



**Clackmannanshire  
Council**

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

Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 28 September 2017 at 9.30 am**

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

Date	Time
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There are 32 Unitary 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 the monthly 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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**20 September 2017**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 28 SEPTEMBER 2017 at 9.30 am.**

**NIKKI BRIDLE  
Depute Chief Executive**

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

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1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Confirm Minutes of Meeting held on Thursday 31 August 2017 (Copy herewith)	07
4. Committee Meetings Convened Since the Previous Council Meeting on 31/08/2017 ( <i>For information only</i> )  (i) Audit and Finance Committee on 07/09/2017 (ii) Planning Committee on 14/09/2017 (iii) Regulatory Committee on 19/09/2017 (iv) Licensing Board on 26/09/2017	--
5. Clackmannanshire Local Policing Plan 2017-2020 – report by the Head of Strategy and Customer Services (Copy herewith)	15
6. External Audit Final Report to Members on the 2016/17 Audit – report by the Depute Chief Executive (Copy herewith)	33
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9. Workforce Committee – Proposed Change in Remit – report by the Leader of the Council (Copy herewith)	175
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11. Council Policy Papers: Disciplinary, Capability, Maximising Attendance and Recruitment and Selection Policies – report by the Head of Resources and Governance (Copy herewith)	189
12. Mixed Ownership and Common Repairs – report by the Head of Housing and Community Safety (Copy herewith)	213
13. Notice of Motion in terms of Standing Order 16.0 – Naming of Changing Facilities at West End Park, Alloa - motion submitted by Councillor Craig Holden (Copy herewith)	231

#### **EXEMPT INFORMATION**

It is considered that the undernoted report be treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 8 of the Local Government (Scotland) Act 1973. It is anticipated (although this is not certain) that the Council will resolve to exclude the press and public during consideration of this item.

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## Clackmannanshire Council – Councillors and Wards (From 4th May 2017)

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### Councillors

### Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Archie Drummond	2	Clackmannanshire North	SNP
Councillor	Phil Fairlie	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	CONS
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Bill Mason	5	Clackmannanshire East	CONS

### Appointed Members (3)

Rev Sang Y Cha	Church of Scotland
Father Michael Freyne	Roman Catholic Church
Pastor David Fraser	Scottish Baptist Church

Nb. Religious representatives (Appointed Members) only have voting rights on matters relating to the discharge of the authority's function as education authority.





**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, ALLOA, FK10 1EB, on THURSDAY 31 AUGUST 2017 at 9.30 am.**

**PRESENT**

Provost Tina Murphy (In the Chair)  
Councillor Donald Balsillie  
Councillor Martha Benny  
Councillor Dave Clark  
Councillor Chris Dixon  
Councillor Archie Drummond  
Councillor Kenneth Earle  
Councillor Phil Fairlie  
Councillor Ellen Forson  
Councillor Darren Lee  
Councillor Graham Lindsay  
Councillor Kathleen Martin  
Councillor Bill Mason  
Councillor George Matchett, QPM  
Councillor Les Sharp  
Councillor Derek Stewart  
Councillor Mike Watson

**Appointed Members (Religious Representatives)**

Pastor David Fraser, Scottish Baptist Church (Items 1-4)  
Father Michael Freyne, Roman Catholic Church (Items 1-4)  
Rev Sang Y Cha, Church of Scotland (Items 1-4)

**IN ATTENDANCE**

Elaine McPherson, Chief Executive  
Nikki Bridle, Depute Chief Executive  
Garry Dallas, Executive Director  
Stephen Coulter, Head of Resources and Governance  
Stuart Crickmar, Head of Strategy and Customer Services  
Ahsan Khan, Head of Housing and Community Safety  
Lindsay Sim, Chief Accountant  
Julie Hamilton, Service Manager, Development  
Jane Rough, Improving Outcomes Manager, Education Service  
Andrew Wyse, Acting Legal Services Manager (Clerk to the Council)  
Margaret Summers, Committee Services

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The Provost intimated that an additional paper entitled 'Village and Small Town Centre Initiative' had been submitted by the Head of Housing and Community Safety as an item of urgent business. In terms of Standing Order 11.6, the Provost agreed to accept this item onto the agenda as deferral in acceptance of a tender would create further and unacceptable delays to an already over time project.

### **CC.31 APOLOGIES**

Apologies for absence were received from Councillor Craig Holden

### **CC.32 DECLARATIONS OF INTEREST**

None

### **CC.33 MINUTES OF MEETING: CLACKMANNANSHIRE COUNCIL 28 JUNE 2017**

The minutes of the meeting of the Clackmannanshire Council held on 28 June 2017 were submitted for approval.

#### **Decision**

The minutes of the meeting of the Clackmannanshire Council held on 28 June 2017 were agreed as a correct record and signed by Provost Tina Murphy.

### **CC.34 TULLIBODY SOUTH SHARED CAMPUS**

A report which updated Council on the progress of a shared campus incorporating Abercromby Primary school, St Bernadette's Primary School, a Nursery and shared facilities and sought agreement of the outline design for the campus building was submitted by the Chief Education Officer.

The Improving Outcomes Manager highlighted paragraph 4.9 of the report and indicated that this should read "A *monthly* meeting of the project stakeholder's group has been established ..." and not "quarterly" as indicated in the report.

#### **Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp

#### **Amendment**

Amendment to 2.2

It is recommended that Council agree, subject to further consultation with the Project Stakeholders Group, on the proposals associated with the proposed programme, site layout, accommodation schedule and floorplans for the buildings contained within Appendices 1-4.

Moved by Councillor George Matchett, QPM. Seconded by Councillor Dave Clark.

#### **Vote on the Amendment**

For the amendment	9 votes
Against the amendment	11 votes

The amendment was defeated by 11 votes to 9.

#### **Vote on the Motion**

In terms of Standing Order 14.7, Councillor Archie Drummond asked for a roll call vote. The Council agreed that a vote be taken by calling the roll and at this stage there were 17 elected



members and 3 appointed members present who were eligible to vote. On the roll being called, the elected members and appointed members present voted as follows:

**For the motion (19 votes)**

Provost Tina Murphy  
Councillor Les Sharp  
Councillor Archie Drummond  
Councillor Phil Fairlie  
Councillor Donald Balsillie  
Councillor Graham Lindsay  
Councillor Ellen Forson  
Pastor David Fraser  
Rev Sang Y Cha  
Councillor Mike Watson  
Councillor Chris Dixon  
Councillor Darren Lee  
Councillor Martha Benny  
Councillor Bill Mason  
Councillor Kathleen Martin  
Councillor Derek Stewart  
Councillor Kenneth Earle  
Councillor George Matchett, QPM  
Councillor Dave Clark

**Abstain (Non Voting) (1 abstention)**

Father Michael Freyne

The motion was carried by 19 votes with one abstention

**Decision**

Accordingly, the Council agreed to note:

- (a) The appointment of Hub East Central Scotland (Amber Blue) to develop a design and build project for the Tullibody South Campus.
- (b) The appointment of the Design Team:
  - Tier 1: Robertson's Construction
  - Tier 2: Keppie's Architects
  - Baker Hicks, Mechanical and Electrical Engineers and Civil and Structural Engineers
- (c) The appointment of Consultants to undertake the following duties:
  - (i) Kirk and Marsh, Principal Designer and Construction Design Management (CDM)
  - (ii) AECOM – Building Information Modelling (BIM)

The Council also agreed:

- (1) The proposed programme, site layout, accommodation schedule and floorplans for the building contained within appendices 1-4 of the report.
- (2) That the Council's Capital Budget is realigned for the Tullibody South project to reflect the phasing of the programme.

- (3) That the land formerly occupied by the flats known as The Orchard be transferred from the HRA to the General Fund to facilitate the new campus development in compliance with the relevant regulations and subject to a valuation to be determined in consultation with the District Valuer's Service.
- (4) The partial demolition of the existing Abercromby Primary School to enable the advanced works to be undertaken, noting the requirement for temporary teaching accommodation.

