the shelf purchases have concluded. Discussions on additional resourcing of refurbishments are taking place.

14.2 Reduction in Council Tax Discount on Empty Homes

There is currently around £200,000 ring fenced for use for affordable housing.

This will be utilised where it can help deliver projects that are over benchmark figures, subject to Council approval. In October 2025, Council approved the use of this budget to initiate the relocation of the substation on Engelen Drive, this has been taken forward and, once relocated, the demolition and redevelopment of the site can be progressed.

14.3 Adaptations and Health & Social Care

The Housing & Social Care Group report to the Integrated Joint Board of the Clackmannanshire and Stirling Health & Social Care Partnership, has developed an action plan which will create a framework to enable the Partnership to deliver priority objectives. The action plan focuses on four key areas which will continue to be developed. These are:

- Governance – the group have amended their structure and agreed terms of reference to better reflect the scope of the group. This was informed by the action plan.
- Homelessness – the Council is being monitored for its use and placement of temporary accommodation by the Housing Regulator and plans are being explored to maximise the use of temporary stock locally.
- Mental Health – Housing and Social Work have been working closely to develop a greater understanding of different client groups, for example, those with mental health issues and learning disabilities being a focus. This work has informed planning for new affordable housing by ensuring that specific client needs can be flexibly incorporated into the design stage of new homes, to ensure flexibility and understanding.
- Older People – The Health & Social Care Partnership is working with Housing in the planning and development of new core and cluster housing for older people to build on the success of Alloa Town Centre Living

15.0 Resources

15.1 Spend 2025/26

Site	Developer	No Units	Grant 2024/25	Status
Off The Shelf	Council	37	£1,855,000	Complete
Off The Shelf	Ochilview	6	£300,000	
Sauchie West	Kingdom MMR	4	£417,273	Complete
Total		52	£2,572,273	

15.2 Resource Planning Assumption (RPA) Spend 2025/26

The table above shows all spend drawn down in 2025/26 from allocated RPA of £5.879 million.

Spend in Clackmannanshire was up slightly from 2024/25 but remains under RPA spend. This is in some part due to delays on all planned new build sites with rising build costs, infrastructure and land ownership issues combining to halt progression.

The most recent out-turn figures for new affordable housing spend in Scotland is 2022/23, Scottish Government statistics show that new affordable housing starts are at their lowest level since 2015.[1]

15.3 Housing Revenue Account (HRA) Capital Budget 2026/27 to 2030/31

On 29 January 2026, the HRA Capital Budget was approved by Council. This included notional allocations of House Building and Off The Shelf Purchases within the HRA Capital Plan.

For 2026/27, available headroom exists within the local grant (RPA) allocation to support additional off-the-shelf acquisitions. Officers are therefore proposing to utilise £2.49million of the budget to increase the OTS purchases from 10 to 40, which will attract Scottish Government grant of around £2.8m. Should additional budget be required, there is £2.5million, unallocated in the new build budget, held within the HRA budget, that could be repurposed, if agreed at the January 2027 HRA budget.

Further proposals will be brought forward as part of the five-year HRA Capital Plan to align directly with the ambitions set out in the SHIP. In line with the Housing Minister's call to increase temporary accommodation, Council approval was given in June 2026 to allow a funding allowance to support this activity as part of the upcoming budget process. Increasing the Council's stock of temporary accommodation will deliver significant financial benefits to the General Fund. Additionally, there may be opportunities for the HRA to front-fund activity ahead of grant approval, ensuring the Council is doing everything possible in response to the

[1] https://www.gov.scot/publications/quarterly-housing-statistics-september-2023/documents/

national Housing Emergency. For example, Kingdom Housing Association has successfully front-funded social housing delivery in this way, in Fife.

This proposal would also serve as a buffer for any potential slippage in the new build programme whereby any new homes front funded by the Council could pick up on any underspend in the RPA. Conversely, if additional grant is made available as has been seen this financial year, this approach will also mean the Council is ready to benefit from that as well.

15.4 **Estimated Spend Current Year 2026/27 (RPA £6.984 million)**

Site	Developer	No Units	Grant 2026/27	Estimated Start	Estimated completion
Lochies Road, Clackmannan	Council	8	£860,560	October 2026	March 2028
Pompee Road, Sauchie	Council	TBA	£39,295 (demolition)	July 2026	July 2026
Off the shelf,	Council	40	£2,800,000	2026	March 2027
Off the shelf	Ochil View HA	10	£500,000	2026	March 2027
Tillicoultry Refurbishment	Council	28	£817,333	Autumn 2026	2027
Sauchie West	Kingdom Housing	20	£1,500,00	November 2026	November 2027
Engelen Drive	Kingdom Housing	12	£200,000	February 2027	2027/28
			£6,717,188		

5.5 **Summary Proposed Completions Per year**

Units	26/27	27/28	28/29	29/30	30/31	Total
OTS Council	40	0	0	20	20	**80**
OTS OVHA	10			10	10	**40**
Council New Build	0	8	12	45	20	**85**
Kingdom HA	0 MMR	30 34	58	20	25	**167**
TOTALS	**50**	**72**	**70**	**95**	**75**	**372**

15.6 **Proposed Completion Total Split by Investment 2026-31**

Type	No. Units	%
Council New Build Social Rent	85	23%
Council Buy Back Social Rent	80	21%
RSL New Build Social Rent	113	30%
RSL Buy Back Social Rent	30	8%
RSL New Build Other Tenure (MMR)	64	18%
Total	372	100%

The above details that over the next five years that the balance of investment and RPA drawdown is approaching an equal split and share of funds between the Council and RSL partners. This is in line with approaches at nearby local authorities, balancing out HRA affordability whilst maximising unit delivery.

15.7 Estimated **Spend 2027/28 (RPA £7.193million)**

Site	Developer	No Units	Grant 2026/27	Estimated Start	Estimated completion
Lochies Road, Clackmannan	Council	8	£0	October 2026	March 2028
Engelen Drive, Alloa	Kingdom HA	12	£1,000,000	2026/27	2027/28
Sauchie West	Kingdom HA (MMR)	20	£4,100,000	2026/27	2027/28
Shawpark Golf Course, Sauchie	Kingdom HA	34	£2,000,000	2026/27	2027/28
Pompee Road, Sauchie	Council	15	£900,000	2026/27	2027/28
		89	**£8,000,000**		

15.8 Estimated **Spend 2028/29 (RPA £7.409million)**

Site	Developer	No Units	Grant 2027/28	Estimated Start	Estimated completion
Pompee Road, Sauchie	Council	15	£900,000	2027/28	2028/29
Blackfaulds Street, Coalsnaughton	Council	20	£2,000,000	2028/29	2029/30
Schawpark Golf Course, Sauchie	Kingdom HA	34	£6,500,000	2027/28	2028/29
		85	**£7,400,000**		

15.9 Estimated **Spend 2029/30 (RPA £7.631million)**

Site	Developer	No Units	Grant 2028/29	Estimated Start	Estimated completion
Regeneration, Tillicoultry	Kingdom	20	£1,750,000	2029/30	2030/31
Blackfaulds Street, Coalsnaughton	Kingdom HA	20	£2,000,00	2029/30	2030/31
Schawpark Golf Course, Sauchie	Kingdom	30	£4,000,000	2027/28	2030/31
Carsebridge Road Alloa	Council	25	£2,500,000	2029/30	2030/31
		95	**£8,250,000**		

15.10 Estimated **Spend 2030/31 (RPA £7.631million estimate)**

Site	Developer	No Units	Grant 2029/30	Estimated Start	Estimated completion
Regeneration, Tillicoultry	Council	20	£1,750,000	2029/30	2030/31
Carsebridge Road, Alloa	Council	20	£2,000,000	2030/31	2031/32
Carsebridge Road, Alloa	Kingdom	25	£2,500,000	2030/31	2031/32
OTS	Council	10	£700,000	2030/31	2031/32
OTS	Ochil View	10	£500,000	2030/31	2031/32
		85	**£7,450,000**		

15.11 Estimated **Spend 2031/32 (RPA £7.631million estimate)**

Site	Developer	No Units	Grant 2030/31	Estimated Start	Estimated completion
Carsebridge Road, Alloa	TBA	20	£2,500,000	2031/32	2032/33
Glentanna Mill, Alva	Council	20	£2,500,00	2031/32	2032/33
OTS	Council	30	£2,100,000	2031/32	2032/33
OTS	Ochil View	10	£500,000	2031/32	2032/33
		20	**£7,600,000**		

16.0 New Supply

16.1 Pool of Muckhart

After discussions with the developers, the affordable housing element on this site has been brought forward into 2024/25 programme and the properties were complete in October 2025.

16.2 Lochies Road, Clackmannan

This small site in Clackmannan will complement the wider regeneration of the town centre. The site has planning permission in place for 8 low level specialist bungalow style housing. At the time of writing the procurement process is almost finalised and engagement with Hubco has resumed with a view to get a re-start in September 2026 and completion by March 2028.

16.3 Pompee Road, Sauchie

Pompee Road, Sauchie is a Council owned site that had 5 chalet style, non-traditional build properties that were not fit for purpose for current energy efficiency or build style. These have now been demolished.

A site investigation will be commissioned to scope out the extent of the site boundary and number of units that can be accommodated.

16.4 Engelen Drive, Alloa

The existing sub station, which has hampered progress, is due to be relocated by SPEN, following which, Kingdom Housing will proceed with demolition of the existing block of flats and proceed to redevelopment. The timescale is dependent on SPEN completing the relocation of the substation, which is in their work stream but has not been given a definitive start date.

16.5 Sauchie West

This is a private development site that previously had no requirement for affordable housing, Persimmon and Kingdom Housing Association have since agreed to release 24 homes for Mid-Market Rent. 4 will were completed in 2025/26 with the remaining 20 due for completion in November 2027, with the possibility of a total of 73 being made available in total. This could offer a further opportunity to the Council.

16.6 Alloa Golf Course, Sauchie

This site will be taking forward for 64 new social homes, CCG and Kingdom Housing will take this forward with a start on site in 2027/28, delayed from 2026/27 and development over 2-3 years.

16.7 Blackfaulds Street, Coalsnaughton

A developer is lined up to take this site forward and the Council is in discussion to develop the area on the wider site that remains in the ownership of the Council.

16.8 The site is at Pre-planning stage and was delayed in being presented to Planning Committee due to ongoing investigations in Coalsnaughton. However recent discussions with the developer's agent have been positive with the suggestion that the entire site of 100 homes is redeveloped for affordable housing, which would be dependent on Scottish Government funding and robust land investigations on the site. Further discussions with the Scottish Government, More Homes division may look at options for additional funding or an element of 'front funding' by the Council and /or Housing Association to accelerate some new development on the site in the shorter term.

16.9 Carsebridge Road, Alloa

This site is currently at pre-application stage and, should additional budget come forward, there is a proposal, as part of the section 75 for 25% affordable housing to be delivered over several years. Members will be kept updated, as this progresses and any impact on the SHIP proposals.

16.10 Regeneration, Tillicoultry (Lower Mill Street Augmentation)

To enable the Lower Mill Street site to be viable it will require a wholesale partnership approach, to ensure justification for the infrastructure costs for enablement. This includes scoping Council land assets close to that development and potentially leveraging funding via the City Region Deal as part of the Councils work with Stirling University.

16.11 Glentana Mill, Alva

Unfortunately concerns over full Council ownership have been raised and are being investigated. The site was publicly advertised on the open market in full, and on that basis was approved for transfer to HRA for development for affordable housing by Council on 24 October 2019. Following that time, doubts were cast over full ownership.

For this reason, the number of units in the SHIP 2031/32 have been reduced. Being in a prime town centre location. it remains a priority location, with a view to develop the site into homes suitable for older tenants, Future plans for the building and site may change as the building is now deteriorating and it has become an eyesore in the centre of a town that has had considerable townscape investment recently.

16.12 Menstrie House

Menstrie House is owned by the Council and was an older people home until recently when the Health and Social Care partnership took the decision to withdraw the service. This site has the potential to meet the council's aspiration around older peoples housing. However, no current funding has been identified within the SHIP or RPA to take this forward. This site could be developed with front funding by the Council ahead of grant funding or with a partnership delivery approach. Moreover, the service is carrying out an options appraisal to explore if any community use benefit can be derived in the meantime from the asset.

16.13 Temporary Units for Homeless Accommodation

The Council will explore sites in addition to the main sites in the SHIP to maximise the use of any underspend in the HRA Capital Budget, seeking to identify and deliver much needed, high quality, temporary accommodation without Scottish Government subsidy.

In June 2026, Council approved further investigatory work to clarify the viability of potential sites. Officers have commenced this work. Findings will come back to Council for further approval and, if approved, will take forward.

17.0 Shadow Programme (Potential Sites)

17.1 It is inevitable that some priority sites will not be deliverable for various reasons, such as ground conditions or financial viability. To help avoid slippage in the main programme, or in the event of additional Scottish Government funding being made available, potential sites are included in the 'shadow' programme. These sites may be substituted or added to the main programme, should the opportunity arise.

This approach allows additional flexibility to help ensure that the number of units and spend in Clackmannanshire is maximised. Below is a list of sites identified to date; however, it should be noted that the Council and its RSL partners are actively looking for further opportunities. Other proposals, including purchasing units from a developer, may be brought forward in addition to those listed.

17.2 Forest Mill

The section 75 agreement sets a requirement for 22% of the 1,250 homes to be affordable. There are no affordable homes programmed by the developer in phase 1 or 2, so it is likely that it will be several years before affordable housing can be expected on this site.

17.3 Brook Street, Alva

This site had previously been brought forward in the programme, but due to site constraints has been delayed. We will continue to work with the landowner.

18.0 Methods of Construction

18.1 Quality Housing and Modern Methods of Construction Housing to 2040 sets out an ambition to make greater use of offsite construction in the Affordable Housing Supply Programme. Where possible, timber kit closed panel systems which are manufactured off-site are used, as this allows quality control and reduction in programme time on site.

18.2 Procurement routes available will take account of the most cost-effective solutions for individual site requirements and constraints, whilst still meeting our specifications. To fully assess benefits and limitations, our team continues to research and review opportunities for the use of MMC for each site, as well as monitoring the development and usage of these build types across Scotland.

18.3 The Council and RSL partners need to consider the future maintenance requirements of construction types along with how well the current and future needs of tenants are met, including suitability for future adaptations.

18.4 There is potential for efficient delivery of projects, and we are considering sites in the SHIP where units can be developed. This could be for permanent or temporary accommodation.

19.0 Consultation

19.1 This document has been developed by housing and planning colleagues in consultation with local RSLs and Scottish Government officials.

20.0 Ensuring Equalities

20.1 An equalities impact assessment is carried out on each SHIP. The SHIP has no negative impact on the six equality groups; in fact, it is likely that these groups will benefit from a positive impact.

21.0 Strategic Environmental Assessment

21.1 The SHIP is part of the LHS, which had a pre-screening as required by the Environmental Assessment (Scotland) Act 2005. Clackmannanshire Council as a "responsible authority" for the purpose of the Act has determined that no SEA submission is required for this document. Specific environmental issues will be considered as part of the Local Development Plan process or when planning applications for sites are submitted.

SHIP 2027-31 PRIORITIES FOR INVESTMENT

Site	Ownership	Effective Land Supply	Regen. / Town Centre Area	High Demand Area	Homeless Needs	Particular Needs	Planning Permission	Creating Mixed Comms	No Land constraints	Resources Available	VFM	Deliverable Now	Deliverable within 5 years
MAIN PROGRAMME													
Engelen Drive, Alloa	**Council**	**Yes**	**Yes**	**No**	**Yes**	**Yes**	**No**	**Yes**	**Unknown**	**Yes**	**Yes**	**Yes**	**Yes**
Regeneration Sites	**HRA**	**No**	**Yes**	**No**	**Yes**	**Yes**	**No**	**Yes**	**Unknown**	**Yes**	**Yes**	**No**	**Yes**
Lochies Road, Clackmannan	**Council**	**No**	**Yes**	**Yes**	**Yes**	**Yes**	**No**	**Yes**	**Unknown**	**Yes**	**Yes**	**Yes**	**Yes**
Glentana Mill, Alva	**Council**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**No**	**Yes**	**No**	**Yes**	**Yes**	**No**	**Yes**
Pompee Road, Sauchie	**Council**	**No**	No	**Yes**	**Yes**	**Yes**	**No**	**Yes**	**No**	**Yes**	**Yes**	**Yes**	**Yes**
Carsebridge Road, Alloa	**Private**	**Yes**	**No**	**Yes**	**Yes**	**Yes**	**No**	**Yes**	**No**	**Yes**	**Yes**	**No**	**Yes**
Alloa Golf Club, Sauchie	**Private**	**Yes**	No	**Yes**	**Yes**	**Yes**	**Yes – to be updated**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

Site Name	Ownership	Effective Land Supply	Regen. / Town Centre Area	High Demand Area	Homeless Needs	Particular Needs	Planning Permission	Creating Mixed Comms	No land constraints	Resources Available	VFM	Deliverable Now	Deliverable within 5 years
SHADOW PROGRAMME													
Forest Mill	**Private Developer**	Yes	No	No	Yes	Yes	Yes	Yes	No*	No	Yes	No	Yes
Brook Street, Alva	**Private Developer**	Yes	No	Yes	Yes	Yes	No	Yes	No	No	Yes	No	Yes
Lower Mill Street, Tillicoultry	**Private Developer**	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	No	No	Yes
Bedford Place, Alloa	**Council**	No	Yes	Yes	Yes	Yes	NO	Yes	No	No	Yes	No	Yes

<u>Definitions of Criteria for Priorities</u>

Effective Land Supply	Listed in the Local Plan as a site that can be developed for housing. No known constraints.
Regeneration / Town Centre Area	The site is situated within an area identified through the SIMD as a regeneration area or an identified Town Centre site, as identified in the LHS.
High Demand Area	Little or no social housing in the area or high demand / low turnover of existing social housing. *LHS Action: 'Maximise the impact of new housing, including affordable housing in areas of demand.'*
Homeless Needs	The site will provide accommodation for at least one homeless household. *LHS Action: 'Reduce Homelessness and homeless households have access to appropriate housing.'*
Particular Needs	The site will provide at least 10% of particular needs accommodation. *LHS Action: 'Deliver specialist housing on all appropriate new housing developments.'*
Planning Permission	The site has planning permission for housing.
Creating Mixed Communities	The site will provide a desirable balance of tenure in the wider area or will provide a mix of types of houses for different households within the site. *LHS Action: 'Promote and increase low cost home ownership and shared equity schemes with public funding to promote tenure diversification.'*
No Land Constraints	Land has no infrastructure blockages.

Resources Available	Are there resources available now ie human resources or financial resources. *LHS Action: 'Work with local Housing Associations to deliver new affordable housing and maximise funding from their resources.'*
Value for Money	The site is capable of delivering the units with benchmark HAG funding or below. *LHS Action: 'Continue to develop and support innovative and flexible models for providing cost effective new housing.'*
Deliverable Now	If the site meets 8 or more of the above criteria, it will be considered to be deliverable now.
Deliverable Within 5 years	If the site meets 6 or more of the above criteria, it will be considered to be deliverable in the coming years when resources become available.

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

Title: Strategic Housing Investment Plan 2027-2032
Name of your decision, activity, policy, strategy or proposal. Referred to throughout as 'proposal' in this document.

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

The SHIP is a strategic framework for delivering affordable, energy-efficient, and inclusive housing across Clackmannanshire.

It addresses housing need and demand, supports regeneration, and aligns with national priorities including eradicating child poverty, tackling the climate emergency, improving public services and growing Scotland's economy.

The proposal has relevance to all equality groups and those experiencing socio-economic disadvantage. Evidence shows significant housing-related inequalities affecting older adults, children, disabled individuals, and lone-parent households.

Summary of actions taken because of this assessment:

Actions taken include:

- engagement with relevant stakeholders to gather feedback on the SHIP,
- inclusion of accessible housing targets and specialist housing developments,
- investment in energy-efficient homes to reduce fuel poverty,
- development of culturally appropriate housing for Gypsy/Travellers in Clackmannanshire,
- alignment with the Local Housing Strategy and other strategic plans.

Ongoing actions beyond implementation of the proposal include:

- Annual review of the SHIP and EFSIA to ensure responsiveness to changing needs.
- Monitoring of housing allocations and equality impacts through statutory data returns.
- Continued stakeholder engagement and partnership working to inform future housing delivery.

Lead person(s) for this assessment:

Kate Fleming

Senior officer approval of assessment:

DATE:

Equality and Fairer Scotland Impact Assessment (EFSIA)

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

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

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

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

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

Step A – Confirm the details of your proposal

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

Clackmannanshire Council’s Strategic Housing Investment Plan (SHIP) 2026–2031 sets out the framework for delivering affordable housing across the region over a five-year period. The SHIP outlines the Council’s strategic priorities for housing investment and development, with a focus on creating inclusive, sustainable, and economically balanced communities that meet the diverse needs of residents.

The overarching purpose of the SHIP is to support the delivery of high-quality, energy-efficient, and affordable homes, including specialist housing for those with particular needs. It aims to address housing need and demand, reduce inequalities in housing outcomes, and contribute to wider regeneration and place-making objectives across Clackmannanshire.

The SHIP reinforces the Council’s role as the strategic housing authority and supports investment decisions at both local and national levels. It is aligned with Clackmannanshire’s Local Housing Strategy (LHS) and contributes to all four of the First Minister’s strategic priorities:

- **Eradicating child poverty** by increasing access to secure, affordable housing;
- **Growing Scotland’s economy** through investment in housing and infrastructure;
- **Tackling the climate emergency** by promoting energy-efficient housing and sustainable development;
- **Improving public services** by ensuring housing supports health, wellbeing, and equality outcomes.

2. Why is the proposal required?

The Strategic Housing Investment Plan (SHIP) 2026–2031 is required to ensure that Clackmannanshire has a coherent, evidence-based, and forward-looking framework for housing investment. It provides a structured approach to identifying, prioritising, and delivering affordable housing projects that respond to local housing needs and contribute to broader social, economic, and environmental goals.

The SHIP is essential for:

- Meeting the changing needs of Clackmannanshire's population, including an ageing demographic, households experiencing homelessness, and those requiring specialist accommodation.
- Ensuring the delivery of high-quality, energy-efficient, and affordable homes that promote long-term sustainability, reduce fuel poverty, and support health and wellbeing.
- Supporting regeneration and place-making in town centres and priority areas.
- Aligning local housing delivery with national priorities, including the eradication of child poverty, tackling the climate emergency, and improving public services.
- Maximising investment opportunities by informing Scottish Government funding decisions and enabling the Council to plan effectively for both AHSP-funded and non-AHSP-funded housing developments.

3. Who is affected by the proposal?

Any individual living in Clackmannanshire may be affected by the proposals outlined within the SHIP. In particular, the SHIP will impact and benefit individuals and households who are not owner-occupiers and/or whose current accommodation is unaffordable, unsuitable, or unsustainable. This includes people who are homeless, living in temporary accommodation, or whose current housing cannot meet their needs now or in the future, and who require access to alternative affordable specialist housing.

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

The SHIP is aligned with several key Council policies and strategic activities, including Clackmannanshire's Local Housing Strategy, Clackmannanshire's draft Housing Need and Demand Assessment, Clackmannanshire's Local Outcomes Improvement Plan, Clackmannanshire Council's, Property Acquisitions Policy, as well as People Community and Wellbeing Plan.

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

The SHIP is a strategic decision that will shape housing delivery and investment across Clackmannanshire. It has the potential to significantly impact equality groups and those experiencing socio-economic disadvantage, and therefore requires a full Equality and Fairer Scotland Impact Assessment.

Step B – Consider the level of EFSIA required

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

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

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

Equality Group	**Evidence source** (e.g. online resources, report, survey, consultation exercise already carried out)	**What does the evidence tell you about the experiences of this group in relation to the proposal?** NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Scottish Census 2022 Poverty and	Ageing population The Scottish House Condition Survey 2017-19 reveals that

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).
	Income Inequality in Scotland 2017-2019 People Community Wellbeing Plan 2024-25 Scottish Household Survey 2019 National Records of Scotland Draft Housing Need and Demand Assessment 2025 Scottish Government Homelessness Returns	53% of older households across Clackmannanshire contain a long-term sick or disabled person (all tenures). In addition, the National Records of Scotland and the Scottish Census indicate a growing number of older individuals, with individuals aged 85 and over projected to increase by 95% by 2043. This trend is already placing increased pressure on health and social care services, with older individuals presenting with more complex and multiple needs. As a result, there is a growing requirement for specialist housing that is affordable, accessible, and designed to support independent living. The SHIP must respond to this need by ensuring that housing proposals consider the long-term sustainability and suitability of homes for older people. <u>Children and Young People</u> In relation to children and young people, child poverty remains a significant concern. DWP figures for 2022/23 show that 2,855 children in Clackmannanshire are living in relative low-income households, which indicates an increase of 36.3% since 2016/17. Of these, 65% live in lone-parent households. National data further highlights that children and younger adults are more likely to experience relative poverty compared to older adults, with housing costs being a key contributing factor. Given these findings, decisions made within the SHIP will have a direct impact on households with children, particularly those experiencing poverty. The provision of affordable, secure housing is a critical lever in efforts to reduce child poverty and improve long-term outcomes. <u>Homelessness</u> Homelessness data also shows that the majority of homeless households in Clackmannanshire are young single males aged 25–34. This group is particularly vulnerable to housing insecurity and would benefit from any interventions within the SHIP to improve access to affordable accommodation and reduce repeat homelessness.
Disability	Scottish Census 2022 Scottish House Condition Survey 2017-2019 Draft Housing	The Scottish Census (2022) indicates a deterioration in physical and mental health across Clackmannanshire since 2011. Currently, 22.3% of the population report living with a long-term illness, disease or condition, and 12.4% report a mental health condition.

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).
	Need and Demand Assessment 2026	According to the Scottish House Condition Survey (2017–2019), 36% of households in Clackmannanshire include at least one person who is long-term sick or disabled, equating to approximately 8,000 households. Of these, 4,000 are in the social rented sector and 3,000 are owner-occupied (based on a sample of 220 respondents). Additionally, 2,000 households (8% of all households) report that their daily activities are restricted due to the limitations of their current accommodation, indicating a need for property adaptations or access to more suitable housing. The 2022 Census data has recently been updated and shows that 5,491 people (10.6% of the population) report having one or more physical disability. Council records further show that at least 10 families are currently waiting for larger wheelchair-accessible homes, underscoring the shortage of appropriate housing for individuals with complex physical needs. This evidence demonstrates that individuals with disabilities are likely to be impacted by the proposals made within the SHIP.
Race	Scottish Census 2022 National Records of Scotland	Clackmannanshire's population is predominantly White, with 94.5% of individuals identifying as White in the 2022 Scottish Census. Minority ethnic groups make up a small proportion of the population, with 2.1% identifying as Asian and 1.1% as African. National data from the Scottish Census and NRS indicates that throughout Scotland, White Scottish households are more likely to be owner-occupiers or live in social housing. In contrast, minority ethnic groups are more likely to be represented in the private rented sector. Furthermore, Clackmannanshire is home to a small but vibrant Gypsy/Traveller community. According to the 2022 Scottish Census, 56 individuals identified as Gypsy/Travellers in the area. In 2023/24, there was a noticeable increase in homeless presentations from households self-identifying as Gypsy/Travellers, which may be linked to the closure of the Westhaugh site. Although minority ethnic communities represent a small proportion of Clackmannanshire's population, they may be affected by housing affordability and insecurity. As such, the proposals within the SHIP, particularly those aimed at increasing the supply of affordable and secure housing, have

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).
		the potential to positively impact these groups by improving access to suitable accommodation and helping to reduce inequalities of outcome.
Sex	Scottish Census 2022 Draft Housing Need and Demand Assessment 2025 Scottish Government Homelessness Returns	In 2023/24, Clackmannanshire recorded the third-highest rate of homelessness presentations in Scotland, with 253 households per capita compared to the national average of 160. The majority of applicants were young single male households, primarily aged 25–34, followed by those aged 35–44. On average, individuals experiencing homelessness in Clackmannanshire spend 176 days in temporary accommodation, below the Scottish average of 234 days, but still indicative of significant housing need. This data suggests that younger men are disproportionately affected by homelessness and would benefit from any initiatives within the SHIP aimed at reducing homelessness, increasing access to affordable and secure housing, particularly for single-person households. <u>Women-led households</u> In contrast, national poverty data shows that single women with children are among the most economically disadvantaged groups. Approximately 38% of such households live in relative poverty, compared to 27% of single women without children and 34% of single men without children. Between 2017–2020, 20% of single female pensioners and 17% of single male pensioners were also living in relative poverty after housing costs. This evidence indicates that both single male and single female households, and lone-parent families in particular, are likely to be affected by the proposals within the SHIP. Women, especially those with children, are more likely to experience housing-related poverty and would benefit from investment in affordable housing and initiatives aimed at improving housing security and stability.
Gender Reassignment	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019	The Scottish Census (2022) reports that 0.44% of people aged 16 and over in Scotland identify as transgender, with Clackmannanshire's rate slightly lower at 0.35%, representing approximately 151 individuals. While the small population size suggests that the SHIP is unlikely to have a direct or disproportionate impact on this group, the absence of detailed local data does not imply that

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).
		transgender individuals do not face housing-related pressures. As such, while no specific impacts have been identified at this stage, it remains important that the SHIP is inclusive in its approach and that housing developments are designed to support dignity, safety, and equality for all individuals, regardless of gender identity.
Sexual orientation	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019	According to the 2022 Census, 1,343 individuals (3.12%) aged 16 and over in Clackmannanshire identify as LGB+. There is currently no available local or national data on the proportion of LGB+ individuals experiencing financial hardship or housing insecurity. While the absence of data does not imply that LGB+ individuals do not face housing-related challenges, the relatively small size of this population group in Clackmannanshire suggests that the SHIP is unlikely to have a direct or disproportionate impact on them. Nonetheless, it remains important that housing policies and investment decisions are inclusive and sensitive to the needs of LGB+ individuals, particularly in relation to safety, dignity, and access to secure, affordable housing.
Religion or Belief	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019	National data from 2015–2020 indicates that Muslim adults are disproportionately affected by relative poverty after housing costs, with 52% living in poverty compared to 18% of adults overall. In contrast, 15% of adults affiliated with the Church of Scotland and 19% of adults reporting no religion were living in relative poverty. However, given the very small population of Muslims living in Clackmannanshire suggests that Muslims would not be impacted how individuals experience the proposals set out in the SHIP. Nonetheless, the SHIP should remain inclusive and sensitive to the needs of all religious groups, ensuring that housing developments promote dignity, equality, and respect for diverse beliefs and cultural practices.
Pregnancy or maternity	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-2019 People Community Wellbeing Plan 2024-25	National data shows that single women with children experience the highest rates of relative poverty in Scotland, with 38% of such households living in poverty after housing costs. Furthermore, between 2021 and 2024, there was a 41.1% increase in the number of single parents claiming Universal Credit, highlighting growing financial pressures on this group. Given the material deprivation and economic vulnerability

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).
		experienced by single mothers, this protected group is likely to be impacted by the proposals set out in the SHIP. The plan's focus on increasing the supply of affordable housing directly supports efforts to alleviate poverty and improve housing stability for families with children.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		Not applicable, not an employment matter.
Socio economic disadvantage (if required)	Scottish Census 2022 Poverty and Income Inequality in Scotland 2017-20 People Community Wellbeing Plan 2024-25 Scottish Household Survey 2019 National Records of Scotland Draft Housing Need and Demand Assessment 2025 Scottish Government Homelessness Returns	Clackmannanshire experiences higher-than-average levels of deprivation. A quarter (25%) of all SIMD datazones in the area fall within the 20% most deprived in Scotland. Eight datazones have more than a quarter of residents who are income deprived, and 10% of the population live in the most deprived SIMD areas, ranking Clackmannanshire 9th highest nationally. Only 5% of the population live in the least deprived SIMD areas. The youngest age groups are disproportionately represented in the most deprived areas, indicating a strong link between age and socio-economic disadvantage locally. According to the 2022 Census, Clackmannanshire had 24,072 households, with 63% owner-occupied, 8.9% privately rented, and 27% socially rented. The Scottish Household Survey (2019) shows that 47% of socially rented households are located in the most deprived areas, compared to 17% of privately rented and 12% of owner-occupied households. Fuel poverty is also a significant issue. In 2022, 31% of all Scottish households were estimated to be in fuel poverty, with 18.5% in extreme fuel poverty. Social sector households were disproportionately affected, with 48% in fuel poverty and 26% in extreme fuel poverty, compared to 26% and 16% respectively in the private sector. Employment data shows that only 48.2% of Clackmannanshire households are "working households," below the Scottish average of 57.6%. Meanwhile, 27.5% are "workless households," significantly higher than the national average of 17.8%. Notably, 31% of workless households in Clackmannanshire have children, compared to just 10.2% nationally. This evidence highlights widespread socio-economic

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).
		disadvantage across Clackmannanshire, particularly among households in the social rented sector and those with children. The SHIP's focus on increasing the supply of affordable housing and improving housing quality will have a direct and positive impact on these groups, helping to reduce inequalities of outcome caused by poverty and deprivation.

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

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

Step C – Stakeholder engagement

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

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

As part of the development of the SHIP, engagement is undertaken with Registered Social Landlords (RSLs) and registered tenant organisations, who were invited to provide feedback on the SHIP and share insights on the experiences of various groups, including those with protected characteristics.

The SHIP consultation is circulated to the relevant stakeholders for comment and approval, and the document is then submitted to the Scottish Government as part of the formal review process.

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

Further research and consultation is being carried out through the consultative draft of the Housing Need and Demand Assessment.

Equality considerations are embedded into the early stages of SHIP planning, with the needs of different equality groups taken into account from the outset. This includes drawing on evidence from key strategic documents such as the HNDA to inform planning. The outcome of the HNDA engagement is ongoing at the time of writing. Engagement has been undertaken with relevant stakeholders on the 'Specialist Housing' section of the HNDA, covering all equality considerations with feedback recorded.

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The Strategic Housing Investment Plan aligns with Local Outcomes Improvement Plan and the Scottish government commitment to eradicating child poverty and supporting an ageing population. The SHIP takes a targeted approach to increasing the supply of accessible, affordable housing that meets the needs of both older adults and families with children. To mitigate the risk of age-based discrimination, the SHIP includes considerations for developing level-access and adaptable properties suitable for older households, ensuring that housing provision supports independent living and long-term wellbeing. This approach recognises the growing ageing demographic and the need for homes that accommodate mobility and care needs.
potential for developing good relations	X			SHIP supports collaborative work across Clackmannanshire, including engagement with the Fairer Wellbeing Partnership (FWP) and a strong commitment to the Clackmannanshire Alliance's efforts to tackle child poverty. These partnerships promote joined-up working across services and communities, helping to ensure that housing investment decisions are informed by shared priorities, By aligning with wider strategic objectives and promoting inclusive development, the SHIP contributes to fostering good relations between different age groups. It aims to ensure that both older adults and younger families benefit from housing investment, and that the needs of vulnerable age groups are considered in planning and delivery.
potential to advance equality of opportunity	X			The SHIP includes plans to work with partner organisations to develop specialist housing that meets the needs of Clackmannanshire's ageing population. This includes collaboration with

				Clackmannanshire and Stirling's Health & Social Care Partnership on the development of new core and cluster housing for older people, building on the success of the Alloa Town Centre Living model. These developments will provide more accessible and innovative housing solutions, supporting independence and improving quality of life in later years. The SHIP also supports efforts to reduce child poverty by increasing the supply of affordable, energy-efficient homes for families. This will help reduce housing costs and improve living conditions, contributing to better outcomes for children and young people. Finally, in line with The Promise, the SHIP aims to support families to stay together where it is safe and appropriate to do so, reducing the risk of children entering residential care due to poverty-related pressures.

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			All new social housing delivered through the SHIP is built to the standards set out in Housing for Varying Needs: A Design Guide, published by the Scottish Government. This guide incorporates a 'barrier-free' approach to accessibility and recognises that housing should be flexible to accommodate changing needs throughout a person's lifetime. To further support individuals with disabilities, £215,000 of additional approved budget has been allocated specifically for the development of higher-cost bungalows designed to meet the needs of disabled residents. These homes will offer enhanced accessibility and adaptability, helping to ensure that disabled individuals are not disadvantaged or excluded from new housing provision. This targeted investment and adherence to inclusive design principles will help mitigate the risk of discrimination and ensure that the housing needs of disabled people are appropriately met.
potential for developing good relations	X			Where appropriate, specialist housing developments are promoted within the community to foster awareness, inclusion, and pride in local investment. These developments are designed to meet the needs of individuals with specific disabilities and are allocated based on assessed need, ensuring transparency and fairness in the process. Celebrating new developments as part of wider

				community-building efforts helps to promote understanding of the diverse needs within Clackmannanshire and encourages positive relationships between disabled residents and the wider community. This inclusive approach supports the development of good relations and reinforces the Council's commitment to equality and dignity for all.
potential to advance equality of opportunity	X			The SHIP sets a clear target to increase the proportion of accessible homes on each development site from 7% to 10%, reflecting the rising demand for housing that meets the needs of individuals with disabilities. The SHIP places a focus on the development of low-level specialist housing as part of the new build programme. In addition, there is a targeted programme of off-the-shelf (OTS) purchases, with a focus on acquiring and refurbishing properties to ensure they are accessible or fully wheelchair-adapted where appropriate. In addition, the HSCP have been working closely with Housing to better understand the needs of individuals with mental health conditions and learning disabilities. This collaboration will be used to inform the design of new homes, ensuring flexibility and responsiveness to specific client needs. Overall, the SHIP's inclusive approach to housing delivery supports equal opportunity by ensuring that disabled individuals are not disadvantaged in accessing safe, secure, and appropriate accommodation.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			The proposals set out in the SHIP aim to ensure a sustained increase in affordable and accessible housing that is inclusive of all protected groups. Minority ethnic households are more likely to live in rented accommodation, and these tenures are often associated with lower income levels and greater housing insecurity. By expanding access to mid-market and affordable social housing, the SHIP helps to reduce barriers and improve housing outcomes for minority ethnic communities. In addition, the SHIP includes a dedicated focus on the development of a Gypsy/Traveller-specific site at Westhaugh. The £5.5 million investment into the site aims to provide high-quality, culturally appropriate accommodation, ensuring that Gypsy/Traveller households have equitable access to safe and secure housing. Together, these measures help to mitigate the risk of discrimination and promote inclusive housing

				provision across Clackmannanshire.
potential for developing good relations				The SHIP aims to foster better understanding and stronger relationships between members of the Gypsy/Traveller community and those who do not share this protected characteristic. The development of the Westhaugh site includes a focus on promoting awareness of the needs, culture, and support available to Gypsy/Travellers. By sharing information with the wider public and celebrating inclusive housing initiatives, the SHIP contributes to improved community relations and helps reduce prejudice. This approach supports the development of mutual respect and understanding, and reinforces the Council's commitment to equality and inclusion in housing provision.
potential to advance equality of opportunity				The SHIP aims to increase the supply of affordable and accessible housing, including social rented and mid-market rent homes. This will help minority ethnic groups, who are more likely to experience socio-economic disadvantage and live in rented accommodation access secure, high-quality housing options. The regeneration of the Westhaugh site specifically supports the Gypsy/Traveller community by delivering modern, culturally appropriate accommodation for 16 households. These improvements ensure that Gypsy/Traveller households have access to housing that meets national standards and reflects the Scottish Government's commitment to upholding the rights and needs of this community. These actions aim to ensure that minority ethnic groups, including Gypsy/Travellers, have equitable access to high-quality, affordable housing that meets their cultural and practical needs.

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			Through its aims and objectives, the SHIP seeks to increase the supply of affordable and accessible housing, with a particular focus on addressing homelessness and child poverty both of which disproportionately affect specific sex-based groups Homelessness data shows that the majority of applicants are young, single male adults. The SHIP's emphasis on increasing housing options for homeless households, including the provision of temporary accommodation ensures that this group is appropriately considered in housing delivery. At the same time, national poverty data highlights that single female-led parent households are among the most economically disadvantaged. By prioritising affordable housing and aligning with child poverty reduction strategies, the SHIP ensures that the needs of women, particularly those with children, are not overlooked. These targeted efforts help mitigate the risk of sex-based discrimination and ensure that housing provision reflects the needs of both male and female households.
potential for developing good relations			X	The SHIP promotes the exploration of new temporary accommodation options. While the primary focus may not be on meeting the specific needs of single male households who are disproportionately represented among homeless applicants, these developments aim to improve the overall quality and accessibility of temporary housing. By enhancing the temporary accommodation offer and ensuring fair and transparent allocation, the SHIP supports improved service delivery and fosters trust between housing services and affected individuals. This contributes to better relationships between service users and providers, and promotes a more inclusive housing environment.
potential to advance equality of opportunity	X			The SHIP ensures a strong focus on the development of affordable housing and the provision of temporary accommodation to meet the needs of homeless households and support efforts to eradicate child poverty. Evidence shows that the majority of children living in poverty in Clackmannanshire reside in lone-parent households, most of which are female-led. Conversely, majority of homeless households are male-adult households. By focusing on providing appropriate housing to

				meet the needs of these groups, including the exploration of temporary accommodation options, the SHIP aims to advance equality of opportunity by ensuring that both male and female households, particularly those experiencing poverty or housing insecurity, have access to safe, secure, and affordable housing options.

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

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

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Given the demographic profile of Clackmannanshire, it is unlikely that the SHIP will

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

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			By placing particular focus on eradicating child poverty, alongside its broader commitment to increasing the supply of affordable housing, the SHIP ensures that single female-led households with children are not unfairly disadvantaged or excluded from housing provision.
potential for developing good relations			X	It is unlikely that the SHIP will have a direct impact on fostering relations between individuals who share this protected characteristic and those who do not. Nonetheless, through collaboration with the Clackmannanshire Alliance and the Family Wellbeing Partnership, the SHIP's focus on housing provision for children in poverty and single-parent families, most of which are female-led, may contribute to wider awareness and understanding. If promoted effectively, these initiatives have the potential to positively influence public perception and support inclusive housing outcomes.
potential to advance equality of opportunity	X			The SHIP's focus on eradicating child poverty and increasing the supply of affordable housing that meets the needs of the local population supports the advancement of equality of opportunity for this protected characteristic. Through increased provision of accessible housing locally, the SHIP aims to ensure that single female-led households with children have access to secure, appropriate, and sustainable accommodation.

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

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	X			As part of its core ethos, the SHIP aims to ensure a continuous and increased supply of affordable and accessible housing to meet the needs of Clackmannanshire's population. The SHIP's programme of refurbishments and new builds is designed to tackle fuel poverty by improving the energy efficiency of homes. This will help reduce household costs and improve living conditions. Through partnership working with Registered Social Landlords, the HSCP, Planning, private developers, and other stakeholders, the SHIP supports the delivery of a steady supply of affordable housing. This includes mid-market rent properties, social rent homes, and targeted OTS acquisitions for refurbishment, with a continued focus on energy efficiency. Efforts are also underway to accelerate the delivery of affordable housing within new build developments. Budget planning includes proposals to bring forward funding for OTS purchases, expanding the programme and increasing the availability of suitable homes. In addition, the SHIP contributes to wider regeneration through the development of Transformational Zones, as part of the City Deal with Stirling Council. These place-based initiatives aim to attract investment and deliver affordable housing opportunities across Clackmannanshire over time. The SHIP also includes proposals to increase funding for temporary accommodation as part of the upcoming budget process, supporting vulnerable homeless households. Finally, increased housebuilding through SHIP programmes will support local economic development by contracting local companies and creating apprenticeships and training opportunities for young people in Clackmannanshire.

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

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

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

The assessment is not expected to affect the overall timeline of the SHIP. Equality considerations are embedded into the early stages of SHIP planning, with the needs of different equality groups taken into account from the outset. This includes drawing on evidence from key strategic documents such as the HNDA to inform planning.

The annual SHIP review process includes consultation with relevant stakeholder groups, ensuring that equality impacts are regularly assessed and aligned with strategic priorities. As part of this review, the Equality and Fairer Scotland Impact Assessment will also be revisited to ensure continued relevance and responsiveness to the needs of all equality groups.

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

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

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

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

The assessment is fully discussed and agreed with the Administration Group of Clackmannanshire Council and with Senior Managers before being formally agreed at full Council meeting.

Administration Group:

Date: 19/09/2025

Oucome: No Comments

Senior Managers: Murray Sharp

Date: 19/09/2025

Outcome: Approved

Clackmanannshire Council Meeting:

Date: 2 October 2025

Outcome:

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

The impact of the SHIP on equality groups will be monitored alongside the ongoing review of the Strategic Housing Investment Plan. This includes tracking progress on actions identified within the EFSIA and ensuring that equality considerations continue to inform housing delivery and investment decisions.

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

The impact of the proposal will be monitored as part of the annual review of the SHIP document. In addition, equality-related impacts may be assessed through ongoing analysis of the allocation of new homes to households with protected characteristics, changes in poverty and homelessness statistics as well as other relevant data submitted through statutory returns to national bodies.

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

The SHIP is subject to an annual review. The EFSIA will be reviewed alongside each annual update of the SHIP to reflect and respond to changes in the local landscape, demographics, budget allocations, and financial pressures.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed:

Date:

Senior officer approval of assessment:

Signed:

Date:

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

THIS PAPER RELATES TO ITEM 13 ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to: Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: The Scottish Housing Regulator Annual Assurance Statement

Report by: Director, Place & Economy

1.0 Purpose

1.1. This report references the 2019 changes to the regulatory framework for social housing in Scotland and asks members to approve the submission of Clackmannanshire Council's Annual Assurance Statement (AAS) to the Scottish Housing Regulator (SHR) due to be submitted by 31st October 2026.

2.0 Recommendations

2.1. It is recommended that Council:

2.2. Approve the 2026 submission of the AAS (attached as Appendix 1) to the Scottish Housing Regulator (SHR).

2.3. Note that Westhaugh has been removed from the AAS as the service no longer considered this an area of material non-compliance.

2.4. Note the service are reviewing emergency repairs arrangements (outlined in section 3.29).

2.5. Note that one area of service delivery is highlighted as being materially non-compliant with regulatory requirements (outlined in section 4.1).

2.6. Note the improvement actions outlined to redress the area of material non compliance (outlined within the AAS attached as Appendix 1).

2.7. Note one area of service delivery highlighted as being non-materially non-compliant with regulatory requirements (outlined in section 4.8).

2.8. Note the improvement actions outlined to redress this issue of non-material non compliance (outlined in sections 4.9).

3.0 Background

3.1. As required by section 31 of the Housing (Scotland) Act 2010, the Scottish Ministers set the standards and outcomes that all social landlords should aim to achieve when performing their housing activities.

3.2. The Charter was approved by resolution of the Scottish Parliament in 2012, taking effect from 1 April 2012. Reporting on performance against the Charter is undertaken via the Annual Return of Charter (ARC), which all social landlords are required to return annually by 31st May.

3.3. Following consultation a revised Regulatory Framework was introduced in February 2019 detailing revised regulatory requirements for social landlords in Scotland:

- New requirements for collection and publishing of data,
- New requirement for social landlords to submit annually an AAS to the SHR to provide assurance that social landlords are meeting the standards and outcomes set out within the Scottish Social Housing Charter,
- How forward engagement by the SHR with landlords will take place.

3.4. Further to this, and following an extensive consultation with stakeholders, the SHR implemented a revised regulatory framework from 1st April 2024. The SHR's statutory objective remains to safeguard and promote the interests of current and future tenants, people who are homeless, factored owners and Gypsy/Travellers.

3.5. Although the Regulator has retained much of the previous framework some notable changes include for:

- An increased focus on ensuring landlords are compliant with their obligations in relation to tenant and resident safety.
- A strengthened emphasis on social landlords listening to tenants and service users.
- A new provision to allow landlords to provide explicit assurance in the AAS on a specific issue or issues.

3.6. <u>The Annual Assurance Statement</u>

3.7. The AAS requires that all social landlords in Scotland provide assurance to the regulator that they comply with the relevant regulatory standards and legal requirements, and are able to provide evidence in support of this. Areas of non-compliance are required to be stated, these termed as “material non-compliances”.

3.8. The Assurance Statement provides only a short overview of compliance levels with the greater detail contained within supplementary evidence held elsewhere by each landlord.

3.9. The supplementary evidence provides assurance that the Council has in place robust mechanisms to ensure that appropriate levels of governance and monitoring of relevant service provision takes place against the statutory and regulatory standards.

3.10. Supplementary evidence has been gathered through interrogation of both local and corporate arrangements currently in place to ensure effective service delivery. It is a key requirement by the SHR that assurance be reviewed by each landlord throughout the year, for Clackmannanshire Council the Housing Business Management Team holds regular monthly and quarterly meetings to assess performance and review levels of assurance.

3.11. In addition, the Service continue to deliver a scheduled programme of monthly Housing Performance Meetings, these sessions are aimed at facilitating discussion over key housing issues across a variety of areas of service delivery and provide opportunity for those in attendance to directly engage with officers delivering frontline housing services.

3.12. Invitation to attend is open to all elected members and the Clackmannanshire Tenants and Residents Federation (CTRF) and the service are actively considering the potential to broaden the scope of the audience invited, with potential for other tenant and resident groups to attend.

3.13. The next scheduled Housing Performance Meeting is on 15th September with Scotland’s Housing Network (SHN) due to present a review of our 2025/26 housing service performance benchmarked against other local authorities and registered social landlords. The forward plan for upcoming Housing Performance Meetings is attached as Appendix 2.

3.14. Clackmannanshire Council’s AAS for 2026 is attached as Appendix 1.

3.15. SHR guidance states that the AAS should be submitted to full Council for approval or alternatively to another committee who has the delegated authority as stated in standing orders to approve the statement. As members will be aware no other committee currently has the delegated authority from Council as stated in the standing orders, to approve the statement.