**Action**

Chief Education Officer

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*The Provost adjourned the meeting for 10 minutes at this point in the proceedings (11.15 am).*

*When the meeting resumed at 11.25am, 17 elected members remained present.*

*Pastor David Fraser, Father Michael Freyne and Rev Sang Y Cha withdrew from the meeting.*

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**CC.35 MEMBER REPRESENTATION ON CoSLA POLICY BOARDS**

A report which asked Council to nominate members to represent Clackmannanshire Council on four CoSLA Policy Boards was submitted by the Chief Executive.

During the discussion Councillor Les Sharp seconded by Councillor Archie Drummond moved that the Council's representation on the CoSLA Policy Boards be Councillor Ellen Forson for Health & Social Care, Councillor Craig Holden for Community Wellbeing, Councillor Graham Lindsay for Children and Young People, and Councillor Donald Balsillie for Environment and Economy.

Councillor Dave Clark seconded by Councillor Kenneth Earle nominated Councillor Earle as representative for Community Wellbeing and Councillor Clark as representative for Children and Young People. Councillor Kenneth Earle withdrew his nomination.

On a vote being taken for the position of representative on the Policy Board for Children and Young People there voted for Councillor Lindsay 12 and for Councillor Clark 5. Councillor Lindsay was therefore nominated as the Council's representative on the Policy Board for Children and Young People.

The Council agreed the following nominations to the CoSLA Policy Boards

**(1) Health and Social Care Board**

Board Member - Councillor Ellen Forson  
Substitute Member - Councillor Les Sharp

**(2) Community Wellbeing Board**

Board Member - Councillor Craig Holden  
Substitute Member - Councillor Darren Lee

**(3) Children and Young People Board**

Board Member - Councillor Graham Lindsay  
Substitute Member - Councillor Martha Benny

#### **(4) Environment and Economy Board**

Board Member - Councillor Donald Balsillie  
Substitute Member - Councillor Bill Mason

#### **Action**

Chief Executive

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*Councillor Kathleen Martin withdrew from the meeting at this point in the proceedings (11.40 am). Sixteen (16) elected members remained present*

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#### **CC.36 BUDGET STRATEGY UPDATE**

A report which maintained Council's regular update on the approved budget strategy was submitted by the Depute Chief Executive. The report provided an update on the fiscal outlook and focused on the Budget 2018/19 preparation process and timetable.

#### **Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Archie Drummond.

#### **Amendment**

That this Council notes the content of the report and proposes that, as a result of the crisis facing us, we seek a Tripartite meeting with the Scottish Government Minister with responsibility for Local Government.

Moved by Councillor Dave Clark. Seconded by Councillor Kenneth Earle.

#### **Vote on the Amendment**

For the amendment	4 votes
Against the amendment	12 votes

The amendment was defeated by 12 votes to 4.

The motion was then agreed by the meeting.

#### **Decision**

Accordingly, the Council agreed to note:

- (a) The fiscal outlook and information on the UK election outcome impacts set out in paragraphs 3.1 to 3.4 of the report.
- (b) The key messages from the three CIPFA Insight papers on medium term financial planning, financial resilience and balancing local authority budgets set out in paragraphs 3.7, 3.10 and 3.14 of the report.
- (c) Council's progress in implementing initiatives in support of medium term financial planning and financial resilience (paragraphs 3.8, 3.11 and 3.12 of the report).
- (d) Key next steps/actions required to further refine and develop key corporate and financial strategies in support of medium term planning (paragraphs 3.9 and 3.12 of the report).

- (e) The high level budget preparation timetable based on a budget being agreed during February 2018.
- (f) The arrangements in respect of elected member, trade union representative, stakeholder and staff consultation (paragraphs 4.3 to 4.5 of the report)
- (g) The updated *Taking Clackmannanshire Forward Framework* which further develops the approved *Making Clackmannanshire Better* approach (Appendix B of the report)

### **CC.37 STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL**

A report which described the background to the Stirling and Clackmannanshire City Region Deal arrangements as well as the progress made in developing the Council's bid was submitted by the Executive Director.

Councillor Archie Drummond had submitted the following amendment:-

In the recommendations at paragraph 2.0 on page 57:

Delete recommendation 2.2

And insert:

- 2.2 Supports the local priorities described at 3.15 with a focus on geothermal and other sources of sustainable energy, tourism and inclusive growth based on strategic projects in line with the examples in this report.

It was agreed that the amendment be incorporated in the motion.

#### **Motion**

That Council agrees the recommendations set out in the report subject to the agreed amendment.

Moved by Councillor Archie Drummond. Seconded by Councillor Phil Fairlie.

#### **Decision**

The motion as amended was agreed without division. Accordingly, the Council agreed to:

- (1) Note the progress being made in developing a City Region Deal bid for Stirling and Clackmannanshire, and
- (2) Support the local priorities described at paragraph 3.15 of the report with a focus on geothermal and other sources of sustainable energy, tourism and inclusive growth based on strategic projects in line with the examples in the report.

#### **Action**

Executive Director

## **CC.38 APPOINTMENT OF COUNCIL DIRECTORS TO CSBP CLACKMANNANSHIRE INVESTMENTS LIMITED**

A report which enabled Council to appoint two council Directors to the joint venture company CSBP Clackmannanshire Investments Limited in which the Council is a 50% shareholder, in accordance with the company's memorandum and articles, was submitted by the Acting Legal Services Manager.

### **Decision**

The Council agreed unanimously to:

- (a) Confirm the appointment of Councillor Les Sharp as a Council Director in his capacity as Leader of the Administration; and
- (b) Appoint the Leader of the Labour Group, Councillor Dave Clark, as the other Director.

### **Action**

Acting Legal Services Manager

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At this point in the proceedings, Councillor Les Sharp, Leader of the Council, gave notice under Standing Order 20.7 that proposals to amend standing orders would be brought before the next meeting of Council.

Before the Provost adjourned the meeting, the Council thanked Andrew Wyse, Acting Legal Services Manager (Clerk to the Council), for his contribution to the Council and wished him well in retirement.

The Provost adjourned the meeting for 35 minutes at this point in the proceedings (12.40 pm).

Councillor George Matchett and Councillor Graham Lindsay withdrew from the meeting at adjournment (12.40 pm).

When the meeting resumed at 1.15 pm, fourteen (14) elected members remained present.

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## **EXEMPT INFORMATION**

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 it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraphs 8 and 9.

In terms of Standing Order 11.4, the Provost intimated that the following item of urgent business would be taken before item 9 on the agenda.

## **CC.39 VILLAGE AND SMALL TOWN CENTRE INITIATIVE**

A report which asked Council to approve the increased budget required to accept the contract to complete a redevelopment as part of the Village and Small Town Centre Initiative was submitted by the Head of Housing and Community Safety as an urgent item of business.

In terms of Standing Order 11.6, the Provost agreed to accept this item onto the agenda as deferral in acceptance of the tender would create further and unacceptable delays to an already over time project.

**Motion**

That Council agrees the recommendation set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Archie Drummond.

**Decision**

The Council agreed the recommendation set out in the report.

**Action**

Head of Housing and Community Safety

**CC.40 ANNUAL PROPERTY REVIEW 2017/18**

A report which provided an overview of progress on the disposal of surplus property assets since approval by Council of the previous Annual Review on 12 May 2016 was submitted by the Development Services Manager. The report also identified the proposed disposal plan for 2017/18 and sought approval, where necessary, to declare further properties surplus to operational and strategic requirements.

**Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Les Sharp.

**Decision**

The Council agreed the recommendations set out in the report.

**Action**

Development Services Manager

Ends 1.40 pm.

**CLACKMANNANSHIRE COUNCIL**

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**Report to CLACKMANNANSHIRE COUNCIL**

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**Date of Meeting: 28 September 2017**

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**Subject: Clackmannanshire Local Policing Plan 2017-20**

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**Report by: Head of Strategy & Customer Services**

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**1.0 Purpose**

- 1.1. A local policing plan for Clackmannanshire is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. The purpose of this report is to present for Council consideration, Clackmannanshire's Local Policing Plan for 2017-20.

**2.0 Recommendations**

- 2.1. It is recommended that Council approves the Clackmannanshire Local Policing Plan for 2017-20.