3.16. The Housing Spokesperson (Place & Economy) is required to sign off on the AAS as being a true and accurate reflection of assurance within the housing service.

Westhaugh Travelling Persons Site

3.17. As noted within the AAS 2025, Clackmannanshire Council were non-compliant in relation to its responsibility to provide and manage an effective Gypsy/Traveller Site. This related to the significant delays experienced in the redevelopment of the site.

3.18. The redevelopment project has now been completed and all residents who were decanted to facilitate the construction works have successfully returned to the site. This includes those residents who were allocated a pitch in accordance with the approved Westhaugh Allocations Policy.

3.19. In light of the completion of the redevelopment project and reoccupation of the site, this matter has now been removed from the AAS and is no longer considered an area of material non-compliance.

Tenant Survey

3.20. The Housing Service undertakes a tenant satisfaction survey every three years to understand tenants' views on the services provided and to help inform future service improvements. The most recent survey was carried out by independent research company Research Resource between 14th April and 13th May 2026. A total of 900 interviews were completed

3.21. The survey results demonstrate continued high levels of tenant satisfaction with the Housing Service. Overall satisfaction remains very strong at 93%, unchanged from the previous survey in 2023.

3.22. Tenants also reported high levels of satisfaction with the quality of their homes and the repairs service. Satisfaction with the overall quality of homes remains at 92%, while satisfaction with the repairs service has increased from 92% in 2023 to 94% in 2026. These results suggest that investment in housing stock and ongoing improvements to repairs delivery continue to be recognised by tenants.

3.23. Views on value for money remain positive, although there has been some reduction since the previous survey. Overall, 88% of tenants considered their rent to represent good value for money, compared with 95% in 2023. Affordability remains strong, with 84% of tenants describing their rent as either very affordable or fairly affordable, and a further 15% stating it was just about affordable. This suggests that while affordability pressures are being felt more widely, most tenants continue to regard council housing rents as affordable.

3.24. The survey also identified tenants' priorities for future service delivery and investment. The most frequently identified priorities were repairs and maintenance (62%), improvements to existing housing stock (44%) and keeping tenants informed (36%). When asked what would most improve their experience as tenants, respondents highlighted improvements and upgrades to their homes, reducing rent levels, improvements to communal and external areas, enhancements to the repairs service and greater energy efficiency. These findings will help shape future service planning and investment decisions.

New Housing IT System Update

3.25. As a reminder to Council, the new NEC housing system is being delivered in two stages. The first stage focuses on implementing the core NEC Housing Management System. This will establish a modern, cloud-hosted housing management solution supporting key operational functions including estates management, rents, allocations, housing advice, service charges and customer services, together with the migration of housing data and integration with key corporate systems. The second stage will build on this foundation by introducing enhanced digital services and business intelligence capabilities, including a tenant self-service portal, online customer transactions, performance dashboards and advanced reporting and analytics functionality.

3.26. Following a review of programme progress, a decision has been taken to revise the planned go-live date for the first stage of the programme to November 2026. Good progress continues to be made across the project, the Housing Service is currently undertaking a comprehensive review of the housing waiting list to ensure that data migrated into the new system is accurate, up to date and aligned with future operational processes. The revised timescale will ensure that critical testing, assurance activities and data validation can be completed prior to implementation, reducing risk and supporting a successful transition to the new system.

3.27. The Council's priority remains the implementation of a robust, reliable and fully tested system that delivers the intended business benefits without causing disruption to tenants, housing applicants or service delivery. The additional time will provide greater confidence in the integrity of migrated data, the effectiveness of new processes and the readiness of staff and systems for go-live in November 2026.

3.28. Progress on the property system project has been limited with the implementation work currently paused while contractual arrangements are being reviewed. Activity is focused on concluding the existing contract and assessing available options for future provision.

Emergency Repairs

3.29. In response to ongoing financial and service delivery pressures, the Housing Service is going to undertake a review of its emergency repairs arrangements, including consideration of whether certain repair categories should continue to be attended outwith normal working hours where there is no immediate risk to health, safety, property security or asset integrity. Consideration will be given to seasonal repairs, such as loss of heating or hot water during warmer months, while ensuring appropriate protections remain in place for vulnerable households. Tenant consultation will be undertaken as part of the review, and any proposed changes to service standards will be brought back to Members for consideration before implementation.

RAAC

3.30. In relation to the ongoing monitoring of the seven occupied RAAC blocks, two blocks were identified in February 2025 as requiring further investigative and repair works. The recommended works, as outlined by the structural engineer, were subsequently completed. Follow-up surveys undertaken in June 2025 confirmed that no new cracking had occurred. The remaining five occupied blocks are scheduled to be surveyed within the coming weeks as part of the ongoing monitoring programme.

3.31. The Council is currently progressing with the purchase for the remaining High Street property. It is anticipated that McConnells will be on site mid September to begin remedial works to this block. Discussions continue with the other remaining owners in relation to the potential purchase of their properties.

4.0 Considerations

4.1. This year’s Assurance Statement notes that Clackmannanshire Council achieves all but the following standards and outcomes in the Scottish Social Housing Charter for tenants:

Type of Material Non-Compliance	**Area of Material Non – Compliance**	**Reason for Material Non-Compliance**
Legislative	Homelessness	Breach of the Homeless Persons (Unsuitable Accommodation) Order (Scotland) due to use of temporary accommodation out with the local authority area (for more than 7 days).

4.2. The above noted areas of service delivery are contained within the AAS (Appendix 1) and will be reported to the Scottish Housing Regulator as items of material non-compliance.

4.3. The major incident in Coalsnaughton has placed additional pressure on the Housing Service, requiring the use of both temporary accommodation and mainstream housing stock to support displaced households and meet immediate housing needs. This has impacted the Service's ability to respond to wider housing pressures. The Council continues to work closely with partner agencies to mitigate these impacts while ensuring affected residents receive appropriate support and accommodation throughout the recovery period.

4.4. Areas of non-compliance must be reported. Where assurance is provided to the SHR that effective plans and the capacity and willingness to improve or resolve the issue are in place then the SHR will ask to be kept up to date on progress within the improvement area.

4.5. In these circumstances the SHR will not engage with the landlord unless the issue presents such a significant risk to the interests of tenants and service users that they need to monitor it closely, or take action, to ensure it is resolved successfully.

4.6. A forward plan of improvement actions has been developed and is being implemented to address the under performance within the areas noted in the above table. These actions are outlined within the Assurance Statement.

4.7. The Housing Service has commenced the development of the Clackmannanshire Local Housing Strategy, which will provide the strategic direction for housing provision across the area over the coming years. The Strategy will identify current and emerging housing needs, establish key priorities for local communities, and set out clear and deliverable actions to improve housing outcomes, which also includes establishing strategic priorities for the prevention and alleviation of homelessness.

4.8. Areas of non-material non-compliance are not required to be highlighted within the Assurance Statement but are noted here and relate to a number of domestic Energy Performance Certificates (EPCs) having expired and requiring renewal. Following a programme of EPC renewals, the Council's reported compliance with the Scottish Housing Quality Standard (SHQS) has increased from 84.65% in 2024/25 to 86.96% in 2025/26.

4.9. During the current financial year, 284 Energy Performance Certificates (EPCs) have been completed. Of these, 76 have resulted in a positive outcome, either by identifying properties that had previously failed to meet the required standard or where an EPC had not been completed. There are currently 304 EPCs outstanding, work is ongoing to address these, with a programme of assessments continuing throughout the year to ensure that all properties hold a valid EPC and that opportunities to improve the energy efficiency of the housing stock are identified and progressed.

4.10. As part of the annual submission of the Annual Return on the Charter to the Scottish Housing Regulator, Clackmannanshire Council reported higher-than-average timescales for the resolution of damp and mould repairs compared with other social landlords across Scotland. To address these concerns and strengthen the management of damp and mould cases across Housing and Property Services, a dedicated Damp and Mould Working Group has been established.

4.11. The group meets monthly to review ongoing cases, monitor end-to-end resolution timescales, and identify areas of concern and operational challenges. It also provides a forum for discussing reporting requirements, sharing learning, and considering legislative changes and statutory guidance, supporting a coordinated approach to improving outcomes for tenants affected by damp and mould.

4.12. The service will keep the SHR updated on progress in recovery of our SHQS position and on progress in addressing the areas of non-compliance highlighted.

4.13. Updates to the SHR will be provided on both an ad-hoc and planned basis, planned meetings are taking place as part of the SHR's formal Engagement Plan for Clackmannanshire Council (attached as Appendix 3. Meetings have been held this year in June and September, with further engagement sessions scheduled for December and March.

4.14. The Engagement Plan highlights the SHRs intention to analyse the council's delivery of services related to people who are homeless, our services to Gypsy/Travellers and our stock quality, this includes for engagement on our asset management plans relating to properties where Reinforced Autoclaved Aerated Concrete (RAAC) was identified.

4.15. Although no formal feedback has been received from the meetings held to date, the service believes the sessions to have been open, transparent and positive.

4.16. We will continue to work with the SHR to engage and provide the required information on our homeless service, services to Gypsy/Travellers and stock quality/RAAC.

5.0 Sustainability Implications

5.1. The information contained within the Assurance Statement and its supporting evidence demonstrates that housing priorities contribute positively to sustainability.

6.0 Resource Implications

6.1. Financial Details

6.2. Finance have been consulted – there are no financial implications arising directly from this report.

6.3. Staffing

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

7.0 Exempt Reports

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 click on the check box ☑)

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies Yes ☒

9.0 Equalities Impact

9.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes ☑ No ☐

10.0 Legality

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

Appendix 1 Annual Assurance Statement to the Scottish Housing Regulator 2026.

Appendix 2 – Housing Performance Meeting Schedule 2027

Appendix 3 – SHR Engagement Plan 2026/27 for Clackmannanshire Council

Engagement plan from 1 April 2026 to 31 March 2027 | Scottish Housing Regulator

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 ☐ No ☑

(please list the documents below)

Author(s)

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Approved by

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Clackmannanshire Council Annual Assurance Statement 2026 to the Scottish Housing Regulator

Clackmannanshire Council complies with all relevant regulatory requirements set out in Chapter 3 of the Regulatory Framework.

We meet all but the below noted relevant standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services:

Legislative Duties - Homelessness

Legislative duties associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

Have assurance and evidence that the Council is meeting all its legal obligations associated with housing and homelessness services.

We do not materially comply with meeting our legal obligations in Homelessness due to our non compliance with the Scottish Governments Homeless Persons (Unsuitable Accommodation) (Scotland) Order. This is due to our current need for use of temporary accommodation located out with our Local Authority area (for greater than seven days).

The below noted actions are planned to be undertaken in order to help us move toward achieving adequate levels of accommodation provision within the Local Authority area and the meeting of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order:

1. The Service continues to actively purchase properties from the open market. The service will continue to monitor the local housing market for properties which may boost our own stock of suitable accommodation.
2. The Service will continue to utilise temporary accommodation properties owned by our RSL partners to increase suitable accommodation within Clackmannanshire.
3. Complete detailed feasibility assessments of identified Council-owned properties to determine their suitability for conversion to temporary accommodation, with recommendations presented to elected members for consideration.
4. The Service continue to review new housing supply activity against the programme outlined within our Strategic Housing Investment Plan, this to ensure best delivery of the plan with aim of increasing the amount of homes available for social rent within Clackmannanshire. To ensure progress and project delivery recruitment of a Development Officer is to be progressed.

5. Advance the development of a specialist supported homeless accommodation project (approved to move to next stage from Council in June 2026), delivering an additional 12 units to increase local housing options and reduce reliance on out-of-area placements.

Tenant and Resident Safety Requirements

Clackmannanshire Council have identified Reinforced Autoclaved Aerated Concrete (RAAC) to be present within our housing stock. The Service have taken action to manage the situation and ensure the safety of tenants and residents whose homes are affected. We will continue to provide regular update to the Scottish Housing Regulator as required throughout the ongoing management of this issue.

Following the major incident caused by ground movement in Coalsnaughton, Clackmannanshire Council worked closely with partner agencies to support affected tenants and residents to ensure public safety. The Council has taken appropriate action in response to the evacuation of affected properties and continues to work with the Mining Remediation Authority and other partners to support tenants and residents. We will continue to provide regular updates to the Scottish Housing Regulator, as required, throughout the recovery process.

The service have considered our compliance with relevant obligations toward tenant and resident safety requirements and confirm sufficient process to be in place to ensure compliance to requirements within the below noted areas -

- Gas safety
- Electrical safety
- Water safety
- Fire safety
- Asbestos
- Damp and Mould

The Scottish Housing Regulator Engagement Plan - 2026/27

The Scottish Housing Regulator Engagement Plan for Clackmannanshire Council (2026/27) highlights an intention to analyse the council's delivery of services related to people who are homeless, our Gypsy/Travellers site and stock quality, this includes for engagement on our asset management plans relating to properties where Reinforced Autoclaved Aerated Concrete (RAAC) was identified.

There are four planned engagement meetings scheduled during 2026/27.

We will continue to work with the SHR to engage and provide the required information on our homeless service, the Gypsy/Travellers site and stock quality/RAAC.

In determining our level of assurance we have considered appropriate evidence against each of the requirements as set out by the Scottish Housing Regulator and we will continue to review assurance throughout the course of the year.

The Annual Assurance Statement 2026 to the Scottish Housing Regulator was presented and approved at Council on Thursday 1st October 2026.

Signed

Housing Spokesperson (Place & Economy):
Date:

Signed

Head of Service:
Date:

Signed

Strategic Director (Place & Economy):
Date:

Appendix 2 Housing Performance Meeting Schedule

Date	**Topic**
January 2027	Capital Programme & Stock Condition Survey Update
February 2027	Q3 Performance Update
March 2027	Repairs, Voids & Damp/Mould Update
April 2027	SHIP/LHS
May 2027	Tenancy Participation
September 2027	SHN PAV
October 2027	Q2 Performance Update
November 2027	Homelessness

Please note that a brief update on SHIP progress will be provided at each meeting.

Scottish Housing Regulator (SHR) Engagement Plan for Clackmannanshire Council (1 April 2026 - 31 March 2027)

The Scottish Housing Regulator (SHR) is engaging with Clackmannanshire Council to seek assurance and monitor performance in three key areas:

- Homelessness services
- Gypsy/Traveller site provision
- Stock quality, specifically homes affected by Reinforced Autoclaved Aerated Concrete (RAAC)

Clackmannanshire Council is required to:

- Provide the information requested by the SHR in relation to homelessness services.
- Continue to use best efforts to meet its statutory duty to provide temporary accommodation and comply with the Unsuitable Accommodation Order.
- Keep the SHR updated on its capacity to meet temporary accommodation duties and compliance with the Unsuitable Accommodation Order.
- Notify the SHR of any further delays in the completion of the new Gypsy/Traveller site.
- Continue to engage with residents regarding progress on the new Gypsy/Traveller site.
- Provide the SHR with its long-term strategy for managing RAAC in affected homes and engage further as required.
- Submit annual regulatory returns, including:
    - Annual Assurance Statement; and
    - Annual Return on the Charter.
- Notify the SHR of any material changes to the Annual Assurance Statement and any tenant or resident safety matters reported to, or investigated by, the Health and Safety Executive or other regulatory bodies.

The SHR will:

- Review information provided by the Council regarding homelessness services and engage as necessary.
- Meet quarterly with the Council to discuss homelessness services, particularly the provision of suitable temporary accommodation.
- Monitor the Council's progress in delivering the new Gypsy/Traveller site and consider further regulatory engagement if additional delays occur.
- Review information on the Council's long-term strategy for managing RAAC-affected homes and engage as required.
- Update the published engagement plan should any material changes arise in relation to its planned engagement with the Council.

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

Title: Annual Assurance Statement 2026 to the Scottish Housing Regulator
Name of your decision, activity, policy, strategy or proposal. Referred to throughout as 'proposal' in this document.

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

The assessment identified that the Annual Assurance Statement (AAS) is evidential and assurance-based in nature and does not introduce new policies, proposals, service changes, or operational decisions. Its purpose is to provide assurance to the Scottish Housing Regulator that Clackmannanshire Council's Housing Service complies with the SHR Regulatory Framework and to enable scrutiny and approval by the Audit and Scrutiny Committee.

As the proposal does not directly affect individuals or groups, including those with protected characteristics, no evidence of differential impact, inequality, or socio-economic disadvantage has been identified. A full Equality and Fairer Scotland Impact Assessment is therefore not required.

Summary of actions taken because of this assessment:

No specific actions have been required as a result of this assessment, as no direct equality or socio-economic impacts have been identified. The assessment has confirmed that the proposal is limited to reporting, assurance, governance, and scrutiny activities and does not introduce changes to policy or service delivery.

Ongoing actions beyond implementation of the proposal include:

The EFSIA will be reviewed annually alongside the preparation and submission of the AAS and the associated report to the Audit and Scrutiny Committee.

Any future policy developments, service changes, improvement programmes, or operational activities arising from actions identified within the are subject to separate equality impact assessment processes, where appropriate, to ensure any potential impacts on equality groups or those experiencing socio-economic disadvantage are identified and addressed

Lead person(s) for this assessment: Monika Bicev

Senior officer approval of assessment: Katie Roddie

DATE:11/08/2026

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 Clackmannanshire Council Housing Service's Annual Assurance Statement (AAS) to the Audit and Scrutiny Committee for review, scrutiny and approval.

The AAS is submitted annually to the Scottish Housing Regulator (SHR) and provides assurance that the Council’s Housing Service, in its role as a social landlord, is compliant with the SHR's Regulatory Framework. The statement considers all housing and homelessness functions delivered by the Housing Service and assesses the extent to which these services and associated activities comply with the relevant regulatory requirements and standards.

The report and accompanying AAS enable the Audit and Scrutiny Committee to review the Housing Service's self-assessment of compliance, consider areas of material compliance or non-compliance, scrutinise identified risks and improvement actions, and determine whether the AAS should be approved for submission to the SHR.

This supports effective governance, transparency and accountability by providing elected members with the opportunity to review performance and the delivery of the landlord services to tenants and service users, as well as challenge areas of concern.

2. Why is the proposal required?

The proposal is required to fulfil the Council's governance and reporting obligations in relation to its role as a social landlord.

The Scottish Housing Regulator is responsible for overseeing and monitoring the performance of social landlords across Scotland. As part of this regulatory framework, the Housing Service is required to submit an Annual Assurance Statement each year. The statement confirms the extent to which the Housing Service complies with the requirements of the Regulatory Framework, relevant statutory duties, and the outcomes and standards of the Scottish Social Housing Charter.

Where areas of non-compliance, risks or weaknesses have been identified, the AAS also outlines the actions being taken to address these matters and improve compliance.

Reporting the AAS to the Audit and Scrutiny Committee provides an opportunity for elected members to review the Housing Service's assessment of compliance, scrutinise areas of risk and improvement activity, and ensure appropriate oversight of housing and homelessness service delivery.

3. Who is affected by the proposal?

No specific individual or group is directly affected by this proposal.

The AAS is evidential in nature and provides information on the Housing Service's performance, regulatory compliance, identified risks, and planned improvement actions. It is intended to demonstrate assurance to the SHR and support governance and scrutiny arrangements within the Council.

While the statement relates to services delivered to tenants, homeless households and other service users within the remit of housing and homelessness services, it does not in itself introduce new policies, alter service provision, or implement operational changes. As such, no direct impacts on individuals or groups have been identified.

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

There are no Council policies or activities directly related to this proposal.
The AAS is an evidential and reporting document which provides assurance regarding the Housing Service's compliance with the SHR's Regulatory Framework and the standards set out in the Scottish Social Housing Charter.

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

The proposal does not constitute a strategic decision. The AAS does not set strategic priorities, determine future service delivery models, allocate resources, or establish new policies. Rather, it is an evidential and assurance document that presents the Housing Service's assessment of compliance with the SHR Regulatory Framework and outlines any associated risks and improvement actions.

Its primary purpose is to provide assurance, support transparency, and enable effective governance and scrutiny by both the Council and the SHR. As the proposal does not introduce or implement strategic change, it does not have direct implications for socio-economic disadvantage and does not require further assessment under the Fairer Scotland Duty.

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	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the

Equality Group	Evidence source (e.g. online resources, report, survey, consultation exercise already carried out)	What does the evidence tell you about the experiences of this group in relation to the proposal? NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
		Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Disability	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Race	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Sex	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.

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).
Gender Reassignment	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Sexual orientation	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Religion or Belief	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such, no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Pregnancy or maternity	N/A	Not applicable to this proposal. The Annual Assurance Statement is evidential in nature and provides assurance to the Scottish Housing Regulator on the Housing Service's compliance with the Regulatory Framework, including any identified areas of material non-compliance and associated improvement actions. The proposal does not introduce new policies, service changes, or operational decisions that would directly affect individuals or groups with protected characteristics. As such,

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).
		no specific evidence of inequality, differential impact, or disadvantage arising from this proposal has been identified.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		Not applicable, not an employment matter.
Socio economic disadvantage (if required)		Not applicable, not a strategic decision

7. Based on the evidence above, is there relevance to some or all of the equality groups? No
If yes or unclear, proceed to further steps and complete full EFSIA

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

The Annual Assurance Statement is not considered relevant to any of the protected equality groups.

The AAS is evidential in nature and is intended to provide the Audit and Scrutiny Committee with assurance on the Housing Service's compliance with the Scottish Housing Regulator's Regulatory Framework. It enables members to review and scrutinise the Housing Service's assessment of compliance, consider areas of material non-compliance, identify associated risks, and review planned improvement actions prior to

The AAS does not introduce new policies, service changes, operational activities, or decisions that would directly affect individuals or groups, including those with protected characteristics. Rather, it reports on existing service delivery activities and the actions being taken to address identified areas of non-compliance and support continuous improvement.

Whilst it is recognised that improvement actions referenced within the AAS may relate to services that affect equality groups, any future policy changes, service developments, or operational proposals arising from these actions would be subject to separate consideration through the appropriate impact assessment processes. This proposal, however, does not in itself give rise to any direct equality impacts.

Step C – Stakeholder engagement

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

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

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

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

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

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

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

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

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

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

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

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

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

The findings of this assessment were considered and discussed during the development of the AAS and the associated report to the Council's Audit and Scrutiny Committee. This included consideration of the evidence used to support the Housing Service's assessment of compliance with the SHR's Regulatory Framework, together with any identified areas of non-compliance, risk, and improvement activity.

These discussions confirmed that the proposal is evidential and assurance-based in nature and does not introduce new policies, service changes, or operational decisions. It was therefore concluded that the proposal does not give rise to direct impacts on individuals or groups, including those with protected characteristics, and that no further assessment is required at this stage.

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.**

This EFSIA will be reviewed on an annual basis, in line with the preparation and submission of the Annual Assurance Statement to the Scottish Housing Regulator and the associated reporting to the Audit and Scrutiny Committee.

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

The impact of the proposal will be monitored as part of the annual submission of the AAS and the associated reporting to the Committee.

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

The AAS submission is subject to an annual review. The EFSIA will be reviewed alongside each annual submission of the AAS and the associated report the Committee.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Monika Bicev

Signed: MBicev

Date: 11/8/2026

Senior officer approval of assessment: Katie Roddie

Signed:

Date: 11/8/2026

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 14
ON THE AGENDA

Report to Clackmannanshire Council

Date of Meeting: 1 October 2026

Subject: Community Empowerment Act Reporting and Activity

Report by: Director Place & Economy

1.0 Purpose

1.1. The purpose of this report is to update Council on activity related to the Council's duties under parts 3 and 5 of the Community Empowerment (Scotland) Act 2015.

2.0 Recommendations

2.1. That Council notes:

2.1.1. the summary of activities in regard to fulfilment of the Council's duties under part 3 (Participation Requests) and part 5 (Community Asset Transfer Requests) of the Community Empowerment (Scotland) Act 2015

2.1.2. that Clackmannanshire Council has submitted annual reports to the Scottish Governance in compliance with parts 3 and 5 of the Community Empowerment (Scotland) Act 2015

3.0 Considerations

3.1. At the meeting of Audit & Scrutiny Committee on 7th March 2024 Elected Members expressed an interest in the detail of community asset transfers and Participation Request as well as the standard reporting data. This progress report is provided in fulfilment of that interest.

3.2. The Council has a duty annually to publish a report on Community Asset Transfers and Participation Requests by the 30th of June. Clackmannanshire Council's annual reports (appended to this report) were published on our website by the deadline.

3.3. In addition, Clackmannanshire Council has complied with a request from the Scottish Government for a retrospective report of community asset transfer activity covering Requests processed with and without recourse to the legislation. This report was submitted by the 31st July 2026 deadline.

Participation Requests

3.4. Participation Requests (PRs) are requests from community groups to public bodies for dialogue which enables them to participate in an outcome improvement process. In line with the requirements of the Act, the Council publishes information and guidance on making a PR and Services follow a procedure for their completion.

3.5. During the period 1 April 2025 to 31 March 2026, the Council received no Participation Requests. No positive or negative meaning can be read into this statistic either on the success of this provision of the Act or on the level of community involvement in achieving outcomes in Clackmannanshire. PRs were introduced to enable dialogue where no mechanism exists or where the mechanism is unknown to the community group.

3.6. Many of our Services and their customers / community groups have existing mechanisms for instigating dialogue which informs strategic planning and decision-making. Examples of this include the Family Wellbeing Partnership, the Child Wellbeing Partnership, Tenant Participation and other Service User groups. Where these are in operation, there is no advantage to either party, nor any expectation on the part of the Scottish Government, to have recourse to PRs.

3.7. Low uptake of PRs is a statistic that is common across Scottish Local Authorities and, in response to the national figures over time, the Scottish Government conducted a review of this part of the Act to determine if it is meeting its aim and to understand the experience of Local Authorities and community groups alike in regard to their use. The findings of the review have just become available. They propose some changes to the guidance to improve clarity on the purpose of PRs and to help raise awareness of their benefit. With this in mind, Officers intend to undertake some proactive promotion of PRs to capitalise on the update and improve awareness.

Community Asset Transfer (CAT)

3.8. Community Asset Transfer Requests (CATs) empower community groups to request ownership, lease or management of a Council-owned asset if they can demonstrate that they can make better use of it to improve outcomes for our communities. The Council publishes the process for CAT on the website and officers continue to provide information and guidance to potential community transfer bodies who are interested in taking on a Council asset.

3.9. There were 2 CAT Requests brought to a conclusion in the year 2025-26. Both entered the process in the previous year. One CAT Requests that began in the reporting year is scheduled for a decision in September 2026.

3.10. Clackmannanshire has continued to sustain the various Community Asset Transfers that have been completed since the Act came into force. Community assets once owned and operated by the Council are now thriving focal points within their communities, providing services to communities and fostering an impressive array of self-help and community volunteering.

3.11. Officers maintain contact with community transfer bodies who have taken responsibility for community facilities and, where resources allow, continue to provide information, expertise and support to help in the period following transfer.

Expressions of Interest (EOIs)

3.12. Expressions of Interest are a mechanism by which a potential community transfer body can make informal enquiries about the likelihood of a Community Asset Transfer Request being approved before undertaking the work required to prepare a formal Request.

3.13. As an informal element of the CAT process with no obligation on the potential community transfer body, there is no formal recording and reporting required.

3.14. There were 5 Expressions of Interest (EOIs) received in the reporting year that the community group have not followed up with formal Requests. These involve ongoing engagement usually so that the Council can provide them with information about assets to help them decide if the property suits their purposes in the first instance, and if a CAT Request is likely to succeed.

3.15. Most EOIs do not progress into a formal CAT Request and, in fact, there is no obligation on an enquirer to confirm or withdraw their interest, or otherwise feedback to officers on what they have decided to do in light of the information about the asset that officers provided. However, some EOIs do result in a lease arrangement for a community facility without recourse to the statutory process.

3.16. Despite the usual outcome, there is significant officer time and effort applied to answering EOIs. Officers dedicate time to phone calls, responding to emails, arranging site visits and informal meetings, and providing documentary information on the property in order to ensure the potential applicant chooses the most appropriate next steps.

3.17. Although not strictly part of the informal or formal process, some EOIs are made speculatively in the hope that the Council has an asset that will suit the community group in question, the perception being that the Council owns more land and building than it does. Many of these EOIs result in no further action because they were not made for a specific asset, or for other reasons relating to the group's priorities, and because alternatives emerge that suit the group better.

Strategic Developments

3.18. The Council's revised Asset Management Strategy will shape the Council's approach to Community Asset Transfer Policy and further enhance its role in Be the Future priorities.

3.19. The post created following the 2024-25 budget decision to invest Council's Transformation Fund monies in the development of CAT support has been filled and sits in the Wellbeing Directorate providing a bridge between the skills of officers in all Directorates.

3.20. This work is in support of the Council's revised Target Operating Model, ensuring hat the Council not only manages its assets in a manor that support our communities, but that Communities are treated as partners and empowered to manage and own local assets as appropriate, in line with our Community Wealth Building principles.

4.0 Sustainability Implications

4.1. This progress report notes no sustainability implications.

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities**

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

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

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

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

(2) **Council Policies**

Complies with relevant Council Policies ☒

8.0 Impact Assessments

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

Yes ☐

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

In publishing the annual reports, Clackmannanshire Council is fulfilling a statutory duty.

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".

CAT annual report 2025-56 : https://www.clacks.gov.uk/document/7573.pdf

PR Annual Report 2025-26: https://www.clacks.gov.uk/document/7572.pdf

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Baillie	Strategy & Performance Adviser	2012

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Director: Place & Economy	[redacted]

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Asset Transfer Request
Reporting Template 2025/26 for Clackmannanshire Council

Section 95 of the Community Empowerment (Scotland) Act 2015 requires relevant authorities to produce an annual report on Asset Transfer Request activity and publish this no later than 30 June each year.

Section One – Relevant Authority Information

Organisation: Clackmannanshire Council

Address: Kilncraigs, Greenside Street, Alloa

Completed by: Lesley Baillie

Role: Strategy & Performance Adviser

Email: lbaillie@clacks.gov.uk

Telephone: 01259 452012

Date of completion: 30h June 2026

Are you the Asset Transfer Lead Contact for the organisation: Yes

Section 2: Asset Transfer Data in 2025/26

2.1

Total Applications Received	Number of successful applications determined	Number of unsuccessful applications determined	Number received and yet to be determined	Number received prior to 2025/26 and yet to be determined
2	2	0	1	0

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2.2 Details of Asset Transfer Requests received which resulted in transfer of ownership, lease, or rights from Clackmannanshire Council to a community transfer body in 2025/26:

The following Requests wwere received / determined in the reporting period:-

Asset	**CTB**	**Type of Transfer**	**Decision Date**
Marshill House (received 2024/25)	Alloa Community Shed	Ownership	1st May 2025
Clackmannan Town Hall and former CAP	Clackmannan Development Trust	Ownership	28th October 2025
Ben Cleuch Centre	Ochils Community Trust	Lease	Pending

2.3 Details of Asset Transfer Requests that went to a review or appeal which were concluded in 2025/26:

Name of Community Transfer Body	Was the Asset Transfer Appeal/Review accepted? (Y/N)	Why was the Appeal/Review accepted/refused? *Please provide details of the asset transfer request and reasons for your decision.*
n/a		

2.4 further comments relating to the above data:

n/a

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Section Three – Promotion and Equality

3.1 Please provide information on any action you have taken to promote the benefits of asset transfer or any support provided for communities to engage with the Asset Transfer Request process.

We promote Community Asset Transfer via our website and proactively if a community facility becomes available following the withdrawal of Council services.

We encourage potential applicants to enquire informally in the first instance so that we can discuss possible approaches to community use of the asset in question. We make any information about the property which is held on file readily available to potential applicants We arrange for site visits for the CTBs to allow them to assess the suitability of the assets and gather information, for example, for a professional survey.

3.2 In particular what action has been taken to support disadvantaged communities to engage with the asset transfer process?

The information we provide on our website encourages dialogue at an early stage and we are available to meet in person to provide dedicated support where needed. We signpost potential applicants to their options for other sources of support which may be more appropriate to their needs.

We circulate, both directly and through community networks, the information we receive from Scottish Government and support organisations with opportunities for learning, support and funding to help communities engage with the asset transfer process.

Section Four – Additional Information

4.1 Please use this space to provide any further feedback not covered in the above sections.

n/a

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Participation Requests Annual Report 2025/26 for Clackmannanshire Council

Section 32 of the Community Empowerment (Scotland) Act 2015 requires Public Service Authorities to produce an annual report on Participation Request activity and publish this no later than 30 June each year. This report presents Participation Request data for the period 1 April 2025 to 31 March 2026.

Section One – Public Service Authority Information

Organisation: Clackmannanshire Council

Completed by: Lesley Baillie Role: Strategy & Performance Adviser

Email: lbaillie@clacks.gov.uk Telephone: 012590452012

Date of completion: 30/6/26

Are you the Participation Request Lead Contact for the organisation? (Y/N): Yes

Section 2: Participation Request Data for 2025/26

A	B	C	D	E	F	G	H	I
Outstanding applications received prior to 2025/26 and still to be determined at 31 March 2026	**Applications received prior to 2025/26 and decided on in 202526**	**Applications received prior to 2025/2026 and accepted in 2025/2026**	**Applications received prior to 2025/2026and refused in 2024/25**	**Total new applications received in 2025/2026**	**Number of applications received in 2025/2026 which were decided on in 2025/2026**	**Number of applications received in 2025/2026 which were accepted in 2025/2026**	**Number of applications received in 2025/2026 which were refused in 2025/2026**	**Number of applications received in 2025/2026 which are yet to be decided on**
0	0	0	0	0	0	0	0	0

2.1 Where you were unable to accept a Participation Request, how did you address the community group's needs/ support them?
Not applicable in the reporting year We actively encourage potential applicants to have an informal conversation with us by phone or in person at the outset to support them with a PR and, if relevant, signpost them to a more appropriate route for their contribution if one already exists. We offer to work with them on the wording of their Request before it is formally submitted to help ensure it will be effective and can be dealt with promptly. We advise them of the steps their Request will go through in accordance with the statutory guidance
2.2 Please provide details of participatory activities with community groups you have agreed/ undertaken during 2025/26. This can include Participation Requests and also any informal arrangements you have agreed that doesn't involve using Participation Request legislation that has led to improved local outcomes:
Participation in decisions through both traditional and innovative approaches is built into Service planning for front-line Services. We continue to involve service users in commissioning community-based services. Our Family Wellbeing Partnership and our Child Wellbeing Partnership continue to work creatively to involve people in improving outcomes for children and families. Our new "Transformation Space" puts local people at the heart of decision-making to solve local problems and enable funding to flow to solutions to homelessness and to mental health matters that mean most to local communities.
2.3 The recent Community Empowerment (Scotland) Act 2015 -Part 3 Participation Requests Findings Report which was published on 31 March 2025 showed that many Public Service Authorities believe that Participation Requests should only be used when informal engagement has failed and therefore do not proactively promote them. In the report some Public Service Authorities highlighted alternative community engagement processes used which avoids the need for a Participation Request. Please provide information on your local community engagement strategies and your approaches to working collaboratively with your communities:

We welcome the clarity that the new overarching principles for PRs bring and we continue see Participation Requests as a useful tool for community groups who do not already have working relationships with Council Services and/or do not know how to make the first approach. Relevant pages of our website prompt the reader to make use of PRs.

A new Communications and Engagement Strategy is being developed based on consultation with key community stakeholders. It aims to set out approaches to participation and engagement with Council Services.

Our Be the Future Target Operating Model and Transformation Programme set out how we continue to support the development of collaborative approaches to improving outcomes in our communities

Completed by: Lesley Baillie

Role: Strategy & Performance Adviser

Email: lbaillie@clacks.gov.uk

Tel: 01259 452012

Date of completion: 30/6/2026

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 15

ON THE AGENDA

Report to Council

Date of Meeting: 1 October 2026

Subject: 2026/27 ALLOCATION OF THE '*EDINBURGH PROCESS'* STRAND OF THE NATURE RESTORATION FUND

Report by: Director of Place and Economy

1.0 Purpose

1.1. To inform Council of the successful allocation of funding from the Nature Restoration Fund and to seek endorsement of the proposed programme of works and activities that will be delivered using the funding to support biodiversity enhancement, habitat restoration, and wider environmental objectives within Clackmannanshire.

2.0 Recommendations

2.1. It is recommended that Council:

2.2. Notes the award of funding to the Council through the Nature Restoration Fund and the value of the allocation received.

2.3. Notes that the Nature Restoration Fund is intended to support projects and activities that protect, restore and enhance biodiversity, improve ecosystem resilience, and contribute towards tackling the nature emergency.

2.4. Agrees that the funding will be utilised to deliver the nature restoration activities outlined in this report, in accordance with the conditions of the funding award.

2.5. Notes that all projects supported through the Nature Restoration Fund will align with the Scottish Biodiversity Strategy to 2045 and the Biodiversity Delivery Plan 2024-2030, which set out Scotland's ambition to halt biodiversity loss and become Nature Positive by 2030, and to achieve significant restoration and regeneration of biodiversity by 2045.

2.6. Recognises that achieving these ambitions requires a whole-of-society approach, involving collaboration between national and local government, communities, landowners, businesses, environmental organisations and individuals.

2.7. Supports the Council's continued contribution towards national biodiversity objectives through the delivery of nature restoration projects, partnership working and community engagement initiatives.

3.0 Considerations

3.1. In considering this report, Council is asked to recognise the strategic importance of the Nature Restoration Fund in supporting delivery of biodiversity enhancements within Clackmannanshire, contributing to the objectives of the Scottish Biodiversity Strategy to 2045 and Delivery Plan to 2030, supporting the development of Nature Networks, and delivering wider environmental, social and economic benefits through a whole-of-society approach to nature recovery.

3.2. There is a requirement that the use of funding aligns with the Nature Restoration Fund's five strategic themes, namely:

- **Habitat and species restoration**, including habitat enhancement and ecological connectivity;
- **Freshwater restoration**, including restoration of natural flows in rural catchments;
- **Coastal and marine initiatives** that promote restoration, recovery, enhancement and resilience;
- **Control** and management of **invasive non-native species**;
- **Urban nature enhancement** and improving ecological connectivity within and between towns and settlements.

3.3. While the funding is not ring-fenced to specific projects, the Council must ensure that expenditure aligns with the objectives of the Nature Restoration Fund, contributes to one or more of the Fund's five strategic themes, and supports delivery of the Scottish Biodiversity Strategy to 2045 and Biodiversity Delivery Plan to 2030.

4.0 Funding allocation

4.1. The Scottish Government has confirmed a 2026/27 Nature Restoration Fund allocation to Clackmannanshire Council of £99,000 capital funding and £27,000 revenue funding. It is proposed that the allocation will be used to support the following activities:

The proposed programme has been designed to align with the objectives of the Nature Restoration Fund, the Scottish Biodiversity Strategy to 2045 and the Fund's five strategic themes.

4.1.1 **Land Services - £26,000**

Alignment with NRF themes: Habitat and Species Restoration, Urban Nature enhancements and development of Nature Networks.

This allocation is for the purchase of wildflower seed (£10,000) and habitat improvements/maintenance along leisure and active travel routes (£16,000).

The planting of wildflower/pollinator seed will enhance nature within parks, greenspaces and urban environments.

The work towards habitat enhancements along active travel and leisure routes will strengthen green infrastructure and improve habitat connectivity between existing greenspaces. The project supports the Nature Restoration Fund (NRF) Urban theme by enhancing and connecting nature within settlements while delivering wider health and wellbeing benefits for local communities. Additionally, the works will contribute to local Nature Network objectives by enhancing habitat quality and connectivity along active travel corridors, helping to create linked ecological networks across the council area

Financial considerations:

Allocating £26,000 of Nature Restoration Fund resources to the Land Services Team represents a cost-effective investment that delivers biodiversity enhancement, habitat connectivity and Nature Network objectives while also providing long-term financial benefits to the Council. The proposed measures will reduce maintenance requirements in selected areas, improve the resilience and value of council-owned green infrastructure, help meet biodiversity obligations using external funding, and strengthen the Council's ability to attract future environmental investment. The project therefore provides both ecological and financial value for money.

4.1.2 **Planning Services - £10,000**

Alignment with NRF themes: Urban nature enhancement and improving ecological connectivity within and between towns and settlements.

This allocation is for the survey of vacant and derelict land to help identify the potential for greening in Alloa and Tullibody. The survey will identify vacant and derelict land opportunities for greening and biodiversity enhancement within Alloa and Tullibody. The project aligns with the NRF Urban theme by supporting the enhancement and connection of nature across towns and communities. It will also contribute to Habitat and Species Restoration and the development of Nature Networks by identifying opportunities for future habitat creation, ecological connectivity and nature recovery on currently underutilised land.

Financial considerations:

The survey of vacant and derelict land within Alloa and Tullibody will provide a strategic evidence base for identifying future biodiversity enhancement and greening opportunities. The work aligns with the Nature Restoration Fund's Urban and Habitat Restoration themes and supports the development of Nature Networks through the identification of opportunities to improve ecological connectivity. Financially, the project represents a prudent investment that will strengthen future funding applications, support more efficient planning decisions, reduce future land management liabilities and inform delivery of green infrastructure, biodiversity and regeneration objectives within the emerging Local Development Plan.

4.1.3 **The Countryside Rangers/The Conservation Volunteers - £15,280**

Alignment with NRF themes: Habitat and Species Restoration, including habitat enhancement and ecological connectivity, Control of invasive non-native species (INNS) impacting on nature. Enhancing and connecting nature across, and between, towns and cities." All of which are Naturescot and Scottish Government priorities to support Nature Networks.

This allocation is associated with a £5,000 allocation for the Countryside Rangers to work on our SSSI[1] site at Gartmorn Dam to deliver habitat restoration, species benefits, invasive species control, public access improvements and protection of a nationally designated biodiversity site in a single package. Works are required on the Dam headwall to control vegetation that is impacting on the structure negatively and is also creating a health and safety challenge for visitors who are tripping and falling on the overgrowth. The allocation will also help the rangers control invasive non-native species and carry out works to the protect and enhance the FEN that surrounds the dam (The Fen is a vital freshwater wetland ecosystem that supports rare and nationally scarce plants, filters water, boosts local biodiversity, and provides critical climate and ecological resilience for the dam).

The allocation of £10,280 to The Conservation Volunteers (TCV) is a project which will deliver significant biodiversity, community and financial benefits through the enhancement of habitats along the Council's Core Path and active travel network. By undertaking early intervention to remove invasive Rhododendron, manage self-seeded Beech and improve wildflower meadows, the project will strengthen habitat connectivity and deliver Nature Network objectives while reducing future land management costs. The works will also assist the Council in maintaining safe, accessible and unobstructed core paths, avoiding more costly reactive maintenance and vegetation clearance in future years.

Through the use of TCV volunteers and partnership working with our Countryside Ranger, the project leverages substantial additional value, delivering practical conservation work at a significantly lower cost than traditional delivery methods. The proposal therefore represents excellent

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[1] SSSI - A Site of Special Scientific Interest (SSSI). This is a legally protected area designated by NatureScot because it features the country's best plants (flora), animals (fauna), rocks (geology), or landforms (geomorphology).

value for money by combining habitat restoration, invasive species management, access maintenance, community engagement and visitor asset enhancement within a single coordinated programme.

As Naturescot and the Scottish Government specifically encourage local authorities to use NRF funding to support Nature Networks and improve ecological connectivity, this project is considered to be not just simply habitat management but active implementation of the Clackmannanshire Nature Network.

Financial considerations:

The combined Countryside Rangers and TCV Nature Network projects represent excellent value for money by delivering coordinated biodiversity enhancement, invasive species management, habitat restoration and Nature Network objectives across Gartmorn Dam and Clackmannanshire's wider Core Path network. The projects adopt a preventative approach to land and asset management, reducing future infrastructure repair costs, avoiding more expensive invasive species control measures and limiting long-term maintenance liabilities. In addition, the projects support the Council's duty to maintain safe and accessible Core Paths, protecting important community and visitor assets that are widely used for recreation, active travel and nature appreciation.

The involvement of The Conservation Volunteers further enhances value for money through the substantial contribution of volunteer labour and community participation. Together, these projects protect previous public investment, support future external funding opportunities and deliver long-term environmental, social and financial benefits for the Council.

4.1.4 **Community Biodiversity Project fund – £3,170**

Alignment with NRF themes - as a strategic biodiversity enhancement and Nature Networks programme this supports the theme “habitat and species restoration through enhancement and connectivity”

This fund will support local communities who have contacted us to create and enhance pollinator habitats through the provision of wildflower seed, perennial plants and limited site preparation works. The project aligns strongly with the Nature Restoration Fund themes of Habitat and Species Restoration and Urban Nature Enhancement by increasing biodiversity and creating species-rich habitats within towns and villages. The programme will also contribute to the development of Clackmannanshire's Nature Network by establishing a series of connected pollinator sites that act as stepping stones between existing habitats.

The groups who have contacted us are:

- Sauchie Residents Community Association
- The Community Shed, Alloa

- Verti-gro Tay Court, Alloa
- Tullibody Community Garden
- Tillicoultry Wildlife group

Financial Considerations:

The proposed Community Pollinator Fund will support local communities to create and enhance pollinator habitats through the provision of wildflower seed, perennial plants and limited site preparation works. The project aligns strongly with the Nature Restoration Fund themes of Habitat and Species Restoration and Urban Nature Enhancement by increasing biodiversity and creating species-rich habitats within towns and villages. The programme will also contribute to the development of Clackmannanshire's Nature Network by establishing a series of connected pollinator sites that act as stepping stones between existing habitats.

The success of previously funded sites in Sauchie and Tillicoultry provides confidence that additional investment in community-led pollinator sites delivers measurable biodiversity benefits while fostering community stewardship of local greenspaces. The proposed programme would build on this proven model by enabling further communities across Clackmannanshire to create and manage pollinator-friendly areas, contributing to the development of the Clackmannanshire Nature Network and supporting the Nature Restoration Fund objectives of Habitat and Species Restoration and Urban Nature Enhancement.

4.1.5 **Forth River's Trust – Control of Invasive Non Native Species - £21,550**

Alignment with NRF themes - This project fits with the NRF directly as it addresses one of the Fund's five strategic priorities: "Control of invasive non-native species (INNS) impacting on nature".

This funding is to pay for a grant for the Forth Rivers Trust to carry Catchment-wide treatment of Japanese Knotweed across the River Devon catchment, from its known source in Glendevon downstream towards Cambus Weir and associated tributaries The purpose is to maintain progress already achieved through previous investment by the Council and other funding authorities. Continued treatment in 2026 will protect the value of work already delivered and prevent the catchment from slipping backwards.

Financial Considerations: The project will contribute to the resilience of the River Devon corridor, which passes through and influences communities across the Hillfoots area where flooding and riverbank erosion can have significant impacts on people, infrastructure and the natural environment. By supporting the recovery of native riparian habitats and preventing the spread of Japanese Knotweed, the programme helps protect riverbank stability, public assets, active travel routes and greenspaces. Furthermore, as a landowner adjacent to sections of the catchment, Clackmannanshire Council has a responsibility to manage invasive species on its own land and minimise the risk of spread onto neighbouring landholdings. Continued catchment-scale treatment reduces this risk, protects surrounding landowners and safeguards previous public investment. The proposal therefore delivers strong environmental, financial and community benefits while reducing future liabilities for the Council.

4.1.6 **Forth Climate Forest - £50,000**

Alignment with NRF themes: This project aligns very strongly with the Nature Restoration Fund (NRF), particularly the Habitat and Species Restoration and Urban themes, while also making a significant contribution to Nature Networks, which the funding guidance specifically encourages local authorities to support.

This funding will be used to pay a grant to the Forth Climate Forest Woodland Creation Project which aligns strongly with the Nature Restoration Fund themes of Habitat and Species Restoration and Urban Nature Enhancement through the creation of approximately 5 hectares of new native woodland and the planting of over 8,000 trees across Clackmannanshire. The project will strengthen ecological connectivity, expand habitat networks and contribute directly to the development of the Clackmannanshire Nature Network. By focusing planting on Council-owned land and sites which enhance habitat connectivity, the project will deliver long-term biodiversity benefits while supporting climate resilience and green infrastructure objectives.

Financial considerations - Financially, the proposal represents excellent value for money, generating approximately £3.40 of nature restoration activity for every £1 of Council investment. Delivery through Forth Climate Forest, TCV volunteers and a dedicated Tree Warden provides significant additional capacity, allowing the Council to achieve substantial woodland creation and biodiversity gains at a fraction of the cost of direct delivery. The project therefore provides both environmental and financial benefits while helping the Council meet its biodiversity, climate and strategic planning objectives.

The provision of this investment will see the Forth Climate Forest apply for and secure further funding from Scottish Government, Government agencies and other 3rd party organisations. This funding will be utilised to deliver a wider programme of community engagement, climate adaptation and nature restoration works across Clackmannanshire, as summarised in the table below.

FORTH CLIMATE FOREST		Project :	Delivered in Clackmannanshire Council area
		FREE TREE SCHEMES	
	a	Free Fruit and Flowering Trees for Gardens	£ 12,835
		SCHOOL ENGAGEMENT	
	b	Tree Planting with schools	£ 25,000
		TREES FOR GOALS	
	c	Phase 3 support - tool kit development	£ 2,667
		DELIVERING TREE EQUITY	
	d	Phase 3	£ 36,000
		DEVELOPING AND DELIVERING WOODLAND NETWORKS	
	e	Farm and Estate Assessments	£ 2,500
	f	Copses, Hedges and Trees	£ 9,500
	g	Woodland Creation Support	£ 19,100
		TREE MAINTENANCE	
	h	maintenance works	£ 8,441
		PROMOTIONAL ACTIVITY	
	i	Travel, events, marketing, comms, promotion etc	£ 3,000
		Total	**£ 119,042**

5.0 Resource Implications

5.1. Financial Details

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

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

5.4. Staffing

5.4.1 Staffing Implications

Delivery of the proposed programme of works will be undertaken through a collaborative approach involving existing Council staff resources from Land Services, Energy and Sustainability, and the Countryside Ranger Service. The revenue allocation associated with the Nature Restoration Fund will be used, where appropriate, to commission specialist technical support to progress strategic biodiversity projects, including the preparation of a Woodland Strategy, development of the Local Biodiversity Action Plan, and advancement of Nature Networks.