**3.0 Considerations**

- 3.1. The Local Policing Plan, as per Appendix 1, sets out the priorities and objectives for policing in Clackmannanshire for a 3 year period from 2017 to 2020. The Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. Development of the Plan is a key process for Police Scotland to ensure local policing reflects the concerns of local communities as well as meeting and tackling national demands.
- 3.2. The Plan identifies four priorities, providing areas of focus for policing in Clackmannanshire over the period 2017 to 2020. The priorities are: responsive to the needs of our communities; enhancing our collective resilience to emerging threats; protecting people most at risk of harm; and, promoting confidence through our actions.
- 3.3. Completion of the Plan has been scheduled to enable development in tandem with Clackmannanshire's Local Outcome Improvement Plan, which has a statutory publication date of 1 October 2017. It has been developed in

consultation with partners and communities and is based on local and national strategic analyses of need and risk.

- 3.4. Outlined within the document are arrangements for delivery of the Plan, as well as a performance management framework within the section “How will we know we are making a difference?” This meets the requirements of the Police and Fire Reform (Scotland) Act 2012. The Plan also outlines arrangements for reporting progress on the Plan to the local authority, which will remain in line with the Council’s scrutiny requirements.
- 3.5. Once approved, the Plan will be published on the Clackmannanshire page of Police Scotland’s, “Your Community” website. It will also be made available on the Council’s website.

#### **4.0 Resource Implications**

- 4.1. There are no financial implications for the Council arising from this report.
- 4.2. There are no staff implications for the Council arising from this report.

#### **5.0 Exempt Reports**

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

#### **6.0 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 )

- |  |                                     |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses         | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive                          | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input type="checkbox"/>            |
| Our communities are safer  | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported                             | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced                             | <input checked="" type="checkbox"/> |
| Health is improving and health inequalities are reducing                 | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all                        | <input type="checkbox"/>            |
| The Council is effective, efficient and recognised for excellence        | <input type="checkbox"/>            |

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

#### **7.0 Equalities Impact**



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

**8.0 Legality**

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

**9.0 Appendices**

9.1 Clackmannanshire Local Policing Plan 2017-20

**10.0 Background Papers**

10.1 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
Stuart Crickmar	Head of Strategy & Customer Services	2127

**Approved by**

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	Signed: S Crickmar
Nikki Bridle	Depute Chief Executive	Signed: N Bridle



## Clackmannanshire Local Policing Plan

[Corporate cover page to be inserted]

**‘Working Together For a Better Clackmannanshire’**

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Working in  
partnership  
with



and our  
communities

YOUR VIEW COUNTS

[scotland.police.uk/yourviewcounts](https://scotland.police.uk/yourviewcounts)

## Introduction

The plan sets out our local policing priorities for the Clackmannanshire area over the forthcoming three years. This plan describes how we will address these priorities and work with partners to make our communities safer and deliver better, lasting outcomes for our communities by:

- Preventing crime and disorder and breaking the offending cycle;
- Minimising the impact of identified threats, risks and harm;
- Reducing vulnerability by protecting and supporting the most vulnerable and disadvantaged members of our society; and
- Ensuring we deliver an excellent policing service.

Our approach to delivering local policing services is aligned to, and contributes towards, the wider partnership ambitions described within the Clackmannanshire local outcome improvement Plan<sup>1</sup>. This plan has been developed by local public bodies (including Police Scotland) and communities to tackle inequality and deliver improved outcomes for the people, places and communities of Clackmannanshire which include:

- Clackmannanshire will be attractive to businesses and people; will create sustainable jobs, raise attainment and improve life skills to 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

The priorities outlined within this plan have been shaped by what our communities tell us is important to them through the Your View Counts survey<sup>2</sup>. We have also considered the challenges faced throughout Scotland which have been identified within our Annual Policing Plan<sup>3</sup> as well as having undertaken a local strategic assessment to identify emerging trends that we need to consider to ensure that we continue to use our resources to best effect within our local area.

Whilst this plan spans a three-year period, we recognise that the issues affecting our communities and the associated demands on our service are changing. This will require us to review our approach periodically throughout the duration of this plan to ensure that

- We are continuing to focus on the right things;
- Our people are suitably equipped and supported to deal with these demands; and
- Our approach remains effective and sustainable for the future; key outcomes of our 10-year strategy for policing in Scotland.<sup>4</sup>

We police with the consent and support of our communities so it is important that you continue to let us know what you think of policing in your area and what our areas of focus should be. To have your say go to [Your View Counts](#) on the Police Scotland website.<sup>5</sup>

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<sup>1</sup> Clackmannanshire Local Outcome Improvement Plan

<sup>2</sup> Forth Valley Division Survey Results April-September 2017

<sup>3</sup> [Police Scotland Annual Police Plan 2017/18](#)

<sup>4</sup> 'Serving a Changing Scotland' – <http://www.scotland.police.uk/about-us/policing-2026/>

<sup>5</sup> [www.scotland.police.uk/yourviewcounts](http://www.scotland.police.uk/yourviewcounts)

## OUR PRIORITIES

### RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

#### Our areas of focus:

- Violence, disorder and Antisocial behaviour
- Acquisitive crime
- Hate Crime
- Road crime and road safety

#### Local outcomes supported:

- Clackmannanshire will be attractive to businesses and people; will create sustainable jobs, raise attainment and improve life skills to ensure fair opportunities for all.
- Our communities will be resilient and empowered so that they can thrive

Our primary role is to keep our communities safe. In order that the Clackmannanshire area continues to be, and is perceived by our communities as, a safe place to live, work, visit and do business it is important that we are committed to listening to the views of the public and acting on the local issues that you tell us cause you greatest concern.

The feedback received from our most recent 'Your View Counts' survey highlighted that tackling **violence, disorder, anti-social behaviour and preventing acquisitive crime**, such as homes being broken into, remains a priority for our communities. We will focus on preventing these crimes as a priority as we recognise that they can have a detrimental and lasting effect on peoples' lives, impact on our local economy and cause fear throughout the wider community. As part of our approach we will work with partners to tackle the root causes that drive violent and dishonest offending behaviour and reduce repeat offending. We will also seek to ensure that our residents continue to feel safe in their homes and are supported to lead full and independent lives by working in partnership to prevent doorstep crime. This includes bogus callers and rogue traders who often seek to target vulnerable and elderly people to steal money and valuables or charge inflated prices for poor quality or unnecessary work to their homes.

In conjunction with our Community Planning partners we are committed to promoting inclusivity and equity of opportunity for all. In support of our collective effort to build cohesive communities and reduce social isolation we will seek to reduce the harm caused by **hate crime** as no member of our community should fear hostility, abuse or violence because of an aspect of their identity.

Keeping our communities safe extends to **detecting and deterring criminality** and **improving safety on our roads network**. Evidence shows there is a link between criminal driving behaviour, such as driving whilst disqualified or without insurance, to instances of collisions. Such incidents are often traumatic and can be life changing for those involved and their families. We are committed to working with partners to positively influence the behaviour of drivers and road users to reduce the number of casualties on our roads as well as minimising the economic impact of criminality and disruption to our local roads network.

### Our Approach

We will utilise our local partnership tasking and coordinating meetings to share information and examine emerging trends relating to the areas of concern highlighted by our communities. Using a problem-solving approach, we will work together to prevent crime, reassure and protect our communities from harm by:

## Violence, Disorder and Antisocial Behaviour

- Providing a visible presence at problematic locations identified through intelligence and analysis to deter acts of violence, disorder and anti-social behaviour from occurring
- Working to identify and address the root causes of such crimes; educating people and guiding them towards the support they need to make positive lifestyle choices and divert them from a cycle of offending behaviour
- Making full use of all available options to take action against those who commit crime including warning notices, acceptable behaviour contracts, antisocial behaviour orders, recorded police warnings and fixed penalty notices
- Establishing a partnership risk management forum to effectively manage offenders who are most at risk of involvement in serious violence in order to prevent repeat offending and escalation
- Working with [Clackmannanshire Licensing Board](#) and Licencing Forum to ensure our licensed premises are safe, well-regulated and supplying alcohol in a responsible manner
- Introducing a violence prevention board to oversee the effectiveness of our activities and consider our approach to preventing incidents occurring in domestic premises

## Acquisitive Crime

- Conducting proactive patrols at locations identified through intelligence and analysis
- Raising awareness and providing practical support such as installing bogus caller buttons to make our communities less vulnerable to doorstep crime
- Exploring the feasibility of establishing an alert system in conjunction with local housing and homecare providers
- Raising awareness of the warning signs of doorstep crime amongst commercial and retail staff so they are able to take appropriate intervening action if it suspected that an individual may be at risk of exploitation

## Hate Crime

- Seeking to extend our 'Safe Place' initiative where local businesses provide support to vulnerable people who find themselves in challenging situations when they are out in our local area
- Conducting local awareness campaigns to encourage those affected by hate crime or harassment to have the confidence to report what is happening to them
- Re-establishing our multi-agency hate response strategy ([MAHRS](#)) group to seek further opportunities to promote [third party reporting](#) and mainstream wider equality considerations

## Road Crime and Road Safety

- Influencing driver behaviour through engagement, education and proportionate enforcement of legislation
- Deploying mobile [safety cameras](#) at priority locations identified through intelligence and analysis
- Making full use of schemes to educate road users and divert them from prosecution
- Maximising the use of information sharing to relevant partners in order to identify and target repeat offenders and seize their vehicles from our roads

OUR PRIORITIES

ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

Our areas of focus:

- Cybercrime
- Serious organised crime and drug misuse
- Counter terrorism
- Planning for emergencies

Local outcomes supported:

- Clackmannanshire will be attractive to businesses and people; will create sustainable jobs, raise attainment and improve life skills to ensure fair opportunities for all.
- Our communities will be resilient and empowered so that they can thrive

As well as working to prevent the issues causing our communities concern from occurring, it is important that we remain adaptive and responsive to new and emerging threats in order to protect our communities from the risks and harm that they pose. Whilst individuals may not consider themselves likely to be directly affected by these issues, our local and national strategic assessments tell us that these issues are affecting or likely to affect our communities in the forthcoming years.

The way in which we interact and do business is changing with an increasing proportion of our daily life carried out online. As a result of this shift criminals are increasingly seeking opportunities to exploit technology in order to commit crime; placing our local businesses and members of our communities at risk from **cybercrime** which can include targeting of business systems to commit financial fraud, stealing personal data and making threats towards individuals to extort money. We, with the support of our national cybercrime unit, local business leaders, industry regulators and public sector partners are committed to reducing vulnerabilities and preventing such crimes.

**Serious organised crime** often exploits the most vulnerable members of our communities; impacting on the health and prosperity of ordinary people, their families and the places they live. Feedback from our recent 'Your View Counts' survey highlights that tackling drug dealing and **drug misuse** remains a priority for our communities and we remain committed to disrupting those involved in the production, sale and supply of drugs as well as diverting people from becoming involved in the activities of serious organised crime groups and using their products. The harms posed by serious organised crime to our communities however extends beyond the availability of drugs. We are committed to tackling serious organised crime in all of its forms; using all legitimate means available to us to disrupt their criminal enterprise, prevent them from legitimising their income and bring those who commit crime to justice.

At a local level, we have an important role to play in supporting the UK's Counter Terrorism Strategy (**CONTEST**) by ensuring we, along with our partners, are ready to **counter terrorism** in all of its forms in order that the people of our communities can go about their lives freely and with confidence.

**Emergencies** such as flooding, severe weather, health outbreaks and other major incidents can happen at any time and affect the ability of our communities to go about their daily lives. As emergency responders, we will contribute towards the Local Resilience Planning Partnership to improve resilience and capability within our communities by working together to prepare and plan for, respond to and recover from such eventualities.



## Our Approach

We will continue to review emerging threats as part of our local strategic assessment process and seek the support of our communities to further inform our intelligence requirements to develop our understanding of what is happening in our communities. Through our dedicated partnership meeting structures, we will share information and work together to protect our communities from the risk and harm of emerging threats by:

### Cyber Crime

- Promoting the safe use of the internet and digital technology through community events
- Raising awareness of, and providing safety advice in relation to, online fraud, gift voucher fraud, ATM fraud and card minder
- Working with the [Central e-safety partnership](#) to promote cyber resilience amongst our communities and local businesses to make them an increasingly harder target

### Serious Organised Crime and Drug Misuse

- Using intelligence to disrupt serious organised crime groups operating in our local area and seize their assets
- Further developing 'Project Divert' to identify and protect children who are exposed to organised criminal behaviour; utilising a partnership approach to initiate early interventions and challenge social norms in an effort to divert the child from a life of organised criminality
- Working with our partners in the public sector to deprive serious organised crime groups access to legitimate business enterprise and public funds
- Providing information about the local support mechanisms available to both drug users and their families; referring individuals to [Signpost Recovery](#) who wish to make positive lifestyle changes.
- Working in partnership with [Alcohol and Drug Partnership](#) and Clackmannanshire Community Justice Partnership to tackle alcohol/drug misuse and causes of offending.

### Counter Terrorism

- Delivering protective security advice and training to enhance the protection of key strategic sites, public places and businesses within the Clackmannanshire area
- Continuing to engage with communities to identify and support individuals who may be vulnerable to radicalisation
- Seeking the support of communities to develop the national intelligence picture around terrorism, domestic extremism and potential protests in the Clackmannanshire area.

### Planning for Emergencies

- Supporting the review of our local partnership plans as required in order to ensure they remain robust, that associated processes are embedded and our staff are equipped to respond appropriately
- Actively participating in exercises to test the effectiveness of our local contingency plans
- Encourage and support community groups to develop plans to help their communities come together, prepare and cope with emergencies that may occur in their local area

**OUR PRIORITIES**

**PROTECTING PEOPLE MOST AT RISK FROM HARM**

**Our areas of focus:**

- Vulnerable persons
- Children and young people
- Sexual crime
- Domestic abuse

**Local outcomes supported:**

- Women and girls will be confident and aspirational, and achieve their full potential.
- Our families; children and young people will have the best possible start in life

Our communities are becoming more diverse and with this the needs of our society are changing. These changes have led to local policing services, along with our wider public sector partners, facing increased demand as a consequence of vulnerability and inequality that exists within our communities. We, along with our partners, are committed to shifting our approach to focus on tackling the root causes rather than the consequences of inequality in order that we can provide better, more targeted support to those who are most in need and deliver lasting change in our communities.

As police, we regularly encounter a range of **vulnerable persons** for a variety of different reasons. This can include people who are experiencing a crisis; physical illness or mental health problems; those who have gone missing or individuals at risk of harm, neglect or abuse due to the action or inaction of others. We are committed to working in partnership to protect the most vulnerable and at-risk members of our community who have become, or are at risk of becoming, victims or perpetrators of crime; ensuring that they receive the support they need to lead full and independent lives. Every contact with a vulnerable person will come as an opportunity to improve the outcome for the individual.

As members of the Community Planning Partnership we help to protect **children and young people** from all forms of abuse; helping to support the wellbeing of young people so that they can have the best possible start in life and fulfil their potential. Child sexual exploitation is a form of abuse which presents a significant risk as some young people may not realise they are at risk from harm. This involves individuals being forced or coerced into sexual activity either online, through social media or in person. We have recently developed a child sexual exploitation prevention strategy; outlining our joint approach to further develop intelligence in this area and reduce the opportunities for such abuse to occur.

We recognise the devastating psychological, emotional and physical impact that **sexual crime** has on victims; the traumatic effects of which often persist regardless of the length of time that has passed since the incident occurred. We keep communities safe by working to reduce the risk of individuals reoffending and remain committed to working with our partners to provide victims with the confidence and support they need to tell us what has happened to them and begin the healing process.

We know that serious sexual offences are predominantly carried out by someone known to the victim, which can often include those with whom the victim is in a relationship. **Domestic abuse** is not limited to physical or sexual violence; it can also include emotional, financial or psychological abuse. We are committed to preventing domestic abuse in all of its forms and targeting those offenders who pose the greatest risk of harm to our communities.