In addition, a proportion of the funding will support community-based nature restoration projects delivered in partnership with local community groups, volunteers, schools and other stakeholders. This approach reflects the whole-of-society principle underpinning the Scottish Biodiversity Strategy and the Edinburgh Process, enabling local communities to play an active role in nature recovery while increasing local awareness, stewardship and participation in biodiversity enhancement activities.

This approach ensures that the Council has access to the necessary expertise to support delivery of biodiversity objectives, maximises opportunities for community engagement and partnership working, and avoids the creation of additional permanent staffing commitments.

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 ☒

The funding aligns with Clackmannanshire Council's sustainability and climate change objectives by supporting nature-based solutions, ecosystem resilience and environmental stewardship. The proposed programme also contributes to the Council's Pollinator Strategy, Local Biodiversity Action Plan, development of Nature Networks, and the emerging Woodland Strategy through habitat enhancement, ecological connectivity and community-led nature restoration activities. The funding complements the Council's wider ambitions to create greener, healthier and more resilient places for people and nature

8.0 Impact Assessments

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

Yes ☒

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

9.0 Legality

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

10.0 Appendices

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

EFSIA

11.0 Background Papers

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

Yes ☒

Nature Restoration allocation of funding

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Kevin Wells Lawrence Hunter	Director – Place and Economy Energy and Sustainability Team Leader	01259 45 2533 01259 45 2681

Approved by

NAME	DESIGNATION	SIGNATURE
Kevin Wells	Director – Place and Economy	[redacted]

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

Title: 2026/27 ALLOCATION OF THE '*EDINBURGH PROCESS*' STRAND OF THE NATURE RESTORATION FUND

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

No direct discrimination impacts have been identified. The proposals are biodiversity and place-based projects that are available for the benefit of all residents and visitors. Temporary restrictions associated with habitat management works may create minor short-term accessibility impacts; however, these can be mitigated through appropriate planning and communication.
Overall, the proposals are expected to have positive equality and Fairer Scotland outcomes through improvements to publicly accessible greenspaces, core paths and nature reserves; enhanced health and wellbeing opportunities; support for volunteering and community participation; and investment in environmental improvements that benefit communities across Clackmannanshire, including those experiencing socio-economic disadvantage.

Summary of actions taken because of this assessment:
No negative equality impacts were identified. Temporary access restrictions associated with habitat management works will be minimised through appropriate planning and communication. The projects are expected to have positive impacts through improved access to greenspace, enhanced biodiversity, volunteer opportunities, community participation and investment in environmental improvements across Clackmannanshire.

The assessment identified a number of positive impacts and opportunities which will be supported through project delivery:

- Improvements to public greenspaces, nature reserves, woodland habitats and community spaces.
- Improved accessibility and safety through vegetation management and path maintenance.
- Enhanced opportunities for outdoor recreation, walking, cycling and engagement with nature.
- Increased opportunities for volunteering, community participation and skills development through projects delivered by The Conservation Volunteers and Forth Climate Forest.
- Support for community-led pollinator projects that promote local stewardship, community pride and civic participation.
- Delivery of biodiversity improvements in locations accessible to communities across Clackmannanshire, including areas experiencing socio-economic disadvantage.

No further mitigation measures are considered necessary at this stage. The projects are expected to have an overall positive impact on equality, community wellbeing and Fairer Scotland outcomes through improved access to high-quality natural environments, strengthened community involvement and enhanced local biodiversity.

Ongoing actions beyond implementation of the proposal include:

The assessment identified no evidence of direct discrimination arising from the proposed allocation of Nature Restoration Fund resources. The projects are designed to enhance biodiversity, improve publicly accessible greenspaces and strengthen nature networks across Clackmannanshire for the benefit of all residents and visitors.

To minimise any potential indirect impacts, project delivery will:

- Ensure that any temporary restrictions to access on core paths, active travel routes or greenspaces are minimised where possible.
- Provide appropriate signage and communication where habitat management works may temporarily affect public access.
- Consider accessibility requirements when planning works on paths and visitor sites.
- Maintain safe access to key recreational assets, including Gartmorn Dam and the wider Core Path network.
- Review of implementation if an unforeseen adverse impact is identified

Lead person(s) for this assessment:
Lawrence Hunter – Energy and Sustainability Team leader

Senior officer approval of assessment:
Kevin Wells – Head of Place and Economy

DATE:

Equality and Fairer Scotland Impact Assessment (EFSIA)

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

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

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

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

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

Step A – Confirm the details of your proposal

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

To inform Council of the successful allocation of funding from the Nature Restoration Fund and to seek endorsement of the proposed programme of works and activities that will be delivered using the funding to support biodiversity enhancement, habitat restoration, and wider environmental objectives within Clackmannanshire

2. Why is the proposal required?

To inform Council of Clackmannanshire Council Nature Restoration funding award for 2026/27 and seek Council’s agreement that the funding will be utilised to deliver the nature restoration activities outlined in this report, in accordance with the conditions of the funding award.

3. Who is affected by the proposal?

Directly Affected

- Residents of Clackmannanshire who use local greenspaces, parks, woodlands, nature reserves and community open spaces.
- Users of the Core Path and active travel network, including walkers, cyclists, runners and mobility scooter users.
- Visitors to Gartmorn Dam and other biodiversity sites across Clackmannanshire.
- Community groups participating in pollinator projects and local environmental improvements.
- Volunteers involved in projects delivered by The Conservation Volunteers (TCV) and Forth Climate Forest.
- Landowners adjoining areas where invasive species control and habitat management works will take place.

- Clackmannanshire Council services responsible for land management, biodiversity, planning, access and greenspace maintenance.

Indirectly Affected

- Local communities benefiting from improved biodiversity, access to nature and enhanced public spaces.
- People with protected characteristics who use accessible greenspaces and path networks.
- Young people and schools who may benefit from outdoor learning and volunteering opportunities.
- Local businesses benefiting from visitor activity associated with destinations such as Gartmorn Dam and the Core Path network.
- Future generations through the protection and enhancement of biodiversity, habitats and Nature Networks.
- Wildlife and protected species that will benefit from habitat restoration, woodland creation, pollinator planting and invasive species control.

The proposals will affect a wide range of residents, visitors, community groups, volunteers, landowners and Council services across Clackmannanshire. The projects will enhance publicly accessible greenspaces, the Core Path network, active travel routes, woodland areas and biodiversity sites including Gartmorn Dam. The primary impacts are expected to be positive through improved biodiversity, habitat connectivity, public access, recreation opportunities, volunteer participation and community involvement. Temporary and localised disruption may occur during the delivery of habitat management works; however, this will be managed through appropriate planning and communication. Overall, the proposals are expected to provide positive environmental, social and wellbeing benefits across the local authority 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.

The proposed allocation of Nature Restoration Fund resources aligns strongly with Clackmannanshire Council's biodiversity, climate change, greenspace, active travel, community empowerment and place-making objectives. The projects will support delivery of the Clackmannanshire Nature Network, Pollinator Strategy, emerging Local Development Plan and wider environmental responsibilities. They will also assist the Council in meeting its duties as a landowner and land manager while protecting important community assets, improving habitat connectivity, supporting volunteer participation and enhancing the quality of life for residents and visitors across Clackmannanshire.

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

No. Although the proposal is being submitted to Council for approval, it is an operational allocation of the Nature Restoration fund grant allocation to the Council which requires to adhere to the Scottish Government and Nature Restoration guidelines.

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	Countryside Rangers and CLD feedback from previous projects. Community engagement relating to Gartmorn Dam and local greenspaces. Scottish Government and NatureScot recognition that nature restoration can support health and wellbeing outcomes.	Older people and young people are significant users of parks, paths, nature reserves and greenspaces. The projects will improve the quality and accessibility of these environments and provide opportunities for outdoor learning, recreation and volunteering.
Disability	Public access and path management responsibilities. Existing Council accessibility considerations for path networks.	People with disabilities may benefit from improved path conditions, vegetation management and safer access to public greenspaces. No adverse impacts have been identified, although temporary disruption during works should be managed appropriately.
Race		No evidence has been identified that the proposals will directly or indirectly discriminate against people on the basis of race or ethnicity. Access to the benefits arising from the projects will be available to all residents and visitors.
Sex	Past community participation opportunities through TCV, Forth Climate Forest and community-led projects.	No differential impacts have been identified. The projects will improve publicly accessible environments and volunteering opportunities available to all genders.
Gender Reassignment		No evidence has been identified that these groups are disproportionately affected by the proposals. The projects are

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).
		open to all residents and visitors and do not restrict access on the basis of any protected characteristic.
Sexual orientation		No evidence has been identified that these groups are disproportionately affected by the proposals. The projects are open to all residents and visitors and do not restrict access on the basis of any protected characteristic.
Religion or Belief		No evidence has been identified that these groups are disproportionately affected by the proposals. The projects are open to all residents and visitors and do not restrict access on the basis of any protected characteristic.
Pregnancy or maternity	The Scottish Government recognises the importance of maternal wellbeing and healthy environments in supporting the best start in life for children. The World Health Organization's review of urban green spaces found evidence linking access to greenspace with improved pregnancy outcomes. The report identifies several mechanisms including stress reduction, opportunities for physical activity, and reduced exposure to air pollution, noise and excessive heat.	Improved access to safe, attractive greenspaces may provide positive wellbeing benefits for pregnant individuals and families with young children. No adverse impacts have been identified.
Marriage or civil partnership (only the		No evidence has been identified that these groups are disproportionately affected by the proposals. The projects are

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).
first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		open to all residents and visitors and do not restrict access on the basis of any protected characteristic.
Socio economic disadvantage (if required)	The WHO review found evidence that access to greenspace is associated with improved mental health, reduced stress, increased physical activity and broader health benefits. These benefits can be particularly significant for people experiencing socio-economic disadvantage, who often experience poorer health outcomes overall.	The projects improve free-to-access community assets, including: • Core Paths. • Active travel routes. • Community greenspaces. • Pollinator sites. • Woodland areas. • Gartmorn Dam Local Nature Reserve. The proposals are expected to have a positive impact on people experiencing socio-economic disadvantage by improving access to free, high-quality greenspaces, active travel routes and recreational opportunities across Clackmannanshire. The projects support community participation, volunteering, skills development and local stewardship while enhancing the quality of local environments. Particular benefits are expected through community-led pollinator projects, volunteer programmes, improvements to publicly accessible natural assets and the enhancement of nature-rich spaces that can be enjoyed by all residents regardless of income. The Council will continue to support inclusive participation and accessible delivery of projects to maximise these benefits.

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

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

No evidence of direct discrimination or significant adverse impacts has been identified. The proposals are expected to have an overall positive impact across protected characteristic groups and people experiencing socio-economic disadvantage through improved access to greenspace, healthier environments, volunteering opportunities, community empowerment and enhanced biodiversity across Clackmannanshire.

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:

It is not considered necessary to undertake further targeted stakeholder engagement to assess the equality impacts of this proposal. The projects involve environmental improvements, habitat restoration, invasive species management, woodland creation, pollinator planting and enhancement of publicly accessible greenspaces. The proposals do not alter Council services, eligibility criteria, access rights, employment arrangements or decision-making processes in a way that would differentially affect people with protected characteristics.

The projects are intended to enhance publicly accessible assets, including parks, woodland, Gartmorn Dam, active travel routes and the Core Path network, which are available to all residents and visitors. No evidence has been identified to suggest that any protected characteristic group would experience a disproportionate negative impact as a result of the proposals.

Existing evidence from:

- Previous community engagement undertaken through the Clackmannanshire Nature Network programme.
- Engagement relating to the EPIC Nature Networks Project.
- Community participation in existing projects at Sauchie, Tillicoultry and Gartmorn Dam.
- Consultation undertaken through the Local Development Plan process.
- Ongoing engagement with community groups, landowners, The Conservation Volunteers, Forth Climate Forest, Forth Rivers Trust and Council services.
- National evidence regarding the benefits of access to greenspace, biodiversity and active travel opportunities.

provides a sufficient understanding of the likely impacts of the proposals.

Furthermore, the assessment has identified no adverse impacts on protected characteristic groups and anticipates largely positive outcomes through improved access to quality greenspace, enhanced biodiversity, volunteering opportunities, safer and better maintained paths, community participation and improved environmental quality. Any temporary impacts associated with delivery, such as short-term path diversions or restricted access during works, can be mitigated through normal project planning, communication and signage.

On this basis, existing evidence is considered sufficient to assess the equality and Fairer Scotland impacts of the proposals and no additional stakeholder engagement is considered necessary at this stage.

Evidence Sources

- Nature Restoration Fund Guidance 2026/27. [Nature Res...RD version | Word]
- EPIC Nature Networks Project outputs.
- Clackmannanshire Nature Network engagement activities.
- Local Development Plan consultation and evidence gathering.
- Previous community-led biodiversity projects in Sauchie and Tillicoultry.
- Usage and management information relating to Core Paths and Gartmorn Dam.
- Partner engagement with TCV, Forth Climate Forest and Forth Rivers Trust.

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

Not applicable in this instance as per details above

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The proposals do not discriminate on the basis of age. Improvements to Core Paths, greenspaces, woodland areas and Gartmorn Dam will benefit people of all ages
potential for developing good relations	X			Volunteer opportunities through TCV and Forth Climate Forest encourage intergenerational participation and community engagement.
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to both younger and older residents and in the process create equality of opportunity.

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Temporary restrictions during works will be minimised through signage and appropriate management. Project managers will consider accessibility requirements when planning works affecting path users
potential for developing good relations	X			Volunteer opportunities through TCV and Forth Climate Forest encourage intergenerational participation and community engagement
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to both younger and older residents and in the process create equality of opportunity.

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The proposals are available to all residents and visitors regardless of race or ethnic background.

potential for developing good relations	X			Community projects, volunteering opportunities and improvements to publicly accessible greenspaces may help bring together people from different backgrounds through shared environmental activities.
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to all races and in the process create equality of opportunity.

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The proposals do not create different outcomes based on sex and opportunities to participate in volunteering and community-led projects will be open to all.
potential for developing good relations	X			Improved access to quality greenspace and recreation opportunities can benefit all residents equally. Community projects, volunteering opportunities and improvements to publicly accessible greenspaces may help bring together people from all sexes through shared environmental activities.
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to all sexes and in the process create equality of opportunity.

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The proposals are unrelated to gender reassignment and no differential impacts have been identified.
potential for developing good relations	X			Improved access to quality greenspace and recreation opportunities can benefit all residents equally. Community projects, volunteering opportunities and improvements to publicly accessible greenspaces may help bring together people from all backgrounds through shared environmental activities.

potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to all and in the process create equality of opportunity.

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The proposals do not impact individuals differently on the basis of sexual orientation. Access to the benefits of the projects will be available equally to all users.
potential for developing good relations	X			Improved access to quality greenspace and recreation opportunities can benefit all residents equally. Community projects, volunteering opportunities and improvements to publicly accessible greenspaces may help bring together people from all backgrounds through shared environmental activities.
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to all and in the process create equality of opportunity.

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	The proposals do not affect individuals on the basis of religion or belief and no adverse impacts have been identified.
potential for developing good relations	X			Improved access to quality greenspace and recreation opportunities can benefit all residents equally. Community projects, volunteering opportunities and improvements to publicly accessible greenspaces may help bring together people from all backgrounds through shared environmental activities.
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to all and in the process create equality of opportunity.

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	Improved greenspaces, accessible paths and enhanced recreational areas may provide positive wellbeing and recreation opportunities for families, pregnant people and those with young children. Temporary access restrictions during works will be managed appropriately
potential for developing good relations	X			Improved access to quality greenspace and recreation opportunities can benefit all residents equally. Community projects, volunteering opportunities and improvements to publicly accessible greenspaces may help bring together people from all backgrounds through shared environmental activities.
potential to advance equality of opportunity	X			Volunteering, outdoor recreation, walking and nature-based activities can provide wellbeing benefits to all and in the process create equality of opportunity.

Marriage/civil partnership	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			X	The proposals create any impact based on marital or civil partnership status. No further action required.

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 proposals are expected to have a positive impact on people experiencing socio-economic disadvantage through improvements to free-to-access greenspaces, active travel routes, Core Paths, community pollinator sites and Gartmorn Dam. The projects provide opportunities for volunteering, skills development and community participation. Community-led projects in Sauchie and Tillicoultry demonstrate how relatively small

				investments can improve local environments, strengthen community pride and increase community ownership of public spaces. The proposals also improve access to nature and recreation without creating financial barriers to use.

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?

Requiring a full Equality Impact Assessment consultation prior to approval of the funding allocation could result in delays to project commencement and delivery. This may affect seasonal habitat restoration activities, tree planting programmes, invasive species treatment schedules and volunteer-led conservation work. Delays could increase project costs, reduce biodiversity outcomes, impact partner organisations' ability to deliver works and create a risk of underspend within the funding period. Given that the assessment has not identified any significant adverse impacts on protected characteristic groups and that the proposals are expected to deliver largely positive environmental, community and wellbeing benefits, it is considered that the existing evidence base is sufficient to inform decision-making without the need for a separate full consultation exercise.

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:**

Draft EFSIA prepared for review alongside the draft Council report. To be completed with the dates and outcomes of review by the relevant Senior Manager, Equalities adviser, Legal Services, Service Management Team and other decision-makers.

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

    The Equality Impact Assessment will remain a live document and will be reviewed if there are significant changes to the projects, funding allocations or delivery arrangements, or if new information becomes available indicating potential impacts on protected characteristic groups.

15. **Note here how you intend to monitor the impact of this proposal on equality groups**.
    The impacts of the projects will be monitored through existing Council monitoring arrangements, including customer feedback, complaints, community engagement and project reporting from delivery partners. Particular consideration will be given to maintaining accessibility of Core Paths, active travel routes and public greenspaces during project delivery. Volunteer participation, community involvement and feedback from users of key sites such as Gartmorn Dam will be reviewed to identify any unintended impacts on people with protected characteristics or those experiencing socio-economic disadvantage. Should any adverse impacts be identified, appropriate mitigation measures will be implemented through project management and operational delivery.

    Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:
    The Equality Impact Assessment will remain a live document and will be reviewed if there are significant changes to the projects, funding allocations or delivery arrangements, or if new information becomes available indicating potential impacts on protected characteristic groups. Project delivery will be monitored through existing Council reporting mechanisms, stakeholder feedback and customer enquiries. In the absence of significant changes or identified impacts, the assessment will be reviewed as part of the annual evaluation of the Nature Restoration Fund programme and prior to any subsequent funding allocation decisions.

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: Lawrence Hunter – Energy and Sustainability Team Leader

Date:

Senior officer approval of assessment:

Signed: Kevin Wells - Director of Place and Economy

Date:

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

CLACKMANNANSHIRE COUNCIL

THIS PAPER RELATES TO ITEM 16

ON THE AGENDA

Report to Council

Date of Meeting: 1 October 2026

Subject: Community Wellbeing Plan End of Year Report 2025/2026

Report by: Depute Chief Executive & Director of Wellbeing

1.0 Purpose

1.1. This report sets out progress against the People Community Wellbeing Plan 2025-2026 (One Fund, One Plan, One Report). While a detailed summary is available in Appendix 1, key highlights and considerations are presented below.

2.0 Recommendations

2.1. Council is asked to note, comment on and challenge the report at Appendix 1, noting the explicit alignment between the Community Wellbeing Plan and the WLOIP Strategic Outcomes and Priority Themes for a Wellbeing Economy.

2.2. Note the explicit alignment to the Be the Future Transformation Plan, Best Value Duties and how the improvements demonstrate progress towards the Target Operating Model ambition of intervening earlier, reducing demand on crisis services and improving outcomes through collective action.

3.0 Considerations

3.1. The Clackmannanshire Alliance (Community Planning Partnership) and wider partners contribute to the Wellbeing Local Outcomes Improvement Plan (WLOIP) 2024-2034; the overarching strategic plan that binds together all Community Planning Partnership shared priorities and activity within Clackmannanshire.

3.2. The full report, available at Appendix 1, evidences how the Community Wellbeing Plan supports delivery of the WLOIP priorities, aligned with national commitments on child poverty, whole family support, economic growth and sustainable public services. It has been approved by the NHS Board. Key highlights and summary of impact are noted at Section 4.

3.3. The outcomes being progressed include:

3.4. **Outcome 1** – Our children and young people (including women and girls) have improved life outcomes by growing up loved, safe and respected

3.5. **Outcome 2** – Our empowered communities are well designed, inclusive, sustainable, resilient and safe

3.6. **Outcome 3** – People of all ages are able to successfully contribute to our communities as they are educated, skilled and confident individuals

3.7. **Outcome 4** – Poverty in our communities is reduced by improving outcomes for all

3.8. **Outcome 5** – Our people are healthy and active with improved health and wellbeing

3.9. **Outcome 6** – Our Equality and Human Rights are respected and fulfilled by tackling inequalities across our communities.

3.10. The One Plan incorporates various Plans and includes the People Business Plan 2025-26. More detailed operational plans sit behind the One Page Plans.

3.11. Implementation of the Be the Future Target Operating Model has continued through the One Plan/One Report approach, Whole Family Support, Transformation Space and strengthened partnership delivery. Together these are supporting a shift towards a more outcomes-focused, preventative and collaborative system, reducing fragmentation, strengthening collective accountability and creating the conditions for financially sustainable public services. This reflects the Council's ambition to deliver outcomes through a mixed economy of delivery models, supported by stronger performance management, community empowerment and integrated decision-making.

4.0 The report at Appendix 1 reflects tangible progress across key areas

Key Performance Indicators

4.1. 2025/26 KPI data demonstrates continued improvement in educational outcomes, attendance, physical and mental wellbeing, early intervention, community safety and health outcomes.

4.2. Educational attainment has exceeded stretch aims, with 75.5% of pupils achieving expected Curriculum for Excellence literacy levels and 79% achieving numeracy levels, both above the 2025/26 targets.

4.3. School attendance continues to improve, reaching 91.3% overall, while attendance for care experienced children and young people increased to 90.1%, the highest level recorded in recent years.

4.4. Children and young people report better mental wellbeing, with the proportion describing their mental health as good or very good increasing from 41% in 2021 to 48% in 2025, demonstrating sustained improvement.

4.5. Participation in sport and physical activity continues to grow, increasing from 36% to 48% since 2021, with participation by girls reaching the local target of 50%.

4.6. Youth justice and early intervention measures show positive impact, with non-offence referrals to the Children's Reporter reducing from 16.4 to 8.6 per 1,000 children, reflecting fewer children requiring formal intervention.

4.7. The number of children subject to compulsory supervision measures has reduced significantly, from 162 in 2021/22 to 90 in 2025/26, indicating continued progress in providing effective support earlier.

4.8. Health outcomes for young people continue to improve, with teenage pregnancy rates reducing to 23 per 1,000, below target levels, and drug-related hospital admissions falling to 91.5 per 100,000 population, substantially better than previous years.

4.9. Community safety indicators remain positive, with the rate of sexual crimes reducing from 29 to 22 per 10,000 population over the reporting period.

4.10. Safeguarding is increasingly operating as a shared, multi-agency responsibility, with STRIVE, Interagency Referral Discussions and coordinated early help enabling earlier, more proportionate responses to risk. This shift towards prevention is evidenced by sustained reductions in Child Protection Register rates and registrations since 2021, fewer children entering care, and greater stability for care experienced children. These improvements demonstrate progress towards the Target Operating Model ambition of intervening earlier, reducing demand on crisis services and improving outcomes through collective action.

4.11. Whole Family Support infrastructure is providing families with more accessible, coordinated and integrated support through a "no wrong door" approach. Families are increasingly receiving joined-up support across poverty, health, safeguarding and wellbeing services, reducing fragmentation and helping needs to be addressed before they escalate. This reflects the LOIP commitment to whole-system, community-based support and demonstrates how the One Plan/One Report approach is strengthening collective accountability across partners.

4.12. Significant workforce development, including Trauma Knowledge and Skills Framework training, Values Based Leadership, Keeping the Promise activity and UNCRC implementation ,add The Promise information is supporting a sustained culture shift across services. Practice is increasingly trauma-informed, relational and rights-based, resulting in more consistent responses for children, young people and families. This represents a key Target Operating Model achievement, moving from service-led interventions to a system that is designed around people, prevention and improved life outcomes.

4.13. The Clackmannanshire Transformation Space (CTS) has moved from design into full delivery, creating a new model of community-led decision-making. Through an active Community Voice Panel, local people are directly influencing investment priorities and resource allocation, with significant funding targeted towards mental health, women and girls' safety, homelessness prevention and employability. This represents a significant shift in power towards communities and supports the Target Operating Model ambition of designing services and investment around local need and prevention. Leveraged CTS investment of £72,667 for Clackmannanshire projects has been secured through the fund manager, Foundation Scotland, drawing on a combination of Foundation Scotland’s own resources and contributions from private donors they have identified.

4.14. Community empowerment is acting as a driver of prevention and system change, supporting more joined up approaches across wellbeing, poverty, justice, employability and community safety. Stronger partnership working, community-led investment and more integrated approaches are helping to address underlying causes of inequality and demand, supporting longer-term community resilience and sustainability. This reflects the Wellbeing LOIP vision of empowered communities playing a central role in improving outcomes.

4.15. There has seen significant progress in creating more connected pathways between education, housing, employability, justice and community services. Targeted support has increased participation amongst vulnerable and disadvantaged groups, with barriers such as cost, childcare and access being addressed through coordinated whole-system support. As a result, more people are engaging earlier, progressing more consistently and moving towards sustained positive destinations. This reflects the Target Operating Model ambition of delivering seamless support around people rather than services and is reflecting in the noted progress in our KPIs.

4.16. Progress has been sustained in improving attainment and reducing inequality. Clackmannanshire's poverty-related attainment gap in literacy and numeracy remains narrower than the national position, while attainment for learners with Additional Support Needs has improved across most Curriculum for Excellence levels. This reflects the impact of strengthened learning and teaching, targeted support and wider prevention activity linked to wellbeing, poverty reduction and inclusion.

4.17. Performance remains strong in supporting young people into education, employment and training, with positive destination rates continuing to exceed the national average and sustained destinations showing continued improvement. Gains for care experienced young people are particularly encouraging, demonstrating the benefits of coordinated support across education, employability, wellbeing and family services. This supports the LOIP ambition of enabling all people to contribute successfully to learning, life and work.

4.18. Clackmannanshire continues to strengthen a whole-system approach to poverty reduction, with services increasingly organised around families rather than organisational boundaries. Family Wellbeing Hubs, STRIVE, childcare, employability, income maximisation, housing and wellbeing services are becoming more integrated, enabling earlier intervention, reducing duplication and providing more coordinated support for families with complex needs. This reflects the Target Operating Model ambition of delivering seamless, preventative support through partnership working.

4.19. Partnership delivery through the Tackling Poverty Partnership has secured significant financial gains for local residents, including £2.45 million through Citizens Advice Bureau support and targeted crisis assistance for families experiencing hardship. For example, through close partnership working with Aberlour Children's Charity, families supported by FWP services were supported to access a cumulative ££89,785 in crisis financial support through the Aberlour Urgent Assistance Fund between March 2025 and March 2026.

4.20. Strengthened referral pathways between Council services, NHS Forth Valley, DWP, Housing, CAB and community partners are enabling earlier identification of financial difficulties and more effective prevention of crisis. Data also indicates a reduction in the number of children living in low-income families locally, demonstrating the impact of coordinated poverty reduction activity.

4.21. The FWP and Wellbeing Directorate continue to leverage additional funding and benefits in kind due to the strong vision and integrated approach to improving outcomes and remaining at the forefront of public sector reform and early adopter communities. Leveraged funding in 25/26 includes £300,000 for Fairer Futures Partnership (FWP), £111, 188sportscotland focused local authority (targeted work), £48,000 from Winning Scotland (Planet Youth) and additional funding for a youth worker within The Hive; £TBC sportscotland - New Ideas Fund (Feel good Friday), £TBC, Sporting Memories Scottish Government (SG) £1m Invest to Save Funding for Clackmannanshire Transformation Space, £264,856 SG Child Wellbeing Partnership (Early Adopter Community) capital funding, £2,946,903, Child Wellbeing Partnership (Early Adopter Community) revenue funding.

4.22. Leveraged benefits in kind include: 3 gifted Get SET Girls training programmes, Street Soccer project resource, Who Cares? Scotland staffing and training for ELCs and schools, Scottish Women's Budget Group delivery in kind - drawing on national equalities funding, private philanthropic donation for Columba 1400 values based leadership experiences for young people (£35,000).

4.23. Children, young people, families and communities are exercising greater influence over services, policies and investment decisions through mechanisms such as Family Voices, Community Panels, the Transformation Space and youth participation structures. This represents a significant shift from consultation to co-production and shared decision-making, ensuring that services are increasingly shaped by lived experience and focused on reducing inequalities.

4.24. Partners have strengthened a continuum of mental health and wellbeing support, spanning prevention, early intervention and targeted services. This integrated approach is contributing to improved outcomes for children, young people and families, including a sustained reduction in deaths by probable suicide amongst 11–25 year olds, with zero deaths recorded during 2024/25, alongside a significant reduction in drug-related hospital admissions for young people.

4.25. The Wellbeing Hub and Lochies School project has progressed from design into construction and represents a significant investment in integrated, place-based support. The development will bring together health, wellbeing, education and community services in a single location, creating a long-term system enabler that supports prevention, early intervention and improved community access to services.

4.26. Participation in physical activity, wellbeing and community based programmes has increased, particularly amongst groups experiencing inequality. Initiatives such as Active Schools, Fit for Girls, Street Soccer, Dads and Daughters group and targeted outreach programmes are helping to improve physical health, mental wellbeing, confidence and social connection, demonstrating the benefits of coordinated action across health, education and community partners to reduce inequalities and promote wellbeing.

4.27. Progress during 2025/26 has strengthened support for women and girls through the Violence Against Women and Girls (VAWG) Partnership, delivering a more preventative and trauma-informed approach. Improved domestic abuse pathways, targeted support and school-based prevention programmes have enhanced safety and access to support. In 2024/25, domestic abuse incidents in Clackmannanshire reduced by 9.2%, with the ranking improving from the fourth to the ninth highest rate in Scotland, demonstrating positive progress in prevention and early intervention.

4.28. Significant progress has been made in embedding the principles of the UNCRC and The Promise across policy, practice and service delivery. Preparations for implementation of the UNCRC (Scotland) Act have strengthened governance, workforce awareness and rights-based decision-making, while participation, non-discrimination and children's best interests are increasingly informing how services are designed and delivered. Rights are now influencing resource allocation and service planning rather than being treated as a standalone policy requirement.

4.29. The principles of The Promise are increasingly reflected across strategic planning and frontline practice, with a stronger focus on early intervention, family support, relationship-based approaches and keeping children connected to their families, schools and communities wherever possible. Children, young people and families are playing a greater role in shaping services and decisions that affect them, supported by GIRFEC and multi-agency working arrangements. Improvements in inclusion, support for care experienced children and young people, trauma-informed practice and workforce development demonstrate a growing commitment to delivering services that are rights-respecting, responsive and centred on children's wellbeing. Collectively, these developments show that children's rights and The Promise are becoming embedded as core principles underpinning policy, service design and delivery across Clackmannanshire.

4.30. Progress has continued in improving inclusive practice and targeting support more effectively for children and young people with additional needs. Strong partnership working across education, health and social care has strengthened early intervention, workforce capability and preventative support, while revised processes are improving access to the right support at the right time. Although demand and capacity pressures remain, particularly for children with complex needs, the overall direction of travel is towards a more coordinated and inclusive system.

4.31. The Directorate Risk Register indicates that, whilst significant progress has been achieved across the Community Wellbeing Plan 2025/26, a number of strategic risks remain under active management. The most significant risks relate to increasing demand and resource pressures associated with ASN, workforce recruitment and retention challenges, delivery of the Wellbeing Hub and Lochies School programme and sustaining service quality across education, social work and community services. The positive performance achieved against key outcomes and KPIs demonstrates that current controls and improvement actions are mitigating risk effectively; however, continued focus on workforce capacity, financial sustainability, statutory compliance and increasing levels of complex need will be required to maintain progress and deliver the longer-term ambitions of the Wellbeing LOIP and Target Operating Model.

5.0 Sustainability Implications

5.1. Sustainability is integrated into all People Directorate planning.

6.0 Resource Implications

6.1. None

7.0 Exempt Reports

Is this report exempt? No ☒

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 Declarations

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

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

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

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

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

(2) Council Policies (Please detail)

Complies with relevant Council policies ☒

10.0 Legality

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

Appendix 1 - Community Wellbeing Plan Report

Appendix 2 - Pentana Extract

Appendix 3 - Risk Register

Appendix 4 - Equality and Fairer Scotland Impact Assessment (EFSIA)

12.0 **Background Papers**

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 ☐

Wellbeing LOIP 2024-2034

Wellbeing Local Outcomes Improvement Plan 2024-2034

Community Wellbeing Plan (incorporating People Business Plan) 2025-2026:

Community Wellbeing Plan (incorporating People Business Plan) 2025-2026

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Community Wellbeing Plan 2025/2026

Year End Report: 01 April 2025 to 31 March 2026

"One Fund, One Plan, One REPORT"

A system-level assessment of progress against the Community Wellbeing Plan 2025/26, focusing on what has changed for people and communities as a result of ***collective action by Council, Community Planning Partnerships and partners.***

*Prepared by Clackmannanshire Council, Wellbeing Directorate * (April 2026) – fulfilling multiple statutory and non-statutory duties as an integrated approach and fulfilling the Wellbeing Directorate Business Planning Corporate Duty.*

**previously named People Directorate*

Reviewed and approved by NHS Forth Valley Children and Families Programme Board - May 2026

Clackmannanshire Alliance

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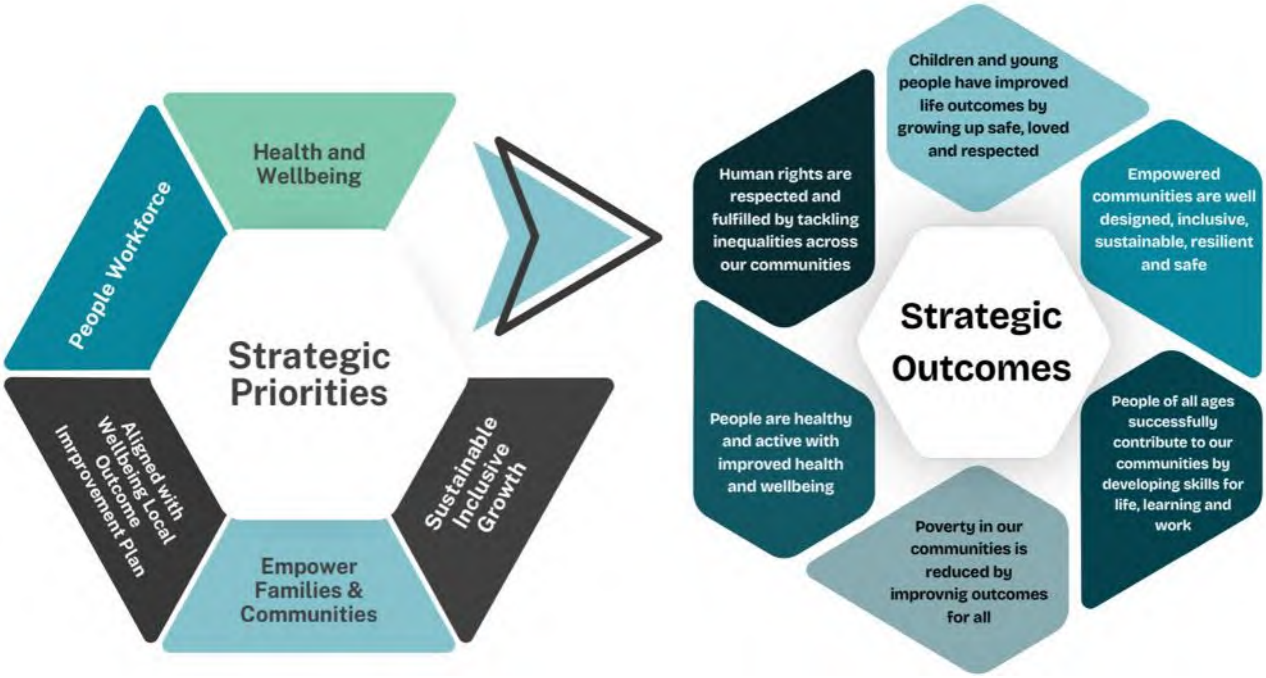
Introduction

This Year End Report provides a system-level assessment of progress against the Community Wellbeing Plan 2025/26, focusing on what has changed for people and communities as a result of collective action. It brings together **statutory assurance**, **partnership delivery** and **lived experience** within a single integrated narrative, supported by outcome-based evidence from the Outcomes Improvement Framework (OIF). The Wellbeing Directorate One Plan approach was **first approved at Council in August 2024.** Council also endorsed this approach as a future model across Council, whilst signalling to Scottish Government the significance of this approach nationally. This approach was preceded by several years of setting the conditions for change, through the Family Wellbeing Partnership. This One Plan approach is supported by a commitment to One Report, reducing duplication and providing a coherent narrative of system level progress. The One Plan 25/26 includes the following plans and partnership plans and explicitly aligns to the Wellbeing Local Outcome IOIP, Be the Future Transformation priorities and Best Value Duties. Statutory assurance, including delivery of Child Poverty duties with NHS Forth Valley, is threaded throughout and summarised in the Statutory Assurance section. This report includes the Wellbeing Directorate and partners contributions to the **United Nations Convention on the Rights of the Child (UNCRC),** incorporated into Scots Law in July 2024. Reporting on this duty, as required, in backdated to July 2024.This report informs the statutory corporate UNCRC report.

Delivery Plans	**Approval Date**	**Statutory / Strategic Status**
Children's Services Plan 2024–2026	August 2025	Statutory
Local Child Poverty Action Plan 2024–2030	August 2025	Statutory
Community Justice Plan 2023–2028	August 2025	Statutory
National Improvement Framework 2024–2027	August 2025	Strategic
Violence Against Women and Girls Plan 2023–2026	August 2025	Strategic and Statutory Equality Duty
Family Wellbeing Partnership Plan 2024–2026	October 2025	Strategic Priority/System Enabler
Libraries Plan 2024–2027	August 2025	Strategic
Community Learning and Development Plan 2024–2027	August 2025	Statutory
The Promise Plan 2023–2026	August 2025	National Reform Programme
Sport and Active Living Framework 2024–2028	August 2025	Strategic

People Community Wellbeing Plan 2025/26:Strategic Priorities and Strategic Oucomes



Agreed at Council on 21 August 2025

People Community Wellbeing Plan 2025/26: Strategic Actions aligned to Strategic Outcomes	
OUTCOME 1: Children and young people have improved life outcomes by growing up loved, safe and respected.	
ACTION 101	Coordinate safeguarding efforts across sectors to deliver proactive and responsive support
ACTION 102	Ensure women and girls feel safe at home, work, and in the community
ACTION 103	Support children. young people, and families early through integrated services
ACTION 104	Deliver local accommodation and support for care experienced young people in partnership
ACTION 105	Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework
OUTCOME 2: Empowered communities are well designed, inclusive, sustainable, resilient and safe.	
ACTION 201	Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches
ACTION 202	Leverage data and voice insights to drive impactful decision making
ACTION 203	Strengthen and deploy Community Justice Partnership resources
ACTION 204	Develop sustainable transport solutions, including active travel options, in collaboration with key partners
OUTCOME 3: People of all ages successfully contribute to our communities by developing skills for learning life and work	
ACTION 301	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers
ACTION 302	Promote desistance from offending and diversion from the justice service
ACTION 303	Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap
ACTION 304	Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy
ACTION 305	Strengthen Workforce Development with a specific focus on improving follow up leaver destinations
OUTCOME 4: Poverty in our communities is reduced by improving outcomes for all.	
ACTION 401	Encourage voice-led transformation across services supporting families in or at risk of poverty
ACTION 402	Develop Whole Family Support (WFS) approaches tailored to community needs
ACTION 403	Optimise income maximisation opportunities and referral pathways
ACTION 404	Establish specialist employability support for those with criminal justice experience, including employer engagement
OUTCOME 5: People are healthy and active with improved health and wellbeing.	
ACTION 501	Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives
ACTION 502	Progress the Wellbeing hub and Lochies School project through design to construction
ACTION 503	Increase opportunities for healthier behaviours, focusing on those facing inequality
ACTION 504	Develop shared measures and targets to improve community health and wellbeing
OUTCOME 6: Human Rights are respected and fulfilled by tackling inequalities across our communities.	
ACTION 601	Champion UNCRC and the Promise across all policies and services
ACTION 602	Direct support and resources to improve experiences for children with disabilities
ACTION 603	Support learning potential by targeting Additional support for Learning resources effectively
ACTION 604	Facilitate reintegration of offenders into the community
ACTION 605	Embed voice and co-design in all policy and service development

Executive Summary

This report reflects the second full year of operating as One Plan, One Report; where prevention, early intervention and rights based practice are increasingly embedded across services and partnerships. The report highlights areas of strong progress and where continued focus is required to sustain impact under increasing demand. The purpose of this report is to assess what has changed for people and communities, what evidence tells us about impact, what the system is learning about this integrated way of learning and what this means for future priorities.

What has changed for people and communities?

- Children are safer and supported earlier.
- Sustained reductions in care entry and improved safeguarding coordination indicate earlier, more proportionate responses
- Families are receiving help earlier

Whole Family Support and Family Wellbeing Hubs are reducing crisis escalation and improving coordination.

- Mental health outcomes are improving at population level
- A sustained reduction in suicide rates, including zero deaths among young people to March 2026, alongside increased access to early intervention
- More people are engaging in learning, work and community activity

Participation and attainment are improving, particularly where barriers (cost, childcare) are removed.

- Financial hardship is being identified earlier and mitigated
- Over £2.4m secured in income maximisation, with earlier system identification of vulnerability
- Communities are influencing decisions and investment

Transformation Space has shifted power towards community-led priorities and prevention.

What is stronger in the system?

- A coordinated, whole-system approach is now established (One Plan / One Report) and influencing Council's Target Operating Model
- Early intervention and prevention are increasingly embedded across all outcomes
- Data, investment and decision-making are better aligned
- Workforce, including Council and partners capability in trauma-informed and relational practice has significantly improved
- Community voice is shaping decision making, resource allocation, not just service design

Where more focus is required (key pressures)

- Rising demand across early help, disability services and justice pathways
- Capacity constraints impacting sustainability (particularly workforce and specialist provision)
- Ongoing challenges in transitions (especially to adulthood)
- Structural barriers such as transport, poverty and inequality
- Need to strengthen consistency and scalability of Whole Family Support

Priorities for 2026/27

- Sustain and scale early intervention across all services
- Strengthen capacity in high-pressure areas (disability, justice, mental health)
- Embed Whole Family Support as the default delivery model
- Expand community-led investment and participation
- Improve system-wide use of data and performance for decision-making

Highlights 2025/26

During 2025/26, strong collaborative progress has been made across the Community Wellbeing Plan 2025/26. Progress continues in delivering a more preventative, integrated and outcomes focused system, with clear evidence of improved coordination across services and partners. In 2025/26 and building on the interim report, delivery of the Community Wellbeing Plan has continued to embed an increasingly coordinated, preventative and outcomes focused system, with stronger evidence of integration across services and partners.

> **The Family Wellbeing Partnership (FWP) is making a tangible difference by reducing social isolation , boosting confidence in accessing services , improving wellbeing and supporting parents into employment, education, or training .**
>
> ***COSLA Chairperson, November 2025***

Highlights include:

Strategic infrastructure is strengthening system accountability

- By approving the One Plan/One Report model in August 2024, Council set the conditions for a step change in how the system works, enabling deeper integration, stronger collaboration both locally and nationally, leading to improved outcomes for families and communities.
- This approach continues to contribute to and learn from Scottish Government's Public Sector Reform, Fairer Futures Partnership, Whole Family Support Early Adopter Community and All Age Childcare Early Adopter Community and to influence the Council Target Operating Model and Community Planning Partnership structure
- The Outcomes Improvement Framework is now in active use across all outcomes
- Stronger alignment between data, investment and decision making is evident
- Improved ability to evidence collective impact for statutory duties (including LCPAR and Children's Services)

Reimagining Social Care is beginning to shift how the system manages demand

- Work has progressed from design into implementation and operational use
- Early evidence of improved workflow, access to services and referral pathways
- Increasing focus on directing people to early help and community-based support

Whole Family Support is now a shared partnership delivery model

- Community Planning Partnership (Alliance) is operating more cohesively and a restructure including a Whole Family support (WFS) Accountability and Reporting Group has been approved
- Stronger alignment between early help, poverty, health and safeguarding services

- Families increasingly experiencing coordinated, wraparound support rather than fragmented services

Clackmannanshire Transformation Space is now influencing real investment decisions

- Moved from establishment to active deployment of funding and decision making
- Community voice is now informing resource allocation, not just service design
- Investment is increasingly aligned to prevention and community priorities

> **I see everything from all walks of life...employment issues, physical illness, mental illness, addiction, justice system issues, autism support even veteran support...This could all be prevented for the most part if people were asked what they truly need in their community…it is a huge deal to be recognised and listened to.**
>
> **Transformation Space, Community Voice Panel member**

Early intervention and prevention approaches are now more embedded

- STRIVE (Safeguarding through Rapid Intervention), diversion activity and youth provision are now operating at greater scale and consistency
- Increased evidence of earlier identification of risk and need, including financial hardship and vulnerability
- Prevention activity (including Planet Youth and youth provision) is contributing to stronger protective factors

Pathways for children, young people and families are becoming more connected

- Strong outcomes in attendance, attainment and destinations are now being supported by better system alignment
- Increased participation is translating into clearer pathways between education, employability and justice
- Whole-system focus on “distance travelled” and sustained progress

Positive wellbeing outcomes are beginning to emerge at population level

- Continued strong performance in mental health (under 26) and early intervention services
- Reduction in suicide rates, including zero deaths among young people, indicates potential system-level impact
- Increased participation in physical activity and youth provision is supporting longer term wellbeing outcomes

Tackling poverty is increasingly integrated across all services

- Income maximisation, childcare and family support are now more clearly aligned within WFS pathways
- Financial hardship is being identified earlier through wider system touchpoints (e.g. STRIVE, education, health)
- Expanded capacity for provision for babies and toddlers, supported by All Age Childcare Early Adopter Communities Capital and Revenue funding

Rights based and trauma-informed practice is now more consistently embedded

- The Promise and UNCRC are increasingly informing policy, decision making and service delivery
- Workforce development (including Values Based Leadership) is supporting cultural and practice change
- Participation, co-design and community decision making is now more embedded across services and partnerships

Recognition of the impact of this system change was recognised at LGC and COSLA Awards:

- COSLA Awards –The Family Wellbeing Partnership and partners were shortlisted in the Strengthening Communities Category, and were awarded the COSLA Chairperson's Award 2025 in recognition of Family Wellbeing Partnership, place – based whole family approach
- Council Teams Named Winners in COSLA's Local Government Excellence Awards | COSLA

LGC Awards 2026 – Category Winner: Community Involvement

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. Judges comment – May 2026

Outcome 1: Children and young people have improved life outcomes by growing up loved, safe and respected

Code	Strategic Action	RAG Status
101	Coordinate safeguarding efforts across sectors to deliver proactive and responsive support	Green
102	Ensure women and girls feel safe at home, work, and in the community	Green
103	Support children. young people, and families early through integrated services	Green
104	Deliver local accommodation and support for care experienced young people in partnership	Green
105	Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework	Green

Progress during 2025/26 reflects a maturing, preventative safeguarding system, with stronger coordination across children's services, health, justice, education and the third sector. Activity has increasingly shifted upstream, supported by shared thresholds, multi-agency decision making and improved access to early help.

Coordinate safeguarding efforts across sectors - *Action 101*

Progress in 2025/26 has been strong and accelerating. Safeguarding is increasingly delivered as a shared, multi-agency responsibility rather than a single service function. Collaboration through STRIVE and Initial Referral Discussions (IRD) has strengthened joint ownership of risk and public protection planning, enabling earlier, more timely and proportionate responses.

Senior leaders report increased confidence that safeguarding responses are timely, coordinated, and proportionate. Multi-agency audit activity, supported by the Care Inspectorate, has validated improvements in pre-birth and early intervention practice. Workforce feedback highlights stronger shared understanding of thresholds and improved professional dialogue across services.

Figure 1: Clackmannanshire - Rate per 1000 Children on the Child Protection Register since 2021

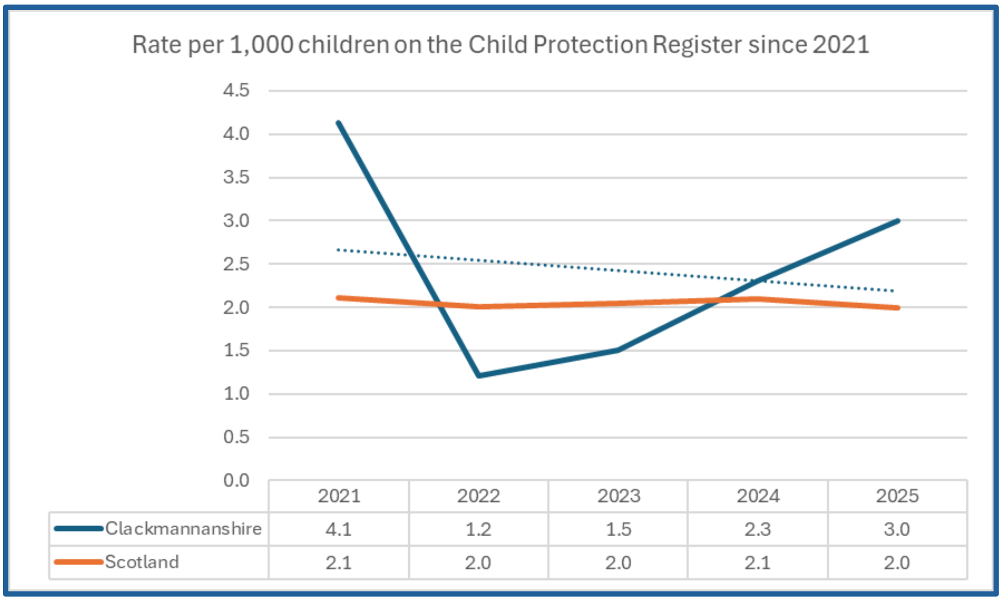
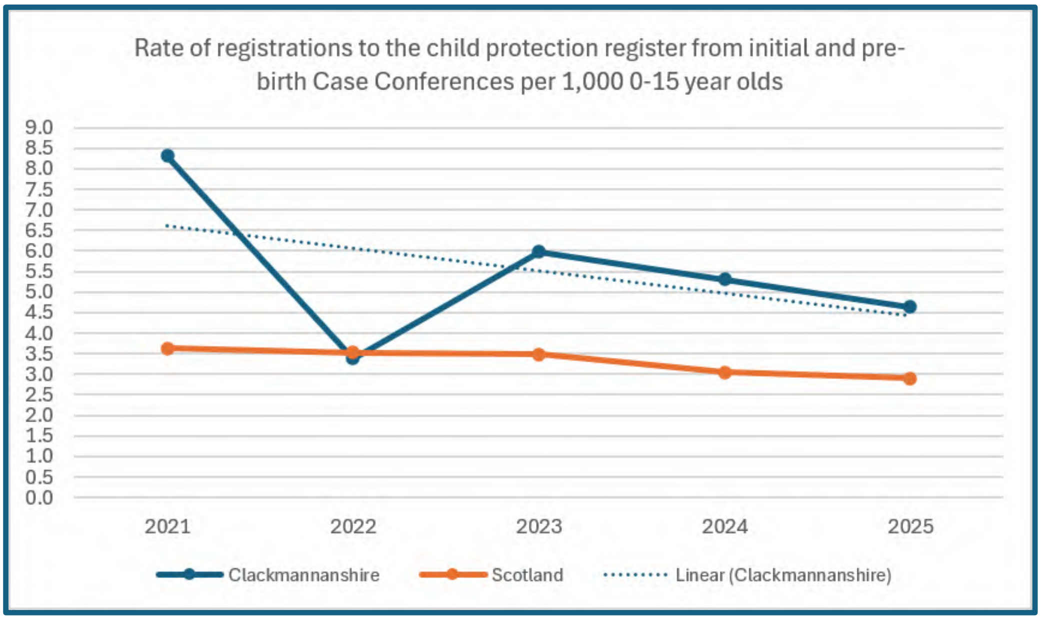


Figure 2: Clackmannanshire - Rate of registrations to the Child Protection Register since 2021 [from initial and pre-birth Case Conferences per 1,000 0–15-year-olds]



The rate of children on the Child Protection Register reports a yearly increase to 3.0 per 1,000, (July 2025 compared to 2024), despite the increase, this is a reduction of 27% since July 2021. Similarly, the trend in the rate of registrations indicated in Figure 5 remains downward. Together, these trends show proactive, coordinated safeguarding that is child-centred and timely, validated by recent multi-agency audit activity supported by the Care Inspectorate (pre-birth Interagency Referral Discussions).

The combination of earlier help, trauma-informed practice and strengthened community-based supports is reflected in improved system indicators and qualitative evidence of increased safety, stability and wellbeing for children, young people and families.

Key evidence of progress

- Sustained reductions in Child Protection Register rates and registrations since 2021
- Continued decline in care entry, reflecting effective early help and diversion
- Improved stability for care experienced children, with fewer experiencing multiple placements
- STRIVE is demonstrating high system reach and resilience, with significant increases in referrals and throughput without loss of quality.

Progress in coordinating safeguarding efforts across sectors has been enabled by a combination of contributory actions, aligned with the strategic focus set out in Action 101 for coordinated safeguarding:

- **Action 102 (Women and girls' safety)** Strengthening safeguarding through improved domestic abuse pathways, school-based prevention, and the integration of "no crime" domestic incidents into STRIVE decision-making
- **Action 103 (Early, integrated family support)** strengthened the early, preventative work through Early Help Team, Family Wellbeing Hubs, Child Wellbeing Partnership and whole family support pathways, reducing escalation by addressing multiple needs early
- **Action 105 (Trauma Knowledge and Skills Framework)** increased workforce confidence and consistency, enabling practitioners across services to identify risk earlier and respond in ways that build trust and reduce re-traumatisation.
- **Outcome 4 (poverty reduction)** reduced stressors that often underpin safeguarding concerns, with income maximisation, childcare and housing stability acting as protective interventions.
- **Outcome 5 actions (Mental Health and Wellbeing)** strengthening protective factors and access to support for children and families, particularly through counselling, therapeutic and digital supports that stabilise situations before crisis thresholds are reached.

Together, these actions have shifted safeguarding from reactive intervention towards a more preventative, relational and whole system approach.

Ensure women and girls feel safe - *Action 102*

Progress in 2025/26 has been strong and increasingly preventative, with a clear shift from awareness-raising towards earlier intervention, strengthened safeguarding pathways and improved system responses to domestic abuse and gender-based violence (GBV), supported through the **Violence Against Women and Girls Partnership** and integrated across all delivery plans including Children's Services Plan, Local Child Poverty Action Plan, Education Services National Improvement Plan.

Targeted support for vulnerable women, particularly through integrated early intervention models such as the Young Parents' Project, has contributed to improved safety and stability. Prevention activity in schools and communities has expanded, with reinvigorated Mentors in Violence Prevention and Get SET Girls strengthening awareness. The school curriculum is complimented with targeted inputs from positive influencers. Work is progressing, informed by the Scottish Violence Reduction Unit and other research to support boys and men and to reframe positive masculinity. This includes early years prevention activity, such as the 'Think Equal' programme in Early Learning Centres, which supports the development of empathy, respect and positive relationships from an early age.

System responses to domestic abuse have also improved, with closer alignment between STRIVE, justice services and specialist providers enabling earlier identification, coordinated safety planning and improved access to support resulting in a fall in domestic abuse incidents in 2024/25.

Progress in ensuring women and girls feel safe has been enabled through coordinated activity across Outcome 1 and wider system actions:

- **Action 101 (Coordinated safeguarding)** strengthened multi-agency responses to domestic abuse, particularly through Interagency Referral Discussions and STRIVE, ensuring consistent and timely decision making
- **Action 103 (Early, integrated family support)** improved access to safe spaces, childcare and community-based provision, reducing isolation and enabling women to engage with support services
- **Action 105 (Trauma-informed workforce)** building practitioner confidence to identify, respond to and support women affected by trauma and abuse
- **Outcome 2 (Community voice and prevention)** through culture change approaches, including White Ribbon activity, youth-led prevention work and community led investment
- **Outcome 4 (Poverty reduction)** Enhancing safety through financial stabilisation, housing support, and income maximisation, addressing key drivers of vulnerability

Collectively, these actions have enabled a more connected, preventative, and trauma-informed approach to women and girls' safety.

Support children, young people and families early through integrated services - *Action 103*

Progress has been strong and system wide, with evidence of a more accessible, integrated, and preventative early help offer.

Family Wellbeing Hubs and the broader Family Wellbeing Partnership infrastructure have strengthened “no wrong door” access to support, enabling families to receive timely, coordinated responses to multiple and complex needs. Engagement levels have increased, with families accessing support earlier and for a wider range of issues, including mental health, financial hardship and housing.

Targeted interventions have improved timeliness and coordination, while expanded parenting support and evidence-based programmes are strengthening family resilience and reducing escalation to statutory intervention.

Progress in supporting children, young people and families early through integrated services has been enabled through alignment with key contributory actions:

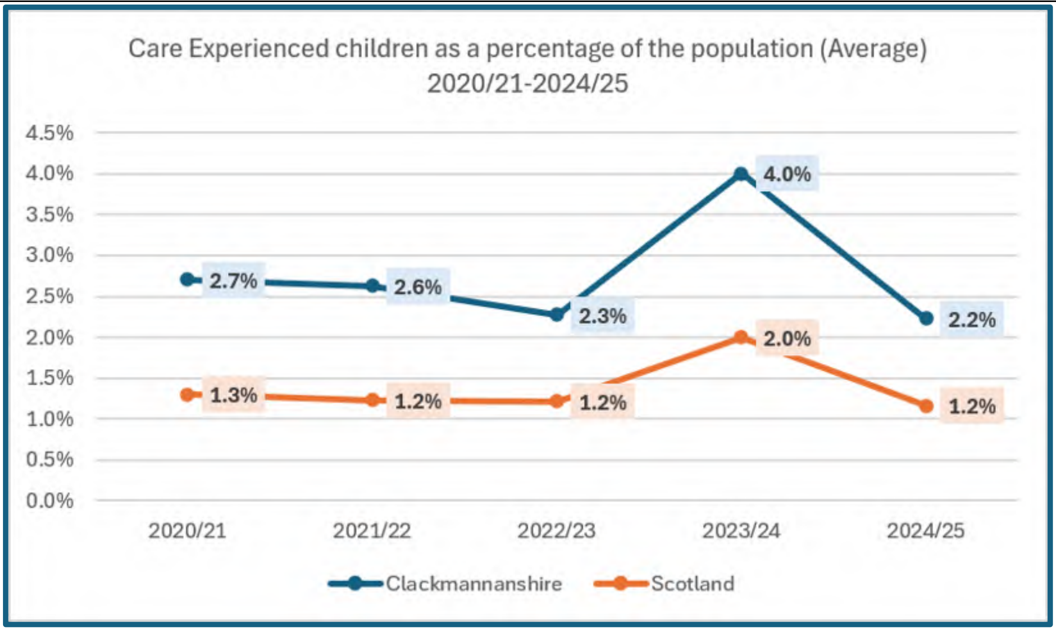
- **Action 101 (Safeguarding coordination)** ensuring early help is directly connected to risk assessment and protective planning
- **Action 102 (Women and girls’ safety)** providing targeted pathways and support for vulnerable women, including childcare-enabled engagement with services
- **Action 104 (Care experienced support)** strengthening continuity of support for vulnerable young people and families
- **Outcome 4 (Income maximisation and whole family support)** reducing financial stressors that drive demand for crisis intervention
- **Outcome 5 (Mental health and wellbeing)** expanding access to counselling, therapeutic and digital supports, addressing key presenting needs in early help pathways

Collectively, this alignment has positioned early help as a core preventative mechanism within the safeguarding system, rather than a parallel offer

.

Deliver local accommodation and support for care experienced young people - *Action 104*

Progress has been strong, with evidence of improved stability, enhanced local support and strengthened pathways into accommodation, education and wellbeing support for care experienced young people. Delivery has resulted in increased access to local accommodation, including first tenancies for vulnerable young people, supported by integrated housing and social work approaches. Educational and therapeutic supports have been strengthened and targeted provision, improving engagement and outcomes for care experienced young people. System improvements in throughcare and transition planning are progressing, with earlier intervention and more relational approaches supporting better outcomes over time.

Figure 3: Clackmannanshire, Number of care experienced children (year end)

Source: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2024-25/documents/
Although there was a slight rise in the proportion of Care Experienced children and young people in Clackmannanshire in 2024, this rate declined in 2025. Over the five-year period, the overall trend in Clackmannanshire aligns with the national pattern, with the gap between national and local narrowing to just 1.1 percentage points by 2025.

Progress in delivering local accommodation and support for care experienced young people has been enabled through an integrated, cross-system approach:

- **Action 101 (Safeguarding coordination)** ensuring consistent multi-agency planning for care-experienced young people
- **Action 103 (Integrated early support)** reducing escalation and supporting stability for families and young people
- **Action 105 (Trauma-informed workforce)** improving the quality of care and consistency of support across placements and services
- **Outcome 3 (Education and skills pathways)** strengthening engagement, attainment and positive destinations

- **Outcome 4 (Housing and financial support)** supporting tenancy sustainment and reducing risk of homelessness

Collectively, these actions demonstrate that improved outcomes for care experienced young people depend on coordinated, cross-system support rather than single-service interventions.

Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework – *Action 105*

Progress has been strong and increasingly embedded, with evidence of a system-wide shift towards trauma-informed, relational practice. Workforce development has moved beyond one-off training to a more sustained model of professional learning, leadership development and shared practice frameworks. Large-scale staff development opportunities have strengthened knowledge and confidence across education, social work and partner services, contributing to more consistent and effective responses to children, young people and families.

Training aligned to the Trauma Knowledge and Skills Framework, alongside initiatives such as the Keeping the Promise Award and Safe and Together model, has supported a shared language and approach across services. This continues to be complemented by a range of Values Based leadership opportunities across Council staff, partners, young people and communities.

Progress in enhancing workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework has been enabled through aligned contributory actions:

- **Action 101 (Safeguarding coordination)** providing real time application of learning through multi-agency decision-making
- **Action 102 (VAWG work)** strengthening workforce understanding of trauma in the context of domestic abuse and gender based violence
- **Action 103 (Early help services)** offering practical contexts for applying trauma-informed approaches within community-based support
- **Outcome 6 (UNCRC and The Promise)** embedding rights based and relational practice across policy and services

Together, these integrated actions have enabled workforce development to move from training delivery to embedded system practice.

Overall, progress under **Outcome 1** has been reinforced by community-led prevention (Outcome 2), poverty reduction (Outcome 4) and expanded wellbeing support (Outcome 5). This alignment has reduced duplication, strengthened protective factors and improved the system’s ability to respond early and proportionately to risk.

Key Outcome Insights

- Safeguarding outcomes improve most where early help, mental health and poverty interventions are integrated, reinforcing that risk reduction depends on addressing underlying causes, not isolated action.
- Multiagency coordination is strengthening proportional decision-making, but requires continued alignment of thresholds, capacity and professional understanding.
- Demand is increasing but presenting earlier, reflecting improved access and trust in services, creating benefits for prevention but pressure on system capacity.

Looking ahead

The next phase of delivery will focus on consolidating and sustaining an integrated safeguarding system, ensuring that progress across Actions 101–105 continues to deliver improved outcomes under conditions of increasing demand. Key priorities will include:

- **Strengthening whole-family approaches across the system**, ensuring consistent alignment between children's services, adult services, health, justice and community provision.
- **Sustaining and scaling early intervention**, building on the Family Wellbeing Partnership and hub model to ensure accessible, coordinated support remains available at the earliest point of need.
- **Embedding trauma-informed practice across all services**, with a continued focus on workforce development, supervision and leadership to ensure consistency and quality.
- **Further developing prevention activity**, particularly in relation to gender-based violence, mental health and youth wellbeing, to strengthen protective factors across communities.
- **Managing demand and system capacity**, ensuring multi-agency processes such as STRIVE and IRD remain effective, timely and proportionate as referrals increase.
- **Strengthening the use of data, audit and lived experience**, ensuring that safeguarding practice continues to be evidence led and responsive to emerging need.

Through these priorities, the system will continue to strengthen its ability to identify risk earlier, respond proportionately and improve outcomes for children, young people and families, in line with the ambitions of the One Plan.

Outcome 2: Empowered communities are well designed, inclusive, sustainable, resilient and safe

Code	Strategic Action	RAG Status
201	Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches	Green
202	Leverage data and voice insights to drive impactful decision making	Green
203	Strengthen and deploy Community Justice Partnership resources	Amber
204	Develop sustainable transport solutions, including active travel options, in collaboration with key partners	Amber

Implement Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens Panel, building on FWP approaches - Action 201

Progress has been strong, with the Transformation Space moving from design into full delivery and demonstrating clear early impact as a community led, preventative investment model. A Community Voice Panel of around 60 members is now actively involved in shaping funding priorities and decision making. Investment has been directed towards locally identified priorities including mental health, women and girls' safety, homelessness prevention and employability, with over £500,000 allocated to third sector delivery.

This represents a significant shift towards community-led decision making and system change" with early evidence that community voice has been mobilised at scale, significant funding has been distributed aligned to local need, collaboration has been strengthened across sectors and that confidence, agency and capacity has been built within communities", as detailed in report to Council and accompanying appendix "The Transformation Space: Learning from Year 0, the first year of operations", produced by Animate, Learning Partner.

Heather…discovered that her lived experience could help shape decisions and influence change. The confidence she gained has since enabled her to support others and develop new community initiatives.

"I started out wondering what I had to offer. Now I know that my questions, honesty and lived experience are valuable, and that speaking up can make a real difference."

Community Member (Make it Happen Fund and Transformation Space): Read Heather's story

Following completion of THRIVE (2026a) men's cohort, participants continued to meet with the aim of establishing a peer-support group, becoming ambassadors for mental wellbeing and encouraging positive conversations within their communities.

Progress has been enabled through key contributory actions supporting the Clackmannanshire Transformation Space:

- **Action 202:** Evidence-led data and insights providing robust evidence to inform community priorities and funding decisions
- **Action 401:** strengthened participation infrastructure and lived experience influence
- **Outcome 4:** Investment aligned to poverty and inequality drivers
- **Outcome 5:** shaping priorities around prevention, particularly mental health and youth wellbeing

Together, these contributions have enabled the Transformation Space to function as a core system enabler linking investment, community voice and prevention**.**

Leverage data and voice insights - *Action 202*

Strong progress has been made in embedding data informed and voice-led decision making across the system. There is increasing evidence that both quantitative data and lived experience are shaping priorities, service design and investment decisions.

The use of Planet Youth data, service level insight and community feedback has strengthened understanding of need, particularly in relation to young people's wellbeing, women and girls' safety and poverty related issues. Feedback loops are now more established, supporting continuous improvement and more responsive service delivery.

- Voice mechanisms such as Family Voices, Community Voice Panels and What Matters To You (WM2U) are increasingly influencing resource allocation as well as service design, marking a shift from consultation to co-production. Clackmannanshire has benefited from external funding leveraged through FWP for example WM2U were funded through the Hunter Foundation, BBC Children in Need, The Robertson Trust, and The William Grant Foundation and £43,500 has now been allocated to grassroots organisations throughout Clackmannanshire. Additionally, through the Transformation Space, investments have been made by the panel to **Homelessness Prevention (**£297,406), **Mental Health-under 25s (**£96,080), **Support for Women and Girls:** £105,000 and **Employability (**£321,160).

Progress in leveraging data and voice insights has been enabled through aligned contributory actions:

- **Action 101 (Safeguarding coordination)** using shared data and insight to inform risk assessment and planning

- **Action 201 (Transformation Space)** embedding voice in funding decisions and governance
- **Outcome 3 (Education and participation data)** strengthening understanding of engagement, attainment and progression
- **Outcome 6 (UNCRC and co-design)** embedding participation as a rights-based principle

This alignment has enabled a shift towards evidence led, community informed system change.

Strengthen Community Justice Partnership resources - *Action 203*

Progress has been positive, with stronger alignment of community justice resources and increased integration with wider system priorities, although capacity and demand pressures remain. Co-funded roles, such as the Addiction Recovery Worker, demonstrate a maturing whole-system approach, improving continuity of care and strengthening partnership working across justice, housing and health.

Progress on strengthening community justice partnership resources has been enabled through aligned contributory actions:

- **Action 101 (Safeguarding coordination)** strengthening responses to domestic abuse and vulnerability through STRIVE
- **Action 302 (Desistance and diversion)** aligning justice activity with prevention and employability pathways
- **Outcome 4 (Poverty and employability)** addressing underlying drivers of offending such as financial hardship and exclusion
- **Outcome 6 (Human rights)** reinforcing a rights-based approach to justice and reintegration

Taken together, these connections highlight that community justice outcomes are increasingly dependent on whole-system alignment rather than standalone services.

Figure 4: Community Payback Orders by Number of Orders Commenced (per 100,000 population) Clackmannanshire vs Scotland 2020/21 to 2024/25

	2020/21	2021/22	2022/23	2023/24	2024/25
Clackmannanshire	38	49	43	53	49
Scotland	21	32	38	39	42

Source: https://scotland.shinyapps.io/sg-criminal-disposals-dashboard/

Lived experience is increasingly embedded through the Community Justice Panel, contributing directly to service improvement and policy development. Improvements in transition support, unpaid work redesign and diversion pathways reflect a more preventative and rehabilitative approach to justice.

Over the past five years , the number of Community Payback Orders commenced has increased (which includes unpaid work orders). This brings benefits such as more visible community improvements, stronger accountability through "paying back," and greater use of community-based sentences instead of custody, supporting rehabilitation.

Develop sustainable transport solutions - *Action 204*

Progress has been steady, with important foundations in place for a more sustainable and inclusive transport system, although delivery remains at an earlier stage compared to other actions. The Wellbeing Economy Transport Action Plan provides a clear strategic framework, linking transport to access to services, employment and wellbeing. Pilot activity, including the Volunteer Driver Scheme, has demonstrated positive impact in improving access to healthcare and reducing isolation.

Investment in active travel, infrastructure improvements and demand responsive transport is progressing, supported by strengthened governance and partnership working.

Progress on developing sustainable transport solutions has been enabled through aligned contributory actions:

- **Outcome 3 (Skills and employability)** highlighting transport as a barrier to participation
- **Outcome 4 (Poverty reduction)** identifying transport costs and access as key inequality drivers
- **Outcome 5 (Health and wellbeing)** linking transport to access to services and physical activity
- **Action 202 (Data and insight)** providing evidence of geographic and access barriers

This reinforces that transport is a critical enabler across multiple outcomes, rather than a standalone

Key Outcome Insights

Progress across Outcome 2 demonstrates that empowered communities are central to delivering prevention and system change, rather than an additional or parallel priority. Outcome 2 acted as a connector across Outcomes 1, 3, 4 and 5, supporting prevention, employability and wellbeing**.** Key learning includes:

Community voice improves both decision making and outcomes when it is linked to real influence, particularly in areas such as funding, service design and priority setting. The Transformation Space demonstrates that shifting power to communities leads to more relevant and preventative investment.

Data and lived experience together provide the strongest understanding of need and most effective targeting of prevention

Prevention requires alignment of resources across the system, including justice, employability, wellbeing and poverty reduction. Where this alignment is strongest, there is evidence of reduced duplication and improved outcomes.

Whole-system approaches to community justice are more effective than isolated interventions, particularly when linked to employability, housing and wellbeing pathways.

Structural barriers, such as transport and access to services, continue to impact participation and equity, particularly for rural communities and those experiencing poverty. Addressing these barriers is essential to achieving sustainable outcomes.

Overall, learning indicates that community empowerment is a key enabler of early intervention and system sustainability, but requires continued investment in infrastructure, facilitation and governance.

Looking ahead

The next phase will focus on deepening and sustaining community led system change, ensuring that progress under Outcome 2 continues to strengthen prevention, equity and long-term outcomes.

Key priorities include:

- **Scaling and embedding the Transformation Space**, ensuring that community voice continues to shape investment and that early impact is translated into long term system change.
- **Strengthening the use of data and insight**, particularly through the Outcomes Improvement Framework and Planet Youth, to support consistent, evidence led decision making across all services and partners.
- **Further integrating community justice within wider system approaches**, strengthening links to employability, housing, wellbeing and prevention.
- **Addressing structural barriers to participation**, including transport, digital exclusion and access to services, with a focus on those experiencing inequality.
- **Expanding youth participation and leadership**, ensuring children and young people play a central role in shaping services and community priorities.
- **Strengthening governance and learning structures**, ensuring that community led approaches remain consistent, accountable and sustainable as they scale.

Through these priorities, Outcome 2 will continue to support a preventative, community-led system where resources, decisions and services are aligned to improving outcomes for all.

Outcome 3: People of all ages successfully contribute by developing skills for learning, life and work

Strategic Action	Title	RAG Status
301	Targeted initiatives for vulnerable and disadvantaged groups	Green
302	Promote desistance and diversion from justice	Amber
303	Improve attainment in Literacy and Numeracy (poverty gap focus)	Green
304	Implement learning, teaching and assessment guidance	Green
305	Strengthen workforce development (leaver destinations)	Green

Progress across Outcome 3 reflects a more coordinated system for learning, life and work, with stronger alignment between education, employability, justice and community-based services. Delivery is increasingly moving from isolated programmes towards connected pathways that support individuals from initial engagement through to sustained positive destinations.

This has been enabled by improved integration between targeted provision (Action 301), attainment and learning systems (Actions 303–304), justice pathways (Action 302) and employability support (Action 305), alongside wider contributions from wellbeing and poverty reduction activity. As a result, more individuals, particularly those facing disadvantage, are engaging earlier, progressing more consistently and experiencing improved outcomes over time.

Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers - *Action 301*

Progress has been strong and demonstrably impactful, with clear evidence of increased participation, reduced barriers and improved progression outcomes amongst vulnerable and disadvantaged groups.

Targeted provision has expanded significantly, particularly through community-based activity such as Community Around the School and family support programmes, with substantial growth in both adult and young people's engagement. The removal of cost, childcare and practical barriers has enabled greater inclusion, particularly for those most affected by poverty and social isolation.

Tailored interventions, including the Young Parents' Project, supported employment, and Skills Academies, have strengthened pathways into education, training and employment, with growing evidence of movement towards sustained positive destinations. Programmes designed for care experienced and disengaged young people are successfully re-engaging individuals who are furthest from opportunity.

This reflects a shift towards a place-based, whole-system model of engagement, where barriers such as cost, childcare and access are addressed alongside skills development. As a result, participation is no longer dependent on single services, but on aligned support across education, community learning, employability, and wellbeing pathways.

Progress on delivering targeted initiatives for vulnerable and disadvantaged groups and removing engagement barriers has been enabled through aligned contributory actions

- **Action 201 (Transformation Space)** supporting targeted community led investment and targeted outreach
- **Action 303 (Attainment and skills)** improving educational outcomes and readiness for progression
- **Action 305 (Workforce and destinations)** strengthening transition pathways into employment, education and training
- **Outcome 4 (Poverty reduction)** addressing financial barriers that prevent engagement.
- **Outcome 5 (Wellbeing support)** improving confidence, mental health and readiness to participate

This integrated approach demonstrates that effective engagement relies on coordinated action across education, wellbeing, and poverty, rather than isolated interventions.

Promote desistance from offending and diversion from the justice system - *Action 302*

Progress has been positive and strengthening, with clear evidence of a shift towards early intervention, diversion and person-centred approaches to desistance.

Multi-agency arrangements such as the Early and Effective Intervention (EEI) forum are well established, supporting earlier identification of risk and providing alternatives to formal justice processes. Expanded diversionary activity, including bail supervision and partnership programmes, is enabling individuals to engage in positive pathways away from offending.

The redesign of unpaid work and strengthened links to employability and training demonstrate a developing focus on rehabilitation, skills development and long-term outcomes, rather than compliance driven approaches. Schools have supplemented the curriculum with inputs from positive speakers such as Graeme Armstong supporting young people to reflect on choices, consequences, and pathways away from offending.

This represents a broader system shift from reactive justice responses towards preventative, rehabilitative pathways, where individuals are supported through coordinated engagement with employability, wellbeing and community services to reduce reoffending and support long-term progression.

Progress in promoting desistance from offending and diversion from the justice system has been enabled through aligned contributory actions:

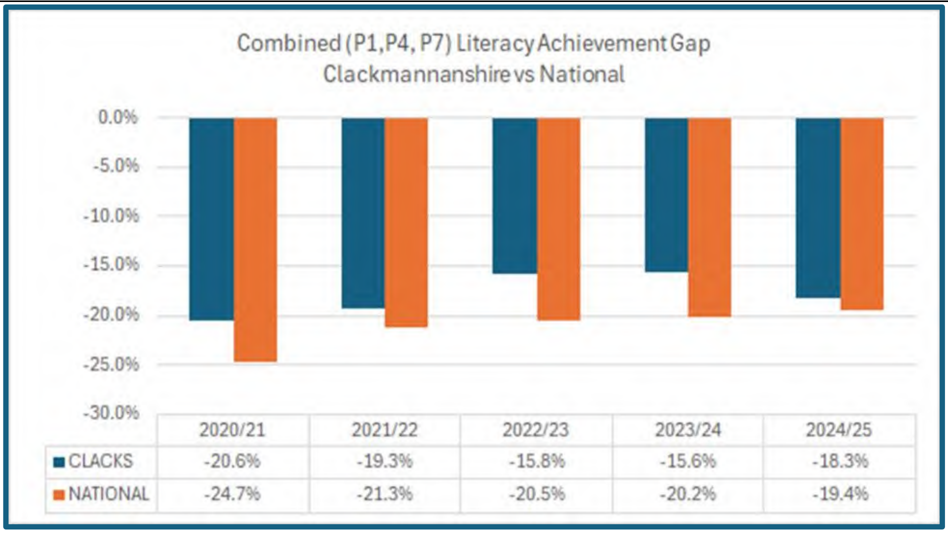
- **Action 101 (Safeguarding)** enabling earlier identification of risk through multi-agency processes
- **Action 203 (Community Justice Partnership)** strengthening integrated justice responses and shared resource
- **Action 301 (Targeted engagement)** providing alternative pathways for young people and vulnerable groups
- **Outcome 4 (Employability and poverty)** addressing underlying drivers of offending.
- **Outcome 5 (Wellbeing)** supporting behavioural change and resilience.

These links reinforce that desistance is most effective when aligned with wider social, economic and wellbeing support systems.

Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap - *Action 303*

Progress has been strong and sustained, with evidence of improving attainment and progress towards narrowing the poverty related attainment gap, although some variability remains at specific stages. Targeted interventions, including the Virtual Headteacher programmes and structured literacy initiatives, have delivered particularly strong outcomes for vulnerable learners

Figure 5 Clackmannanshire - Combined P1, P4 P7 Literacy Achievement Gap



	2020/21	2021/22	2022/23	2023/24	2024/25
CLACKS	-20.6%	-19.3%	-15.8%	-15.6%	-18.3%
NATIONAL	-24.7%	-21.3%	-20.5%	-20.2%	-19.4%

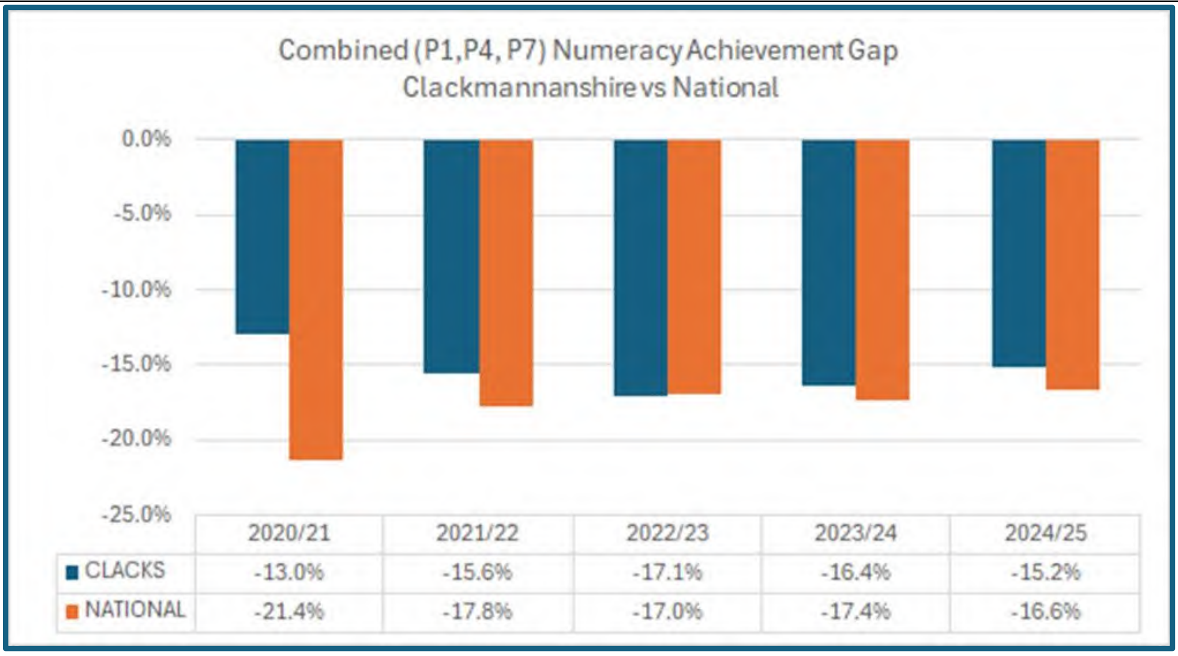
Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/

In Clackmannanshire, the poverty-related attainment gap at primary stage is narrower than the national position in both literacy and numeracy (figures 5 and 6).

While local attainment fell in 2024/25, the poverty related achievement gap in Numeracy narrowed and both the Literacy and Numeracy gap remain smaller than the gap nationally.

Despite overall improvement, the poverty-related attainment gap in primary remains substantial. At national level, the gap between pupils living in the most deprived areas (SIMD Quintile 1) and the least deprived areas (SIMD Quintile 5) for combined literacy reduced from 24.7 percentage points in 2020/21 to 19.4 percentage points in 2024/25. While this represents sustained national progress, the gap remains large. For combined numeracy, the national gap reduced from 21.4 percentage points in 2020/21 to 16.6 percentage points in 2024/25.

Figure 6 Clackmannanshire - Combined P1, P4 P7 Numeracy Achievement Gap



Source: https://www.gov.scot/publications/achievement-of-curriculum-for-excellence-cfe-levels-2024-25/

Attainment for learners with Additional Support Needs (ASN) shows a positive trajectory across most Curriculum for Excellence levels over the past five years. Improvements are evident in early level literacy (+5%) and numeracy (+2.1%), first level literacy (+5.2%) and numeracy (+10.9%), and second level literacy (+14%). These gains have been achieved within the context of a significant and increasing ASN cohort, reflecting strengthened inclusive practice and system response. However, attainment gaps between learners with and without ASN persist and, in some areas, are widening. Second level numeracy has remained broadly static (-0.8%), reinforcing the need for continued targeted intervention and support at key stages. The classification of ASN used in this context varies widely.

Early years provision has strengthened, with improved developmental outcomes and increased practitioner confidence. While some recent data shows slight fluctuations, overall trends demonstrate a positive trajectory supported by both universal and targeted approaches. Overall, improvement in attainment reflects not only strengthened learning and teaching, but also better alignment with early years provision, targeted support, and wider socio-economic interventions. This includes the implementation of the ‘Think Equal’ programme across Early Learning Centres, supporting children’s social and emotional development alongside early learning, and strengthening readiness for learning through improved empathy, resilience and communication skills This reinforces that sustained improvement in attainment is dependent on whole-system conditions, including wellbeing, poverty reduction, and inclusion.

Progress in improving attainment in literacy and numeracy, with a focus on reducing the poverty-related attainment gap, has been enabled through aligned contributory actions:

- **Action 104 (Support for care experienced learners)** strengthening targeted educational pathways
- **Action 301 (Targeted initiatives)** supporting engagement of disadvantaged learners
- **Action 304 (Learning and teaching strategy)** improving consistency and quality of learning environments
- **Outcome 4 (Poverty reduction)** addressing wider barriers to attainment
- **Outcome 5 (Health and wellbeing)** supporting attendance, engagement and readiness to learn

Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy - *Action 304*

Progress has been good and increasingly embedded, with evidence of improved practitioner confidence, strengthened leadership and more consistent approaches to learning, teaching and assessment.

Implementation of national and local guidance is progressing well, supported by professional learning programmes, leadership development and collaborative working across establishments. Inspection evidence indicates strong foundations, with positive relationships, inclusive environments and effective leadership supporting high-quality learning.

Developments in early literacy, communication and speech and language support are contributing to improved learning environments, while leadership programmes are strengthening the system's ability to sustain improvement over time.

Progress in implementing learning, teaching and assessment guidance alongside the new Raising Attainment Strategy has been enabled through aligned contributory actions:

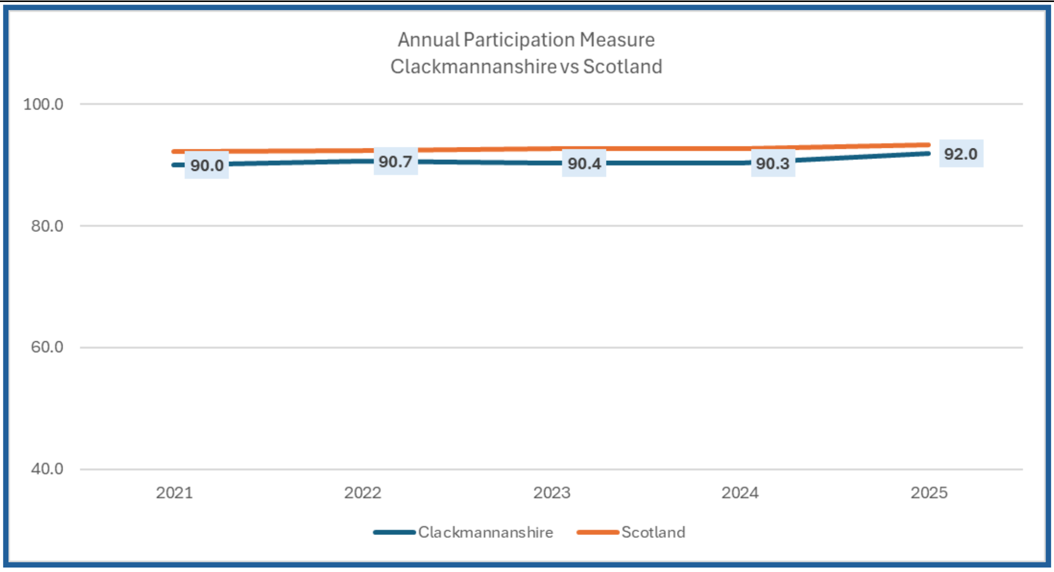
- **Action 105 (Workforce development)** Strengthening practitioner skills, confidence, and consistency in delivery
- **Action 303 (Attainment focus)** Providing clear outcomes and priorities to guide improvement
- **Outcome 5 (Wellbeing)** Supporting the conditions necessary for engagement, participation, and learning
- **Outcome 6 (Rights and inclusion)** reinforcing inclusive and learner centred approaches

This integrated approach reinforces that high-quality learning and teaching rely on coordinated system-wide support.

Strengthen Workforce Development with a specific focus on improving follow up leaver destinations Strengthen workforce development and leaver destinations – *Action 305*

Progress is emerging and positive, with early evidence of improved engagement, skills development and movement towards positive destinations, particularly for those furthest from the labour market. Targeted support programmes, including those linked to the wider employability initiatives, are engaging individuals with complex needs and supporting progression into education, training and employment. Early outcomes demonstrate movement along the employability pathway, with sustained destination outcomes improving.

Figure 7: Annual Participation Measure (%) Age 16 - 19



Source: [Annual Participation Measure - Skills Development Scotland]

The Annual Participation Measure (APM) for Clackmannanshire school leavers (figure 7) is improving, with more young people progressing into positive destinations such as employment, education, training, or volunteering. This indicates stronger transitions from school, reduced disengagement, and better support systems helping young people into meaningful opportunities.

Clackmannanshire continues to demonstrate strong performance in **Initial Leaver Destinations (ILD)**, with 96.8% of school leavers in a positive destination three months after leaving school (24/25). This remains above the national average of 95.7% for 2024/25. Notably, local performance has improved again this year (25/26), while the national rate has remained unchanged since 2023/24, reinforcing Clackmannanshire's consistently strong position relative to the national picture. Performance in ILD has been consistently above the national average over recent years, reflecting sustained effectiveness in supporting young people into positive post-school pathways. Local intelligence also indicates that this upward trajectory is continuing. Initial leaver destination rate for **Care Experienced school leavers** is reporting a yearly increase from 78.6% to 86.7% in

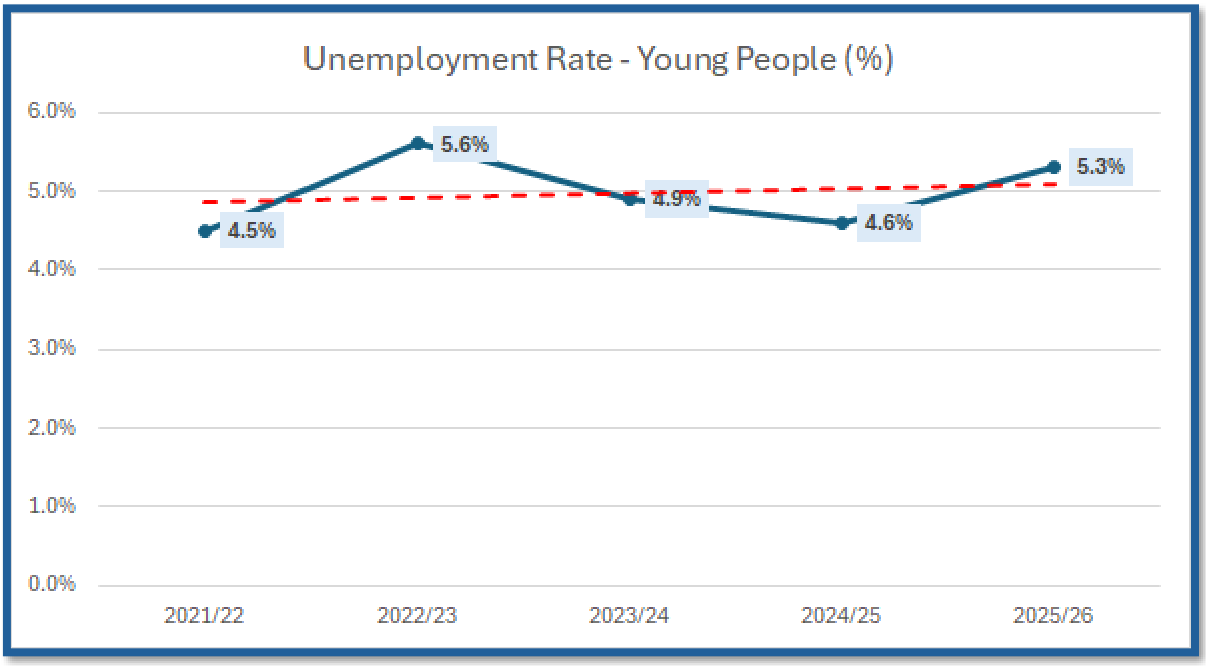
2024/25, an improvement of 8.1pp given the cohort over the past two years is similar in size. The CE destination rate is similar to the national rate (86.8%) whereas in 2023/24 it was lower.

The **Sustained Destinations** measure (nine months after leaving school), which has now been published for 2024/25, shows further improvement. Clackmannanshire has reached 92.6%, an increase from 92.0% in the previous year. This continues a positive trend evident since 2021/22, representing a total increase of 4.8 percentage points over this period

The approach reflects a longer-term, staged model of progression, focusing on confidence, skills development and readiness for employment.

While outcomes remain at an early stage, this work represents a shift towards a whole-system employability pathway, where individuals are supported through staged progression across education, justice, wellbeing and financial inclusion rather than through isolated interventions. This approach recognises that movement towards sustained employment is non-linear and requires coordinated, long-term support across multiple services. The five year average in Clackmannanshire unemployment rate is 5%, this represents an increase in 2025/26 for young people across Clackmannanshire (Figure 8). This remains a focus for the partnerships.

Figure 8: Clackmannanshire Unemployment Rate – Young People (%)



Source: Pentana: DVM ECD F3c: ONS NOMIS Data Portal

Progress in strengthening workforce development and improving follow-up leaver destinations has been enabled through aligned contributory actions:

- **Action 202 (Data and insight)** improving identification of need and targeting of services

- **Action 301 (Targeted engagement)** increasing participation and reducing barriers to entry
- **Action 302 (Desistance)** supporting individuals with justice experience into positive pathways
- **Outcome 4 (Employability and income maximisation)** strengthening financial stability and support
- **Outcome 5 (Wellbeing)** supporting confidence and readiness for progression

Key outcome insights

Learning across Outcome 3 confirms that outcomes for learning, life and work are strongest where services operate as a coordinated system rather than discrete programmes. Key learning includes:

Barrier removal is fundamental to engagement, particularly for those experiencing poverty, caring responsibilities or disadvantage. Access to childcare, financial support and local provision is enabling earlier and more sustained participation.

Progression is most effective when pathways are connected, linking education, employability, justice and wellbeing support. Individuals are more likely to achieve positive destinations where support is continuous rather than fragmented.

Attainment and employability outcomes are interdependent, with wellbeing, poverty and family circumstances significantly influencing engagement, achievement and progression.

Early intervention is improving long-term outcomes, with increased engagement in community-based and targeted provision contributing to confidence, skills development and readiness for transition.

A “distance travelled” approach is required, particularly for those furthest from opportunity, recognising that progression is incremental and requires sustained, multi-agency support.

Overall, learning indicates that improving outcomes in this area depends on the system’s ability to operate as an integrated pathway from early engagement through to sustained destination, rather than focusing on individual stages in isolation.

Looking ahead

The next phase will focus on strengthening and sustaining a whole-system approach to learning, life and work, ensuring that progress across Outcome 3 translates into consistent and long term improvements in participation, attainment and positive destinations.

Key priorities include:

- **Further strengthening integrated pathways**, ensuring individuals experience seamless transitions between education, employability, justice and community services.
- **Continuing to remove structural barriers to participation**, particularly childcare, transport and financial obstacles, to ensure equitable access to opportunities.

- **Improving progression into sustained positive destinations**, with a continued focus on those most at risk of disengagement and those with complex needs.
- **Strengthening alignment between education, skills and labour market demand**, including deeper employer engagement and more flexible pathways into employment.
- **Embedding a consistent "distance travelled" approach**, recognising incremental progress and supporting long term engagement and progression.
- **Enhancing the use of data and insight**, ensuring both attainment and destination outcomes are tracked and used to inform continuous improvement.

Through these priorities, Outcome 3 will continue to develop as a coherent system of support that enables people of all ages to engage, progress and contribute to their communities.

Outcome 4: Poverty in our communities is reduced by improving outcomes for all

Code	Strategic Action	RAG Status
401	Encourage voice-led transformation across services supporting families in or at risk of poverty	**Green**
402	Develop Whole Family Support (WFS) approaches tailored to community needs	**Amber**
403	Optimise income maximisation opportunities and referral pathways	**Green**
404	Establish specialist employability support for those with criminal justice experience, including employer engagement	**Amber**

Encourage voice-led transformation across services supporting families in or at risk of poverty - *Action 401*

Progress has been strengthened through a more integrated employability, childcare, and family support pathway, reducing barriers to work and enabling more sustainable routes out of poverty. Targeted employability interventions, including sector-based courses such as hospitality pathways, are achieving strong conversion rates, with several cohorts reaching or approaching full progression into employment.

This reflects the Whole Family Support approach in practice, with childcare, employability, youth work, and income support coordinated around families rather than delivered in isolation. As a result, families are accessing support earlier, experiencing more connected pathways, and are better supported to progress towards employment, education, and financial stability.

"Going to work allows me to continue to be me and not just a carer"

Parent receiving childcare, from Putting children and Families First Impact Story, Animate March 2026

Community voice is now embedded across key decision-making structures, including the Transformation Space, Family Support Collaborative, and Local Employability Partnership. Mechanisms such as Family Voices, Community Panels, and What Matters to You (WM2U) are enabling children, families, and communities experiencing poverty to shape priorities, funding decisions, and service delivery.

Family Voices continues to inform the Family Support Collaborative and Family Wellbeing Hubs, supported by Community Connectors who are strengthening engagement. The Transformation Space Community Voice Panel (over 60 members) brings lived experience into service design across council services, with Housing, Educational Psychology, Family Wellbeing Partnership, and Employability contributing funding to support community-led decisions. There is committed continued investment into 2026/27. The Local Employability Partnership Community Leadership Panel embeds lived experience within employability system design, while Housing has further strengthened tenant voice through enhanced participation and co-produced policy development.

This represents a significant shift aligned to Local Child Poverty Action Report (LCPAR) duties, with partners including NHS Forth Valley contributing to a model where lived experience informs both strategic and operational delivery. Engagement is increasingly focused on those least likely to participate, using relational, community-based approaches to reach families experiencing the greatest disadvantage.

Progress in encouraging voice-led transformation has been enabled through aligned contributory actions:

- **Action 201 (Transformation Space)** embedding and community led investment decisions
- **Action 202 (Data and insight)** integrating lived experience with quantitative data
- **Outcome 1 (Whole family support and early help)** building trusted relationships that enable meaningful engagement
- **Outcome 5 (Wellbeing)** providing safe, accessible spaces for participation
- **Outcome 6 (UNCRC and co-design)** reinforcing participation as a rights-based duty

This integrated approach has shifted participation from consultation to co-production, strengthening the system's ability to target resources effectively and deliver impact on poverty.

Develop Whole Family Support (WFS) approaches tailored to community needs – *Action 402*

Progress in developing Whole Family Support (WFS) approaches tailored to community needs is evolving but remains strategically significant, with WFS increasingly embedded as the core delivery model for tackling poverty in Clackmannanshire.

Through the Tackling Poverty Partnership and wider Community Planning Partnership structures, services are increasingly organised around families rather than organisational boundaries. Delivery through Family Wellbeing Hubs, STRIVE, THRIVE for Wellbeing and targeted family support programmes has strengthened integrated pathways across social services, income maximisation, childcare, mental health, housing, and employability.