## Our Approach

We will regularly review our partnership approach; ensuring that we continue to promote public confidence by delivering services to vulnerable people in a co-ordinated, professional and sensitive manner. We will continue to share appropriate information to identify those most at risk of harm at the earliest opportunity and seek to safeguard these individuals by:

### Vulnerable Persons

- Embedding a revised risk and concern process so as to ensure that wellbeing concerns are identified, assessed and appropriately escalated at the earliest opportunity
- Establishing a multi-agency forum to enhance our response and improve safeguards for vulnerable people who are habitually reported as missing persons
- Working in alliance with the Scottish Appropriate Adult Network to prevent people who have difficulty communicating or understanding conversations being disadvantaged
- Investing in training so that our officers are equipped to recognise and respond appropriately to individuals who are experiencing mental health problems

## Children and Young People

### Sexual Crime

- Further developing our staff within our recently established public protection team dedicated to investigate non-recent instances of sexual violence and domestic abuse
- Ensuring victims are aware of, and appropriately signposted to, the range of support mechanisms available in the Clackmannanshire area
- Using the feedback we receive from victims to improve our local service provision
- Using multi-agency public protection arrangements (MAPPA) to develop risk management plans to reduce the risk of individuals reoffending

### Domestic Abuse

- Holding Inter-Agency Referral Discussions (IRD) to consider child protection concerns, identify the risk factors and associated protective measures needed
- Using early and effective intervention as an opportunity to promote the development of children and young people involved in low level offending behaviour
- Raising awareness of the threats posed from online grooming and the sharing of self-generated indecent images amongst children, young people, their parents / carers and professionals who work with children
- Identifying and targeting the most harmful perpetrators of domestic abuse by examining the recency, frequency and gravity of their offending behaviour
- Delivering violence prevention workshops in conjunction with the Scottish Prison Service to prevent re-offending and provide support to individuals upon their release
- Supporting the '16 days of action for the elimination of violence against women and children' campaign
- Promoting awareness of the [Disclosure Scheme](#) for Domestic Abuse in Scotland (DSDAS); ensuring victims and those potentially at risk of becoming victims are empowered to make decisions to increase their safety

**OUR PRIORITIES**

**PROMOTING CONFIDENCE THROUGH OUR ACTIONS**

**Our areas of focus:**

- How we deliver our service
- Engaging and involving communities
- Developing and supporting our staff
- Sustainability for the future

**Local outcomes supported:**

- Our communities will be resilient and empowered so that they can thrive
- Clackmannanshire will be attractive to businesses and people; will create sustainable jobs, raise attainment and improve life skills to ensure fair opportunities for all.

Our ability to fulfil the commitments outlined in this plan relies on the continued support and cooperation of our communities. In order to maintain this support it is important that we continue to reaffirm public trust and confidence through each and every one of our interactions with our communities. We understand that **how we deliver our service** is just as important as the services we provide. Our [Code of Ethics](#) explains the standards of behaviour you can expect from us; outlining our commitment to upholding your rights and treat everyone we encounter with fairness, integrity and respect. To ensure we deliver an excellent policing service we will continue to review our approach to ensure that we are making the best use of the resources available to us to target the areas of greatest need identified within our partnership locality plans<sup>6</sup> and responding quickly and appropriately when you need us.

[The Community Empowerment \(Scotland\) Act 2015](#) empowers communities to make decisions about local public services and put forward ideas about how outcomes could be improved for their area. We recognise the importance of **engaging and involving our communities** to help shape our local policing priorities and are committed to providing feedback on the actions we have taken and the outcomes we have achieved. We want you to know your local policing team and work with you to get to know your local area better. The information you give us will help us to address the issues causing you greatest concern and help you to hold us to account.

Our people are our most valuable asset and it is important that we continue to invest in **developing and supporting our staff** in order that they are suitably equipped, skilled and empowered to make the right professional choices for our communities and use discretion where appropriate. We will promote the wellbeing of our staff so that they are fit to come to work and carry out their responsibilities for our communities.

We know that Clackmannanshire's population is set to grow in the forthcoming years and consequently the demand for our services will grow. We are committed to delivering a **sustainable policing model for the future**; seeking ways to reduce demand so we can create capacity to deal with emerging threats. As our population grows, we are keen to diversify our workforce and be reflective of the communities we serve. This will assist us to deal with the new challenges we face whilst ensuring our policing service remains relevant and legitimate.

<sup>6</sup> Locality plans have been developed in conjunction with the Clackmannanshire Local Outcome Improvement Plan. These plans enable localised actions to be taken to address identified inequalities affecting a particular community. To see what plans are in place in your area and find out how you can get involved go to: <https://clacksweb.org.uk>

## Our Approach

Using our internal governance framework, we will consider the continued effectiveness of our approach and drive continuous improvement by:

### How we Deliver our Service

- Working closely with our colleagues in Contact, Command and Control (C3) division to assess all calls for service from the public to ensure we provide an appropriate and timely service.
- Utilising national and specialist support to complement and enhance our local policing response
- Working in partnership to deliver the [Victim's Code for Scotland](#); ensuring victims are informed and supported through every stage of the criminal justice process
- Learning from any mistakes we make and making efforts to resolve any complaints we receive to the satisfaction of those involved
- Regularly reviewing our approach to ensure we are continuing to provide a victim-orientated approach to crime recording and complying with national standards
- Auditing our stop and search activity to ensure our actions have a legal basis and are both justified and proportionate

### Engaging and Involving Communities

- Deploying dedicated, visible community officers in our localities
- Ensuring victims of crime can access information as to the progress of their enquiry.
- Working with partners to support our communities to actively participate in community planning and consider asset transfer requests
- Utilising our Communications Group to strengthen our approach to external communication and local consultation

### Supporting and Developing our Staff

- Utilising local wellbeing champions to provide first point of contact support to officers and staff in relation to wellbeing issues or concerns
- Periodically reviewing our local training requirements; ensuring that we have an appropriate distribution of officers trained in a range of disciplines across the area
- Intervening early and supporting staff who have been involved in a potentially traumatic incident

### Sustainability for the Future

- Transforming our estate into one that is modern, flexible and fit for future
- Working with partners to consider how we can reduce collective demand and make efficiencies whilst promoting the ethos of collaboration and shared service
- In the spirit of Community Empowerment promote volunteering opportunities for local people to develop their understanding of what we do whilst giving something back to their community
- Working closely with minority communities in our area to encourage them to assist and participate in the delivery of local policing services
- Reviewing our approach to ensure we are achieving best value for the public pound and supporting Police Scotland to deliver a balanced budget

## How will we know if we are making a difference?

At a local level, we are held to account for our performance by Clackmannanshire Council's Scrutiny Committee. Local councillors scrutinise how we are performing on a six-monthly basis in relation to the commitments we have outlined within this plan and ensure we are fulfilling our statutory obligations to improve the safety and wellbeing of our communities. If you would like to see what we have discussed at our scrutiny meetings, copies of the reports we submit and minutes from these meetings are available on the [Clackmannanshire Council website](#). Our contribution towards achieving the wider, long-term partnership objectives set out within the Local outcome improvement plan is reviewed by the Community Planning Partnership board, Clackmannanshire Alliance. This meets every 3 months.

In order to support effective scrutiny and determine whether our preventative approach is having a lasting positive impact, members of the scrutiny committee will consider information linked to the priorities outlined within this plan which includes

### RESPONSIVE TO THE CONCERNS OF OUR COMMUNITIES

- Trends in relation to the number of persons killed or seriously injured on our roads
- Benchmarking information that shows how we are performing in relation to other areas
- Reoffending rates in our area
- Our approach to dealing with problematic licenced premises
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, safety campaigns and intelligence led operations in relation to these crime types
- Crime trends relating to our areas of focus including violent crime, antisocial behaviour complaints, acquisitive crime and hate crime
- Detection rates

### ENHANCING OUR COLLECTIVE RESILIENCE TO EMERGING THREATS

- Crime trends relating to our areas of focus including drug related crime and cybercrime
- Drug related death statistics
- Our contribution towards directing those affected by drug misuse to the support that they need
- The effectiveness of our approach to reduce the threat of serious organised crime groups, seize their assets and deny them access to public funds
- Qualitative information that demonstrates the impact of our preventative partnership initiatives, and intelligence led operations in protecting our communities from identified threats, risk and harm
- Examining the work we have undertaken to test and enhance our collective response to emergencies

### PROTECTING PEOPLE MOST AT RISK FROM HARM

- Trends relating to missing persons within our area
- Benchmarking information that shows how we are performing in relation to other areas
- Qualitative information that demonstrates the effectiveness of our approach to keep vulnerable people safe and reduce repeat victimisation
- Independently collected feedback from our third sector partners which demonstrates whether we are treating victims with dignity and respect)
- Trends relating to the uptake of the [Disclosure Scheme](#) for Domestic Abuse in Scotland
- Crime trends relating to our areas of focus including sexual crime, child sexual exploitation and domestic abuse
- Detection rates

### PROMOTING CONFIDENCE THROUGH OUR ACTIONS

- Levels of public confidence
- Levels of public satisfaction with the service they received as demonstrated through our user satisfaction survey results
- Our compliance rates in terms of recording crime in line with Scottish Crime Recording Standards
- Trends in the levels of dissatisfaction expressed in the form of police complaints
- Trends in relation to stop and search activity
- Our responsiveness to calls for service from the public
- Staff absence rates
- Examining the work we are undertaking to ensure we continue to provide an effective, efficient and sustainable policing service

## Local Policing Arrangements

All local Policing and Specialist Divisions contribute to the delivery of our priorities. Locally we will work through Community Empowerment legislation, in order to achieve shared outcomes for communities in collaboration with partners.

Forth Valley division is led by the Divisional Commander, a Chief Superintendent. The Commander is supported by four Superintendents and is directly responsible for delivery of an effective policing service within Forth Valley Division.

The divisional command team provides support and direction to the 3 Local Area Commanders who are responsible for Falkirk, Stirling and Clackmannanshire. In Clackmannanshire the Local Area Commander, a Chief Inspector has responsibility for the overview of local policing on a day to day basis. They have access to uniformed officers, detectives and road policing officers who are responsible for patrolling, investigating local crime, attending local events, working with communities and responding to their concerns. They are supported by volunteers such as special constables and Police Scotland Youth Volunteers.

Locally based officers will also be assisted in their activities by specialist teams with expertise in areas such as serious crime, event planning, counter terrorism, air support and armed policing.

## How to Contact Us

## To report a crime



Dial **999** in the event of an emergency

Dial **101** for all non-emergencies and general enquiries



If you struggle to hear or speak on the phone you can contact us using the text relay service.

TextRelay **18000** for an emergency

TextRely **18001101** for a non-emergency response

You should always dial **999** if:

- There is a risk of personal injury or loss of life
- A crime is in progress
- Someone suspected of a crime is nearby

You can also pass on information about a crime anonymously by calling [Crimestoppers](https://www.scotland.police.uk/ask-the-police)



## To discuss local policing issues / concerns:

You can write to us or contact your local policing team by email:



Local Police Commander  
Alloa Polic Office  
6 Mar Place  
Alloa  
FK10 1AA



[ClackmannanshireEastCPT@scotland.pnn.police.uk](mailto:ClackmannanshireEastCPT@scotland.pnn.police.uk)  
[ClackmannanshireNorthCPT@scotland.pnn.police.uk](mailto:ClackmannanshireNorthCPT@scotland.pnn.police.uk)  
[ClackmannanshireSouthCPT@scotland.pnn.police.uk](mailto:ClackmannanshireSouthCPT@scotland.pnn.police.uk)  
[ClackmannanshireWestCPT@scotland.pnn.police.uk](mailto:ClackmannanshireWestCPT@scotland.pnn.police.uk)  
[ClackmannanshireCentralCPT@scotland.pnn.police.uk](mailto:ClackmannanshireCentralCPT@scotland.pnn.police.uk)

To confirm your local community policing team mailbox please visit:

<http://www.scotland.police.uk/your-community/forth-valley/clackmannanshire/>

**These mechanisms should **not** be used to report a crime**

## To find out more information:



Visit our [website](http://www.scotland.police.uk)



Check out our Ask Police Scotland mobile app (Available for [Android](#) or [Apple iOS](#))

Or follow us on:



[@ClackmanPolice](https://twitter.com/ClackmanPolice)  
[@ForthValPolice](https://twitter.com/ForthValPolice)  
[@CSuptTMC](https://twitter.com/CSuptTMC)



[Forth Valley Police Division](https://www.scotland.police.uk/forth-valley)  
[Police Scotland](https://www.scotland.police.uk)

**These mechanisms should **not** be used to report a crime**



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 28 September 2017**

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**Subject: External Audit Final report to Members on the 2016/17 Audit**

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**Report by: Depute Chief Executive**

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### **1.0 Purpose**

- 1.1. This report presents to Council the report by our external auditors, Audit Scotland, on the Council's 2016/17 audit. This report represents the completion of the first year of Audit Scotland's five year audit appointment. The report is included as Appendix 1, titled '*Clackmannanshire Council 2016/17 Annual Audit report*'.
- 1.2. Following the conclusion of the audit, the final amended Financial Statements for the year ended 31st March 2017 have been placed in members' rooms in advance of this meeting to facilitate approval.

### **2.0 Recommendations**

It is recommended that Council:

- 2.1. Notes the content of the External Audit report.
- 2.2. Agrees the final amended Financial Statements for the year ended 31 March 2017.

### **3.0 Considerations**

- 3.1. A draft set of unaudited accounts was presented to Council at its meeting on 28<sup>th</sup> June 2017.
- 3.2. Our external auditors, Audit Scotland, have now completed the audit of these draft statements, and their report on the accounts is included within their Annual Audit Report at Appendix 1.
- 3.3. The report sets out the areas reviewed by our External Auditors as detailed in the Code of Audit Practice 2016. The Code highlights five key audit dimensions: financial sustainability; financial management; governance and transparency; value for money and best value, to provide a focus for audit review activity.

- 3.4. The report provides an independent audit opinion on the Council's annual report and accounts. It also provides an audit opinion on the trust accounts which are administered and prepared by the Council.
- 3.5. Members will note that Part 1 of the report indicates an unqualified or 'clean' audit opinion on the financial statements of both the Council and charitable trusts.
- 3.6. It is the intention of Audit Scotland to attend this Council meeting to present their Annual Report and provide a further opportunity for elected members to ask questions.

#### 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 - none*

#### 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 )

- The area has a positive image and attracts people and businesses
- Our communities are more cohesive and inclusive
- People are better skilled, trained and ready for learning and employment
- Our communities are safer
- Vulnerable people and families are supported
- Substance misuse and its effects are reduced
- Health is improving and health inequalities are reducing
- The environment is protected and enhanced for all

The Council is effective, efficient and recognised for excellence



**(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".

Appendix 1: Audit Scotland 2016/17 Annual Audit Report

**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

Final Financial Statements 2016/17

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Sim	Chief Accountant	2078

**Approved by**

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Depute Chief Executive	Signed: N Bridle
Elaine McPherson	Chief Executive	Signed: E McPherson



28 September 2017

Clackmannanshire Council  
Kilncraigs  
Greenside St  
Alloa  
FK10 1EB

## Clackmannanshire Council 2016/17 Annual Audit Report

1. International Standard on Auditing (UK and Ireland) 260 (ISA 260) requires auditors to report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We are drawing to your attention matters for your consideration before the financial statements are approved and certified. We also present for your consideration our draft annual report on the 2016/17 audit which identifies significant findings from the financial statements audit. The section headed "Significant findings from the audit in accordance with ISA260" in the attached annual audit report sets out the issues identified. This report will be issued in final form after the financial statements have been certified.
2. Our work on the financial statements is now substantially complete. Subject to the satisfactory conclusion of any outstanding matters and receipt of a revised set of financial statements for final review, we anticipate being able to issue an unqualified auditor's report shortly after 28 September 2017 (the proposed report is attached at Appendix A). There are no anticipated modifications to the audit report.
3. In presenting this report to the Council we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.
4. We are required to report to those charged with governance all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature and request that these misstatements be corrected. We have no unadjusted misstatements to bring to your attention.
5. As part of the completion of our audit we seek written assurances from the Depute Chief Executive on aspects of the financial statements and judgements and estimates made. A draft letter of representation under ISA580 is attached at [Appendix B](#). This should be signed and returned by the Depute Chief Executive with the signed financial statements prior to the independent auditor's opinion being certified.