As a Scottish Government WFS early adopter area, Clackmannanshire continues to inform national WFS development, with local learning and the Outcomes Improvement Framework (which underpins the One Plan approach) contributing to the **Scottish Government's WFS Outcomes framework** and approach. NHS Forth Valley and Council work closely on this agenda. This reflects a **maturing system where early intervention, prevention, and relational practice are replacing fragmented, service-led responses**.

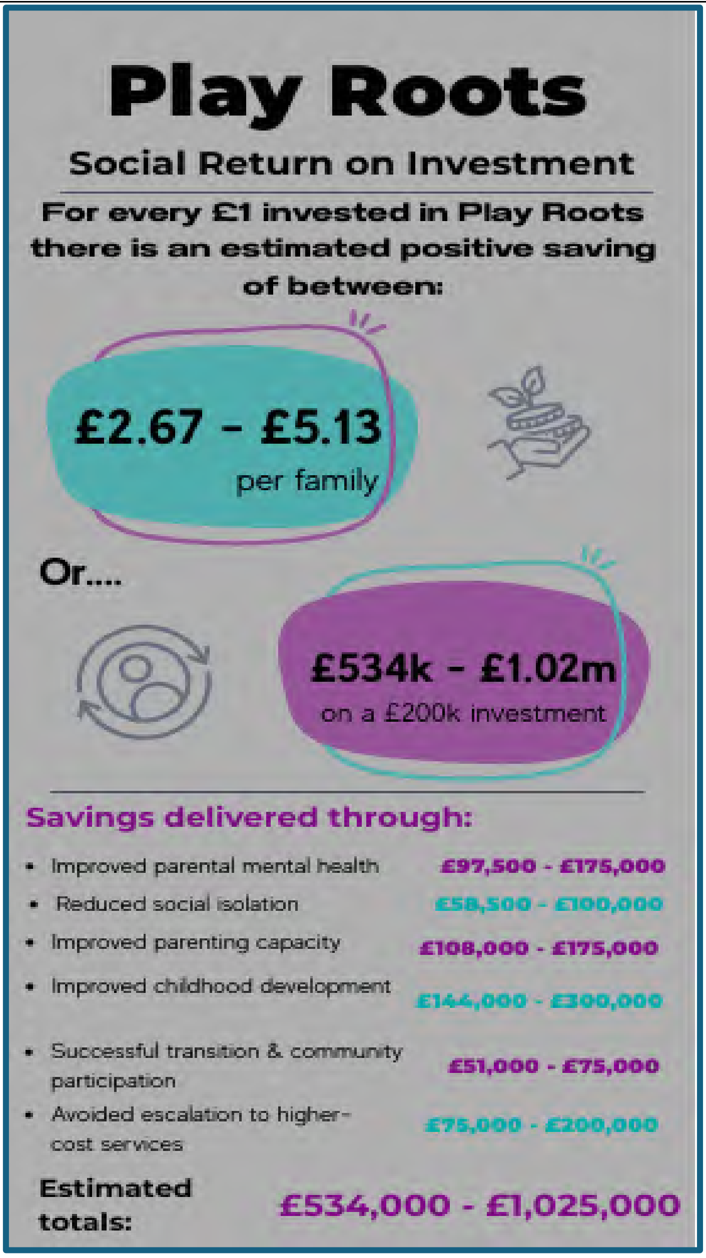
As part of our commitment to offering high-quality wrap-around support with a whole-family approach, the THRIVE team have begun working in close partnership with the STRIVE team to identify and respond to wider support needs.

The THRIVE programme is mapped below to WFS Outcomes demonstrates one element of WFS in action.

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%

While impact is still emerging, early evidence indicates improved engagement, reduced duplication, and stronger coordination of support, particularly for families with complex and multiple needs.

Play Roots, one of many stands of the Child Wellbeing Partnership is a key example of families, practitioners and professionals working together to improve outcomes for families . This is funded through Scottish Government, Age Childcare



"It's completely life changing for us... it's truly a lifeline."

Parent of a child with additional support needs (accessing childcare through the Child Wellbeing Partnership), Scottish Government funded All Age Childcare Early Adopter Community)

Progress in developing Whole Family Support approaches tailored to community needs has been enabled through aligned contributory actions:

- **Action 103 (Early help and integrated services)** Providing the operational infrastructure for WFS delivery
- **Action 202 (Data and insight)** Strengthening targeting, coordination and service integration
- **Action 401 (Voice-led transformation)** Ensuring services are shaped by lived experience
- **Action 403 (Income maximisation)** Embedding financial support within family pathways
- **Outcome 5 (Mental health and wellbeing)** Addressing key drivers of family need

This demonstrates that Whole Family Support is not a standalone intervention, but a system-wide delivery model linking multiple actions across third sector and public service partners. Reflecting this shared commitment, the Clackmannanshire Alliance has approved a restructure which includes a new **Whole Family Support Accountability and Reporting Group.**

Optimise income maximisation and referral pathways – *Action 403*

Progress has been strong and evidence rich, with clear and measurable impact on household income, financial stability and crisis prevention.

Delivery through the Tackling Poverty Partnership has resulted in significant financial gains for households, including:

- £2.45 million secured through Citizens Advice Bureau support
- £94,690 in crisis support through Aberlour, supporting 343 individuals (195 children)
- Direct financial gains through targeted programmes such as the Young Parents' Project

Referral pathways have strengthened significantly, with improved coordination between Department for Work & Pensions (DWP) , Citizens Advice Bureau (CAB), Clacks Works, Housing Services and NHS Forth Vally partners. Income maximisation support is now increasingly embedded in universal and targeted services, including Family Wellbeing Hubs, health settings and community provision.

Figure 9: Percentage of Children (Aged under 16) living in Relative Low Income Families AFTER Housing Costs (2024 – 2025) - Clackmannanshire

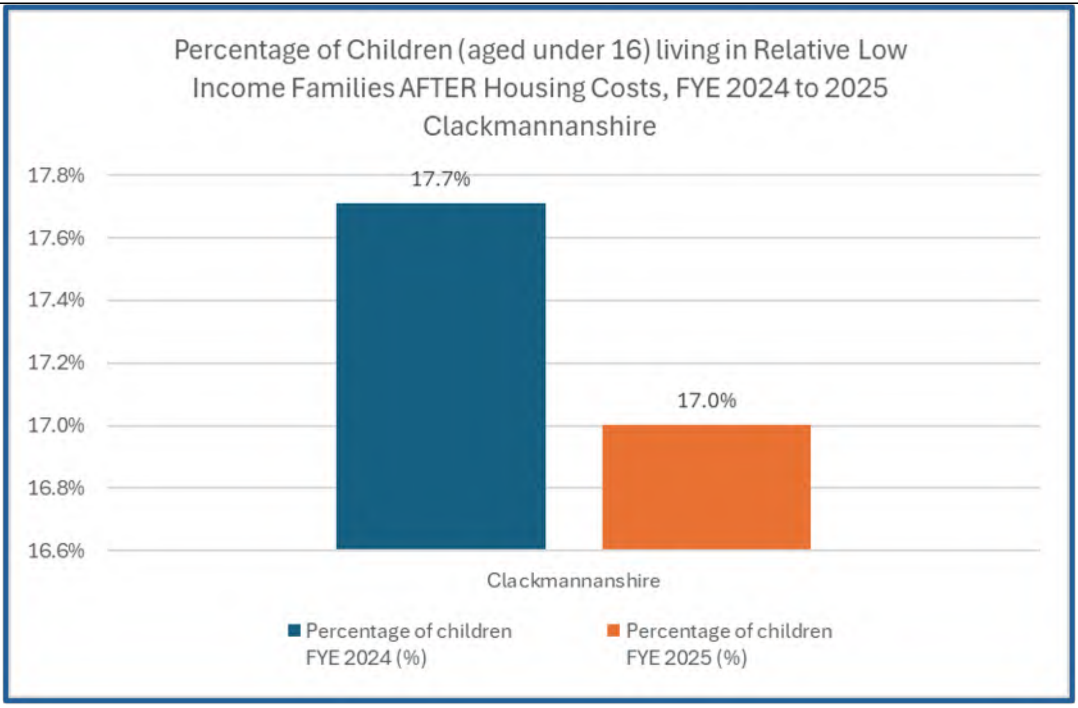


Figure 9 illustrates the fall in poverty rates for children living in low income families. This data now includes DWP data which provides a more accurate reflection of the local poverty rates. In just a year Clackmannanshire has reported a fall in poverty rates which equates to 84 less children living in poverty.

Source https://www.gov.uk/government/statistics/children-in-low-income-families-local-area-statistics-2022-to-2025/children-in-low-income-families-local-area-statistics-financial-year-ending-2025#at-a-local-authority-level

FYE (For year-end) = January to December

As part of this integrated approach, childcare has played a critical enabling role. The childcare Single Point of Contact (SPOC) works closely with the Child Wellbeing Partnership and Clackmannanshire Works to promote childcare as a route into employment. Outreach activity across Jobcentre settings, community hubs and schools has increased awareness of childcare support and improved access for parents who would otherwise face barriers to work or training.

Regular presence at the One Stop Shop at The Hive, alongside youth work colleagues, has supported connected engagement with parents and young people. This has led to direct referrals and follow-up support, including additional outreach at Sauchie Resource Centre and Action for Children in Tullibody.

This partnership-based outreach model is now operating across most areas of the county, strengthening access to childcare, employability and wider family support. This integrated approach is contributing to positive employment outcomes. Throughout 2025/26, a consistent proportion of Universal Credit customers moved into work each month, with stronger outcomes evident when excluding health-journey customers.

For customers with Limited Capability for Work and Work-Related Activity (LCWRA), progress is measured through **distance travelled**, rather than immediate job outcomes.

Through dedicated Pathways Work Coaches, customers are receiving tailored, trauma-informed support that is enabling meaningful progress — including engagement with education, confidence-building, CV development and early job search activity. These steps represent significant change for individuals who were previously disengaged due to health or wellbeing challenges and form a critical part of long-term poverty reduction.

STRIVE has enhanced early identification of financial hardship, with increased referrals relating to financial insecurity and high rates of successful onward referral to specialist support. This demonstrates a system that is increasingly able to intervene early to prevent escalation into crisis.

Through embedded STRIVE assessments within THRIVE, participants were connected to housing support, income maximisation and disability benefit advice. Three participants received financial support linked to Adult Disability Payment and housing issues were resolved for several families, removing barriers to wellbeing and progression.

Progress in income maximisation has been enabled through aligned contributory actions:

- **Action 402 (Whole Family Support)** integrating financial support into family-centred pathways
- **Outcome 1 (Safeguarding)** identifying financial stress as a key risk factor
- **Outcome 3 (Employability and skills)** improving longer term income potential
- **Outcome 5 (Wellbeing)** supporting engagement with advice and support services
- **Housing and prevention activity** reducing risk of eviction and homelessness

This alignment demonstrates that income maximisation is most effective when delivered as part of a coordinated, preventative system rather than a standalone service.

Establish specialist employability support for those with criminal justice experience, including employer engagement - *Action 404*

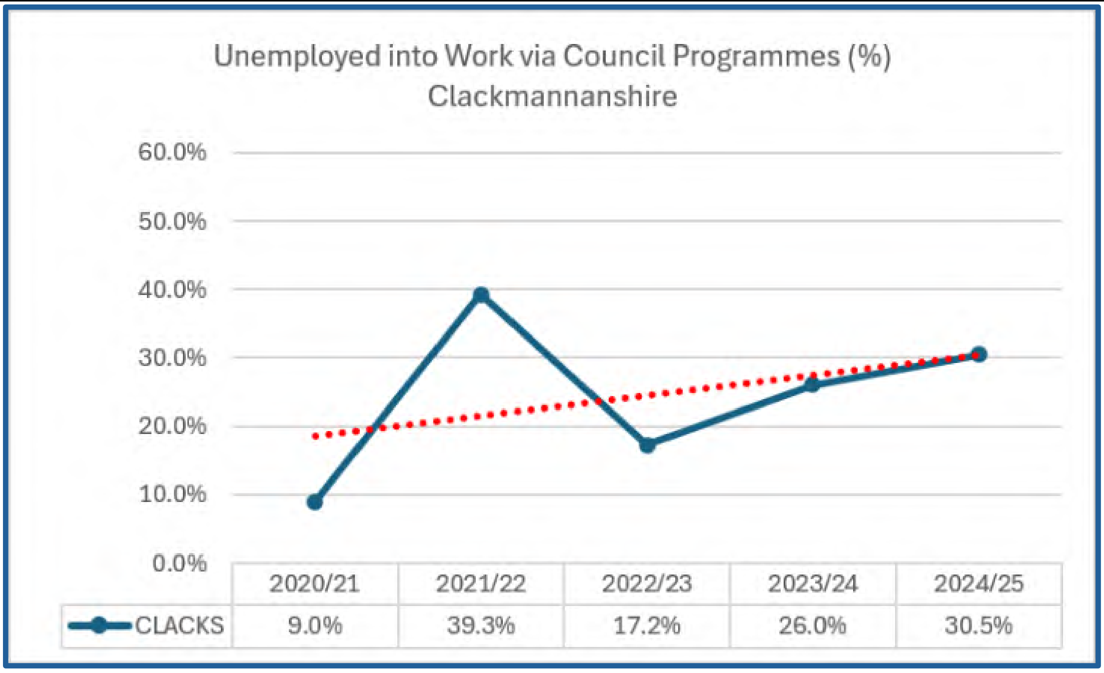
Progress is developing but strategically important, with early evidence of improved coordination between justice services, employability provision and wider poverty reduction activity.

Through the Tackling Poverty Partnership and Community Justice Partnership, employability support is increasingly aligned with income maximisation, financial inclusion and early intervention models such as STRIVE. This is enabling individuals with justice experience to access more holistic, person-centred pathways into employment and training.

While provision remains at an early stage, emerging activity reflects a system shift towards inclusive employability, recognising the link between justice involvement, poverty and long-term disadvantage.

Figure 10 shows that more unemployed people, supported by Employability Programmes by Clackmannanshire Council, are being assisted into work; an increase of 21.5 percentage points since 2020-21.

Figure 10: Unemployed People assisted into work via Council Employability Programmes



Source: ONS NOMIS Data Portal

Progress in providing employability support for those with justice experience (Action 404) has been enabled through aligned contributory actions:

- **Action 203 (Community justice partnership)** strengthening coordinated justice pathways
- **Action 302 (Desistance)** linking justice to employability outcomes
- **Action 403 (Income maximisation)** addressing financial barriers
- **Outcome 2 (Transformation Space)** supporting funding for targeted interventions
- **Outcome 3 (Skills and pathways)** providing progression routes

This demonstrates that employability for this group depends on integrated support across justice, poverty and skills systems.

What we are learning

Learning across Outcome 4 confirms that tackling poverty requires coordinated, multi-agency system delivery, rather than isolated programmes or services. Key learning includes:

- **Financial gains are significant and impactful**, but sustainable poverty reduction requires alignment with employability, housing, childcare and wellbeing support.
- **Whole Family Support is a critical delivery model**, enabling services to respond to multiple and interconnected needs in a coordinated way. Early evidence shows improved engagement and reduced duplication where this approach is embedded.
- **Voice-led approaches improve targeting and effectiveness**, particularly when families experiencing poverty influence both design and resource allocation.
- **Early identification of financial hardship is improving**, particularly through STRIVE, health services and community based provision, enabling more preventative responses.
- **Partnership delivery is essential**, with the Tackling Poverty Partnership (including NHS Forth Valley) providing a critical mechanism for aligning resources, data and delivery.
- **Structural economic factors continue to influence outcomes**, meaning local interventions must be sustained, targeted and preventative to mitigate wider pressures.
- **System impact –** a maturing system where barriers to employment, including childcare, confidence and access to opportunities, are being addressed in a coordinated way, services are aligned around shared outcomes rather than operating in isolation and families are supported through connected pathways, rather than navigating multiple services

This integrated model is strengthening the system's ability to support individuals and families to move out of poverty and towards more stable, sustainable futures.

Overall, learning indicates that progress is strongest where the system operates as a **coordinated poverty reduction model**, combining income maximisation, early intervention and whole-family support.

Looking Ahead

The next phase will focus on strengthening the system-wide delivery of the Local Child Poverty Action Plan 2026/27, ensuring continued alignment across Council services, NHS Forth Valley and wider partners through the Tackling Poverty Partnership.
Key priorities will include:

Further embedding Whole Family Support across all partnerships, through the WFS Accountability and Reporting Group, ensuring consistent, preventative and coordinated support across all services and communities.

Strengthening early identification of financial vulnerability, with enhanced pathways from health, education and community services into money advice and income maximisation support, reducing escalation into crisis.

Sustaining and increasing income maximisation activity, including social security uptake and benefits in kind, while improving access through digital platforms and self-referral routes.

Reducing cost-of-living pressures, with a strengthened partnership approach to tackling debt, fuel poverty and food insecurity, alongside improved understanding of impacts across priority and equality groups.

Improving employability pathways for priority groups, including those with justice experience and families at risk of poverty, through a more integrated, person-centred employability system and stronger engagement with local employers to support fair work and progression.

Strengthening integration between financial inclusion, childcare, housing and wellbeing services, ensuring coordinated, whole-family support that addresses the underlying drivers of poverty.

Enhancing partner accountability and performance reporting, ensuring contributions to delivery are clearly evidenced across all partners, supported by strengthened use of data and lived experience.

Outcome 5: People are healthy and active with improved health and wellbeing

Code	Strategic Action	RAG Status
501	Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives	Green
502	Progress the Wellbeing hub and Lochies School project through design to construction	Green
503	Increase opportunities for healthier behaviours, focusing on those facing inequality	Green
504	Develop shared measures and targets to improve community health and wellbeing	Green

Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives – *Action 501*

Progress has been strong and increasingly embedded, with clear evidence of a whole-system approach to mental health and wellbeing, spanning prevention, early intervention and targeted support.

Delivery across partners, has strengthened a continuum of support, ensuring that children, young people and families can access the right support at the right time. This includes community-based prevention, school-based provision, targeted therapeutic interventions and digital mental health supports.

There is robust evidence of early intervention and preventative activity having a measurable impact. The Counselling in Schools Service continues to demonstrate strong outcomes, with high referral levels and a majority of young people showing improvement. Complementary services, including digital platforms and community-based interventions, are expanding reach and reducing barriers to support.

THRIVE participants demonstrated strong progression outcomes, with 100% sustaining activity towards personal goals, 55% engaging in wider community opportunities, 45% applying to volunteer and 18% progressing into employability support. Additionally,

100% improved mental wellbeing

100% improved confidence

100% improved self-esteem

91% sustained progress towards goals

71% improved parental capacity

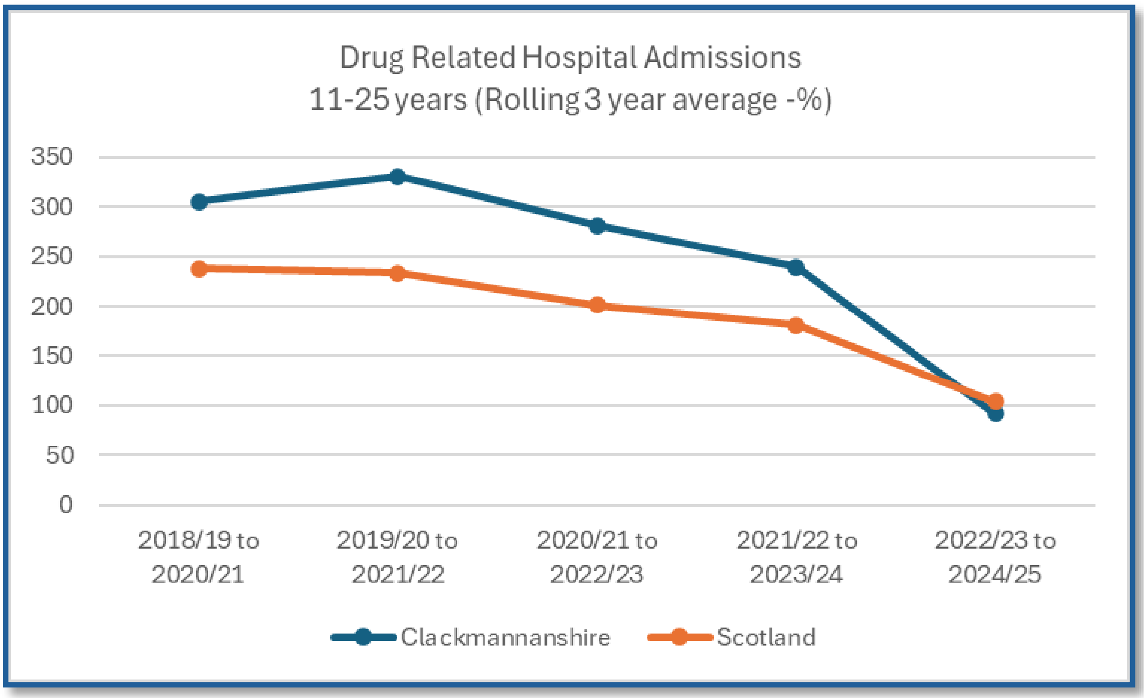
THRIVE participants, 2026a report

Importantly, population level indicators show significant improvement in mental health outcomes, most notably:

- **A sustained reduction in deaths by probable suicide among 11–25 year olds**
- **A zero death rate recorded in 2024/25, unique across Scotland**

A fall of more than **62%** in the number of **drug related hospital admissions for young people (11-25 years)** – Figure 11.

Figure 11: Drug related Hospital Admissions (Young People 11-25 years)



Source: https://scotland.shinyapps.io/ScotPHO_profiles_tool/

Progress in ensuring access to a continuum of mental health and wellbeing services for children, young people and families, with a focus on prevention (Action 501), has been enabled through strong system-wide alignment, including:

- **Action 103 (Early help and family support)** ensuring timely access to mental health and wellbeing services
- **Action 105 (Trauma-informed workforce)** improving quality and consistency of responses
- **Action 201 (Transformation Space)** enabling investment in community based mental health provision
- **Action 503 (Healthy behaviours)** strengthening physical health, confidence and social connection
- **Outcome 4 (Poverty reduction)** addressing key drivers of poor mental health

NHS Forth Valley has played a central role in leading and coordinating elements of this work, particularly in ensuring clinical pathways, early intervention models and population health approaches are aligned with community based delivery.

Together, these contributions demonstrate a whole-system approach to mental health, rather than a reliance on specialist services alone.

Progress the Wellbeing hub and Lochies School project through design to construction – *Action 502*

Progress is strong and on track, with the Wellbeing Hub and Lochies School project advancing through design and into construction, representing a major long-term investment in preventative infrastructure.

The project is progressing in line with programme and budget, with key construction milestones achieved and strong governance in place. Partnerships with NHS, education, third sector and community organisations are being formalised, with Memoranda of Understanding supporting future integrated service delivery.

Critically, the Hub represents a system enabler rather than a standalone facility, bringing together health, wellbeing, education and community services in a single location. Co-design activity, including engagement with lived experience groups, is ensuring that services will be responsive, accessible and aligned to community need.

While impact will be realised over the longer term, early progress demonstrates strong alignment with prevention, integration and place-based delivery principles.

Progress in advancing the Wellbeing Hub and Lochies School project from design through to construction, with a focus on prevention, integration, and place-based delivery, has been enabled through aligned contributory actions:

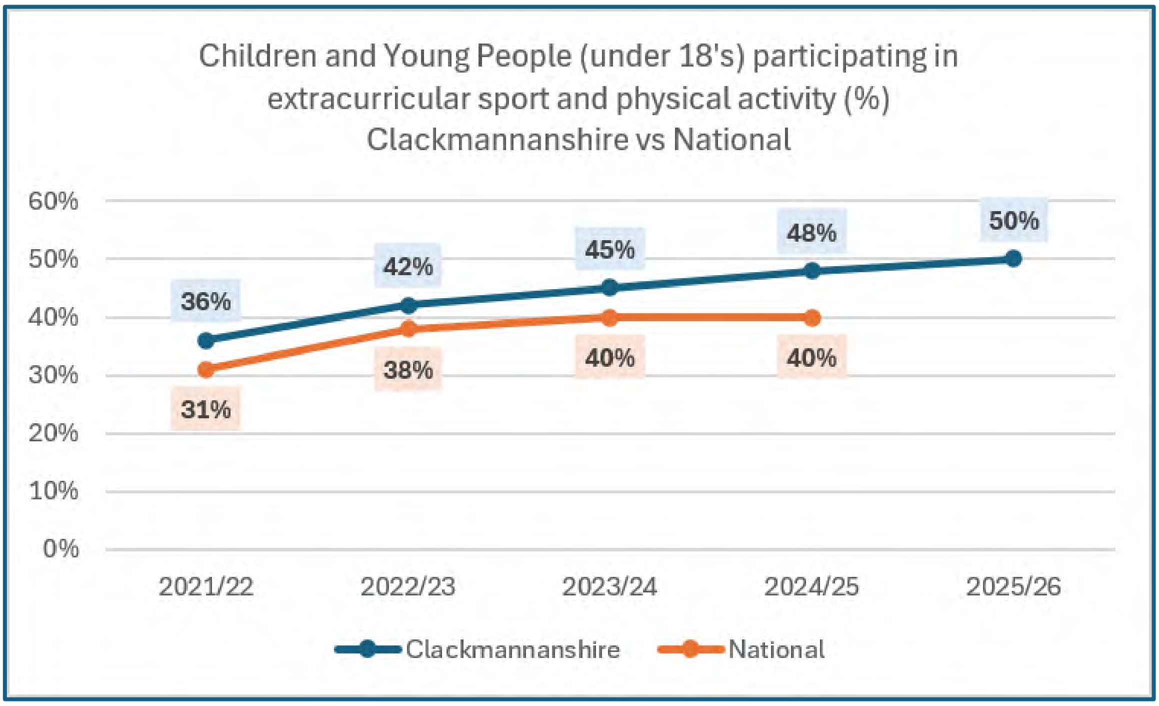
- **Action 103 (Early help)** aligning services around families and communities
- **Action 501 (Mental health continuum)** shaping the design of integrated wellbeing services
- **Outcome 2 (Community voice and transformation)** ensuring co-design and community influence
- **Outcome 4 (Poverty and inequality**) targeting areas of greatest need

This demonstrates that the Hub is being developed as part of a whole-system approach to wellbeing, inclusion and prevention, rather than a capital project in isolation.

Increase opportunities for healthier behaviours, focusing on those facing inequality - *Action 503*

Progress has been very strong, with clear evidence of increased participation in healthier behaviours and improved outcomes for those experiencing inequality. Clackmannanshire's Active School Participation Rate has continued to increase from 2021/2022 data to 2025/2026 9sourced from Source: https://scotland.shinyapps.io/ScotPHO_profiles_tool/ and remains above the national rate. Likewise the number of under 18s participating in extracurricular sport and physical activity continues to increase and based on last national published data, remains above the national rate (see Figure 12).

Figure 12: Children and Young People (under 18s) participating in extracurricular sport and physical activity (%) Clackmannanshire vs National



Source: https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025

A wide range of initiatives, delivered through schools, community settings and partnerships, are successfully reducing barriers to participation and supporting physical activity, nutrition, social connection and mental wellbeing. **Planet Youth data supports this trend, showing improvements in physical activity, wellbeing and protective behaviours among young people.**

Evidence of impact includes:

- Increased participation in school and community physical activity programmes, including strong engagement from priority groups.
- Sustained growth in initiatives such as Active Schools and targeted programmes for girls and vulnerable groups.

- Measurable improvements in confidence, wellbeing and social connection, supported by qualitative and participation data.
- Initiatives such as Fit for Girls, cash first leisure access scheme and targeted outreach programmes are contributing to cultural change as well as behaviour change, supporting longer-term health outcomes

Progress in increasing opportunities for healthier behaviours, with a focus on those experiencing inequality, has been enabled through aligned contributory actions:

- **Action 301 (Targeted initiatives)** engaging disadvantaged groups
- **Action 501 (Mental health and wellbeing)** linking physical activity to emotional wellbeing
- **Outcome 2 (Community empowerment)** supporting community-led activity and engagement
- **Outcome 4 (Poverty reduction)** removing financial barriers to participation

This demonstrates that improvements in healthier behaviours are driven by **coordinated action across health, education and community systems**.

Develop shared measures and targets to improve community health and wellbeing - *Action 504*

Progress has been strong, with the Outcomes Improvement Framework (OIF) now fully established as a core system enabler for measuring, assuring and improving outcomes across the entire Community Wellbeing Plan.

The OIF provides a single, integrated framework that links activity, investment and outcomes across all six strategic outcomes, supporting a One Plan, One Report approach. It enables partners, including Clackmannanshire Council, NHS Forth Valley and wider community planning partners, to assess whether collective action is delivering meaningful change for children, families and communities.

The framework supports a structured and balanced approach to performance, incorporating:

Core indicators – measuring progress against outcomes

Contextual indicators – providing insight into wider economic and social factors

Supplementary indicators – including service activity, case studies and lived experience

This approach ensures that performance is interpreted in context and supports continuous improvement, rather than isolated reporting of outputs. The OIF is now being used to inform:

- strategic decision-making and resource allocation

- partnership governance and scrutiny
- statutory assurance requirements
- system-wide learning and evaluation

Importantly, the framework shifts the focus from measuring activity to understanding impact, providing clearer line of sight between what the system delivers and what changes for people.

Progress in developing shared measures and targets to improve community health and wellbeing has been enabled through aligned contributory actions:

- **Action 202 (Data and insight)** strengthening availability and quality of data
- **All strategic outcomes (1–5)** contributing data, evidence and learning into a shared framework
- **Outcome 2 (Transformation Space and governance)** linking performance information to decision making and investment
- **Outcome 6 (Rights, participation and accountability)** reinforcing transparency and scrutiny

This demonstrates that the OIF operates as a whole-system infrastructure—supporting integration, accountability, and continuous improvement rather than being owned by a single service or outcome.

Key outcome insights

Learning across Outcome 5 confirms that improving health and wellbeing outcomes requires a preventative, whole-system approach, rather than reliance on specialist or clinical services alone. Key learning includes:

Early intervention and prevention are having a measurable impact, particularly where mental health support is accessible, community based and integrated with wider services.

Mental health outcomes are improving where a full continuum of support is in place, combining universal, targeted and specialist provision with strong referral pathways.

Population-level indicators, including reductions in suicide, suggest positive system impact, although continued monitoring is required given small numbers and external factors.

Physical activity and healthier behaviours are closely linked to mental wellbeing, highlighting the importance of integrated approaches across health, education and community services.

Partnership leadership is critical, with NHS Forth Valley playing a key role in aligning clinical pathways with community based and preventative provision.

Infrastructure and system enablers, such as the OIF and Wellbeing Hub, are essential to sustaining long term improvement, supporting coordination, learning and accountability.

Overall, learning indicates that improvement is strongest where the system operates as a coordinated health and wellbeing model, focusing on prevention, early intervention and reducing inequalities.

Looking ahead

The next phase will focus on sustaining and scaling a preventative, whole-system approach to health and wellbeing, ensuring continued improvement in outcomes and reduction in inequalities.

Key priorities include:

- **Strengthening the mental health continuum**, ensuring consistent access to prevention, early intervention and specialist support
- **Building on progress in reducing suicide and improving mental health outcomes**, maintaining focus on early identification, community support and partnership working
- **Maximising the impact of the Wellbeing Hub**, ensuring integrated, place-based service delivery aligned to community need
- **Further increasing participation in healthier behaviours**, particularly for those experiencing inequality
- **Strengthening partnership delivery and accountability**, with NHS Forth Valley continuing to play a central leadership role
- **Enhancing use of data and evaluation through the OIF**, ensuring continuous learning and improvement

Through these priorities, Outcome 5 will continue to deliver a coordinated, preventative health and wellbeing system, supporting improved outcomes for individuals, families and communities across Clackmannanshire.

Outcome 6 - Human rights are respected and fulfilled by tackling inequalities across our communities

Code	Strategic Action	RAG Status
601	Champion UNCRC and The Promise across policies and services	Green
602	Improve experiences for children with disabilities	Amber
603	Support learning potential by targeting Additional support for Learning resources effectively	Amber
604	Facilitate reintegration of offenders into the community	Amber
605	Embed voice and co-design in policy and service development	Green

Outcome 6 reflects the Council and its partners' commitment to human rights, participation and tackling inequalities as core principles underpinning all activity within the Community Wellbeing Plan.

This includes delivery of statutory duties arising from the United Nations Convention on the Rights of the Child (UNCRC) (Scotland) Act, which came into force during the reporting period, **with provisions applied from July 2024**.

While this report covers the period 1 April 2025 to 31 March 2026, it also **incorporates relevant backdated activity from July 2024 onwards, reflecting the contribution of the Wellbeing Directorate to the new statutory duty**. This will inform the corporate UNCRC report, which will be submitted separately.

Outcome 6 is therefore cross-cutting, demonstrating how rights-based approaches, participation and tackling inequalities are embedded across all outcomes, services and partnerships.

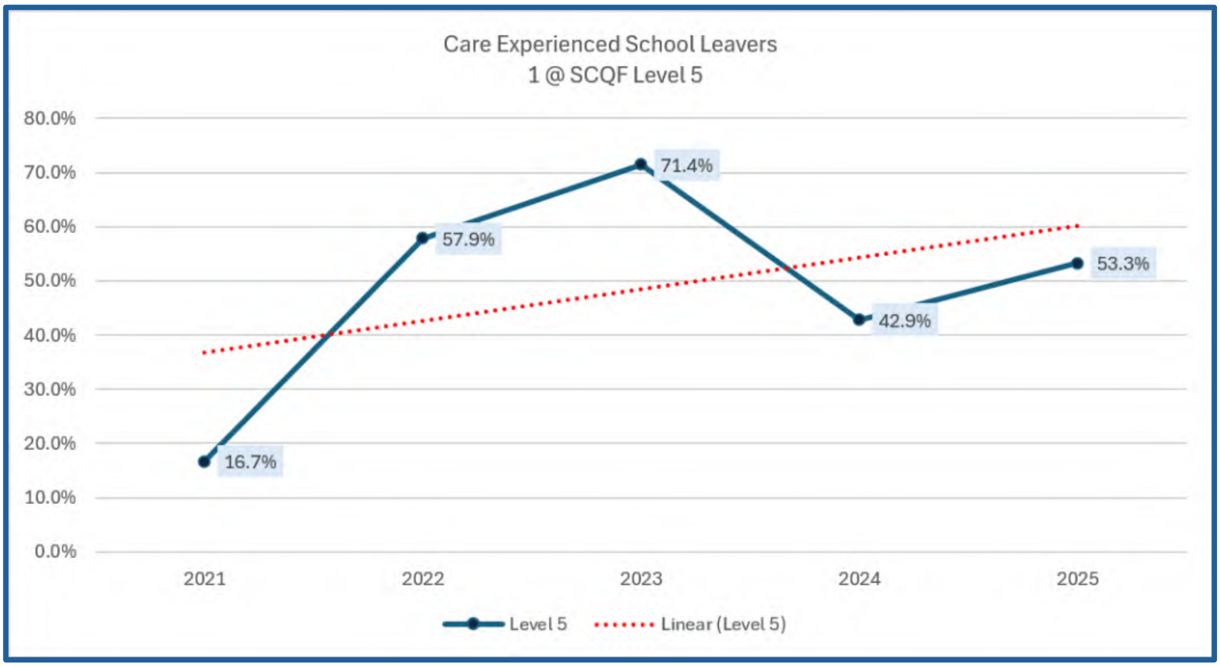
Champion UNCRC and the Promise across all policies and services - *Action 601*

Progress has been strong and system-wide, with clear evidence that UNCRC principles and The Promise are increasingly embedded in policy, practice and service delivery across the Wellbeing Directorate and partner organisations.

Significant progress has been made in preparing for, and implementing, the statutory duties under the UNCRC (Scotland) Act, including the development of governance structures, workforce awareness and alignment of policies and processes. A cross Council working group has supported implementation, with a particular focus on ensuring children's rights are understood and applied consistently across services.

Education settings continue to demonstrate strong rights-based practice, with full participation in the Rights Respecting Schools programme and strengthened internal capacity through trained assessors and shared learning. Across services, the principles of participation, non-discrimination and best interests of the child are increasingly evident in decision-making.

Figure 13: Care Experienced School Leavers Attainment (1 @ SCQF Level 5)



Source: Insight, Scottish Government Benchmarking Tool

Delivery of The Promise remains a key driver of system change, with progress in trauma-informed practice, care experienced support and relational approaches. Workforce training and engagement activity has strengthened shared understanding across partners, contributing to a more consistent, rights-based culture. Attainment for Care Experienced School Leavers at SCQF Level 5 (Figure 13)
is on an upward trend with an increase of 37 percentage points since 2021 (Figure13). Importantly, rights are increasingly being operationalised rather than referenced, with evidence that they are shaping service design, resource allocation and practice.

Progress in championing UNCRC and The Promise across all policies and services has been enabled through aligned contributory actions:

- **Action 105 (Trauma-informed workforce)** Supporting relational and rights-based practice
- **Outcome 1 (Safeguarding)** Embedding children's rights within protection and care systems
- **Outcome 2 (Voice and participation)** Strengthening mechanisms for children and young people to influence decisions
- **Outcome 4 (Poverty reduction)** Addressing inequalities in line with UNCRC principles
- **Outcome 5 (Wellbeing)** Supporting the right to health and wellbeing

This demonstrates that delivery of UNCRC is dependent on **whole-system alignment across all outcomes**, rather than a single programme of work. Reflecting this approach, UNCRC will be embedded across all actions within the Community Wellbeing Plan 2026/27, rather than positioned as a standalone strategic action.

Direct support and resources to improve experiences for children with disabilities – *Action 602*

Progress is developing, with meaningful improvements in **early intervention, partnership working and workforce capacity**, alongside recognition of ongoing pressures relating to demand and system capacity.

Specialist provision, co-designed and funded through the Child Wellbeing Partnership (Scottish Government All Age Childcare), including Play Alloa SAC, Wee Play Alloa and ASN-specific childcare, continues to play a critical role in enabling children with additional support needs to access equitable opportunities for play, learning and social development. These services remain an important preventative resource for families and contribute positively to inclusion and wellbeing.

"They gave me confidence as a parent. They gave advice on co-regulation and helping to de-escalate situations." – Child Wellbeing Partnership, Play Roots parent

Partnership working with Speech and Language Therapy (SLT) has delivered particularly strong impact through a preventative, system-focused model of practice. Caseloads remain well below pre-pandemic levels, reflecting effective early help conversations and capacity building approaches, with 84% of early contacts supporting education staff to continue meeting children's needs without escalation to formal referrals. Responsiveness remains a key strength, with 83% of first contacts made within four weeks and 98% within twelve weeks, alongside immediate advice through helplines and in-placement consultations. A comprehensive workforce development programme has strengthened universal provision, delivering 46 training sessions across 26 establishments to over 500 staff. This has been reinforced through in-context coaching and modelling, contributing to sustained improvement in communication-friendly environments, evidenced by multiple Gold and Diamond Communication Environment Awards across early years, primary and secondary settings. Collectively, this work demonstrates effective demand management, improved practitioner confidence and stronger early intervention across the system.

At a regional level, the Paediatric Neurodiversity Improvement Collaborative continues to provide a valuable forum for shared learning and system development across Forth Valley. Progress has been made in developing focused workstreams, including assessment pathways and engagement, while partners continue to recognise and articulate the need for national level change on issues such as the purpose and function of diagnosis. This reflects mature, realistic joint working within the limits of local influence.

Demand for Children with Disability services has continued to rise, consistent with earlier identification of needs in Early Learning and Childcare (ELC) settings and schools. Despite this sustained pressure, and ongoing workforce challenges, particularly within social work and Occupational Therapy (OT), the service has maintained delivery through targeted use of agency staff and partial OT cover. This has enabled continued progress with assessments and care packages, alongside market shaping activity that has expanded the provider landscape through the introduction of five new providers.

However, significant pressures remain. Persistent gaps are evident in meeting the needs of children with complex autism, and transitions to adult services continue to be an area of heightened risk. Some children remain on waiting lists for appropriate support packages, and capacity constraints within adult services have impacted negatively on transition planning, placing strain on families. These challenges are recognised and being actively addressed through service development and commissioning activity.

In response, the service has piloted new autism support in partnership with Scottish Autism and Alloa Family Centre and strengthened joint working with Education and Educational Psychology. These initiatives are informing a wider commissioning exercise aimed at addressing unmet need and improving the coherence of autism support.

Encouragingly, by March 2026 the waiting list for Children with Disability Team assessments had begun to reduce through targeted deployment of agency staff, and occupational therapy capacity improved following a successful capital bid that enabled progress on outstanding aids and adaptations. This demonstrates effective use of short-term resource to stabilise pressures while longer-term solutions are developed.

Strategic focus is now appropriately shifting toward sustainability and improved lived experience. Planned developments include expanded group and outreach provision for children with autism, strengthened partnership commissioning from 2026 onwards, and closer joint governance with Health and Social Care Partnership colleagues to improve transitions to adulthood. This integrated approach across Children's, Education and Adult Services is critical to improving continuity, reducing family distress and achieving better long-term outcomes.

Overall, progress against this strategic action reflects strong preventative practice, effective partnership working and targeted mitigation of system pressures, alongside a clear and realistic understanding of remaining gaps. The emphasis on sustainability, integration and commissioning reform positions the service well to improve experiences for children with disabilities and their families over the next phase. Specialist services and targeted provision continue to support children with complex needs, with expansion of provider capacity and new service developments, particularly in relation to autism support. Early evidence shows improvements in responsiveness and reductions in waiting lists through targeted interventions.

However, challenges remain in meeting demand, particularly for children with complex needs and during transitions to adult services. This highlights the need for continued system development and commissioning approaches to improve long-term sustainability and outcomes.

Progress in directing support and resources to improve experiences for children with disabilities has been enabled through aligned contributory actions:

- **Action 603 (ASL resources)** Strengthening inclusive practice within education
- **Outcome 1 (Safeguarding and early help)** Enabling earlier identification of need
- **Outcome 4 (Whole Family Support)** Addressing wider family needs
- **Outcome 5 (Health partnerships, including NHS Forth Valley)** Supporting integrated clinical and community pathways

This demonstrates that improving experiences for children with disabilities requires coordinated delivery across education, health and social care systems.

Support learning potential by targeting Additional support for Learning resources effectively - *Action 603*

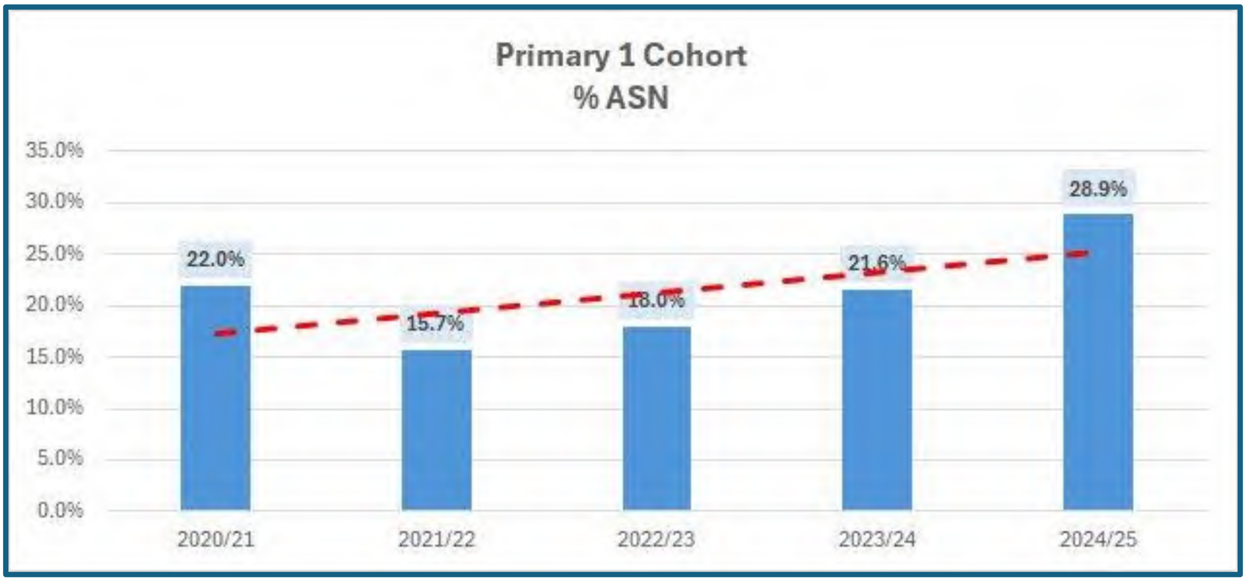
Progress has been good, with evidence of improved targeting of resources, strengthened professional learning and more consistent decision making across the system. This is against a backdrop of increasing numbers of children and young people with Additional Support Needs (ASN as indicated in Figures 14 and 15).

Revised guidance and strengthened processes, including Internal Resource Groups, are supporting earlier and more proportionate decision making, reducing inappropriate referrals and reinforcing inclusive practice within mainstream settings.

Workforce development remains a key strength, with targeted training for learning assistants and practitioners improving confidence and capability. Collaboration with partners has strengthened rights-based approaches, including improved mechanisms for capturing and responding to children's views.

Figure 14: Clackmannanshire - % Additional Support Needs (ASN) Overall Cohort 2020/21 to 2024/25

Figure 15: Clackmannanshire - % Additional Support Needs (ASN) Primary 1 Cohort 2020/21 to 2024/25



Source – SEEMiS Group LLP

The Educational Psychology Service continues to provide a valued, relational model of support, although capacity pressures remain. Work is underway to adapt delivery models to maintain impact and respond to demand.

Overall, progress reflects a system that is increasingly able to balance inclusive practice with targeted support, ensuring resources are used effectively to improve outcomes for children and young people.

Progress on supporting learning potential by effectively targeting Additional Support for Learning (ASL) resources has been strengthened through alignment with several key actions and outcomes across the system:

- **Action 105 (Workforce development)** improving practitioner capability
- **Action 304 (Learning and teaching)** strengthening system consistency
- **Outcome 6 (UNCRC)** reinforcing participation and inclusion
- **Outcome 5 (Wellbeing)** supporting engagement and readiness to learn

This demonstrates that effective ASL delivery depends on alignment between workforce, policy and inclusive practice across the system.

Facilitate reintegration of offenders into the community-A*ction 604*

Progress has been positive, with strengthened approaches to reintegration, early intervention and coordinated support for individuals involved in the justice system. Partnership working across justice, housing, employability and health services has improved the continuity of support for individuals at key transition points, particularly liberation from custody. Early engagement, supported through STRIVE and community justice pathways, is reducing immediate risk and improving access to housing, financial support and employability services.

Preventative activity, including strengthened pathways into employability and support for underlying needs such as substance use and mental health, is contributing to improved outcomes and reducing the risk of re-offending.

While challenges remain, particularly in relation to accommodation and long-term employment, progress demonstrates a shift towards a more coordinated, rights-based and rehabilitative system of support.

Facilitating reintegration of offenders into the community has been enabled through alignment with key system actions and outcomes:

- **Action 302 (Desistance and diversion)** Strengthening preventative justice approaches and earlier intervention
- **Action 404 (Employability and poverty)** Improved access to progression pathways, including education, training, and employment opportunities

- **Outcome 4 (Income maximisation)** Enhanced financial stability, supporting individuals to sustain reintegration
- **Outcome 5 (Mental health)** Supporting underlying needs

This demonstrates that reintegration is most effective when delivered through a whole-system approach addressing social, economic and health factors.

Embed voice and co-design-*Action 605*

Progress has been strong and increasingly embedded, with clear evidence that participation and co-design are shaping services, policy and resource allocation across the system.

Mechanisms such as Family Voices, Community Panels, Transformation Space and youth participation structures are enabling children, young people and communities to influence decision-making in meaningful ways. This includes involvement in funding decisions, service design and strategic planning.

Participation is increasingly focused on reaching those experiencing inequality and disadvantage, with relational and community-based approaches strengthening engagement with groups traditionally under-represented in decision-making.

This reflects a shift from consultation to shared decision-making and co-production, aligned with UNCRC principles and wider system objectives.

Contributory actions that enabled progress on Action 605.

Progress has been enabled by:

- **Outcome 2 (Community empowerment and Transformation Space)** embedding voice in governance
- **Action 202 (Data and insight)** linking voice with evidence
- **Outcome 1 (Family and early support)** building trusted relationships
- **Outcome 4 (Tackling poverty)** ensuring inclusion of those experiencing hardship

This demonstrates that meaningful participation is now a core system function, rather than an additional activity.

Key outcome insights

Learning across Outcome 6 confirms that human rights, meaningful participation and tackling inequalities are fundamental to achieving all other outcomes, rather than separate priorities. Key learning includes:

- **Embedding UNCRC requires system-wide change**, including workforce development, governance and policy alignment, rather than standalone initiatives.
- **Participation improves outcomes when linked to influence**, particularly where children, young people and communities shape decisions about services and resources.
- **Rights-based approaches strengthen prevention,** ensuring that services respond earlier and more appropriately to need.
- **Inequalities remain a key determinant of outcomes,** particularly for children with disabilities, those experiencing poverty and those involved in the justice system.
- **Partnership working is critical to delivering statutory duties,** including UNCRC, with contributions required from all partners, including NHS Forth Valley.

Overall, learning indicates that progress is strongest where human rights are embedded as a core operating principle across the entire system, influencing all aspects of planning and delivery.

Looking Ahead

The next phase will focus on embedding UNCRC duties and strengthening a rights-based approach across all services and partnerships, ensuring sustained delivery and continued improvement in outcomes. Key priorities include:

Supporting delivery of the first statutory UNCRC corporate report, with continued contribution from the Wellbeing Directorate.