# APPENDIX A: Proposed Independent Auditor's Report

## Independent auditor's report to the members of Clackmannanshire Council and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

### Report on the audit of the financial statements

#### Opinion on financial statements

I certify that I have audited the financial statements in the annual accounts of Clackmannanshire Council and its group for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the council-only Expenditure and Funding Analysis, the group and council-only Comprehensive Income and Expenditure Statements, Movement in Reserves Statements, Balance Sheets, the council-only Cash Flow Statement, Housing Revenue Account Income and Expenditure Statement, the Housing Revenue Account Movement in Reserves Statement, the Council Tax Income Account, the Non Domestic Rates Income Account and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the 2016/17 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2016/17 Code of the state of affairs of the council and its group as at 31 March 2017 and of the deficit on the provision of services of the council and its group for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2016/17 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

#### Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the council and its group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of the Depute Chief Executive for the financial statements

As explained more fully in the Statement of Responsibilities, the Depute Chief Executive is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Depute Chief Executive determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the council and its group and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Depute Chief Executive; and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **Other information in the annual accounts**

The Depute Chief Executive is responsible for the other information in the annual accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the annual accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

## **Report on other requirements**

### **Opinions on other prescribed matters**

I am required by the Accounts Commission to express an opinion on the following matters. In my opinion, the auditable part of the Remuneration Report has been properly prepared in accordance with The Local Authority Accounts (Scotland) Regulations 2014.

In my opinion, based on the work undertaken in the course of the audit:

- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and
- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

### **Matters on which I am required to report by exception**

I am required by the Accounts Commission to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the auditable part of the Remuneration Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit; or
- there has been a failure to achieve a prescribed financial objective.

I have nothing to report in respect of these matters.

Gordon Smail  
Assistant Director  
Audit Scotland  
4th Floor  
102 West Port  
Edinburgh  
EH3 9DN  
28 September 2017



## APPENDIX B: Letter of Representation (ISA 580)

Gordon Smail  
Assistant Director  
Audit Scotland  
4th Floor  
102 West Port  
Edinburgh  
EH3 9DN

Dear Gordon

### **Clackmannanshire Council Annual Accounts 2016/17**

1. This representation letter is provided in connection with your audit of the financial statements of Clackmannanshire Council for the year ended 31 March 2017 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of Clackmannanshire Council, as at 31 March 2017 and its comprehensive net expenditure for the year then ended.
2. I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the Audit and Finance Committee, the following representations given to you in connection with your audit of Clackmannanshire Council for the year ended 31 March 2017.

#### General

3. I acknowledge my responsibility and that of Clackmannanshire Council for the financial statements. All the accounting records requested have been made available to you for the purposes of your audit. All material agreements and transactions undertaken by Clackmannanshire Council have been properly reflected in the financial statements. All other records and information have been made available to you, including minutes of all management and other meetings.
4. The information given in the Annual Report to the financial statements, including the Management Commentary and Remuneration Report, presents a balanced picture of Clackmannanshire Council and is consistent with the financial statements.
5. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements other than those identified in the auditor's report to those charged with governance (ISA260).

#### Regularity of Financial Transactions

6. The financial transactions of Clackmannanshire Council are in accordance with the relevant legislation and regulations governing its activities and expenditure and income were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

#### Financial Reporting Framework

7. The financial statements have been prepared in accordance with the Code of Practice on Local Authority Accounting in the UK 2016/17, and in accordance with the requirements of the Local

Government (Scotland) Act 1973, the Local Authority Accounts (Scotland) Regulations 2014 and the Local Government in Scotland Act 2003, including all relevant presentational and disclosure requirements.

8. Disclosure has been made in the financial statements of all matters necessary for them to show a true and fair view of the transactions and state of affairs of Clackmannanshire Council and its group for the year ended 31 March 2017.

#### Accounting Policies & Estimates

9. All material accounting policies adopted are as shown in the Accounting Policies note included in the financial statements. The continuing appropriateness of these policies has been reviewed since the introduction of IAS 8 and on a regular basis thereafter, and takes account of the requirements set out in the Code of Practice on Local Authority Accounting in the UK 2016/17.
10. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. There are no changes in estimation techniques which should be disclosed due to their having a material impact on the accounting disclosures.

#### Going Concern

11. I have assessed Clackmannanshire Council's ability to carry on as a going concern, as identified in the Accounting Policies, and have disclosed, in the financial statements, any material uncertainties that have arisen as a result.

#### Related Party Transactions

12. All transactions with related parties have been disclosed in the financial statements. I have made available to you all the relevant information concerning such transactions, and I am not aware of any other matters that require disclosure in order to comply with the requirements of IAS24, as interpreted by the Code of Practice on Local Authority Accounting in the UK 2016/17.

#### Events Subsequent to the Date of the Balance Sheet

13. There have been no material events since the date of the Balance Sheet which necessitate revision of the figures in the financial statements or notes thereto including contingent assets and liabilities.
14. Since the date of the Balance Sheet no events or transactions have occurred which, though properly excluded from the financial statements, are of such importance that they should be brought to your notice.

#### Corporate Governance

15. I acknowledge as Depute Chief Executive my responsibility for the corporate governance arrangements. I confirm that I have disclosed to the auditor all deficiencies in internal control of which I am aware.
16. The corporate governance arrangements have been reviewed and the disclosures I have made are in accordance with the Code of Practice on Local Authority Accounting in the UK 2016/17. There have been no changes in the corporate governance arrangements or issues identified,

since the 31 March 2017, which require disclosure.

#### Fraud

17. I have considered the risk that the financial statements may be materially misstated as a result of fraud. I have disclosed to the auditor any allegations of fraud or suspected fraud affecting the financial statements. There have been no irregularities involving management or employees who have a significant role in internal control or that could have a material effect on the financial statements.

#### Assets

18. The assets shown in the Balance Sheet at 31 March 2017 were owned by Clackmannanshire Council, other than assets which have been purchased under finance leases. Assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

#### Liabilities

19. All liabilities have been provided for in the financial records, including the liabilities for all purchases to which title has passed prior to 31 March 2017.

#### Carrying Value of Assets and Liabilities

20. The assets and liabilities have been recognised, measured, presented and disclosed in accordance with Code of Practice on Local Authority Accounting in the UK 2016/17. There are no plans or intentions that are likely to affect the carrying value of classification of the assets and liabilities within the financial statements.

#### Provisions

21. Provisions have been made in the financial statements for all material liabilities which have resulted or may be expected to result, by legal action or otherwise, from events which had occurred by 31 March 2017 and of which Clackmannanshire Council could reasonably be expected to be aware. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the present obligation at 31 March 2017.

#### Annual Leave Accrual

22. The holiday pay accrual included in the financial statements excludes any flexi time balance due at the year end as this is not considered material.

#### Integration Joint Boards

23. Clackmannanshire and Stirling Integration Joint Board has been consolidated within Clackmannanshire Council financial statements for 2016/17 in accordance with IAS 27 Consolidated and Separate Financial Statements and the Code of Practice on Local Authority Accounting 2016/17. The Integration Joint Board figures used in the consolidation process were based on the audited accounts for Clackmannanshire and Stirling Integration Joint Board.

#### Clackmannanshire Regeneration LLP

24. The financial statements appropriately disclose the relationship between Clackmannanshire Council and Clackmannanshire Regeneration LLP.

Yours sincerely

Depute Chief Executive

Clackmannanshire Council  
Kilncraigs  
Greenside St  
Alloa  
FK10 1EB

28 September 2017

## **Clackmannanshire Council Sundry Trust Funds Report to those charged with governance on the 2016/17 audit**

1. An audit is required for all registered charities where the local authority is the sole trustee, irrespective of the size of the charity. This is due to the interaction of section 106 of the Local Government (Scotland) Act 1973 with the Charities Accounts (Scotland) Regulations 2006. The auditor of Clackmannanshire Council, Audit Scotland, has been appointed as the auditor of the relevant trusts.
2. International Standard on Auditing (UK and Ireland) 260 (ISA 260) requires auditors to report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We are drawing to your attention matters for your consideration before the financial statements are approved and certified.
3. Our work on the financial statements is now substantially complete. Subject to the satisfactory conclusion of any outstanding matters and receipt of a revised set of financial statements for final review, we anticipate being able to issue an unqualified auditor's report shortly after 28 September 2017 (the proposed report is attached at Appendix A). There are no anticipated modifications to the audit report.
4. In presenting this report to the Council we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.
5. We are required to report to those charged with governance all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature and request that these misstatements be corrected. We have no unadjusted misstatements to bring to your attention.
6. The council has decided not to recharge any administration costs to the trusts in 2016/17. This policy is disclosed in the Notes to the Financial Statements. As a result the full costs incurred in administering the trusts are not known by the trustees.
7. As part of the completion of our audit we seek written assurances from the Depute Chief Executive on aspects of the financial statements and judgements and estimates made. A draft

letter of representation under ISA580 is attached at Appendix B. This should be signed and returned by the Depute Chief Executive with the signed financial statements prior to the independent auditor's opinion being certified.