Further embedding children's rights within all policies, services and decision-making processes, ensuring consistency across the Council and partners.

Strengthening participation and co-design, particularly for children and young people experiencing inequality.

Improving outcomes for children with disabilities, through continued system development and partnership working.

Strengthening workforce confidence in rights-based practice, supported by training and leadership.

Enhancing performance and accountability, ensuring progress against UNCRC and equality duties is clearly evidenced and monitored.

Progress: Strategic Priorities – aligned to Wellbeing Local Outcomes Improvement Plan

During 2025/26, the Wellbeing Directorate has delivered the Community Wellbeing Plan as a single, integrated system, aligning services, partnerships and statutory duties to the four Strategic Priorities set out in the Wellbeing Local Outcomes Improvement Plan (WLOIP) and in line with Council Best Value Duties and Be the Future Transformation themes.

Rather than being delivered through separate plans and programmes, these priorities are progressed through coordinated system action across all six strategic outcomes, ensuring shared accountability and alignment across partners.

This reflects the Council's Target Operating Model (TOM), which places outcomes, integration and partnership delivery at the centre of service design, with leadership accountability focused on improving outcomes rather than managing individual services.

Evidence from the Outcomes Improvement Framework (OIF), together with qualitative learning and lived experience, demonstrates that this approach is supporting a shift towards prevention, early intervention and reduced inequality, with tangible improvements emerging across the system.

Health and Wellbeing

Progress against the **Health and Wellbeing priority** reflects a **whole system shift towards prevention, with increasing integration** across safeguarding, mental health, poverty and community-based wellbeing services.

A whole system mental health continuum is now in operation, linking community, education and clinical support and improving access to early help.

Early intervention models (including STRIVE and Family Wellbeing Hubs) are enabling earlier identification of need and more proportionate responses.

OIF indicators show positive trends in wellbeing, including increased physical activity and improved self-reported health.

A sustained reduction in suicide, including zero deaths among 11–25 year olds, indicates strengthening protective factors across the system.

Integration between health, poverty and wellbeing interventions is improving the system's ability to address the underlying determinants of poor health.

Overall, the system is moving from reactive service provision towards a preventative, community based wellbeing model, with improved coordination across partners.

This **reflects the LOIP focus on improving population wellbeing and reducing inequality** and aligns with the **TOM ambition to deliver outcomes through integrated, preventative and partnership based approaches**.

Empowering Families and Communities

Empowering Families and Communities has functioned as a **core system enabler**, strengthening how the system responds to need through participation, codesign and place based delivery. Community voice mechanisms, including Transformation Space and Family Wellbeing Partnership structures, are increasingly influencing both service delivery and investment decisions. Families and communities are playing a more active role in shaping priorities, supporting more responsive and locally relevant solutions. Delivery is becoming more place based and relational, particularly through hubs and community settings. Increased integration between services is reducing duplication and improving access for families.

Evidence indicates that where community voice is embedded, delivery becomes more preventative, better targeted and more effective in addressing underlying causes of inequality.

This supports the LOIP ambition for empowered, resilient communities and aligns with the TOM emphasis on community led delivery and collaboration as the default approach.

Sustainable, Inclusive Growth

Progress against Sustainable, Inclusive Growth demonstrates a **shift towards integrated pathways into employment and economic participation, aligned with a wellbeing economy approach.** Employability, skills, childcare and family support are increasingly delivered through coordinated pathways, reducing barriers for those facing disadvantage. Targeted programmes and employer engagement are supporting movement into work and training opportunities

A "distance travelled" approach is supporting progression for those furthest from the labour market. Stronger links between local labour market intelligence and delivery are improving alignment between opportunity and need. This approach ensures that economic participation is not treated in isolation but is connected to poverty reduction, wellbeing and community stability.

It **reflects the LOIP ambition for a strong, inclusive economy** and aligns with the TOM focus on fair work, skills and partnership led delivery models.

People Workforce

The People Workforce priority underpins delivery across all outcomes, enabling the system to operate in a more integrated, outcomes focused way. Workforce development is increasingly aligned to system priorities, including trauma informed practice, relational approaches and values based leadership. Improved multi agency working is supporting more consistent and coordinated responses across services. Staff are increasingly working across organisational boundaries, contributing to a shared understanding of outcomes and responsibilities. Professional confidence and consistency of practice are improving, particularly in early intervention and prevention contexts. This **reflects the TOM requirement for a workforce capable of delivering collaborative, outcomes led services,** rather than operating within traditional service silos.

Workforce development is therefore functioning as a **key enabler of system change**, supporting improved outcomes through integrated practice.

System Enablers and Reform Infrastructure

Delivery of the Strategic Priorities has been supported by a strengthening set of system enablers aligned with the Target Operating Model, including:

- the One Plan as an overarching outcome led framework
- the Outcomes Improvement Framework approach as a shared evidence base

- the Family Wellbeing Partnership and Transformation Space
- integrated governance and partnership working arrangements

These enablers provide a clear line of sight between strategy, delivery and impact, reduce duplication, and support the shift towards whole system, partnership-based delivery.

Statutory assurance, governance and future planning

This section provides statutory assurance to Council, Community Planning Partners that legal duties relating to children's services, child poverty, community justice and human rights have been discharged during 2025/26. The Community Wellbeing Plan operates as the primary mechanism through which Clackmannanshire Council and Community Planning Partners, including NHS Forth Valley, discharge their collective statutory duties.

Building on the detailed position set out in the 2023/24 and 2024/25 report, this report adopts a streamlined assurance approach, avoiding duplication while maintaining clear accountability across all relevant legislation, including Children's Services, The Promise and the Child Poverty (Scotland) Act.

In particular, Child Poverty duties are delivered jointly with NHS Forth Valley through the Local Child Poverty Action Plan and wider Tackling Poverty Partnership. This is evidenced through:

- the Whole Family Support model as the core delivery approach
- integrated pathways across health, early years, education, employability and income maximisation
- earlier identification and intervention through universal and targeted services

NHS Forth Valley's role as a statutory and system partner is central, particularly in addressing health inequalities and supporting place-based, preventative delivery.

This integrated approach ensures statutory duties are met through increasingly aligned planning, shared outcomes and collective accountability with the Outcomes Improvement Framework providing the basis for assurance and impact (for the LCPAR -for example.

Assurance is provided through alignment with:

- the WLOIP
- Best Value duties
- national policy expectations

Supported by the Outcomes Improvement Framework and integrated governance arrangements, this provides a clear, outcomes led line of sight across strategy, delivery, performance and assurance, consistent with the Target Operating Model. **Crucially, outcomes for people and communities are improving; with consistent and important shifts in Key Performance Indicators.**

Whole-System Priorities 2026/27

The priorities for 2026/27 reflect a system that has made strong progress in prevention, integration and outcomes, but is now operating under increasing demand and capacity pressure. The next phase requires a focus on sustaining what is working, scaling early intervention, and strengthening capacity in key areas, while continuing to embed a whole-system, partnership-led approach.

Sustain and Scale Early Intervention and Prevention

Continue to embed early intervention as the default system response, ensuring that risk and need are identified and addressed at the earliest possible stage across all services.

Key actions:

- Sustain and expand Family Wellbeing Hubs and early help pathways
- Strengthen integration between safeguarding, mental health, poverty and employability services
- Expand community-based prevention, including youth provision, wellbeing and gender-based violence prevention
- Ensure consistent "no wrong door" access across all services

Strengthen Capacity

Target system capacity where demand is increasing most and risks to outcomes are highest.

Priority areas include:

- Children with disabilities and additional support needs, including transitions to adulthood
- Mental health services, particularly early intervention and community provision
- Community justice pathways, including diversion, reintegration and unpaid work capacity
- Early help and whole-family support services, where demand is rising

Key actions:

- Expand workforce and service capacity through targeted investment and commissioning
- Strengthen partnership delivery with NHS Forth Valley and third sector providers
- Improve demand management through earlier identification and triage

Embed Whole Family Support (WFS) as the Core Delivery Model

Consolidate WFS as the primary way services are designed and delivered, ensuring families experience coordinated, relational and consistent support.

Key actions:

- Scale WFS consistently across all services and communities
- Strengthen alignment between income maximisation, childcare, health, education and employability
- Embed WFS governance through the Accountability and Reporting Group
- Improve outcome tracking and evaluation of WFS impact

Address Structural Barriers to Participation and Equality

Reduce barriers that limit access to services, opportunities and wellbeing, particularly for those experiencing poverty and inequality.

Priority barriers include:

- Transport and access to services
- Financial constraints and cost of living pressures
- Digital exclusion
- Childcare availability

Key actions:

- Progress the Wellbeing Economy Transport Action Plan and demand-responsive transport models
- Strengthen income maximisation, debt support and financial inclusion
- Expand accessible childcare and community-based provision
- Improve outreach and engagement for underserved groups

Expand Community-Led Decision Making and Participation

Build on progress in participation to ensure communities and lived experience continue to shape priorities, investment and service design.

Key actions:

- Scale and embed the Transformation Space as a core system function
- Strengthen participation through Family Voices, Community Panels and youth leadership structures
- Ensure participation reflects those most affected by inequality and poverty
- Increase transparency and feedback loops between communities and decision-makers

Strengthen the system's ability to use data, insight and lived experience to drive continuous improvement and resource allocation.

Key actions:

- Further embed the **Outcomes Improvement Framework (OIF)** across all services and partners
- Improve real-time data use for **decision making, performance and demand management**
- Strengthen integration of **quantitative data and lived experience**
- Address data gaps and ensure timely access to key indicators

Strengthen Workforce Capability and Sustainability

Ensure the workforce is equipped and supported to deliver a relational, trauma-informed and collaborative system.

Key actions:

- Continue to embed trauma-informed practice and values-based leadership
- Strengthen workforce capacity and resilience in high-demand services
- Improve recruitment, retention and wellbeing, particularly in specialist roles
- Support multi-agency working and shared professional learning

Strengthen System Governance, Accountability and Integration

Continue to align governance, planning and delivery to support a **single, integrated system approach**.

Key actions:

Implement the **One Plan on a** Page (2026/27) approach

- Strengthen partnership accountability through the Community Wellbeing Partnership
- Align statutory duties, performance reporting and decision-making processes
- Ensure continued alignment with the Target Operating Model and LOIP priorities

Conclusion

The priorities for 2026/27 build on a system that is increasingly **preventative, coordinated and outcomes-focused**.

The key challenge for the next phase is to **sustain momentum while managing rising demand**, ensuring that early intervention, whole-family support and community-led approaches continue to deliver improved outcomes for children, families and communities across Clackmannanshire.

Strategic Key Performance Indicators [2025/26 Plan]

The Community Wellbeing Plan – strategic One Plan and all **associated delivery plans (Plans on a Page), approved at Council in August 2025, are linked to the Overarching Key Performance Indicators (KPIs),** detailed below and also have Plan specific Management KPIs.

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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%	FY 2024/25 N/A	24%	Now an Archived Data Set	⇩
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%	NEW data Set- No previous target set	March 2027	⇩
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%%	17.5%	*Apr 2027	⇩
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	107	FY 2025/26 90	⇩
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	9.5	FY 2025/26 8.6	⇩

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) ******Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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	4.0	FY 2025/26 7.8	⇩
Number and percentage of **children in the care system** living **within the community** (not including residential care) Source:- Pentana [CHC LAC B3a: https://www.gov.scot/publications/childrens-social-work-statistics-looked-after-children-2023-24/documents/	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 July2025 93% (205)	94%	*April 2027	⇩
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	70	*April 2027	⇧
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%	94%	AY 2025/26 91.3% (unpublished)	⇧
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%	94%	AY 2025/26 90.1% (unpublished)	⇧

Overarching Key Performance Indicators, Updated 29/07/2026 Reduced · Increased · Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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%	64%	*June 2026 overdue	
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 53% target	2027 Survey TBC	
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 target 14%	2027 Survey TBC	
Percentage of **Children and Young** People (**under 18's**) participating in **extracurricular school sport and physical activity** Source:[https://sportscotland.org.uk/schools-colleges/active-schools/active-schools-reports/active-schools-report-2024-2025]()	AY 2021/22 36%	AY 2022/23 42%	AY 2023/24 45%	AY 2024/25 48%	50%	AY 2025/26 50%	
% of Girls in Clackmannanshire participating in **recreational activity** Source: Internal Data – Sport and Leisure Team	No data			AY 2024/25 50%	52%	AY 2025/26 51%	
Percentage of **P1, P4 and P7** pupils combined achieving expected **CfE Level in Literacy** (taken from stretch aims) Source: [Achievement of Curriculum for Excellence (CfE) Levels 2024-25 - gov.scot]()	AY 2021/22 63.3%	AY 2022/23 69.6%	AY 2023/24 74%	AY 2024/25 72.2%	75%	AY 2025/26 75.5% (unpublished)	

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) ******Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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%	78%	AY 2025/26 79% (unpublished)	⇧
Attainment **gap at Senior Phase - SCQF Level 5** (percentage points) Source: Scotxed, INSIGHT	AY 2021/22 10.4	AY 2022/23 9.2	AY 2023/24 21	AY 2024/25 11.1	6	*Aug. 2026	⇩
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%	60.1% (national)	*Feb 2027	⇩
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%	(Virtual Comparator) 38.7%	*Feb 2027	⇧
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	35	*Feb 2027	⇧
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	Target 24/25: 111 *Apr. 26 Overdue	115	2022/23-2024/25 91.5	⇩

Overarching Key Performance Indicators, Updated 29/07/2026 ⇩ Reduced ⇧ Increased ☐ Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) ******Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
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	0	*Sep. 2026	⇩
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-2023/]	CY 2021 29.0	CY 2022 33.0	CY 2023 23.6	CY 2024 42.8	<22	*July 2027	⇩
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%	3.3%	FY 2025/26 5.3%	⇧
Domestic Abuse Incidents (rate per 10,000 population)- Clackmannanshire Source:[https://www.gov.scot/publications/domestic-abuse-statistics-recorded-police-scotland-2023-24/pages/incidents-of-domestic-abuse/]	FY 2021/22 146	FY 2022/23 127	FY 2023/24 141	FY 2024/25 128	116	*June 2027	⇩
Number of **all sexual crimes** (includes rape & attempted rape and sexual assault) per 10,000 population	FY 2021/22 29	FY 2022/23 23	FY 2023/24 25	FY 2024/25 24	22	*June 2026 Overdue	⇩

Overarching Key Performance Indicators, Updated 29/07/2026 Reduced Increased Consistent	**KEY**: AY – Academic Year (01 Aug – 31 July) CY – Calendar Year (01 Jan – 31 Dec) FY – Financial Year (01 April – 31 March) **Anticipated publication date*				Target 2025/26	Actual 2025/26	Diff. - last 2 data sets
Source:https://www.gov.scot/publications/recorded-crime-scotland-2024-25/documents/							

The Council Wellbeing Directorate also measure the following corporate KPIs.

Wellbeing Directorate: Common Business Plan Indicators

Reduced | Increased | Consistent

Corporate Indicator	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Target 2025/ 2026	Actual 2025/ 2026	Diff. latest two data sets
Average FTE working days lost through sickness absence PPL AB1 GOV	11.9	12.3	14.02	13.16	12	12.9	↓
% of Freedom of Information requests dealt with within timescale PPL FOI GOV	90%	92%	86%	78.9%	100%	94.2%	↑
% of Councillor Enquiries dealt with within timescale PPL CNQ BUS	91%	93%	96%	96.8%	100%	87.5%	↓
% of MP/MSP enquiries dealt with within timescale PPL MPQ BUS*	76%	86%	83%	89.5%	100%	98.3%	↑
% formal complaints closed within timescale (stages 1 and 2) PPL C02 CUS	55%	80%	96%	91.7%	100%	77.2%	↓
% formal complaints dealt with that were upheld/partially upheld PPL C04 CUS	23%	49%	37.3%	20.8%	35%	38%	Monitor Only
% of employees who have completed mandatory training by the due date	No data	10.3%	58%	63.32%	100%	71%	↑
I feel valued for the work I do PPL S12 HWD	23%	49%	37.3%	TBC	100%	Nil	Outdated
I feel that I am treated with dignity and respect within my team PPL S17 HWD	75%	N/A	74%	TBC	100%	Nil	Outdated

Wellbeing Directorate: Common Business Plan Indicators

⇩	Reduced	⇧	Increased	▭	Consistent

Corporate Indicator	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	Target 2025/ 2026	Actual 2025/ 2026	Diff. latest two data sets
I am clear about how I contribute to the organisation's goals PPL S21 HWD	74%	N/A	69%	TBC	100%	Nil	Outdated
Survey response rate. PPL S26 HWD	23%	N/A	31%	TBC	100%	Nil	Outdated
No staff survey was undertaken in 2025/26, hence there is a 'Nil' return							

Wellbeing Directorate: Financial Results

KPI	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	Progress Update at June 2026
	Value	Value	Value	Value	Target	
Percentage of People budget savings achieved	83%	92.15	87.65%	82.07%	100%	100%
Outturn variance based on budget – People £'000		(£2.898 m)	(£551k)	(£1.607m)	0	TBC
Lead – Strategic Director of Wellbeing						

Appendix 2 - People Directorate Progress Report: Community Wellbeing Plan 2025/26

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Action Symbols

Status	Completed	In Progress, On Track	Check Progress/Unassigned	Overdue	Cancelled
Expected Outcome	Already Complete	Complete Within Target	Complete Outwith Target	Fail to Complete	Cancelled
Priority shows 'golden thread' links to Wellbeing Economy Local Outcomes Improvement Plan (WELOIP), Be the Future Transformation (BtF) and Best Value Duties (BV)					

Plan Summary

PPL CWP 256	**People Directorate Business Plan 2025/26**			Overall Progress	99%
Lead	Depute Chief Executive/Director of Wellbeing	**Portfolio Owners**	Head of Service (Wellbeing)/Chief Education Officer; Head of Service (Wellbeing)/Chief Social Work Officer		

Status	Outcomes		Expected Outcome	Due By	Completed	Progress
Completed	CWP 256 100	Children and young people have improved life outcomes by growing up loved, safe and respected	Complete Within Target	31-Mar-2026	25-Jun-2026	100%
Check Progress	CWP 256 200	Empowered communities are well designed, inclusive, sustainable, resilient and safe	Complete Within Target	31-Mar-2026		98%
Check Progress	CWP 256 300	People of all ages successfully contribute to our communities by developing skills for learning life & work	Complete Within Target	31-Mar-2026		99%
Check Progress	CWP 256 400	Poverty in our communities is reduced by improving outcomes for all	Complete Within Target	31-Mar-2026		99%
Completed	CWP 256 500	People are healthy and active with improved health and wellbeing	Complete Within Target	31-Mar-2026	25-Jun-2026	100%
Check Progress	CWP 256 600	Human Rights are respected and fulfilled by tackling inequalities across our communities	Complete Within Target	31-Mar-2026		98%

Outcome Summary

	High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	Children and young people have improved life outcomes by growing up loved, safe and respected					Overall	100%
	CWP 256 101	Coordinate Proactive & Responsive Safeguarding	Children's Social Work		31-Mar-2026	25-Jun-2026	100%
	CWP 256 102	Ensure Women & Girls Feel Safe	Justice Services		31-Mar-2026	25-Jun-2026	100%
	CWP 256 103	Provide Early & Integrated Support	Early Intervention		31-Mar-2026	25-Jun-2026	100%
	CWP 256 104	Support Care Experienced Young People	Permanence		31-Mar-2026	25-Jun-2026	100%
	CWP 256 105	Enhance Workforce & Caregiver Skills	Wellbeing Directorate		31-Mar-2026	25-Jun-2026	100%

	High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	Empowered communities are well designed, inclusive, sustainable, resilient and safe					Overall	98%
	CWP 256 201	Implement Transformation Space & Invest to Save	Wellbeing - Transformation		31-Mar-2026	25-Jun-2026	100%
	CWP 256 202	Leverage Data & Voice Insights	Wellbeing - Transformation		31-Mar-2026	25-Jun-2026	100%
	CWP 256 203	Strengthen & Deploy Justice Resources	Justice Services		31-Mar-2026		97%
	CWP 256 204	Develop Sustainable Transport Solutions	Wellbeing - Transformation		31-Mar-2026		95%

	High-level Action Areas		Lead Service Area	Expected Outcome	Due By	Completed	Progress
	People of all ages successfully contribute to our communities by developing skills for learning life & work					Overall	99%
	CWP 256 301	Remove Barriers for Vulnerable Groups	Justice Services		31-Mar-2026	25-Jun-2026	100%
	CWP 256 302	Promote Desistance & Diversion from Offending	Justice Services		31-Mar-2026		95%
	CWP 256 303	Improve Attainment & Reduce Poverty Gap	Early Learning, Primary Education & Libraries		31-Mar-2026	25-Jun-2026	100%
	CWP 256 304	Implement Guidance & Raising Attainment Strategy	Early Learning, Primary Education & Libraries		31-Mar-2026	25-Jun-2026	100%

	CWP 256 305	Strengthen Workforce Development	Education		31-Mar-2026	25-Jun-2026	100%

Poverty in our communities is reduced by improving outcomes for all Overall 99%

High-level Action Areas			Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 401	Encourage Voice-led Transformation	Education		31-Mar-2026	25-Jun-2026	100%
	CWP 256 402	Develop Whole Family Support Approaches	Education		31-Mar-2026	06-Jul-2026	100%
	CWP 256 403	Optimise Income Maximisation & Referral Pathways	Education		31-Mar-2026	25-Jun-2026	100%
	CWP 256 404	Establish Justice Employability Support	Education		31-Mar-2026		98%

People are healthy and active with improved health and wellbeing Overall 100%

High-level Action Areas			Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 501	Ensure Access to Mental Wellbeing Services	Psychological Services		31-Mar-2026	25-Jun-2026	100%
	CWP 256 502	Progress Wellbeing Hub & Lochies School Project	Sport & Leisure		31-Mar-2026	25-Jun-2026	100%
	CWP 256 503	Increase Opportunities for Healthier Behaviours	Sport & Leisure		31-Mar-2026	25-Jun-2026	100%
	CWP 256 504	Develop Health & Wellbeing Measures & Targets	Wellbeing Directorate		31-Mar-2026	25-Jun-2026	100%

Human Rights are respected and fulfilled by tackling inequalities across our communities Overall 98%

High-level Action Areas			Lead Service Area	Expected Outcome	Due By	Completed	Progress
	CWP 256 601	Champion UNCRC & The Promise	Inclusion & Partnerships		31-Mar-2026	25-Jun-2026	100%
	CWP 256 602	Improve Experiences for Children with Disabilities	Inclusion & Partnerships		31-Mar-2026		98%
	CWP 256 603	Target Additional Support for Learning Resources	Inclusion & Partnerships		31-Mar-2026	06-Jul-2026	100%
	CWP 256 604	Facilitate Offender Reintegration	Justice Services		31-Mar-2026		95%
	CWP 256 605	Embed Voice & Co-design	Wellbeing - Transformation		31-Mar-2026	25-Jun-2026	100%

Summary of High-level Action Areas

Children and young people have improved life outcomes by growing up loved, safe and respected

✓	**Coordinate Proactive & Responsive Safeguarding**			Coordinate safeguarding efforts across sectors to deliver proactive and responsive support				
Lead	Service Manager - Child Protection	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 101

Safeguarding arrangements are increasingly proactive, trauma-informed and coordinated across partners, with earlier identification of risk and more consistent multi-agency decision-making. The IRD process and expansion of STRIVE have strengthened joint responses, with increased referrals managed alongside improved throughput and outcomes. Implementation of the Scottish Child Interview Model and development of Bairns' Hoose are improving child-centred and trauma-responsive practice. Wellbeing services are demonstrating positive impact, supporting emotional resilience, engagement and protective factors. Overall, the system is shifting from crisis response to earlier intervention, though sustained focus on capacity and timeliness is required to respond to continued increases in demand.

✓	**Ensure Women & Girls Feel Safe**			Ensure women and girls feel safe at home, work, and in the community					
Lead	Senior Manager (Justice Services)	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.1	Wellbeing - Physical & Mental Health	CWP 256 102

Progress reflects a strengthened, preventative and trauma-informed response to violence against women and girls. Early intervention is delivering tangible improvements in safety, stability and financial security, particularly for vulnerable women. Domestic abuse pathways have been enhanced through STRIVE, improving early identification, safety planning and access to specialist support. Prevention activity is expanding across schools and communities, supported by workforce development and increased confidence in responding to VAWG. Lived experience is increasingly informing system design and improvement. Continued focus is required to sustain capacity, respond to rising demand and further strengthen primary prevention and early intervention.

✓	**Provide Early & Integrated Support**			Support children. young people, and families early through integrated services					
Lead	Service Manager (Early Intervention)	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 103

Early help services are becoming more integrated, accessible and preventative. Family Wellbeing Hubs and "no wrong door" approaches are enabling earlier engagement and coordinated responses to complex needs. Families are increasingly accessing support before escalation, with improved multi-agency working and clearer pathways across services. Parenting support, mental health provision and targeted interventions are strengthening outcomes and reducing demand on statutory services. Links between early help and safeguarding continue to improve through STRIVE and partnership working. Sustaining consistency and capacity as demand grows remains a key priority.

✓	**Support Care Experienced Young People**			Deliver local accommodation and support for care experienced young people in partnership					
Lead	Senior Manager (Permanence)	Progress	100%	Expected Outcome	✓	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 104

Partnership working is strengthening local accommodation and support for care experienced young people. There is evidence of improved access to first tenancies and support to sustain them, alongside enhanced education pathways and therapeutic provision. The Virtual Headteacher model and targeted programmes are improving engagement and attainment. Strengthened throughcare arrangements and development of the 15+ planning framework are supporting improved transitions to adulthood. While progress is strong, several developments remain at implementation stage and require further evaluation to evidence long-term outcomes, particularly around tenancy sustainment and stability.

✔	**Enhance Workforce & Caregiver Skills**			Enhance workforce and caregiver skills in line with Trauma Knowledge and Skills Framework				
Lead	Depute Chief Executive/Director of Wellbeing	Progress	100%	Expected Outcome	✔	Priority	BtF vii.	Workforce Strategy	CWP 256 105

A strong system-wide approach to workforce development is embedding trauma-informed practice across services. Large-scale training aligned to the Trauma Knowledge and Skills Framework has improved staff confidence, consistency and relational approaches. Professional learning, leadership development and shared frameworks are strengthening the quality of engagement with children, young people and families. This is contributing to improved experiences and outcomes. Ongoing rollout, supported by train-the-trainer models, is supporting sustainability. Continued focus is required to ensure consistent application across all services and respond to emerging development needs.

Empowered communities are well designed, inclusive, sustainable, resilient and safe

✔	**Implement Transformation Space & Invest to Save**			Implement the Clackmannanshire Transformation Space (CTS) and Invest to Save (ItS) fund, guided by the Citizens Panel and building on FWP approaches					
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	100%	Expected Outcome	✔	Priority	BV 4.	Being Accountable & Transparent	CWP 256 201

Transformation Space is now established with strong governance, community participation and aligned investment processes. The Community Voice Panel is actively shaping funding decisions, representing a significant shift towards community-led approaches. Investment has been directed towards preventative activity aligned to local priorities, achieving strong early reach and engagement. Delivery has been adaptive, with continuous improvement based on feedback and learning. Confidence and participation from the third sector continues to grow. The programme provides a strong foundation for scaling impact and supporting longer-term system change.

✔	**Leverage Data & Voice Insights**			Leverage data and voice insights to drive impactful decision making					
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	100%	Expected Outcome	✔	Priority	BtF ix.	Collaborative Community Models	CWP 256 202

Significant progress has been made in integrating data, insight and lived experience into decision-making. Service-level data, population insight and community voice are being used collectively to shape priorities, allocate resources and improve service delivery. Feedback loops are more consistently embedded, ensuring learning informs planning and continuous improvement. Participation structures such as Family Voices and the Community Voice Panel are strengthening the quality, relevance and legitimacy of decisions. The system is increasingly evidence-led and responsive to need.

⚠	**Strengthen & Deploy Justice Resources**			Strengthen and deploy Community Justice Partnership resources				
Lead	Senior Manager (Justice Services)	Progress	97%	Expected Outcome	⚠	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 203

The Community Justice Partnership has strengthened the deployment of resources through effective multi-agency collaboration and increased use of lived experience. Progress includes improved diversion pathways, enhanced recovery support and strengthened transition arrangements for individuals leaving custody. Preventative, person-centred approaches are increasingly embedded across services. Collaborative working with housing, health and justice partners is improving coordination. While progress is positive, further work is required to consistently evidence outcomes and strengthen performance reporting.

⚠	**Develop Sustainable Transport Solutions**			Develop sustainable transport solutions, including active travel options, in collaboration with key partners					
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	95%	Expected Outcome	⚠	Priority	BtF iii.	Sustainable Transport	CWP 256 204

The Wellbeing Economy Transport Action Plan provides a clear and strategic framework for improving access to sustainable and inclusive transport. Progress includes pilot initiatives, improved partnership governance and development of demand-responsive and active travel options. Some initiatives have demonstrated strong impact, while others require further evaluation. Transport remains a key barrier to access for some communities, and continued effort is required to develop scalable, equitable solutions that support participation in services and opportunities.

People of all ages successfully contribute to our communities by developing skills for learning life & work

✔	**Remove Barriers for Vulnerable Groups**			Deliver targeted initiatives for vulnerable and disadvantaged groups, removing engagement barriers					
Lead	Senior Manager (Justice Services)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 2.2	Economy & Skills - Economic Opportunities	CWP 256 301

Targeted initiatives are improving engagement and progression for vulnerable and disadvantaged groups. Provision has expanded across community settings, with removal of financial and practical barriers increasing participation. Integrated childcare, employability pathways and tailored interventions are supporting individuals to progress into education, training and employment. There is clear evidence of improved wellbeing, confidence and inclusion. Partnership working is strong, supporting a more coordinated and preventative system. Continued focus is required to address persistent structural barriers.

⚠	**Promote Desistance & Diversion from Offending**			Promote desistance from offending and diversion from the justice service					
Lead	Senior Manager (Justice Services)	Progress	95%	Expected Outcome	⚠	Priority	WELOIP 2.2	Economy & Skills - Economic Opportunities	CWP 256 302

Progress is evident in strengthening diversion from the justice system and supporting desistance through coordinated, multi-agency approaches. Early and Effective Intervention is established and increasingly aligned with whole-family support. Programmes are supporting individuals to engage in positive pathways and reduce reoffending risk. Redesign of unpaid work is strengthening its rehabilitative value. Further development is required to strengthen earlier preventive intervention before offending occurs and to evidence long-term outcomes.

✔	**Improve Attainment & Reduce Poverty Gap**			Improve attainment in Literacy and Numeracy with a focus on the poverty related attainment gap					
Lead	Improving Outcomes Team Leader	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 303

Attainment in literacy and numeracy continues to improve, with measurable progress across key stages. Primary attainment has increased, alongside improvements in senior phase literacy. Through targeted interventions and early years investment, outcomes for learners in disadvantaged areas now exceed pre-pandemic levels, indicating meaningful equity progress. Early years numeracy has also improved, supported by enhanced practitioner confidence and planning tools. Overall, impacts include raised attainment, reduced inequity, improved learner engagement and stronger early intervention. Continued focus on sustaining gains and improving progressions at higher levels is required.

✔	**Implement Guidance & Raising Attainment Strategy**			Implement learning, teaching and assessment guidance alongside new Raising Attainment Strategy					
Lead	Improving Outcomes Team Leader	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.2	Wellbeing - Outcomes for Young People	CWP 256 304

Implementation of learning, teaching and assessment guidance is progressing well, supported by strengthened leadership and professional learning. Improvements are evident in early literacy, communication and learning environments. Inspection evidence is positive overall, though greater consistency is required in pace, challenge and assessment practice. Continued focus is needed to embed high-quality practice across all settings.

✔	**Strengthen Workforce Development**			Strengthen Workforce Development with a specific focus on improving follow up leaver destinations					
Lead	Head of Service (Wellbeing)/Chief Education Officer	Progress	100%	Expected Outcome	✔	Priority	BtF vii.	Workforce Strategy	CWP 256 305

Progress is emerging in improving follow-up destinations for young people facing significant barriers. Targeted programmes are supporting re-engagement, skill development and progression into education, training and employment. Outcomes reflect a “distance travelled” approach, though progression into sustained employment remains limited. Ongoing support is required to strengthen pathways and improve long-term outcomes.

Poverty in our communities is reduced by improving outcomes for all

✔	**Encourage Voice-led Transformation**			Encourage voice-led transformation across services supporting families in or at risk of poverty					
Lead	Senior Manager Inclusion & Partnerships	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 401

Voice-led approaches are embedded across services, with increasing evidence of co-production informing service design and investment decisions. Participation structures are strengthening engagement and ensuring services reflect lived experience. This is contributing to more responsive and preventative approaches. Continued focus is required to ensure inclusion of the most marginalised groups.

✔	**Develop Whole Family Support Approaches**	Develop Whole Family Support (WFS) approaches tailored to community needs

Lead	Senior Manager Inclusion & Partnerships	Progress	100%	Expected Outcome	✔	Priority	BtF ix.	Collaborative Community Models	CWP 256 402

Whole Family Support is progressing through improved integration, earlier intervention and strengthened partnership working. Services are increasingly aligned around family-centred approaches, with improved coordination and flexibility. Implementation remains variable and further work is required to embed consistency and demonstrate long-term impact.

Optimise Income Maximisation & Referral Pathways — Optimise income maximisation opportunities and referral pathways

Lead	Senior Manager Inclusion & Partnerships	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 403

Strong progress is evident in income maximisation, with significant financial gains and improved household stability. Integrated referral pathways, early identification and proactive support are reducing financial hardship and preventing escalation to crisis. Partnership working is contributing to a more coherent and preventative system.

Establish Justice Employability Support — Establish specialist employability support for those with criminal justice experience, including employer engagement

Lead	Senior Manager Inclusion & Partnerships	Progress	98%	Expected Outcome	⚠	Priority	WELOIP 2.1	Economy & Skills - Labour Market & Fair Work	CWP 256 404

Foundations are in place to support employability for individuals with criminal justice experience, with improved integration across services. Progress includes better identification of need and more coordinated support. Further work is required to scale provision and strengthen employer engagement to support sustained outcomes.

People are healthy and active with improved health and wellbeing

Ensure Access to Mental Wellbeing Services — Ensure access to continuum of mental health and wellbeing services for children, young people and families and prioritise prevention - focused mental health and wellbeing initiatives

Lead	Senior Manager (Secondary Education & Communities)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.1	Wellbeing - Physical & Mental Health	CWP 256 501

Progress to ensure access to a continuum of mental health and wellbeing services and prioritise prevention is strong with a clear and strengthening focus on early intervention, integrated support, and improved accessibility being demonstrated. A wide range of preventative, partnership-led initiatives across health, education and the third sector are increasingly embedded, supporting children, young people and families at varying levels of need. Targeted programmes and school-based and digital supports show strong engagement and positive outcomes, particularly in emotional wellbeing, resilience and participation. Investment in community and third sector provision, alongside leadership development, is contributing to a more proactive, cohesive system aligned to prevention.While demand and capacity pressures remain, with some challenges in referral pathways and specialist access, overall progress is positive and developing. These efforts are contributing meaningfully to the strategic outcome of improving health and wellbeing and supporting people to be healthier and more active.

Progress Wellbeing Hub & Lochies School Project — Progress the Wellbeing hub and Lochies School project through design to construction

Lead	Senior Manager (Sport & Leisure)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 3.1	Places - Sustainable Places	CWP 256 502

The Wellbeing Hub and Lochies School project is progressing well, with delivery firmly on track and key milestones achieved. The project has successfully moved through design stages to a fixed-price Design and Build contract, providing financial certainty and enabling transition into construction. Build progress is substantial and remains on schedule, despite external challenges, with major structural elements in place and clear timelines towards completion.Robust financial management has maintained the project within budget, while partnership development and service planning are advancing well, supporting future integrated delivery. Community engagement and co-design activity further strengthen inclusivity and local ownership. Overall, the project is progressing very well and is expected to deliver high-quality, integrated facilities that will enhance preventative services and contribute significantly to improved health and wellbeing outcomes for local communities.

Increase Opportunities for Healthier Behaviours — Increase opportunities for healthier behaviours, focusing on those facing inequality

Lead	Senior Manager (Sport & Leisure)	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 503

A wide range of inclusive and accessible initiatives are increasing participation across priority groups and supporting healthier behaviours particularly amongst those facing inequalities. Targeted programmes such as Feel Good Friday and the Family Leisure Pass are effectively reducing financial and social barriers, supporting sustained engagement, confidence and wellbeing among older adults and families. School and community-based interventions, including Active Schools and Riding Beyond Limits, demonstrate high participation and strong impact, particularly for disadvantaged groups and those with additional support needs. Preventative approaches are well embedded through youth, library and nutrition programmes, promoting early behaviour change and social connection. Work to address gender inequality and wider system indicators, such as improved school attendance, further highlight positive outcomes. Overall, progress is delivering meaningful improvements in participation and wellbeing, contributing strongly to reduced inequalities and improved health.

Develop Health & Wellbeing Measures & Targets — Develop shared measures and targets to improve community health and wellbeing

Lead	Depute Chief Executive/Director of Wellbeing	Progress	100%	Expected Outcome	✔	Priority	WELOIP 1.3	Wellbeing - Poverty	CWP 256 504

Progress against the strategic action to develop shared measures and targets to improve community health and wellbeing is strong, with a comprehensive Outcomes Improvement Framework (OIF) now established. This provides a structured, evidence-based approach to measuring impact, linking activities and resources to outcomes, and strengthening accountability, transparency and continuous improvement. The framework integrates core, contextual and supplementary indicators, enabling a more balanced and nuanced understanding of progress across the strategic outcomes. The OIF is further strengthened through alignment with national developments, including contribution to the Scottish Government's Whole Family Support Framework. The introduction of the Transformation Space and citizen panel also supports shared measurement by embedding community voice in decision-making and resource allocation.While challenges remain around data consistency and reporting timelines, overall progress is positive, providing a robust foundation for informed decision-making and improved health and wellbeing outcomes.

Human Rights are respected and fulfilled by tackling inequalities across our communities

Champion UNCRC & The Promise — Champion UNCRC and the Promise across all policies and services

Lead	Senior Manager (Secondary	Progress	100%	Expected Outcome	✔	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 601

	Education & Communities)							

Clackmannanshire is making strong progress in embedding UNCRC and The Promise through a coherent, whole-system rights-based approach. Services increasingly reflect GIRFEC principles, with preventative, family-centred support such as the Young Parents' Project demonstrating a commitment to early intervention and family stability. Implementation of the UNCRC Act is advancing across Directorates, supported by governance structures, improved child-friendly complaints processes and preparation for statutory reporting. Education continues to lead a strong rights culture with full engagement in Rights Respecting Schools. Children's rights are promoted through events and ensuring meaningful involvement in decision-making. National leadership is evident through full engagement in Keeping the Promise Awards and training. Partnerships and targeted initiatives are improving outcomes for care-experienced young people, alongside growing opportunities for young people to influence resource allocation and future priorities.

⚠	**Improve Experiences for Children with Disabilities**			Direct support and resources to improve experiences for children with disabilities					
Lead	Senior Manager (Secondary Education & Communities)	Progress	98%	Expected Outcome	⚠	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 602

Clackmannanshire has made meaningful progress in improving experiences for children with disabilities, with stronger early intervention, partnership working and workforce development. Specialist services such as Play Alloa and ASN childcare continue to support inclusion, wellbeing and access to play and learning. Partnership with Speech and Language Therapy has had significant impact, reducing demand for specialist referrals through early support and building staff confidence via training and coaching. Despite rising demand and workforce pressures, services have been sustained through targeted resources and expanded provision, including new providers and autism support initiatives. Waiting lists have begun to reduce, supported by short-term capacity measures. Challenges remain in meeting complex needs and supporting transitions to adulthood, with a growing strategic focus on sustainability, commissioning and integrated service delivery to improve long-term outcomes.

✔	**Target Additional Support for Learning Resources**			Support learning potential by targeting Additional support for Learning resources effectively					
Lead	Senior Manager (Secondary Education & Communities)	Progress	100%	Expected Outcome	✔	Priority	BV 2.	Ensuring Services are Sustainable	CWP 256 603

Good progress has been made in improving how ASL resources are targeted, with clearer guidance, stronger early intervention and increased professional confidence across schools and ELCs. The refinement of IRG processes has reduced inappropriate specialist placements and strengthened inclusive, solution-focused practice. New guidance, including the ASL Professional Learning Framework, has improved clarity and consistency, supported by ongoing consultation and review. Strategic developments, including an ASN Review Group and a new specialist team (from August 2026), are strengthening capacity to meet complex needs. Workforce development has been a key strength, particularly for learning assistants, alongside rights-based training with Enquire. Educational Psychology Service support is highly valued and has resultant positive impact.Overall, more effective and sustainable targeting of ASL resources is emerging. Whilst these developments are improving the system's ability to respond to need, demand continues to grow, with increasing numbers of children and young people requiring support, greater complexity of presentation, and ongoing pressures on staffing and specialist services which will require continued strategic investment and careful prioritisation of resources.

⚠	**Facilitate Offender Reintegration**			Facilitate reintegration of offenders into the community					
Lead	Senior Manager (Justice Services)	Progress	95%	Expected Outcome	⚠	Priority	BV 3.	Promoting Equality & Diversity	CWP 256 604

Positive progress has been made in strengthening reintegration pathways, with earlier engagement, improved continuity of support and stronger partnership working. Unpaid work is increasingly recognised as a rehabilitative and community-focused intervention, with growing confidence in its impact. Expanded employability support, including a new pilot funded through the Local Employability Partnership, targets key transition points such as pre-release and completion of unpaid work. Earlier engagement with all individuals appearing in court has increased access to preventative support. The introduction of the national Upside Service has enhanced throughcare for short-term prisoners, supporting earlier planning and improved release readiness. Multi-agency collaboration continues to address housing, health, employability and wellbeing needs. Overall, a more preventative, inclusive and coordinated approach is improving reintegration outcomes and community safety.

	Embed Voice & Co-design			Embed voice and co-design in all policy and service development					
Lead	Strategic Lead (Community Collaboration & Redesign)	Progress	100%	Expected Outcome		Priority	BV 5.	Engaging with Local Communities	CWP 256 605

Positive and sustained progress has been made in embedding voice and co-design, with children, young people and families increasingly shaping services in meaningful ways. Practice is becoming more person-centred and responsive, as seen in the Young Parents' Project, where support is tailored to individual needs and experiences. Co-design is well established in youth justice transformation, ensuring young people's voices influence policy and service design. Tangible outputs include child-friendly materials and digital tools developed directly with young people, improving accessibility and understanding. Participation is increasingly structured and joined-up across key groups, strengthening consistency and influence. Family voice is also embedded through the Family Voices group, informing system change. There is clear cultural shift from consultation to co-production, with voice driving more inclusive, rights-based and responsive services.

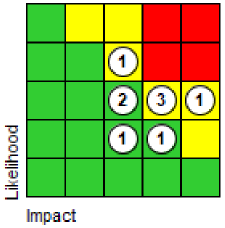
Appendix 3

Directorate of Wellbeing Risk Register

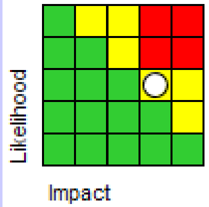
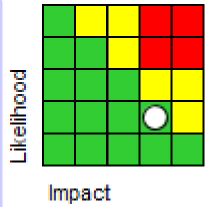
Community Wellbeing Plan End of Year Report 2025-2026

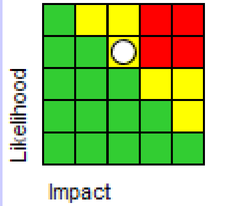
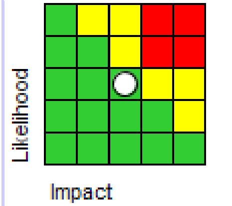
Risk Register Summary

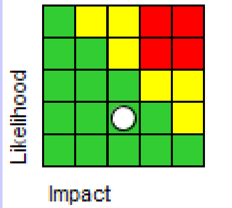
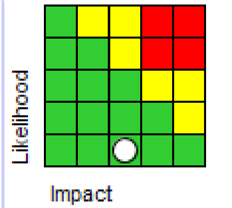
In addition to those below, the People Directorate also leads work on Corporate Risks including those regarding Poverty Levels and Compliance with the UN Convention on the Rights of the Child (UNCRC), as well as being directly involved in the risk regarding Condition of the School Estate. The detail of these can be found in quarterly Corporate Risk reports to Audit & Scrutiny Committee.

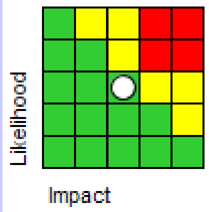
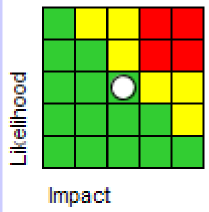
Register	Score Distribution	Code	Title	Score	Status	Approach	Change	Owner
PPL DRR People Directorate Risk Register		PPL DRR 001	Grading of below 'Good' in Early Learning and Childcare establishment gradings	12		Treat		Senior Manager, ELCs & Primaries
		PPL DRR 002	Harm to Children	6		Treat		Senior Manager, Care & Protection
		PPL DRR 003	Failure to recruit Primary Leadership positions	9		Treat		Chief Education Officer
		PPL DRR 004	Failure to close the attainment gap	8		Treat		Chief Education Officer
		PPL DRR 005	Inability to recruit & retain qualified Social Work staff	12		Treat		Chief Social Work Officer
		PPL DRR 006	Lack of investment in Library Service improvement	12		Treat		Senior Manager, ELCs & Primaries
		PPL DRR 007	Insufficient resources to meet learners' needs	15		Treat		Senior Manager, Additional Support Needs
		PPL DRR 008	Failure to meet timeline of Wellbeing Hub and Lochies School	12		Treat		Senior Manager, Sport & Leisure
		PPL DRR 009	Failure to meet national expectations regarding staffing (teachers)	9		Treat		Chief Education Officer

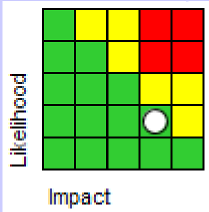
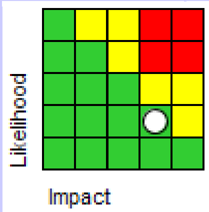
Directorate of Wellbeing Risk Register

	Grading of below 'Good' in Early Learning and Childcare establishment gradings	Senior Manager, ELCs & Primaries		Current Score	12	Target Score 8
Risk	Risk of ELC establishments not achieving gradings of 'Good' or above through inspection by the Care Inspectorate and the reputational damage this would bring to the Council.					
Potential Impact	All ELCs are expected to meet the national standard of Good or above in each area of a Care Inspectorate Inspection. There is a risk that if ELCs do not achieve this, there would be serious reputational damage to the Council and a requirement for the ELC concerned to be placed on a Service Improvement Plan and monitored, also leading to potential workforce harm.					
Note	Care Inspectorate Inspections provide written reports and gradings and are conducted at regular intervals. Post Covid, Early Learning and Childcare settings (ELCs) were prioritised for inspection according to the risk they presented e.g. parental complaints, number of incidents and near misses. Whilst an element of prioritising remains, inspections have now mainly returned to a 2-3 year cycle. A new national framework for inspection was launched in September 2025. This is used by both HMIe and the Care Inspectorate. Clackmannanshire has 14 Local Authority ELCs; 10 classes and 4 extended year standalone ELCs. In addition, we have 5 partner ELC providers and 17 childminders. Our current partner contracts expire on 31 July 2026 with procurement in progress. There is potential for new partnerships following the outcome of the procurement process. Current controls have supported an increase in the number of ELCs graded as good or above by the Care Inspectorate with a return to the top quintile within the LGBF, however due to potential changes ahead risks remain.					
Related Actions	Increased level of Quality Assurance and implementation of key networks across the sector to mitigate against the risk of below Good gradings. Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement. Enhance workforce and caregiver skills in line with the Trauma Knowledge and Skills Framework. Consistent focus on early intervention, inclusion and family wellbeing. Support children, young people and families early through integrated services.		Existing Controls	- Local Outcomes Improvement Plan Community Wellbeing Plan - Validated Self Evaluation Visits - Audit & Scrutiny Committee		

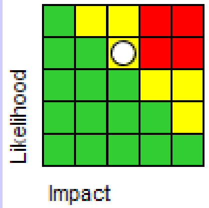
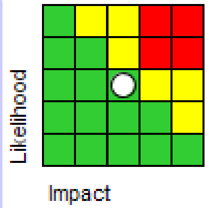
	Inability to Recruit & Retain Qualified Social Work Staff	Chief Social Work Officer	Current Score	12	Target Score	9
Risk	Current labour market challenges, particularly in the Social Work field, result in inability to recruit and retain qualified staff.		 		 	
Potential Impact	Difficulty in attracting and retaining qualified social work professionals may lead to increased workloads/caseload ratios, reduced service quality and insufficient staff to meet statutory responsibilities, possible impacts on individuals & communities, with associated legal & reputational implications.					
Note	The social work sector is experiencing high demand for qualified professionals, but the supply of social workers is not keeping pace. There is a challenge in attracting and retaining qualified staff in a sector facing increased demand and limited resources, making it difficult to fill vacant positions.					
Related Actions	Several initiatives are in place, including flexible working and an enhanced induction programme, strategic workforce planning, investment in professional development and support to gain additional qualifications. There is ongoing monitoring of vacancy rates and staff turnover. Recruitment of statutory posts is prioritised, as is statutory training.	Existing Controls	- Social Services Supervision policy - Staff induction and Development - Strategic Workforce Plan			

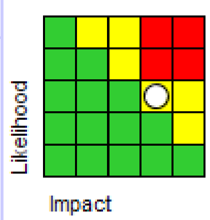
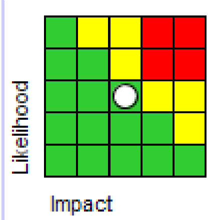
	Harm to Children	Senior Manager, Care & Protection	Current Score	6	Target Score	3
Risk	A lack of capacity, stability or skillset in key roles limits the Council's ability to fulfil statutory requirements and intervene to identify and reduce risk of serious harm to a child/children.		 		 	
Potential Impact	Effects of injury or death on individual, family, friends & staff, reputational & legal implications, with associated costs, as well as impact of reputational damage & negative publicity on morale, workforce development and sustainability.					
Note	The e-IRD system enables real time response to children at risk of harm for assessments and interventions. The Scottish Child Interview Model team is fully embedded, undertaking 100% of joint interviews. Whilst the risk continues to reduce, its significance means it is appropriate for constant review of this register.					
Related Actions	Clackmannanshire’s Promise Plan 2023-26, Child Protection Committee Risk Register - ongoing review & mitigations, Children's Services Plan 2024-26.	Existing Controls	Child Protection Procedures Child Protection Committee Public Protection Chief Officers Group Local Outcomes Improvement Plan			

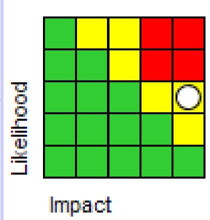
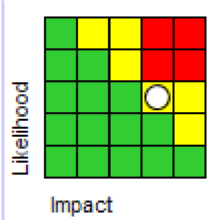
	Failure to recruit Primary Leadership positions	Chief Education Officer	Current Score 9	Target Score 8	
Risk	The Service may struggle to recruit and retain senior leaders within primary schools due to the national shortage of people willing to undertake such roles, posing a risk to Strategy, Workforce, Governance and Reputation.				
Potential Impact	Changes in leadership and /or acting positions can lead to periods of uncertainty for staff, families and communities, whilst failure to recruit and retain senior leaders puts the council at risk of reputational damage and low morale amongst the existing workforce. Such change and uncertainty may interrupt improvement, slow down progress and may be evident in inspection gradings as part of external scrutiny, with resultant possible impacts on individuals & communities and associated legal & reputational implications.				
Note	Over the past year, we have strengthened workforce capacity through targeted professional learning opportunities and enhanced support for school leaders. There has been a strong uptake in leadership development, with several staff applying for and successfully completing the Into Headship professional learning programme. In addition, we continue to see healthy engagement from leaders across Education (including ELC) participating in the Columba 1400 Leadership Academies. We have also successfully recruited to a number of Head of Establishment and Depute Head of Establishment posts over the past year, which has significantly helped to build leadership capacity and resilience within the system.				
Related Actions	Strengthen Workforce Development and address any issues. Continued collaboration and partnerships to develop a coherent and whole systems approach and whole family approaches to tackling local and national priorities. Scottish Government has acknowledged the challenges in recruitment and has established a Headteacher Recruitment and Retention Working Group to address these issues.		Existing Controls	- Recruitment & Retention Policy - Staff Induction Programmes - Professional Learning Opportunities	

	Failure to close the attainment gap	Chief Education Officer	Current Score 8	Target Score 8
Risk	There is a risk to the Council's reputation if there is failure to close the poverty related attainment gap between young people from more and less deprived areas due to financial pressures, workforce issues or wider economic, demographic and poverty-related issues.			
Potential Impact	The risk of not closing the attainment gap could harm the Council's reputation, as young people would fail to reach their potential because of socio-economic disadvantage. This could have longer term impacts on social mobility, poverty, life chances and economic growth, plus implications for inspection gradings and funding.			
Note	In primary schools, attainment has improved for learners in both Quintile 5 (Q5) and Quintile 1 (Q1). However, while progress has been positive for learners in Q1, it has not been at the same rate as Q5, resulting in the attainment gap remaining despite overall improvements.			

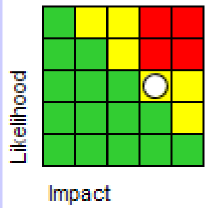
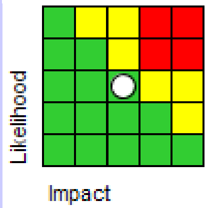
	In secondary schools, attainment continues to present challenges. Since the COVID period, a higher proportion of S4 learners from areas of poverty have chosen college or employment pathways rather than remaining within the senior phase of school. While these are positive and appropriate destinations for many young people, this shift has impacted on traditional attainment measures and contributes to the ongoing challenge of closing some gaps. Importantly, tracking data indicates that for learners who remain in the senior phase, performance has improved. Attainment for both Q1 and Q5 learners currently in S4–S6 is stronger than pre-COVID levels, suggesting that targeted support, improved tracking, and curriculum adaptation are having a positive impact for those learners. This improvement is evident across a range of measures and demonstrates increased resilience and engagement among senior phase learners who remain in school. Schools continue to work closely with Education Scotland to strengthen curriculum offers, widen and improve pathways, and ensure targeted support for learners affected by poverty. Closing the attainment gap remains a priority, with a continued focus on both attainment and wider achievement, alongside recognising and valuing positive post-school destinations for all learners.			
Related Actions	Deliver targeted initiatives for vulnerable and disadvantaged groups, removing barriers to engagement. Improve attainment in Literacy and Numeracy, with a focus on the poverty elated attainment gap. Implement learning, teaching and assessment guidance as part of the development of a new Raising Attainment Strategy. Strengthen workforce development with a specific focus on improving follow-up leaver destinations so that initial destinations are sustained. Support learning potential by targeting Additional Support for Learning resources.		Existing Controls	Education Senior Management Team Strategic Equity Funding National Improvement Framework Validated Self Evaluation Visits

	Inability to Recruit & Retain Qualified Social Work Staff	Chief Social Work Officer		Current Score	12	Target Score	9
Risk	Current labour market challenges, particularly in the Social Work field, result in inability to recruit and retain qualified staff.						
Potential Impact	Difficulty in attracting and retaining qualified social work professionals may lead to increased workloads/caseload ratios, reduced service quality and insufficient staff to meet statutory responsibilities, possible impacts on individuals & communities, with associated legal & reputational implications.						
Note	The social work sector is experiencing high demand for qualified professionals, but the supply of social workers is not keeping pace. There is a challenge in attracting and retaining qualified staff in a sector facing increased demand and limited resources, making it difficult to fill vacant positions.						
Related Actions	Several initiatives are in place, including flexible working and an enhanced induction programme, strategic workforce planning, investment in professional development and support to gain additional qualifications. There is ongoing monitoring of vacancy rates and staff turnover. Recruitment of statutory posts is prioritised, as is statutory training.		Existing Controls	- Social Services Supervision policy - Staff induction and Development - Strategic Workforce Plan			

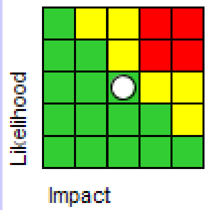
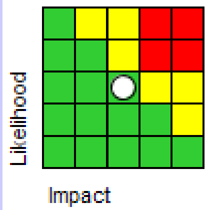
	Lack of investment in Library Service improvement	Senior Manager, ELCs & Primaries	Current Score	12	Target Score	9
Risk	Lack of investment in library service improvement resulting in community spaces being devalued.					
Potential Impact	Following a re-design, Clackmannanshire's main Library located in the Speirs Centre and new community based library service delivery model is at the earliest stages of implementation. The new delivery model will develop over the next 12 months. Due to staffing changes, recruitment provides a further opportunity to shape the service, however there is some potential threat to recruitment due to recent re-design and branch closures resulting in a perception that the service could be at risk This could lead to harming the Council's reputation whilst having a detrimental impact on individuals and/or communities.					
Note	Our cost per visit 2024/25 is in line with our family group median and the Scottish average. The last customer satisfaction survey conducted by SLIC in 2023 stated: 84.9% of responders said that the library service was very important to them, whilst 93.5% either agreed or strongly agreed that the library service improved their quality of life. Local consultation through Citizen Space in 2025 identified 85.36% of responders said the library service was very important to them, whilst 81.7% either agreed or strongly agreed that the library service improved their quality of life.					
Related Actions	Maintain a focus on collaboration and co-design, leading to service improvement so that our library service will be valued by communities, served by a skilled workforce supporting the needs of our communities. A consultation for improvement conducted in 2025 informed plans for improvement, with the initial implementation of the new service delivery model on track for April 2026. Implement the Clackmannanshire Transformation Space and Invest to Save fund, guided by the Citizens' Panel and building on Family Wellbeing Partnership approaches. Embed voice and co-design in all policy and service development		Existing Controls	- Library Services Plan - Local Outcomes Improvement Plan		

	Insufficient resources to meet learners' needs	Senior Manager, Additional Support Needs (ASN)	Current Score	15	Target Score	12
Risk	Increased cases of children and young people with Neurodevelopmental Disorders (NDD) is putting a strain on resources to deliver Section 15 of the Standards in Scotland's Schools etc. Act 2000, which introduced a 'presumption of mainstreaming' for children and young people with Additional Support Needs (ASN).					
Potential Impact	If the Council is unable to fully meet the needs of all learners, there is a risk of failure to adhere to the legislative duties outlined in Section 15 of the Standards in Scotland's Schools Act 2000, namely that children and young people should learn in a mainstream environment except in particular circumstances. Additionally, this could harm the wellbeing, achievement and life chances of individuals and the reputation of the Council.					
Note	Demand for Additional Support for Learning (ASL) continues to increase in scale and complexity both nationally and locally. The Final Progress Report of the National Additional Support for Learning Review (March 2026) concludes that, while Scotland has a strong legislative framework and progress has been made against the Morgan Review recommendations, delivery remains inconsistent and under sustained pressure, with support not always available at the right time and systems struggling to keep pace with levels and complexity of need that have evolved faster than the infrastructure designed to support them. In					

	Clackmannanshire, these national pressures are intensified by consistently higher levels of identified ASN than the national average across all deprivation quintiles, an 84% increase in recorded ASN between 2014 and 2023, and a 61% increase in Educational Psychology referrals since 2019, with growing prevalence of complex neurodevelopmental need, particularly autism spectrum conditions. This has significantly increased reliance on staffing-intensive and individualised support within mainstream settings. While the Council remains committed to inclusive education and the presumption of mainstreaming, the pace, scale and complexity of ASN demand are now placing sustained pressure on financial sustainability, workforce resilience and service capacity. There is an increasing strategic risk that the Council's ability to deliver timely, equitable and sustainable support, in line with statutory duties, may be compromised. This risk is heightened by the UNCRC (Incorporation) (Scotland) Act 2024 and the conclusions of the ASN Review Final Progress Report, which together reinforce expectations around children's rights to have their voices heard, to access proportionate support without delay and to experience consistent delivery within available public resources.			
Related Actions	The ASN Review Group and the Wellbeing and Inclusion Empowerment Group, have considered feedback from parents/carers, children, young people and staff, examining what the data shows regarding this increase in numbers. This has resulted in the establishment of a Flexible Learning Outreach Team, creating diversity in our current offer for children and young people with complex NDD profiles, whilst retaining and extending expertise within local authority staffing, working in partnership with others, as well as minimising the risk of placement breakdowns, and avoiding costly placements outwith Clackmannanshire, offer significant positive benefits to our children and their families.		Existing Controls	- Local Outcomes Improvement Plan - Community Wellbeing Plan - Additional Support for Learning Strategy - Validated Self Evaluation Visits

Failure to meet timeline of Wellbeing Hub and Lochies School		Senior Manager, Sport & Leisure	Current Score	12	Target Score	9
Risk	Delay to the construction, completion and handover of the Wellbeing Hub and Lochies School and the resultant implications.					
Potential Impact	Delay to the operation of the Wellbeing Hub could potentially result in loss of revenue and reputational damage. Additionally, a delay to migration of Lochies in time for October term could lead to the risk of harm not only to the reputation of the Council but to the families, individuals and communities affected.					
Note	Contract signed in September 2025 with a revised completion date of September 2027. The Construction programme is currently on schedule however, there is very limited flexibility in the programme to adjust to any delays caused by severe weather, delivery issues etc. Complexity and volume of operational preparations (recruiting, training a full complement of staff to coincide with handover, operational documentation etc.) could place significant pressure in the coming year.					
Related Actions	Fully costed and timetable construction schedule: - RCCE, Hubco and T&A has finalised programme. Currently in Steel frame phase – on schedule. Should walls and roof be completed on schedule, poor winter weather should be largely mitigated. Procurement for loose Equipment, LMS, Fitness provider (rental), Marketing all commenced. Recruitment requires input from across the council. Training and recruitment plan being established with input from partners. Contingency plans addressing delays: Contingency for Lochies, staff		Existing Controls		- Project Board Oversight of project timetable and comms plan - External scrutiny on Construction and technicals (Hubco and T&A)	

	training/utilisation and comms plan for public awareness to be considered.			- Capitalise resources to establish work strategies

		Failure to meet national expectations regarding staffing (teachers)	Chief Education Officer	Current Score	9	Target Score	9
Risk		The impact of national discussions on proposed reduction in class contact time for teaching staff and the implications for the local authority.					
Potential Impact		Non contact time for teachers is in the Scottish Government Manifesto from 2021, reducing contact time by 90 minutes per week, from 22.5 to 21 hours. There has been a delay in decision making at national level on implementation, however when it is actioned, we would potentially require additional staffing in secondary establishments and recruiting such staff, particularly in shortage subjects, would prove difficult. Schools would have to reduce the curricular offer, thereby disadvantaging our young people who want to pursue particular pathways. Potential industrial action if COSLA and the Scottish Government can't reach an agreement. Risk Categories: Governance, Wellbeing, Workforce, Continuity.					
Note		Staffing levels have been maintained in line with Scottish Government expectations. While, as a council, we had previously agreed to make some reductions in teacher numbers in response to falling school rolls, this position has now changed. We are no longer planning to implement these reductions. This is primarily due to the need to plan for new national expectations around reductions in teachers' class contact time (non-contact time). Once these changes are fully implemented, additional teacher capacity will be required to ensure schools can continue to operate effectively while meeting contractual and professional requirements. As a result, workforce planning is now focused on maintaining, and, where necessary, increasing, teacher numbers to meet these new expectations, rather than reducing staffing levels. The risk scores remain the same for staffing, due to the demands ahead to support the reduction in class contact. It will require further recruitment and retention to meet this new demand.					
Related Actions		Stay informed with developments at national level between Scottish Government and COSLA. Attendance at Association of Directors of Education in Scotland (ADES meetings).		Existing Controls	- ADES - COSLA - Bi-partite		

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

Title: Community Wellbeing Plan 2025-2026 Year End Report

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

The Community Wellbeing Plan year-end report delivers positive impacts across equality groups, with a strong focus on reducing inequalities, improving access to early help, and embedding a rights-based, inclusive approach. Evidence shows improved outcomes for vulnerable children and families, increased participation in learning and employment, enhanced mental health and wellbeing, and more coordinated support through Whole Family Support and partnership delivery.

Summary of actions taken because of this assessment:

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.

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:
Judith Morrison, Improving Outcomes Engagement Officer

Senior officer approval of assessment:
Catriona Scott and Veronica Cully, Senior Managers

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 the Community Wellbeing Plan 2025/26 Year End Report. The report provides a retrospective assessment of progress against the approved Community Wellbeing Plan 2025/26 and does not establish new policy, allocate resources, alter service provision or introduce new strategic priorities.

2. Why is the proposal required?

The report is required to provide performance monitoring, accountability and assurance regarding delivery of the approved Community Wellbeing Plan 2025/26 and statutory duties. The report itself does not create new impacts; rather, it reports on impacts arising from implementation of existing plans and activities during 2025/26.

3. Who is affected by the proposal?

Publication of the Year End Report does not directly affect any individual or group. However, the report describes outcomes experienced by a wide range of population groups and this assessment considers whether the evidence presented demonstrates differential impacts for equality groups, communities and people experiencing socio-economic disadvantage.

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 Strategy2022-2025
- Additional Support for Learning Strategy2024-2027
- 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

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

No. This assessment relates to a retrospective performance and assurance report and does not constitute a new strategic decision. The report does not approve policy changes, allocate resources, commission services or alter strategic priorities. However, this assessment has been completed voluntarily as good practice due to the report's focus on outcomes, inequalities and community wellbeing.

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 2025/26 Year End Report. Outcomes Improvement Framework. Administrative data and service data. Partnership data from Council services, NHS Forth Valley and third sector organisation. Lived experience and community feedback (e.g. Family Voices, community panels and engagement activity)	The evidence indicates that this group is experiencing improved access to early, coordinated support, leading to better outcomes. For children and young people, there are clear improvements in safety, safeguarding, education and mental health, reflecting the positive impact of early intervention and integrated services. Young people are also benefiting from increased opportunities to engage in education, training and employment, with smoother transitions into positive destinations and reduced barriers to participation. For adults and families, the experience shows greater access to employability support, financial advice and whole-family services, helping to improve financial stability and reduce poverty-related pressure. Overall, the evidence suggests that the proposal is improving outcomes and reducing inequalities, with services becoming more accessible, preventative and better coordinated for people across different age groups
Disability	As above	Evidence suggests that people with disabilities are more likely to experience poverty and poorer outcomes. Families supporting children and young people with additional support needs may face multiple and overlapping barriers relating to income, participation and access to services. The Report addresses Additional Support Needs (ASN), promotes inclusive education and ensures access to mental health and wellbeing services. The report provides substantial and detailed evidence in relation to disability (particularly children and young people with additional support needs or complex disabilities). Overall, it shows progress in early intervention and inclusion but also highlights significant ongoing challenges and inequalities. There is clear evidence of improved early intervention, especially through: • Targeted ASN support Early Learning and Childcare (ELC) settings e.g. Play Roots

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).
		• Integrated family support and safeguarding systems
Race	As above	The report focuses strongly on inequality, disadvantage and vulnerability, mainly framed around poverty, disability, justice involvement, age, and gender (particularly women and girls). rather than race. However, all work to address poverty (e.g. Tackling Poverty Partnership plan, Family Wellbeing Partnership and Child Wellbeing Partnership (All Age Childcare) and takes cognisance that to tackle child poverty successfully, actions deliver for the families at greatest risk of poverty, which includes priority families (including minority ethnic families.
Sex		Women experiencing poverty, caring responsibilities or domestic abuse may experience multiple and overlapping disadvantages which can impact wellbeing, financial security and participation. Analysis suggests the Plan is having a positive and increasingly preventative impact, particularly for women. Progress in 2025/26 shows a clear shift towards early intervention and strengthened system responses, especially in relation to domestic abuse and gender-based violence (GBV). This includes improved safeguarding pathways and coordinated action through partnerships such as the Violence Against Women and Girls Partnership, alongside integration across wider plans. There is targeted support for vulnerable women, with integrated early intervention models (e.g. the Young Parents' Project) contributing to greater safety, stability, and improved outcomes. Prevention activity has also expanded across schools and communities, including programmes such as Mentors in Violence Prevention and Get SET Girls, which build awareness, confidence, and support early identification of risk. In addition, early years prevention approaches, such as the 'Think Equal' programme, are helping to promote empathy, respect, and healthy relationships from a young age, supporting longer-term cultural change.
Gender Reassignment		Plan supports inclusive environments and services for LGBTQ+ youth, including co-design and participation.

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).
		There is no detailed data on the experiences and needs of LGBTQ+ individuals, especially adults within the report.
Sexual orientation		The Report emphasises Human rights and tackling inequalities (Outcome 6) and participation, inclusion, and voice across communities It uses a whole-population / whole-system approach rather than focusing on specific equality groups.
Religion or Belief		The Plan supports inclusive service design and community engagement that respects cultural and religious diversity. Data on how religious or belief-based needs are being met is not within the scope of the report.
Pregnancy or maternity		Report indicates a clear and positive impact on people experiencing pregnancy and maternity, particularly through early intervention, targeted support, and preventative approaches.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		The Report does not contain specific provisions or impacts related to marital or civil partnership status.
Socio economic disadvantage (if required)		Evidence indicates that socio-economic disadvantage often overlaps with other protected characteristics, particularly disability, age, caring responsibilities and gender. Individuals and families experiencing multiple forms of disadvantage may face additional barriers to participation, employment, education, health and wellbeing, and are therefore a key focus of preventative and targeted support. The Report shows a strong and positive impact on people experiencing socio-economic disadvantage and directly targets poverty and inequality, with support such as income maximisation, employability, and financial inclusion. There has been a clear shift towards early intervention and prevention, helping people access support sooner and avoid crisis.

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).
		Whole Family Support and integrated services have improved access, reduced complexity, and provided more coordinated care. Actions to reduce barriers (e.g. cost, transport, childcare) have made services more accessible. Increased community involvement and community decision making has helped ensure services better meet local needs. The Report delivers a significant positive impact, improving access, stability, and outcomes for disadvantaged individuals and families.

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	
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 should not affect the proposal or project timeline. The Community Wellbeing Plan 2025/2026 and approaches align with 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:**

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 17 ON THE AGENDA

Report to: Council

Date of Meeting: 1 October 2026

Subject: HR Policies

Report by: Senior Manager (HR and Workforce Development)

1.0 Purpose

1.1. This paper invites Council to approve the revised Student Placement Procedure, and the new Artificial Intelligence Policy, Data Protection Policy and Procedure and Gambling Awareness Policy and Procedure and agree progression to Council for approval.

2.0 Recommendations

Council are asked to:

2.1. Agree that the policies and procedures, as tabled, are formally approved.

2.2. Note the attached Equality/Fairer Scotland Impact Assessments.

3.0 Considerations

3.1. HR and Workforce Development continues, as part of its rolling programme, to review and update the Council's policies and procedures related to HR, H&S, OD and Payroll.

3.2. In order to ensure collaborative and partnership working the Council's policy group, which comprises TU colleagues, Management and HR, meet regularly to review and agree new/revised policies and procedures.

3.3. At the Policy Group meeting held in April and Tripartite in September, the Student Placement Procedure was approved to progress to Council. This was a review of a current procedure which is in place to support managers with this process and ensure consistency and compliance across the Council.

3.4. Artificial intelligence offers significant opportunities to improve the way the Council delivers services, supports employees and makes better use of information. Introducing a clear AI Policy will provide a consistent framework for the safe, ethical and responsible use of AI, ensuring that innovation is balanced with appropriate governance, transparency, data protection and human oversight.

3.5. Information Governance continue to review and update the Council's policies and procedures related to data protection and information governance, including this new policy for Data Protection.

3.6. The Council's new Gambling Awareness Policy and Procedure aligns with our commitment to the Gambling Awareness Charter. The RCA Trust recently visited Kilncraigs to present our chief executive Nikki Bridle with their Gambling Awareness Charter. By signing up to the charter we are committing to work collaboratively to help address gambling related harms at a workplace level. All employers have a duty of care and should be aware of the supports and help to an individual at risk of, experiencing or affected by gambling related harms in the same way that they have a duty of care when it comes to alcohol and drugs within the workplace. This commitment is important considering the impact that gambling has on households in Clackmannanshire. This policy and supporting procedure was welcomed by Trade Unions as a positive step.

4.0 Implications

4.1. None

5.0 Resource Implications

Financial Details

5.1. N/A

Staffing

5.2. TUs have been consulted in the development of the policies and procedures.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

Student Placement Procedure

Student Placement EQIA

AI Policy

AI EQIA

Data Protection Policy

Data Protection EQIA

Gambling Awareness Policy

Gambling Awareness Procedure

Gambling Awareness EQIA

11.0 Background Papers

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

Yes ☐ (please list the documents below) No ✓

Author(s)

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Approved by

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

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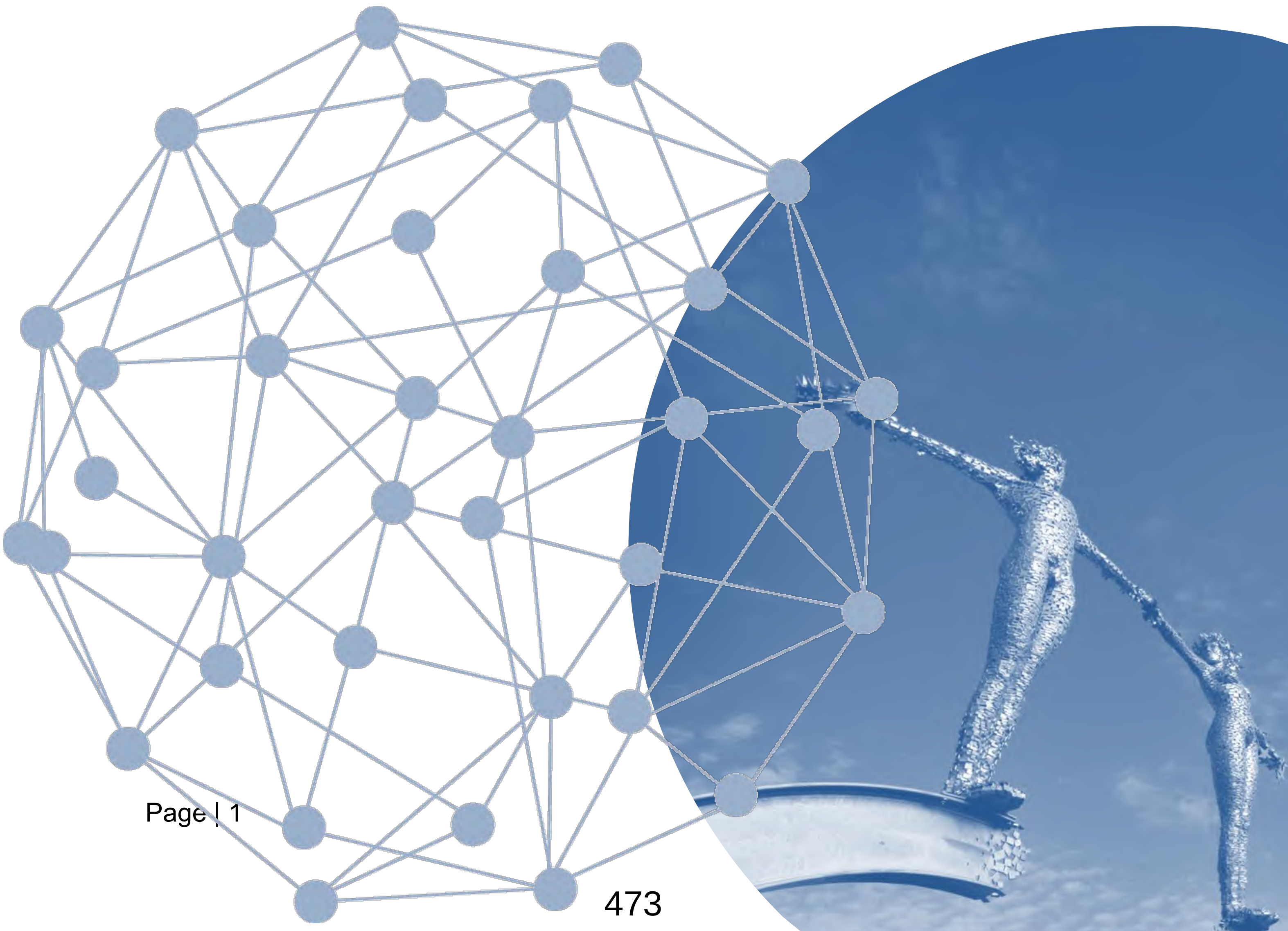
Student Placement Procedure

2026



DOCUMENT CONTROL SHEET:

Key Information:

Title:	Student Placement Procedure
Date Issued:	January 2019 tbc
Date Effective From:	May 2019 tbc
Version Number:	4.0 tbc
Document Type:	Procedure
Document Status:	Final
Author:	Dawn Goodwin
Owner:	HR Department
Approver:	Council
Approved by and Date:	Council - May 2019 tbc
Contact:	HR Department

Revision History:

Version:	**Date:**	**Summary of Changes**	**Name:**	**Changes Marked:**
0.1	**09.01.19**	**Initial draft**	**Dawn Goodwin**	**Yes**
0.2	**28.01.19**	**Incorporating HR comments**	**Dawn Goodwin**	**N/A**

0.3	**20.02.2026**	**Revised Version**	**Stacey Wright**	**NA**

STUDENT PLACEMENT PROCEDURE

1. Procedure Statement

This procedure is to be used by managers who are considering requests for work experience. It covers a variety of circumstances.

As a major employer in Clackmannanshire, the Council accepts a responsibility to provide meaningful work experience as an opportunity for participants to gain an understanding of the requirements of the particular occupational area and increasing a student's skills and knowledge where they are placed.

2. Who does this procedure apply to:

Students on work experience, school placements and those undertaking work shadowing.

3. Monitoring and Review

HR will monitor the effectiveness of the procedure on an ongoing basis. Revisions and updates will be implemented by the Council following, if appropriate, consultation with recognised Trade Unions.

1.0 Introduction

1.1 This procedure is to be used by managers who are considering requests for work experience. It covers a variety of circumstances.

1.2 As a major employer in Clackmannanshire, the Council accepts a responsibility to provide meaningful work experience as an opportunity for participants to gain an understanding of the requirements of the particular occupational area and increasing a student's skills and knowledge where they are placed.

1.3 The provision of work experience is considered to be an important public relations exercise for the Council in the local community, in addition to providing the opportunity to attract applicants to future positions.

2.0 What is not covered by this Procedure

2.1 Student internship placements – this procedure is not applicable to students who are on placement as part of a higher education course or further study course, for example social work students or student teachers who are placed with schools in the Council, in conjunction with the relevant Services and their Universities. Separate procedures/arrangements are currently in place with services and course providers for these placements, and should be referred to as required.

2.2 Volunteers - are covered by a separate procedure.

2.3 Apprenticeships - are also not covered by this Procedure. Apprenticeships will be advertised locally on myJobScotland and individuals will be appointed through the Council's Recruitment and Selection procedure.

3.0 Examples of placements:

3.1 Work Experience

Placements from individuals who are in disadvantaged groups within the community, or are under-represented in our workforce. This will help develop links with the community, give useful work experience to individuals and bring an increased diversity to the workforce. The duration of the placement will be dependent on the needs of the individual, in conjunction with the Council's requirements.

3.2 School placements

The Council will, if possible, provide work experience placements to students from schools within the Clackmannanshire area. Although some tasks may be performed it is more an opportunity to watch and learn. Students would be supervised by a nominated employee for the duration of the placement. The placement would normally be a maximum of 2 weeks.

3.3 Students who are undertaking a higher education course or further study course

If ad hoc requests from students are received and can be accommodated, managers should contact the university/college to discuss the placement to determine if it is suitable and the student requirements can be met.

3.4 Work shadowing

Work shadowing is simply observing the activities of an employee(s) in their day to day job. Certain jobs will not be suitable for job shadowing due to the nature of the work and issues around health, safety and confidentiality. This would normally only last a few days but can extend to a maximum of 2 weeks. Work shadowing can help to give placements an understanding of the work place and the job role that they are considering for a future career.

4.0 Approval of work experience placements

4.1 The relevant manager of the appropriate service will ultimately determine whether or not a work experience participant can be accommodated. Completion of Appendix 1 is essential for all work placement applications.

5.0 Duration of work experience

5.1 The duration of work experience should generally be:

- A maximum of 2 weeks for secondary school students
- A maximum of 12 weeks where the placement is a required part of a UK further or higher education course.

This is usually conducted in a single block, however single or half days over a period of time may be approved at the discretion of the Service Manager in consultation with Human Resources.

6.0 <u>Responsibilities</u>

6.1 RESPONSIBILITIES OF THE SERVICE

The Service shall:

- Ensure that work experience/placement is not provided in operational areas that pose potentially serious occupational health and safety risks.
- Carry out and document risk assessments and ensure appropriate systems of work are put into operation.
- Ensure that supervisors are aware that their legal responsibilities and obligations under health and safety legislation extend to the person on placement.
- Ensure that prior to placement, appropriate training is undertaken by the person on placement to ensure they meet relevant occupational health and safety requirements.
- Ensure that work experience is not provided in areas that may compromise the confidentiality of the Council's business. Work experience placements will not normally have access to information maintained on Council systems.
- Ensure the participant has a clear understanding of roles and boundaries, including issues of confidentiality.

- Allocate a responsible person to supervise the placement, ensuring the mentor/supervisor has the resources and capacity to take on the role.
- Ensure that an appropriate induction programme is provided to ensure that the person on placement is introduced to organisational practices, procedures, including emergency procedures and can be fully supervised at all times.
- Ensure checklists are signed to record details of the induction process.
- Complete any required reviews for the work experience performance during the period of the placement.
- Consider if the placement opportunity can be used to contribute to service development, e.g. through projects that would not otherwise be possible.
- Ensure when offering placements which includes project work that this will not prevent a redeployee or other employee undertaking this.
- Make sure staff are aware of any specific role they may play in relation to the placement.
- Provide the work experience/person on the placement with details of the appropriate contact officer in case of emergency or inability to attend.
- Maintain records of the person on placement's attendance.

6.2 RESPONSIBILITY OF THE PERSON ON WORK PLACEMENT

The work experience placement shall:

- Provide the Council with a completed Work Experience application form (Appendix 1) and any documentation from the relevant institution/organisation to demonstrate the work placement is an approved part of a relevant program or course of study.
- Comply with all Council Policy, procedures, relevant legislation and regulations and the reasonable lawful instructions of the work experience supervisor.
- Comply with Council's standards of professional behaviour including courtesy and confidentiality during the period of their work experience.

- Contact the Council officer designated as their supervisor during the period of the work experience within 30 minutes of the agreed starting time, should they be unable to attend on any particular day.
- Discuss any issues or concerns relating to the work experience activities assigned to them with the Council officer designated as their supervisor, the Council's Human Resources team and/or the work experience supervisor from the relevant institution
- Ensure that they are appropriately attired, taking into consideration the nature of the duties, occupational heath and safety requirements and contact with the public.

6.3 RESPONSIBILITIES OF HR SERVICES

The HR team shall:

- Develop and maintain the policy and procedures associated with requesting and carrying out work experience placements.
- Store and manage any documentation obtained to support the work experience placement, including any contact details.
- Advise on any clearances required.

6.4 Clearances

Where a placement involves contact with children or protected adults, the Council will assess whether the role constitutes regulated work under the Protection of Vulnerable Groups (Scotland) Act 2007.

Students will not be permitted to undertake regulated work unless appropriate safeguarding arrangements are in place. This may include supervision at all times and/or PVG membership, depending on the nature of the placement.
In some settings, placements may not be suitable due to safeguarding considerations. These decisions will be made on a case-by-case basis by Service Manager and Human Resources.

7.0 Under-18s & Young Persons

Additional safeguards will apply where students are under the age of 18. Risk assessments will take account of the student's age, maturity, and experience, and students will not be placed in environments or assigned tasks that present an unacceptable level of risk.
Working hours, supervision arrangements (see above 6.4), and duties will comply with relevant health and safety legislation relating to young persons. Managers must seek advice from Health and Safety to ensure an appropriate risk assessment is completed prior to the student starting their placement. Risk assessments must be proportionate to the nature of the placement and reviewed if circumstances change.

8.0 Miscellaneous

- Insurance – all staff, whether undertaking voluntary or paid/unpaid work, are covered by The Council's Employers Liability Insurance.
- ID badges will be provided for all students and will clearly state "Student/Work Placement"
- Students must not replace paid staff or undertake duties beyond the scope of learning and observation.
- Where a Service has a vacancy which needs to be filled quickly, is of short duration, which may be suitable for students, the normal recruitment protocols should be followed.
- Payments are not normally made by the Council for work experience placements. Participants are not engaged as employees of the Council. Employment status and any entitlement to payment will be determined in accordance with relevant employment legislation, including National Minimum Wage requirements. Where there is any uncertainty, advice must be sought from Human Resources to ensure compliance with HMRC guidance.

9.0 Processing Personal Data

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

10.0 Monitoring and Review

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

For additional clarification please refer to your Service HR Business Partner.

Equality Impact Assessment

Policy Name	Student Placement Procedure
Department	Human Resources
Policy Lead	Dawn Goodwin
Equality Impact Assessment	
Stage 1 EQIA completed	Yes
Stage 2 EQIA completed	Yes
* If no please provide rationale Procedure does not negatively impact on any group which falls within any of the 9 protected characteristics	
Date Approved	June 2019
Review Date	June 2021

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

Title:
Student Placement

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

Assessment is required

Summary of actions taken because of this assessment:

Consultation with the Councils Policy Group

Ongoing actions beyond implementation of the proposal include:

Monitoring to ensure policy and procedure are applied consistently across the Council.
Ongoing review and consultation of the Policy and Procedure.

Lead person(s) for this assessment:

Stacey Wright – HR Business Partner

Senior officer approval of assessment:

Strategic Director (Partnership & Performance)

DATE: February 2026

Equality and Fairer Scotland Impact Assessment (EFSIA)

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

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

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

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

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

Step A – Confirm the details of your proposal

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

To set out a clear procedure for student placement, this is to ensure that all individuals are treated fairly and with respect. Having this procedure in place promotes equality and inclusion.

2. Why is the proposal required?

HR Policies and Procedure are reviewed on a regular basis, usually every 2-3 years to ensure they remain appropriate, up to date and in line with any legislative or other relevant changes. This procedure is designed for managers considering requests of work experience. However, it does also cover a variety of different circumstances.

3. Who is affected by the proposal?
The procedure is to protect individuals on placement but also to best support managers, especially when considering requests for student placement.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.
Health & Safety, Learning Development Policies, Equality and Diversity, Data protection…

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

No this is not a strategic decision. This proposal relates to operational delivery of existing council functions; it’s intended to support learning and development opportunities within an existing structure.

There is no significant socio-economic disadvantage in the proposal – it’s targeted at a small scale of people, doesn’t target those experiencing this, benefits are individual and short term.

Step B – Consider the level of EFSIA required

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

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

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

Equality Group	**Evidence source** (e.g. online resources, report, survey, consultation exercise already carried out)	**What does the evidence tell you about the experiences of this group in relation to the proposal?** NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age	Scottish Government – Developing the Young Workforce (DYW),Skills Development Scotland(SDS), Equality and Human Rights Commission (EHRC), MyGov.scot	Student placements are linked to education and training. As a result, participants are typically younger. Placements are primarily intended to support work experience for school pupils and students in further or higher education. This is standard practice and is not intended to discriminate on the basis of age.
Disability	"	No negative impacts have been identified for students with disabilities. Reasonable adjustments would be considered, where required, to ensure individuals are able to undertake a placement.
Race	"	No negative impacts have been identified for students of any race. Race would not be a consideration in determining eligibility for a student placement within the Council.
Sex	"	No negative impacts have been identified for students of any sex. Sex would not be a consideration in determining eligibility for a student placement within the Council.
Gender Reassignment	"	No negative impacts have been identified for students who are contemplating, undergoing, or have undergone gender reassignment. Gender reassignment would not be a consideration in determining eligibility for a student placement within the Council.
Sexual orientation	"	No negative impacts have been identified in relation to sexual orientation. Sexual orientation would not be a consideration in determining eligibility for a student placement within the Council.
Religion or Belief	"	No negative impacts have been identified in relation to religion or belief. Religion or belief would not be a consideration in determining eligibility for a student placement within the Council.
Pregnancy or maternity	"	No negative impacts have been identified in relation to pregnancy or maternity. The proposal does not restrict access based on pregnancy or maternity status, and reasonable adjustments would be offered where required.
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 impacts have been identified in relation to marriage or civil partnership status. The proposal does not differentiate on this basis.

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).
Socio economic disadvantage (if required)	"	As outlined in point 5, the proposal is not expected to have a significant impact on socio-economic disadvantage. The placement is limited in scale, does not target people experiencing socio-economic disadvantage, and any benefits are individual and short-term.

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

The proposal mainly has relevance to age but as outlined above Student placements are linked to education and training. As a result, participants are typically younger. Placements are primarily intended to support work experience for school pupils and students in further or higher education. This is standard practice and is not intended to discriminate on the basis of age.

For all other equality groups there is no specific relevance identified.

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

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

Step C – Stakeholder engagement

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

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

The procedure has been developed in consultation with recognised trade unions, along with elected manager representatives, all who will be involved in the review of the draft procedure at policy group. Discussion will take place at policy group on the content of the procedure and suggested amendments/additions will be agreed collectively. The Policy needs to be agreed at Council before it can be implemented.

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

Procedure due to go to Policy Group in March 2026 therefore feedback in terms of the impact on each equality group is still to be given.

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	As per Step B, 'Student placements are linked to education and training. As a result, participants are typically younger. Placements are primarily intended to support work experience for school pupils and students in further or higher education. This is standard practice and is not intended to discriminate on the basis of age'.
potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity	x		x	The procedure supports young people by providing structured access to work experience opportunities at an early stage, helping to develop skills, confidence and understanding of the workplace. This can contribute positively to future employability. The procedure ensures access is fair, transparent and applied consistently across the Council.

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	As per Step B, reasonable adjustments would be considered, where required, to ensure individuals are able to undertake a placement.
potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity	x			Supporting those with a disability to successfully and comfortably undertake a placement.

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	As per Step B, Race would not be a consideration in determining eligibility for a student placement within the Council.
potential for developing good relations			x	No impact – No mitigation required

potential to advance equality of opportunity			x	No impact – No mitigation required

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	As per Step B - Sex would not be a consideration in determining eligibility for a student placement within the Council.
potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity			x	No impact – No mitigation required

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	As per Step B, Gender Reassignment would not be a consideration in determining eligibility for a student placement within the Council.
potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity			x	No impact – No mitigation required

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	As per Step B, Sexual Orientation would not be a consideration in determining eligibility for a student placement within the Council
potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity			x	No impact – No mitigation required

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	As per Step B, Religion/Belief would not be a consideration in determining eligibility for a student placement within the Council

potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity			x	No impact – No mitigation required

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	As per Step B, reasonable adjustments would be offered where required.
potential for developing good relations			x	No impact – No mitigation required
potential to advance equality of opportunity	x		x	Supporting individuals who are pregnant or have recently returned from maternity by ensuring access to placements is fair and reasonable adjustments can be made where necessary.

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	As per Step B, Marriage/Civil Partnership would not be a consideration in determining eligibility for a student placement within the Council

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		As previously noted: the proposal is not expected to have a significant impact on socio-economic disadvantage. The placement is limited in scale, does not target people experiencing socio-economic disadvantage, and any benefits are individual and short-term.

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

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

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

No additional communication, resource or cost implications have been identified as a result of this assessment.

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

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

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

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

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

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

Review at next scheduled policy review cycle.
Feedback through employees
Feedback through trade unions

16. **Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:** 2-3 years

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed:

Date:

Senior officer approval of assessment:

Signed:

Date:

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

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AI Policy

Acceptable, Reasonable and Ethical use

Document Control	
Document Owner	
Role	
Version	**0.4**
Document Date	**24/09/2025**
Review Frequency	**Annual**
Next review date	
Status	**DRAFT**
Governance Group	**Data and AI Advisory Group**

Revision History

Version	Originator	Review Date Commenced	Revision Description
0.1	L Pritchard-Woollett	22/05/2025	Initial document draft created
0.2	L Pritchard-Woollett	24/07/2025	Document updated following feedback from A Bonner and E Paterson
0.3	L Pritchard-Woollett	01/09/2025	Responsible use principles updated following internal review.
0.4	L Pritchard-Woollett	24/09/2025	Consolidated AI Ethics policy into this document. Added current Education AI tools to acceptable tools
0.5	L Pritchard-Woollett	23/06/2026	Updated following feedback from Union at Policy Group meeting

Document Review and revision

This guidance will be reviewed whenever guidance, policy or the law is changed but at a minimum every 12 months. Review will be undertaken by the Document owner

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Purpose

Clackmannanshire Council is committed to harnessing the potential of Artificial Intelligence (AI) to enhance public services while upholding the highest ethical standards.

This policy provides a robust framework to guide the responsible development, procurement, deployment, and governance of AI technologies, ensuring they align with our values of transparency, fairness, accountability, and inclusivity.

Scope

This policy applies to:

- All employees, contractors, and third parties using council-managed technology.
- Any AI systems, services or tools used for generating content, automating tasks, supporting decisions, or analysing data — including but not limited to Microsoft Copilot, ChatGPT, image generators, and predictive models.
- All stages of the AI Lifecycle, including but not limited to, Strategic Planning and procurement, development, configuration and customisation, deployment and decommissioning

Permitted Tools

To ensure security, transparency, and accountability, only the following AI tools are approved for use within Clackmannanshire Council:

- Copilot Chat
    - Permitted for all staff and available through the Microsoft Edge browser, and through the chat windows within Outlook and Microsoft teams.
    - Use is allowed for general work-related tasks, content generation, summarisation, and information support.
- Microsoft 365 Copilot (Copilot for Word, Excel, Outlook, Teams, etc.):
    - Available only to users with an allocated license and an agreed business need, approved by the councils Data and AI Advisory Group
- Google Gemini
    - Permitted for staff and learners when accessed via the Education GLOW network.

    - Use is allowed for research, learning support, summarisation, and appropriate content generation in line with curriculum and organisational policies.
- Notebook LM
    - Permitted for staff and learners when accessed via the Education GLOW network.
    - Use is allowed for organising, exploring, and summarising learning materials, with a focus on supporting study, teaching, and professional development.
- Adobe Express (Adobe Firefly)
    - Permitted for staff and learners when accessed in Adobe Express within the Education GLOW network
    - Use is allowed for creative and educational purposes, including image generation, design support and content creation, in line with curriculum requirements and organisational policies

Staff must not use personal accounts to access AI tools for work purposes. Any exception must be risk-assessed, approved, and logged. The Council's Data and AI Advisory Group will be responsible for approving any exceptions.

NOTE: Use of any other AI tools (e.g. ChatGPT web version, Bard, Claude, DALL·E, Midjourney, etc.) are not permitted, unless explicitly approved by the Data and AI Advisory Group and recorded in the Council's AI Register. Access to other AI tools will be restricted by the Council's IT department.

AI principles

Transparency

The council will:

- Clearly indicate on external documents when AI has been used to support decision-making.
- Document where AI is used to create published documents in the public domain such as council policies and communications
- Provide clear, user-friendly explanations of AI-driven outcomes to stakeholders.
- Contribute to the Scottish AI Register, listing all live AI systems, their purpose, and status.
- Maintain an internal AI register, owned by the Data and AI Advisory Group, to track all AI systems, their purpose, and status.

Accountability & Governance

The council will:

- Embed AI ethics reviews into project delivery at key milestones.
- Define clear ownership for all AI systems, with documented roles and responsibilities.
- Ensure the Data and AI Advisory Group provides oversight, monitoring, and escalation routes for concerns.

Fairness, Non-Discrimination & Equity

The council will:

- Conduct bias assessments and fairness testing on training datasets and model outputs through the Digital Transformation Team Bias Testing framework.
- Implement corrective measures when bias or disparate impacts are identified.
- Ensure AI use promotes fairness, accessibility, and inclusion for people with protected characteristics, and digitally excluded communities.
- Require Equality and Fairer Scotland Impact Assessments for AI tools used in high-impact services, such as when AI systems are used to support decisions, allocate resources, determine eligibility, assess risk, or otherwise have a significant impact on residents, communities, or staff
- Where relevant, review AI use against the UNCRC, recognising children's rights to privacy, protection, fairness, and participation.
- Require staff to report concerns about bias, discriminatory outcomes, or inappropriate results to the Data and AI Advisory Group.

Data Protection & Privacy

The council will:

- Comply with UK GDPR, the Data Protection Act 2018, and Council information governance policies.
- Prioritise the use of anonymised or pseudonymised data, minimising use of personal data.
- Conduct Data Protection Impact Assessments (DPIAs) for all AI systems handling personal or sensitive information, completed by the Digital Transformation team
- Keep privacy notices up to date when AI is introduced or changed.
- Prohibit the use of public or unapproved AI services to process identifiable or protected information.

Safety, Security & Reliability

The council will:

- Carry out risk assessments covering cybersecurity, operational, reputational, and safety risks.
- Test AI systems under realistic scenarios before live deployment.
- Define fallback mechanisms and ensure human override capabilities are in place.
- Monitor AI system performance to detect errors, drift, or misuse.

Human Oversight & Control

The council will:

- Ensure human review and sign-off for critical or high-impact decisions, such as when AI systems are used to support decisions, allocate resources, determine eligibility, assess risk, or otherwise have a significant impact on residents, communities, or staff
- Provide staff with guidance and training on interpreting AI recommendations and recognising AI limitations.
- Ensure AI enhances, rather than replaces, professional judgement.

Environmental & Social Responsibility

The council will:

- Consider the environmental impacts of AI use, including infrastructure energy consumption.
- Seek to use energy efficient AI solutions and encourage vendors to evidence sustainability practices
- Promote digital inclusion by supporting staff and community education on AI literacy.
- Seek to use AI in ways that deliver positive social outcomes for the community, such as:
    - Enhancing accessibility through translation, summarisation and assistive technologies
    - Supporting staff to spend more time on high-value, citizen facing activities
    - Improving access to council information and services

Acceptable Use

Permitted uses of AI tools include:

- Drafting, summarising or refining emails, reports, and documents
- Generating templates, lists, or structured content for work tasks
- Supporting analysis of non-personal or anonymised datasets
- Enhancing productivity in communications, planning, or presentations

Use must always:

- Adheres to existing IT usage policies
- Occur in approved, secure platforms.
- Follow other relevant council policies.

Unacceptable Use

AI tools must not be used to:

- Process or input personal, sensitive, or confidential data, unless approved by the Data and AI Advisory Group.
- Automate decisions impacting individuals without safeguards and human oversight.
- Generate legal advice, policy statements, or official communications without review.
- Be a substitute for collaboration with colleagues or for seeking professional or technical advice such as Finance, Legal, or HR .
- Should not be used in disciplinary, grievance or safeguarding cases unless explicitly approved
- Produce discriminatory, offensive, or misleading content.
- Access or use unapproved AI tools or platforms.

Training and Support

Before using AI tools, staff must:

- Complete mandatory training, with an annual refresher required.
- Understand and agree to this policy.
- Use tools only for purposes they are trained and authorised for
- Failure to complete and maintain mandatory training will result in removal of access to Copilot and other AI tools until training is brought up to date.

Support is available through:

- Digital Transformation Team
- Data and AI Advisory Group
- Digital Champions

Governance Framework

- Oversight of the councils AI usage will be achieved through the following governance framework:
- Data and AI Advisory Group will provide oversight and guidance on AI usage within the organisation.
- AI Lifecycle management: The council will integrate ethics and risk checkpoints into procurement, development, and operations processes.
- Reporting and Escalation: the council has clearly defined processes for incident reporting, ethical concerns, and regulatory notifications relation to AI, with the Data and AI Advisory Group acting as the AI governing body.
- Ultimate accountability for AI use rests with the Council's Executive AI Sponsor. The Data and AI Advisory Group will maintain the AI Register and oversee operational governance, while the AI Ethics Lead provides day-to-day assurance.

Roles & Responsibilities

The council will have the following roles and forums to provide oversight of AI usage:

- Executive AI sponsor
- Data and AI advisory Group
- AI Ethics Lead
- Data protection officer

Breaches and Enforcement

Breaches of this policy may lead to individuals being subject to measures under the Councils Disciplinary Policy.

Misuse of AI tools may also be reported to external regulators (e.g. ICO) where legally required

Acknowledgement

Users should be aware that interactions with AI systems may be logged by providers and could be subject to disclosure in legal proceedings. Staff must therefore treat all AI inputs and outputs as potentially discoverable records.

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

Title:
Responsible, Acceptable and Ethical Use of Artificial Intelligence Policy – Equality and Fairer Scotland Impact Assessment

Key findings from this assessment (or reason why an EFSIA is not required):
This assessment has identified that the policy will have both positive and potential negative impacts on individuals and groups with protected characteristics, as well as those experiencing socio-economic disadvantage.

Positive impacts include:

- Improved accessibility through AI-enabled tools (e.g. summarisation, translation, assistive technologies)
- Increased efficiency of services, allowing more focus on citizen-facing activities
- A strong governance framework designed to promote fairness, transparency, accountability, and inclusion

Potential risks include:

- Bias or discriminatory outcomes arising from AI systems or data
- Digital exclusion, particularly for older people, disabled people, or those experiencing socio-economic disadvantage
- Risks where AI is used to support decision-making affecting individuals

The policy explicitly recognises these risks and includes mitigating measures such as bias testing, human oversight, restrictions on use, and governance through the Data and AI Advisory Group. A full EFSIA is therefore appropriate to ensure impacts are identified and managed

Summary of actions taken because of this assessment:

- Embedded a commitment to fairness, non-discrimination, and inclusion within the AI principles
- Introduced requirements for bias testing and fairness assessments for AI systems
- Required human oversight and decision-making safeguards for high-impact uses
- Included a requirement for Equality and Fairer Scotland Impact Assessments and Data Protection Impact Assessments for high-risk AI use cases
- Restricted use of AI tools to approved, secure platforms only
- Prohibited use of AI in high-risk contexts (e.g. disciplinary, grievance or safeguarding) without explicit approval
- Established governance through the Data and AI Advisory Group
- Introduced mandatory training for staff using AI tools

These actions aim to minimise risk and ensure compliance with equality and data protection duties.

Ongoing actions beyond implementation of the proposal include:

- Monitoring AI use through the Council's AI Register and governance structures
- Regular review of the policy (at least annually) to respond to emerging risks, changes in legislation, and technological developments
- Continued staff training and awareness programmes on responsible AI use
- Reviewing and responding to any reported incidents, bias, or unintended impacts
- Supporting services to undertake EFSIA and DPIA assessments for specific AI use cases
- Promoting digital inclusion and AI literacy across staff and communities

These ongoing actions will support continuous improvement and alignment with equality duties.

Lead person(s) for this assessment:

Luke Pritchard-Woollett, Data and AI Project Manager, Digital Transformation Team

Senior officer approval of assessment:

[redacted]

DATE: 22/07/26

Equality and Fairer Scotland Impact Assessment (EFSIA)

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

This form should be completed using the Council's Equality and Fairer Scotland Impact Assessment guidance. Please read the guidance before completing this form.

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

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

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

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.
The purpose of this proposal is to introduce a corporate policy for the responsible, acceptable and ethical use of Artificial Intelligence (AI) across Clackmannanshire Council.
The policy aims to:

- Provide a clear framework for the safe, lawful, and ethical use of AI technologies
- Support the adoption of AI to enhance productivity and service delivery
- Ensure that AI use aligns with the Council's values of fairness, transparency, accountability, and inclusion
- Establish governance arrangements for the development, procurement, deployment, and monitoring of AI systems

The policy also sets out clear expectations for staff, including the use of approved tools, restrictions on high-risk uses, and requirements for training and oversight.

2. Why is the proposal required?
The proposal is required to ensure that the growing use of AI technologies within the Council is managed safely, consistently, and in compliance with legal and ethical standards.
In particular, the policy is needed to:

- Ensure compliance with UK GDPR, the Data Protection Act 2018, and equality legislation
- Mitigate risks associated with AI, including bias, discrimination, privacy breaches, and misuse
- Provide clarity to staff on what constitutes acceptable and unacceptable use of AI tools
- Establish clear governance and accountability structures, including oversight by the Data and AI Advisory Group
- Enable the Council to realise the benefits of AI (e.g. improved efficiency, accessibility, and service delivery) while minimising risks

3. Who is affected by the proposal?
The proposal affects:

- All Council employees, contractors and third parties who use or may use AI tools
- Residents and service users, where AI is used to support service delivery, decision-making, or access to information

Specific groups, including:

- Individuals with protected characteristics (e.g. age, disability, race, sex, etc.)
- People experiencing socio-economic disadvantage
- Digitally excluded individuals
- Children and young people, particularly in education contexts

The policy applies across all services and covers the full lifecycle of AI use.

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

This proposal is related to a number of existing Council policies and frameworks, including:

- Data Protection and Information Governance policies
- ICT Acceptable Use policies
- Records Management and Information Security policies
- Equality and Diversity policies
- Digital Transformation and Data strategies

These related policies help provide a broader governance context. EFSIAs completed for these areas may offer supporting evidence on equality impacts, particularly in relation to digital access, data use, and service delivery.

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 – this is considered a strategic decision. The policy sets a corporate framework for the use of AI across the Council, including how AI may be used in service delivery, decision-making, and resource allocation. It has the potential to influence:

- How services are delivered
- How decisions affecting residents and staff are supported or informed
- How resources and technology are deployed across the organisation

As such, the proposal meets the definition of a strategic, high-level decision and requires consideration of impacts in relation to socio-economic disadvantage under the Fairer Scotland Duty.

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	National evidence on digital inclusion; internal policy development discussions; engagement with IT, Digital Champions and senior management	Evidence shows variation in digital literacy and access, particularly affecting older people. Engagement highlighted the importance of training, guidance and support for staff with different levels of digital confidence. There is potential for improved accessibility but also risk of exclusion if support is not in place.
Disability	National accessibility evidence; engagement with Digital Champions, IT, and Data Protection Officer	Evidence shows AI can enhance accessibility (e.g. summarisation, assistive tools), but risks remain if systems are not designed inclusively. Engagement reinforced the need for approved tools, accessibility considerations, and safeguards when using AI.
Race	Research on AI bias; engagement with legal advisors and Data Protection Officer	Evidence shows potential for AI to reflect or amplify bias affecting minority ethnic groups. Engagement emphasised the importance of compliance with equality and data protection legislation, and the need for governance, fairness testing and oversight.
Sex	General equality evidence on bias in systems; engagement with legal advisors and Policy Group	Evidence indicates potential for bias where AI reflects historical inequalities in datasets. Engagement highlighted the need for safeguards, human oversight and review of outputs where AI is used.
Gender Reassignment	Limited specific evidence; general equality research; engagement with legal advisors	Limited direct evidence of specific impact. Engagement confirmed that risks of bias or inappropriate outputs exist and should be mitigated through policy controls, acceptable use restrictions, and reporting mechanisms.
Sexual orientation	Limited specific evidence; general equality research; engagement with legal advisors	Limited direct evidence, but risk of bias or inappropriate outputs from AI systems. Engagement highlighted the importance of

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).
		safeguards, training, and escalation routes for inappropriate outputs.
Religion or Belief	Limited direct evidence; general research on AI-generated content risks	Evidence suggests potential for AI-generated content to be insensitive or inappropriate. Engagement confirmed the need for human oversight and clear acceptable use guidance.
Pregnancy or maternity	Limited direct evidence; general equality evidence on bias in systems	Limited direct evidence of impact identified. Engagement confirms general need for safeguards against bias and adherence to equality legislation. Gap in evidence remains.
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 identified	No direct impact identified at policy level. This characteristic is primarily relevant in employment contexts and no specific issues were raised through engagement.
Socio economic disadvantage (if required)	National evidence on digital exclusion; Fairer Scotland Duty guidance; engagement with IT, Digital Champions and senior management	Evidence shows people experiencing socio-economic disadvantage are more likely to face digital exclusion. Engagement highlighted risks of unequal access to AI-enabled services and the importance of digital inclusion, training, and equitable access. There is also potential for AI to improve access to services if implemented appropriately.

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

   If yes or unclear, proceed to further steps and complete full EFSIA
   Further evidence gaps have been identified in relation to gender reassignment, sexual orientation, pregnancy or maternity, marriage or civil partnership, and religion or belief. These gaps do not prevent completion of this policy-level assessment, but they should be reviewed through service-level EFSIAs and DPIAs where AI is deployed in contexts that may affect individuals or groups with these characteristics.

   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 has been undertaken with a range of internal stakeholders to inform the development of the policy and this assessment. This includes:

- Data Protection Officer
- IT Department
- Legal advisors (internal legal team and external consultancy support)
- Trade Union representatives through the Council's Policy Group
- Digital Champions network
- Senior Management Team

This engagement has focused on identifying potential risks, governance requirements, and practical considerations associated with the use of AI across Council services. The level of engagement reflects the policy-level nature of the proposal, with detailed impacts to be assessed at service or system level where AI is deployed.

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

Engagement identified the following key themes:

- Governance and accountability
  - Strong support for clear governance arrangements, including oversight by the Data and AI Advisory Group
  - Agreement on the need for defined roles, responsibilities, and escalation routes
- Legal and compliance considerations
  - Reinforced the requirement to comply with UK GDPR, data protection, and equality legislation
  - Highlighted the importance of Data Protection Impact Assessments (DPIAs) and Equality and Fairer Scotland Impact Assessments (EFSIAs) for high-impact AI use
- Risk of bias and discrimination
  - Recognition of the potential for AI systems to introduce or reinforce bias
  - Support for requirements for bias testing, monitoring, and human oversight
- Acceptable use and safeguards
  - Agreement on restricting AI use to approved tools and platforms
  - Support for clear guidance on acceptable and unacceptable use, particularly in high-risk scenarios
- Training and workforce readiness
  - Identification of varying levels of digital confidence among staff
  - Strong support for mandatory training and ongoing support to ensure safe and effective use of AI tools
- Digital inclusion and accessibility
  - Recognition of risks of digital exclusion for both staff and service users
  - Support for promoting accessible and inclusive use of AI technologies
- Workforce considerations
  - Trade union engagement emphasised the importance of transparency, appropriate safeguards, and ensuring AI supports rather than replaces professional judgement

Further engagement may be required where AI is introduced in specific services, particularly where it:

- Supports decision-making affecting individuals
- Impacts access to services
- Affects groups experiencing inequality or socio-economic disadvantage

This will be considered on a case-by-case basis as part of service-level EFSIA and DPIA processes.

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		x		There is a risk of digital exclusion, particularly for older people with lower digital confidence. This will be mitigated through mandatory staff training, guidance on appropriate use, and ensuring AI outputs are always reviewed by staff rather than relied on independently.
potential for developing good relations	x			Consistent and transparent use of AI across services can improve trust. A central prompt library and guidance will support consistent, appropriate, and respectful outputs.
potential to advance equality of opportunity	x			AI tools (e.g. summarisation and simplification) can improve accessibility of information. This will be supported through staff training and oversight to ensure outputs are usable and inclusive.

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is a risk that AI outputs or tools may not be fully accessible. This will be mitigated through use of approved platforms, application of the Council's bias testing framework, and human review of outputs.
potential for developing good relations	X			Improved accessibility of content may support greater inclusion and engagement. Guidance and a central prompt library will promote appropriate and accessible use of AI.
potential to advance equality of opportunity	x			AI presents strong opportunities to support accessibility (e.g. summarisation, communication support). Staff training and guidance will ensure this is applied effectively and appropriately.

	Place 'X' in the relevant box(es)	

Race	Positive impacts	Negative impacts	No impact	Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
risk of discrimination		X		AI systems may introduce or reinforce bias affecting minority ethnic groups. This will be mitigated through the Council's formal bias testing framework, monitoring of outputs, and governance via the Data Advisory and AI Oversight Group.
potential for developing good relations	X			Transparent and fair use of AI can build trust across communities. Staff training and guidance will support appropriate use and awareness of risks.
potential to advance equality of opportunity	x			AI tools can improve access to information (e.g. clearer or simplified content). This will be supported through a central prompt library and staff training to ensure outputs are inclusive.

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination		X		There is a risk that AI outputs may reflect historical inequalities within datasets. This will be mitigated through the Council's bias testing framework, human oversight of outputs, and governance through the Data Advisory and AI Oversight Group.
potential for developing good relations	X			Consistent and transparent use of AI can promote fairness. Staff training and guidance will support appropriate and equitable use of AI tools.
potential to advance equality of opportunity	x			AI may support more consistent outputs and reduce variability in decision-making. This will be strengthened through staff training and use of the central prompt library.

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		There is a potential risk of biased or inappropriate outputs due to limited data or understanding within AI models. This will be mitigated through acceptable use policies, staff training, and human oversight.
potential for developing good relations	X			Appropriate and respectful use of AI can support inclusive communication. Guidance and the central prompt library will promote safe and respectful outputs.

potential to advance equality of opportunity	x			No direct impact identified at policy level. Impacts will be considered at service level where AI is applied. General safeguards will still apply.

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		There is a risk of biased or inappropriate outputs from AI systems. This will be mitigated through acceptable use controls, staff awareness, and escalation/reporting routes for inappropriate outputs.
potential for developing good relations	X			Responsible use of AI can support inclusive and respectful communication. Guidance and training will support this.
potential to advance equality of opportunity	x			No direct impacts identified at policy level, but safeguards will ensure equality is maintained in use.

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		There is a risk that AI-generated content may be insensitive or inappropriate. This will be mitigated through human oversight, staff training, and acceptable use guidance.
potential for developing good relations	X			Ensuring respectful and appropriate AI outputs can support trust and inclusion. Prompt guidance and review processes will reinforce this.
potential to advance equality of opportunity	X			No direct impact at policy level, but general safeguards ensure equality is maintained.

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	No risks identified. This characteristic is primarily relevant in employment contexts and not impacted by this policy at this level.
potential for developing good relations			X	No direct impact identified.
potential to advance equality of opportunity			X	No direct impact identified.

	Place 'X' in the relevant box(es)	

Marriage/civil partnership	Positive impacts	Negative impacts	No impact	Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
risk of discrimination (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)			x	No risks identified. This characteristic is primarily relevant in employment contexts and not impacted by this policy at this level.

Socio-economic disadvantage	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Yes	No	No impact	
(If required) Will the proposal reduce inequalities of outcome caused by socio-economic disadvantage?	x			There is a risk of digital exclusion for individuals with limited access to digital tools or skills. This will be mitigated through staff training, digital inclusion approaches, and ensuring AI is not used as the sole route to service delivery. Transparent and inclusive use of AI can increase trust in services. Governance and oversight will support consistent and fair use. AI may improve access to services and information. This will be supported through inclusive design, central prompt guidance, and requirement for service-level EFSIA/DPIA before deployment.

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 Equality and Fairer Scotland Impact Assessment has identified a number of actions that influence the delivery and implementation of the AI policy. These impacts are proportionate to the corporate framework nature of the proposal, rather than requiring significant redesign of the policy itself.

Communication

The policy will require clear and accessible communication to all staff to ensure understanding of:

- appropriate and safe use of AI tools
- acceptable and unacceptable uses
- risks relating to bias, discrimination and data protection

This will include:

- use of plain English guidance and training materials
- provision of examples and guidance through a central prompt library
- use of internal communication channels (e.g. intranet, training sessions)
- No specialist external communication formats are required at this stage, although accessibility considerations will be applied to all materials.

Cost

The assessment does not identify significant additional costs beyond those already planned for policy implementation.

Existing and planned activities include:

- delivery of staff training
- ongoing development and maintenance of a central prompt library
- operation of governance arrangements through the Data Advisory and AI Oversight Group

These costs are expected to be absorbed within existing Digital Transformation and ICT resources.

Resources

The implementation of the policy requires the continued use of existing resources, including:

- Digital Transformation team to support implementation, training, and governance
- Data Protection Officer and legal support for compliance and oversight
- Data Advisory and AI Oversight Group for governance and monitoring

No significant additional resource requirements have been identified; however, ongoing capacity will be required to:

- maintain training provision
- update guidance and prompt libraries
- monitor emerging risks and issues

Timing

The EFSIA does not require a delay to the implementation of the policy. However, it identifies the need to ensure that key mitigating actions are in place as part of rollout, including:

- delivery of mandatory staff training prior to or alongside access to AI tools
- availability of guidance and prompt libraries to support safe use
- establishment of governance and monitoring arrangements

Some activities (such as training rollout and development of guidance materials) will continue after policy approval as part of ongoing implementation.

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

Please select (X)	**Implications for the proposal**
	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.
x	**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:**

Details of individual feedback on the policy are contained within the policy audit history. The findings of this EFSIA, including identified risks, mitigations and post-implementation monitoring actions, will be shared with senior decision-makers before final approval and retained as part of the approval record.

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

The following post-implementation actions will be undertaken to ensure that the policy continues to mitigate risks and deliver positive outcomes for equality groups:

- Continued development and maintenance of the central prompt library to support safe, consistent and inclusive use of AI tools
- Ongoing delivery and refinement of mandatory staff training, including refresher training and updates as tools and risks evolve
- Application and refinement of the Council's bias testing framework, including review of outputs from AI tools used in practice
- Supporting services to undertake Equality and Fairer Scotland Impact Assessments (EFSIA) and Data Protection Impact Assessments (DPIA) for specific AI use cases
- Ensuring that all AI use is recorded and maintained within the Council's AI Register (where applicable)

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

The impact of the policy will be monitored through a combination of governance, assurance, and feedback mechanisms:

- Governance oversight: The Data and AI Advisory Group will monitor AI usage across the Council, including reviewing risks, incidents, and compliance with the policy.
- Bias testing and assurance: The Council's bias testing framework will be used to assess AI outputs and identify any patterns of bias or unequal outcomes affecting protected groups
- Monitoring of issues and incidents: Any reported issues relating to bias, discrimination, inappropriate outputs, or misuse of AI tools will be logged, reviewed, and escalated where necessary
- Training compliance monitoring: Completion of mandatory AI training will be monitored to ensure staff are appropriately equipped to use AI tools safely and inclusively
- Service-level assessments: Where AI is deployed in specific services, monitoring will be undertaken through service-level EFSIAs and DPIAs to assess actual impacts on users
- Feedback mechanisms: Feedback from staff, trade unions, and service areas will be used to identify emerging risks, unintended impacts, and opportunities for improvement

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

This EFSIA will be reviewed:

As part of the annual review of the AI policy

- If there are significant changes to:
- the scope or use of AI within the Council
- relevant legislation or national guidance
- identified risks, incidents, or equality impacts
- Following the introduction of high-impact AI use cases, where additional or updated assessment may be required

The assessment may also be updated on an ad hoc basis if monitoring identifies new or unforeseen impacts on equality groups, in line with Council guidance.

Step G – Assessment sign off and approval

Lead person(s) for this assessment: Luke Pritchard-Woollett

Signed: Luke Woollett

Date: 10/07/2026

Senior officer approval of assessment:

Signed:

Date:

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

Clackmannanshire Council | Comhairle Siorrachd Chlach Mhanann

www.clacks.gov.uk

DATA PROTECTION POLICY

Version:	2
Author/Service:	Legal & Governance Service
Authorised by:	Head of Partnership & Performance
Release Date:	Approved by Partnership & Performance Committee 13/1/22 and ratified by a Meeting of Clackmannanshire Council on 10/2/22.
Policy Review Date:	1 April 2028

Revision History:

Revision Date	**Revised by**	**Previous Version**	**Description of Revision**
30 Nov 2021	Heather Buchanan	1	Policy revised to ensure compliance with the UK GDPR
Mar 2025	Evelyn Paterson	2	Change review date to every 3 years Update DPO situation Confirm and update all policies / guidance etc related to this policy Update some grammar / layout

Introduction

Clackmannanshire Council needs to collect, store, process and when required share information or data about people with whom it has contact to carry out its functions as a Local Authority and/or meet its statutory obligations.

The Council may need to hold personal data on a wide variety of individuals such as members of the public, customers and clients, elected members, past, present and prospective staff as well as suppliers of goods and services to fulfil its commitments.

This Policy applies to our processing of personal data of data subjects and sets out how the Council will protect the rights of individuals and comply with the data protection legislation.

The Council recognises that it is essential to deal both legally and competently with personal data while conducting its day-to-day business. This creates a level of confidence between the Council and the people whose information it holds and demonstrates that the Council respects the privacy of those people. Clackmannanshire Council is exposed to potential fines for failure to comply with the provisions of data protection legislation.

This policy is not a stand-alone document and should be read in conjunction with other related policies, procedures and guidance.

To comply with data protection legislation all employees, elected members, consultants, volunteers, contractors and other agents of the Council who use its computer facilities or paper files to hold and process personal information must comply with the Data Protection Policy.

Definitions

'Personal Data' means information relating to a living individual (the data subject) who can be identified from the data or from the data and other information which is in the possession of (or is likely to come into the possession of) the data controller.

'Special Category Data' means personal data about an individual's race, ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetics, biometric information (where used for ID purposes), and information relating to an individual's health, sex life or sexual orientation.

'Data Controller' is a person or organisation who decides how any personal information can be held and processed, and for what purposes. Clackmannanshire Council is a Data Controller.

'Data Processor' – this role is carried out by a person other than a Council employee (for example a Contractor) who process personal information on behalf of the Council.

Purpose

The purpose of this policy is to ensure that the Council fully adheres with its legal obligations as set out in the UK General Data Protection Regulation (UK GDPR) and other data protection legislation in relation to the protection of personal data that it holds about any individual.

In complying with the Principles of Data Protection as laid down by UK GDPR the Council not only protects itself but also staff, customers and others who have contact with the Council. However, both the Council and individuals may be held accountable by the Information Commissioner's Office (ICO), the body which oversees the data protection laws.

Data Protection Principles

We will comply with the following six principles when processing personal data in carrying out our activities and functions as a Council. The personal data must be:

1. Processed lawfully, fairly and in a transparent manner in relation to the data subject.

2. Collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purposes.

3. Adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed.

4. Accurate and, where necessary, kept up to date; every reasonable step must be taken to ensure that personal data that are inaccurate, having regard to the purposes for which they are processed, are erased or rectified without delay.

5. Kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed.

6. Processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.

Data Protection Officer

The Council is required to have a named individual as the person with the overarching responsibility for ensuring compliance with the data protection legislation and promotion of good practice throughout the organisation.

The role of the Data Protection Officer (DPO) is to:

- Inform and advise the Council and its employees about their obligations to comply with the UK GDPR and other data protection laws.

- Monitor compliance with the UK GDPR and other data protection laws, including the assignment of responsibilities, managing and responding to data breaches, awareness raising and training of staff involved in the processing operations and related audits.

- Provide advice about data protection impact assessments and monitor their performance.

- Liaise and cooperate with the Information Commissioner's Office on issues related to the processing of personal data.

In addition to the above the DPO will also assist in determining the lawful basis for processing personal data and handling data complaints from data subjects. They are supported by the DPO solicitor who will prepare appropriate contracts in terms of data sharing/processing agreements.

Employee Responsibility

Each member of staff who deals with personal data has a responsibility to follow the procedures and guidelines set down by the Council in relation to data protection in order to ensure that data is held securely; not disclosed to any unauthorised parties and that it is disposed of securely once it is no longer required to be kept.

All staff will undertake data protection training as part of their induction and will be required to do refresher training at least every three years.

Data Security

The need to ensure that data is kept securely means that precautions must be taken against physical loss or damage, and that both access and disclosure must be restricted. All staff are responsible for ensuring that:

- Any personal data which they hold is kept securely.
- Personal information is not disclosed either orally or in writing or otherwise to any unauthorised third party.

Failure to comply with the Data Protection Policy can put at risk the data subjects whose personal data is being processed, and carries the risk of civil and criminal sanctions for the Council

Personal Data Breaches

A data breach may take many different forms, for example:

- Loss or theft of information or equipment on which personal data is stored.

- Unauthorised access to or use of personal data either by a member of staff or a third party.
- Conversations containing personal data being held outwith official work premises where members of the public could overhear the conversation.
- Loss of personal data resulting from an equipment or systems failure.
- Human error such as accidental deletion or alteration of personal data.
- Unforeseen circumstances such as a fire or flood.
- Deliberate attacks on our IT systems, such as hacking, viruses or phishing scams.

UK GDPR introduces a duty on all organisations to report certain types of personal data breach to the Information Commissioner's Office without undue delay and, where possible, within 72 hours of becoming aware of the breach, if it is likely to result in a risk to the rights and freedoms of data subjects. A data subject must be notified if a data breach is likely to result in a high risk to their rights and freedoms.

Staff are required to contact the Data Protection Officer and their line manager immediately on the discovery of a potential data breach.

Retention of data

Personal data will be kept securely and should not be retained for longer than is necessary.

In order to comply with various legal requirements, Clackmannanshire Council is required to retain data it holds for differing lengths of time. Once the data is no longer required to be held it must be securely destroyed.

Information on the retention periods can be found in the Council's retention policy.

The rights of individuals

The UK GDPR provides individuals with the following rights regarding how we process their personal information:

- The right to be informed about how their information will be used.
- The right of access to their personal information known as a subject access request.
- The right to rectification, which is the right to require the Council to correct any inaccuracies.
- The right to request the erasure of any personal information held by the Council where the Council no longer has a basis to hold the information.
- The right to request that the processing of their information is restricted.
- The right to data portability.
- The right to object to the Council processing their personal information.
- Rights in relation to automated decision making and profiling.

Lawful Processing

The Council must have a valid lawful basis in order to process personal data.

There are six available lawful bases for processing. No single basis is 'better' or more important than the others – which basis is most appropriate to use will depend on the purpose and relationship with the individual. These are:

- **Consent:** the individual has given clear consent for the Council to process his/her personal data for a specific purpose.

- **Contract:** the processing is necessary for a contract that the Council has with the individual, or because the individual has asked the Council to take specific steps before entering into a contract.

- **Legal obligation**: the processing is necessary for the Council to comply with the law (not including contractual obligations).

- **Vital interests:** the processing is necessary to protect someone's life or for the protection of the vital interests of the data subject or another person.

- **Public interest:** the processing is necessary for the Council to perform a task in the public interest or in the exercise of official authority vested in the Council.

- **Legitimate interests:** the processing is necessary for the purposes of legitimate interests pursued by the Council or a third party unless there is a good reason to protect the individual's personal data which overrides those legitimate interests. However, this basis is not available to processing carried out by the Council in the performance of its official tasks: it can only apply to the Council when it is fulfilling a different role

Where special category data and/or criminal offence data is processed the Council also need to identify a lawful condition for processing that information and document it.

The Council must include information about both the purposes of the processing and the lawful basis for it in our relevant privacy notices.

Privacy by Design

Data protection impact assessments (DPIAs) help the council to identify the most effective way to comply with their data protection obligations and meet individuals' expectations of privacy. These should be carried out whenever a service introduces a new system or where processing of personal data is likely to result in a high risk to the rights and freedoms of individuals.

Privacy Notices

We will issue Privacy Notices from time to time informing data subjects about the personal data that we process about them, how they can expect their personal data to be used and for what purposes. We will take appropriate measures to provide information in privacy notices in a concise, transparent, intelligible and easily accessible form, using clear and plain language.

Transfers of personal data outside the UK

We may only transfer personal data outside the UK on the basis that the recipient country, territory or organisation is designated as having an adequate level of protection or that the organisation receiving the information has adequate safeguards in place so far as data protection is concerned. Further advice can be obtained from the Data Protection Officer.

Other Policies, Procedures and Guidance

Data Protection Staff Guide   Connect
Dealing with a Data Security Breach   ConnectSubject Access Requests via Data Protection guidance   Connect
Data Security Policy - currently under review by IT
Data Protection Impact Assessments   Connect
Data Sharing   Connect

Clacks Academy - Online training available
1. An introduction to GPDR
2. Dealing with Data Breaches
3. Introduction to Information Security
4. Subject Access Requests

Further information and guidance

Any questions or concerns about this Policy should be directed to the Data Protection Officer,

Data Protection Officer
Clackmannanshire Council
Kilncraigs
Alloa
FK10 1EB

Email: dpo@clacks.gov.uk

Further information is also available from the Information Commissioner's website: www.ico.org.uk Information Commissioner's Office

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www.clacks.gov.uk

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

Title: Data Protection Policy

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

The findings of this assessment are that the Data Protection Policy has a limited impact on protected characteristics and looks to impose a policy that aims to promote the protection of all data subjects and data processed by the Council

Summary of actions taken because of this assessment:

None

Ongoing actions beyond implementation of the proposal include:

None

Lead person(s) for this assessment:

Evelyn Paterson, Data Protection Officer

Senior officer approval of assessment:

Chris Allison, Head of Corporate Services

DATE: 23/09/26

Equality and Fairer Scotland Impact Assessment (EFSIA)

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

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

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

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

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

Step A – Confirm the details of your proposal

1. Describe the aims, objectives and purpose of the proposal.
The purpose of the policy is to set out the arrangements for collecting, storing and processing personal data whilst carrying out the functions of a local authority and/or meeting our statutory obligations. These arrangements apply to staff, elected members, contractors, consultants, volunteers and other agents of the Council who use its computer facilities or paper files to hold and process personal information. It aims to inform all impacted parties of these measures, roles and responsibilities to enable them to comply.

2. Why is the proposal required?
The proposal is required to ensure appropriate data protection arrangements are in place across the council estate and to build a robust and accountable culture within the council.

3. Who is affected by the proposal?
All staff, elected members, visitors, contractors, consultant, volunteers and other third parties processing personal data.

4. What other Council policies or activities may be related to this proposal? The EFSIAs for related policies might help you understand potential impacts.
Data Security Policy (IT), guidance documents relating to data protection, data protection impact assessments and data sharing all on CONNECT.

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

Step B – Consider the level of EFSIA required

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

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

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

Equality Group	**Evidence source** (e.g. online resources, report, survey, consultation exercise already carried out)	**What does the evidence tell you about the experiences of this group in relation to the proposal?** NB Lack of evidence may suggest a gap in knowledge/ need for consultation (Step C).
Age		The policy applies equally across all ages. Ensuring the policy is implemented is more likely to protect data for all age groups.
Disability		The policy applies equally across disabled and non-disabled people
Race		The policy applies across all races within the council
Sex		The policy applies equally across all staff
Gender Reassignment		The policy applies equally across staff and there is no evidence that it would negatively impact those undergoing or having undergone gender reassignment.
Sexual orientation		The policy applies equally across all staff regardless of sexual orientation.
Religion or Belief		The policy applies equally across all staff regardless of religion or belief.
Pregnancy or maternity		The policy applies equally across all staff regardless of pregnancy or maternity.
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)		The policy applies equally to staff. There is again no data to indicate that it negatively impacts any-one with this protected characteristic.
Socio economic disadvantage (if required)		The policy applies across all staff regardless of social economic standing.

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

No

Step C – Stakeholder engagement

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

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

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

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

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

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

If relevant, consider socio-economic impact.

Age	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Race	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Sex	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Gender Reassignment	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination				
potential for developing good relations				
potential to advance equality of opportunity				

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

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

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

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

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

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

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

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

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

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

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

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

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed: [redacted]

Date: 23/09/26

Senior officer approval of assessment:

Signed: [redacted]

Date: 23/09/26

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

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Gambling Awareness Policy

2026

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Gambling Awareness Policy
Date Issued:	
Date Effective From:	
Version Number:	1.0
Document Type:	Policy
Document Status:	Draft
Author:	Cheryl Dennington
Owner:	Human Resources
Approver:	
Approved by and Date:	
Contact:	

Revision History:

Version:	**Date:**	**Summary of Changes**	**Name:**	**Changes Marked:**
1.0	January 2026	Draft	CD	N/A

1. POLICY STATEMENT

1.1 Clackmannanshire Council is committed to promoting the health, safety and wellbeing of its employees and to maintaining a working environment that is safe, productive and supportive. The Council recognises that gambling related harm can adversely affect individuals, their families, colleagues and the workplace, including through impacts on attendance, performance, conduct, financial wellbeing and mental health.

2. INTRODUCTION

2.1 Harmful gambling is a health and social concern for all, and as a Council we want to ensure awareness of this issue with a positive policy designed to encourage early identification of gambling concerns in the workplace, and by providing a constructive and preventive strategy to support employees with gambling concerns in our workforce.

3. DEFINITION

3.1 Harmful gambling refers to any pattern of gambling behaviour that has a negative impact on an individual's health, wellbeing, finances, relationships, work performance or ability to carry out day-to-day responsibilities. This may include difficulties in controlling time or money spent on gambling, gambling to cope with stress or emotional distress, or continuing to gamble despite experiencing adverse consequences.

3.2 It can also impact colleagues, families and the workplace through reduced concentration, attendance, financial pressures, safeguarding concerns or breaches of conduct.

4. PURPOSE

4.1 To raise awareness of gambling related harm, reduce stigma, and ensure that employees who may be affected by their own or another person's gambling are supported in a fair, sensitive and proportionate manner. The Council adopts a preventative and supportive approach, recognising gambling harm as a workplace wellbeing issue rather than solely a conduct matter.

5. SCOPE AND RESPONSIBILITY

5.1 This policy applies to all employees of Clackmannanshire Council, regardless of role. While the Council encourages employees to seek support at the earliest opportunity, it also makes clear that where gambling related behaviour results in breaches of Council policies, poor performance, or risks to service delivery, safeguarding, or public trust, this may be managed under the appropriate Council procedures, including the capability or disciplinary processes.

5.2 Clackmannanshire Council will take reasonable steps to:

- Foster a workplace culture that encourages early disclosure and support;
- Provide clear information on available support and sources of help;
- Ensure that managers are equipped to respond appropriately to concerns;
- Balance employee wellbeing with the Council's duty to deliver services safely, lawfully and effectively.

6. PROCESSING OF PERSONAL DATA

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

7. MONITORING AND REVIEW

6.1 Both HR and Trade Union Representatives shall monitor the effectiveness of the procedure on an ongoing basis. Changes may result from employee, management and union feedback and/or from changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

8. EQUALITY IMPACT ASSESSMENT

Policy Name	Gambling Awareness
Department	HR&WFD
Policy Lead	HR*WFD
Equality Impact Assessment	
Full EQIA required	Yes [x] No* [ ]
* In no please provide rationale	
Date Full EQIA complete	
Date Approved	
Review Date	

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Gambling Awareness Procedure

2026

DOCUMENT CONTROL SHEET:

Key Information:

Title:	Gambling Awareness Procedure
Date Issued:	
Date Effective From:	
Version Number:	1.0
Document Type:	Procedure
Document Status:	Draft
Author:	Cheryl Dennington
Owner:	Human Resources
Approver:	
Approved by and Date:	
Contact:	

Revision History:

Version:	Date:	Summary of Changes	Name:	Changes Marked:
1.0	January 2026	Draft	CD	N/A

1. INTRODUCTION

1.1 This procedure sets out the practical steps to be followed where gambling related harm may be affecting an employee or the workplace. Its purpose is to provide managers with clear, consistent guidance on recognising potential indicators of gambling harm, responding to concerns sensitively and appropriately, and signposting employees to support at the earliest opportunity.

1.2 This should be read alongside the Council's Gambling Awareness Policy.

2. GENERAL PRINCIPLES

2.1 The Council will adopt a supportive, non-judgemental and preventative approach to gambling related harm, focusing on early identification, open conversations and timely access to support.

2.2 Gambling related harm is recognised as existing on a spectrum and may affect individuals in different ways. Support may be appropriate even where gambling is lawful, occasional, or not disclosed as a problem by the individual.

2.3 The Council is committed to reducing stigma associated with gambling harm and encouraging employees to seek help or raise concerns at the earliest opportunity, without fear of unfair treatment.

2.4 All matters relating to gambling related harm will be handled sensitively and in accordance with data protection requirements. Information will only be shared on a need-to-know basis.

2.5 Managers will respond to concerns in a fair, proportionate and consistent manner, taking account of individual circumstances while ensuring service delivery, safety and public trust are maintained.

2.6 Addressing gambling related harm is a shared responsibility between the Council, managers, employees, HR and trade union representatives, with each having a role in promoting wellbeing and providing appropriate support.

2.7 Where gambling related issues overlap with attendance, performance, capability, safeguarding or conduct, they will be managed alongside the relevant Council procedures, ensuring a balanced approach between support and organisational responsibilities.

2.8 This Procedure will be applied in a manner that is fair, inclusive and consistent with the Council's commitments to equality, dignity and respect at work, and its wider wellbeing framework.

3. INDICATORS OF GAMBLING RELATED HARM

3.1 Harmful gambling often contributes to other problems such as financial, health, drug or alcohol misuse, relationships, employment, homelessness or crime.

3.2 Indicators can include:

- Changes in attendance (frequent absence, lateness, short-notice leave)
- Changes in work performance or concentration
- Increased stress, anxiety, irritability or low mood
- Financial concerns (requests for advances, overtime, money worries)
- Behavioural changes or withdrawal from colleagues
- Conduct, compliance or safeguarding concerns
- Self-disclosure or concerns raised by others

3.3 The presence of one or more of the indicators listed above does not mean that an employee has a gambling problem, nor is it the role of managers to diagnose gambling related harm. These signs may relate to a wide range of health, wellbeing or personal circumstances. The purpose of spotting potential indicators is to help identify when a supportive conversation may be appropriate, to signpost employees to relevant support, and to seek advice from HR where concerns exist.

3.4 What support may look like:

- Wellbeing conversations
- Temporary workload adjustments
- Flexible working considerations (where possible)
- Time off for support appointments
- Occupational Health referral
- Employee Assistance Programme (PAM Assist)
- Signposting to external & third sector pathways

4. MANAGERS RESPONSIBILITIES

4.1 Managers have a key role in supporting employee wellbeing and in ensuring that gambling related harm is identified and addressed appropriately within the workplace. Managers should focus on observed workplace impacts, respond proportionately and sensitively, and take appropriate guidance to ensure matters are managed fairly, consistently and in line with Council procedures. In carrying out this role, managers are expected to:

- Foster an open and supportive working environment in which employees feel able to raise concerns about gambling related harm, either affecting themselves or others, without fear of judgement or unfair treatment.

- Remain attentive to changes in behaviour, performance, attendance or conduct that may indicate gambling related harm, while avoiding assumptions or diagnosis.

- Where concerns are identified or disclosed, respond in a timely, compassionate and non-judgemental manner, focusing on understanding the issue and offering appropriate support.

- Engage in sensitive, wellbeing focused conversations with employees where appropriate, signposting to available support and encouraging early access to help in line with the Bet You Can Help Now approach (Appendix XX).

- Ensure employees are aware of internal and external support options, including occupational health, employee support services and relevant third-sector organisations. Please see appendix XX.

- Handle all information sensitively and in accordance with data protection requirements, sharing information only on a need-to-know basis.

- Seek advice from HR at an early stage where gambling related harm is suspected or disclosed, particularly where there may be implications for attendance, performance, safeguarding, financial probity or conduct.

- Where gambling related issues are impacting on attendance, capability, safeguarding or conduct matters, manage these appropriately under the relevant Council policies, ensuring that responses are fair, proportionate and clearly separated from supportive wellbeing measures where possible.

- Keep appropriate, factual records of actions taken and regularly review agreed support measures to ensure they remain relevant and effective.

5. EMPLOYEES RESPONSIBILITIES

5.1 ll employees have a role to play in promoting a safe, supportive and respectful working environment. In relation to gambling related harm, employees are expected to:

- Be mindful of the impact that gambling may have on their health, wellbeing, finances and work, and seek support where they feel gambling may be affecting them or others.

- Where gambling related harm is experienced or suspected, access available support at the earliest opportunity, either through self-referral to support services or by speaking to a manager, HR, or a trade union representative.

- Where reasonable support measures are put in place, engage constructively with these and participate in agreed actions aimed at improving wellbeing and maintaining attendance, performance and conduct.

- Provide relevant and accurate information when discussing gambling-related concerns that may affect their work, recognising that openness supports appropriate and timely assistance.

- Ensure that gambling related behaviour does not adversely affect work performance, attendance, safety, conduct or compliance with Council policies and procedures.

- Treat colleagues with dignity and respect, maintaining confidentiality and avoiding stigma, speculation or inappropriate discussion of gambling-related issues.

- Employees should be aware that failure to meet required standards may be managed under the appropriate Council procedures.

6. EXTERNAL SUPPORT AND THIRD PARTY PATHWAYS

6.1 Where an employee discloses concerns or a manager identifies potential indicators of harmful gambling, the focus will be on early, supportive signposting to appropriate external support. In practice, this involves sensitively discussing available third-party support options, encouraging the employee to access help at their own pace, and, where appropriate, facilitating contact with relevant services. Managers are not expected to provide advice or act as intermediaries, but to support access, maintain confidentiality, and seek HR advice to ensure a coordinated approach alongside any internal workplace support measures.

6.2 External and third party partners and local resources are outlined in Appendix XX.

7. MONITORING AND REVIEW

7.1 Strategic Directors/Senior Managers are responsible for monitoring the progress of grievance cases within their service area, on an ongoing basis, to ensure that the timescales contained in this policy are adhered to.

7.2 Both HR and Trade Union Representatives shall monitor the effectiveness of the procedure on an ongoing basis. Changes may result from employee, management and union feedback and/or from changes in employment legislation. Revisions and updates will be implemented by the Council following consultation with recognised Trade Unions.

8. EQUALITY IMPACT ASSESSMENT

Policy Name	
Department	HR&WFD
Policy Lead	HR*WFD
Equality Impact Assessment	
Full EQIA required	Yes [x] No* [ ]
* In no please provide rationale	
Date Full EQIA complete	
Date Approved	
Review Date	

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

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

Assessment is required

Summary of actions taken because of this assessment:

Consultation with the Councils Policy Group

Ongoing actions beyond implementation of the proposal include:

Monitoring to ensure policy and procedure are applied consistently across the Council.
Ongoing review and consultation of the Policy and Procedure.

Lead person(s) for this assessment:

Ewa Kac – HR Business Partner

Senior officer approval of assessment:

Head of Corporate Services

DATE: August 2026

Equality and Fairer Scotland Impact Assessment (EFSIA)

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

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

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

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

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

Step A – Confirm the details of your proposal

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

To raise awareness of gambling related harm, reduce stigma, and ensure that employees who may be affected by their own or another person’s gambling are supported in a fair, sensitive and proportionate manner.

2. Why is the proposal required?

HR Policies and Procedure are reviewed on a regular basis, usually every 2-3 years to ensure they remain appropriate, up to date and in line with any legislative or other relevant changes. This policy and procedure is to ensure that the council have a supportive framework in place for our employees who have gambling problems at present or in the future.

3. Who is affected by the proposal?

The procedure is available to all employees within Clackmannanshire council; not all employees will be affected but if they are this policy and procedure has been created to best support them.

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

Potentially flexible working, special leave, maximising attendance, employee wellbeing and mental health initiatives, equality diversity and inclusion strategy, capability policies.

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

No, policy Is an operational/employee support measure.

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	The Scottish Health Survey 2021 - volume 1: main report ScotPHO – Public Health Information for Scotland.	Yes – older workers (between 45-54) more likely to participate in gambling activities; however, the proportion of the young people in GB engaging in the gambling problem is increasing. Therefore, all ages can be affected.
Disability	Limited Data	No/lack of specific data available on gambling among disable employees.
Race	Gambling Harm Inequalities: Risk Factors for Women & Minorities	Yes - People from ethnic minoritised communities tend to have lower rates of participation in gambling activities, however, those communities are also 3x more likely to gamble as a coping mechanism. Therefore, this proposal provides further support to those affected.
Sex	The Scottish Health Survey 2021 - volume 1: main report ScotPHO – Public Health Information for Scotland.	Yes – men are more likely to gamble than women, however women can go from low levels of harm to high levels of harm much quicker than men. Gambling Harm Inequalities: Risk Factors for Women & Minorities The policy is intended for all genders.
Gender Reassignment	Limited Data	No/lack of specific data available on gambling among trans employees.
Sexual orientation	Limited Data	No/lack of specific data available on gambling among trans employees.
Religion or Belief	Limited Data	No/lack of specific data available on gambling among trans employees.

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).
Pregnancy or maternity	Limited Data	No/lack of specific data available on gambling among trans employees. Although the reports indicate that gambling operators are targeting new mums. Gambling Harm Inequalities: Risk Factors for Women & Minorities
Marriage or civil partnership (only the first aim of the Duty is relevant to this protected characteristic and only in relation to work matters)	Limited Data	No/lack of specific data available on gambling among trans employees.
Socio economic disadvantage (if required)	Gambling Harm Treatment and Support in Scotland: Current provisions and future directions	Yes – Research shows that although the gambling participation remains widespread in Scotland, there is evidence of socioeconomic pattering with those living in the most deprived areas participating in gambling more than those living in the least deprived.

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

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

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

Limited evidence under Disability, Gender Reassignment, Religion or Belief, Pregnancy or maternity, Marriage or civil partnership& Sexual orientation compared to the other equality groups.

Step C – Stakeholder engagement

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

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

The procedure has been developed in consultation with recognised trade unions, along with elected manager representatives, all who will be involved in the review of the draft procedure at policy group. Discussion will take place at policy group on the content of the procedure and suggested amendments/additions will be agreed collectively. The Policy needs to be agreed at Council before it can be implemented.

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

Policy and Procedure went to Policy Group and there was no feedback in terms of the impact on each equality group. No additional information to be added from this.

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			Low risk as p&p supports all age groups employed by Clackmannanshire Council.
potential for developing good relations	X			Promotes understanding/education across age groups and all ages can experience having gambling problem.
potential to advance equality of opportunity			X	

Disability	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			Low risk of discrimination – the proposal applies equally regardless of a condition
potential for developing good relations	X			Supports equal and inclusive access by recognising gambling problems can impact all employees regardless of health condition.
potential to advance equality of opportunity	X			As above ensures all employees are supported regardless of their health condition – equal access to support when gambling problems arise

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			Low risk as p&p further supports all employees regardless of race or cultural background.
potential for developing good relations	X			Supports equal and inclusive access by recognising gambling problems can impact all employees regardless of race and culture backgrounds e.g. values, beliefs. This normalises gambling awareness, support, and reduces stigma.
potential to advance equality of opportunity	X			As above ensures all employees are supported regardless of race or cultural background – equal access to support when gambling problems arise.

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			Low risk – as although men are statistically more likely to gamble, the policy/procedure is intended for all genders.
potential for developing good relations	X			Allowing employees of all genders to continue to work whilst dealing with the gambling problem, ensuring no member of staff is at a disadvantage, reinforcing equality in the workplace in pivotal.
potential to advance equality of opportunity	X			Further reinforces that gambling problem impact all genders, further supporting equality in the workplace.

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	No impact identified
potential for developing good relations			X	"
potential to advance equality of opportunity			X	"

Sexual Orientation	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	No impact identified
potential for developing good relations			X	"
potential to advance equality of opportunity			X	"

Religion or Belief	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination			X	No impact identified
potential for developing good relations			X	
potential to advance equality of opportunity			X	

Pregnancy/maternity	Place 'X' in the relevant box(es)			Describe any actions you plan to take, eg. to mitigate any impact, maximise positive impact, or record your justification to not make changes
	Positive impacts	Negative impacts	No impact	
risk of discrimination	X			Low risk - employees may experience exposure to gambling during pregnancy, maternity, or return-to-work periods, therefore proposal provides further support to those in that category.
potential for developing good relations	X			Create and promotes an inclusive and supportive working culture for employees exposed to gambling activities.
potential to advance equality of opportunity	X			Supports retention and a positive return to work experience.

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)				Low risk of discrimination – the proposal applies equally regardless of marriage/Civil partnership.

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			Low risk - research shows gambling problems are more concentrated in deprived areas therefore proposal provides further support to those affected.

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

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

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

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

Please select (X)	**Implications for the proposal**
X	**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:

To be confirmed.

Step F – Post-implementation actions and monitoring impact

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

14. **Record any post-implementation actions required.**

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

    Review at next scheduled policy review cycle.
    Feedback through employees
    Feedback through trade unions

16. **Note here when the EFSIA will be reviewed as part of the post-implementation review of the proposal:** 2-3 years

Step G – Assessment sign off and approval

Lead person(s) for this assessment:

Signed:

Date:

Senior officer approval of assessment:

Signed:

Date: 23/09/26

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