8. No material weaknesses in the accounting and internal control systems were identified during the audit which could adversely affect the ability to record, process, summarise and report financial and other relevant data so as to result in a material misstatement in the financial statements.
9. In our view, there were no significant findings from the audit to be brought to your attention regarding the appropriateness of accounting policies or accounting estimates and judgements, the timing of transactions, the existence of material unusual transactions or the potential effect on the financial statements of any uncertainties.

## **APPENDIX A: Proposed Independent Auditor's Report**

### **Independent auditor's report to the trustees of Clackmannan District Council Charitable Trust, Clackmannanshire Educational Trust, Tillicoultry Old Age Pensioners Outing Fund, Old Folks Welfare Fund (Clackmannanshire Council Sundry Trust Funds) and the Accounts Commission**

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

### **Report on the audit of the financial statements**

#### **Opinion on financial statements**

I certify that I have audited the financial statements in the statement of accounts of Clackmannanshire Council Sundry Trust Funds for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Trustees' Annual Report, the Statement of Receipts and Payments, the Statement of Balances and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and a receipts and payments basis.

In my opinion the accompanying financial statements:

- properly present the receipts and payments of the charities for the year ended 31 March 2017 and their statement of balances at that date; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulations 9(1), (2) and (3) of The Charities Accounts (Scotland) Regulations 2006.

#### **Basis of opinion**

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the charities in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### **Responsibilities of the trustees for the financial statements**

The trustees are responsible for the preparation of financial statements which properly present the receipts and payments of the charities and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's responsibilities for the audit of the financial statements**

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the charity and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

### **Other information in the statement of accounts**

The trustees are responsible for the other information in the statement of accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission or required by applicable law to the extent explicitly stated later in this report. In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the statement of accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

### **Report on other requirements**

#### **Opinion on other prescribed matter**

I am required by the Accounts Commission to express an opinion on the following matter. In my opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with The Charities Accounts (Scotland) Regulations 2006.

#### **Matters on which I am required to report by exception**

I am required by The Charity Accounts (Scotland) Regulations 2006 to report to you if, in my opinion:

- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Tom Reid  
Senior Audit Manager  
Audit Scotland  
4th Floor  
8 Nelson Mandela Place  
Glasgow  
G2 1BT  
28 September 2017

Tom Reid is eligible to act as an auditor in terms of Part VII of the Local Government (Scotland) Act 1973.



## APPENDIX B: Letter of Representation (ISA 580)

Tom Reid  
Senior Audit Manager  
Audit Scotland  
4th Floor  
8 Nelson Mandela Place  
Glasgow  
G2 1BT

### **Clackmannanshire Council Sundry Trust Funds Annual Accounts 2016/17**

1. This representation letter is provided in connection with your audit of the financial statements of Clackmannanshire Council Sundry Trust Funds for the year ended 31 March 2017 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of Clackmannanshire Council Sundry Trust Funds, as at 31 March 2017 and its comprehensive net expenditure for the year then ended.
2. I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the Audit and Finance Committee, the following representations given to you in connection with your audit of Clackmannanshire Council Sundry Trust Funds for the year ended 31 March 2017.
3. I confirm that the four trusts presented for audit are all the trusts that require an audit, where the sole trustee is Clackmannanshire Council.

### **General**

4. I acknowledge my responsibility and that of Clackmannanshire Council Sundry Trust Funds for the financial statements. All the accounting records requested have been made available to you for the purposes of your audit. All material agreements and transactions undertaken by Clackmannanshire Council Sundry Trust Funds have been properly reflected in the financial statements. All other records and information have been made available to you, including minutes of all management and other meetings.
5. The information given in the Trustee Report presents a balanced picture of Clackmannanshire Council Sundry Trust Funds and is consistent with the financial statements.
6. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements other than those identified in the auditor's report to those charged with governance (ISA260).

### **Regularity of Financial Transactions**

7. The financial transactions of Clackmannanshire Council Sundry Trust Funds are in accordance with the relevant legislation and regulations governing its activities and expenditure and income were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

## **Financial Reporting Framework**

8. The financial statements have been prepared in accordance with Code of Practice on Local Authority Accounting in the UK 2016/17, and in accordance with the requirements of Local Government (Scotland) Act 1973, the Local Authority Accounts (Scotland) Regulations 2014 and the Local Government in Scotland Act 2003, including all relevant presentational and disclosure requirements.
9. Disclosure has been made in the financial statements of all matters necessary for them to show a true and fair view of the transactions and state of affairs of Clackmannanshire Council Sundry Trust Funds for the year ended 31 March 2017.

## **Accounting Policies & Estimates**

10. All material accounting policies adopted are as shown in the Accounting Policies note included in the financial statements. The continuing appropriateness of these policies has been reviewed since the introduction of IAS 8 and on a regular basis thereafter, and takes account of the requirements set out in the Code of Practice on Local Authority Accounting in the UK 2016/17.
11. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. There are no changes in estimation techniques which should be disclosed due to their having a material impact on the accounting disclosures.

## **Going Concern**

12. I have assessed Clackmannanshire Council Sundry Trust Funds ability to carry on as a going concern, as identified in the Accounting Policies note, and have disclosed, in the financial statements, any material uncertainties that have arisen as a result.

## **Related Party Transactions**

13. All transactions with related parties have been disclosed in the financial statements. I have made available to you all the relevant information concerning such transactions, and I am not aware of any other matters that require disclosure in order to comply with the requirements of IAS24, as interpreted by the Code of Practice on Local Authority Accounting in the UK 2016/17.

## **Events Subsequent to the Date of the Balance Sheet**

14. There have been no material events since the date of the Balance Sheet which necessitate revision of the figures in the financial statements or notes thereto including contingent assets and liabilities.
15. Since the date of the Balance Sheet no events or transactions have occurred which, though properly excluded from the financial statements, are of such importance that they should be brought to your notice.

## **Corporate Governance**

16. I acknowledge as Depute Chief Executive my responsibility for the corporate governance arrangements. I confirm that I have disclosed to the auditor all deficiencies in internal control of which I am aware.

17. The corporate governance arrangements have been reviewed and the disclosures I have made are in accordance with the Code of Practice on Local Authority Accounting in the UK 2016/17. There have been no changes in the corporate governance arrangements or issues identified, since the 31 March 2017, which require disclosure.

### **Fraud**

18. I have considered the risk that the financial statements may be materially misstated as a result of fraud. I have disclosed to the auditor any allegations of fraud or suspected fraud affecting the financial statements. There have been no irregularities involving management or employees who have a significant role in internal control or that could have a material effect on the financial statements.

### **Assets**

19. The assets shown in the Balance Sheet at 31 March 2017 were owned by Clackmannanshire Council Sundry Trust Funds, other than assets which have been purchased under finance leases. Assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

### **Liabilities**

20. All liabilities have been provided for in the financial records, including the liabilities for all purchases to which title has passed prior to 31 March 2017.

### **Carrying Value of Assets and Liabilities**

21. The assets and liabilities have been recognised, measured, presented and disclosed in accordance with the Code of Practice on Local Authority Accounting in the UK 2016/17. There are no plans or intentions that are likely to affect the carrying value of classification of the assets and liabilities within the financial statements.

Yours sincerely

Depute Chief Executive



# Clackmannanshire Council

Draft 2016/17 Annual Audit Report



 AUDIT SCOTLAND

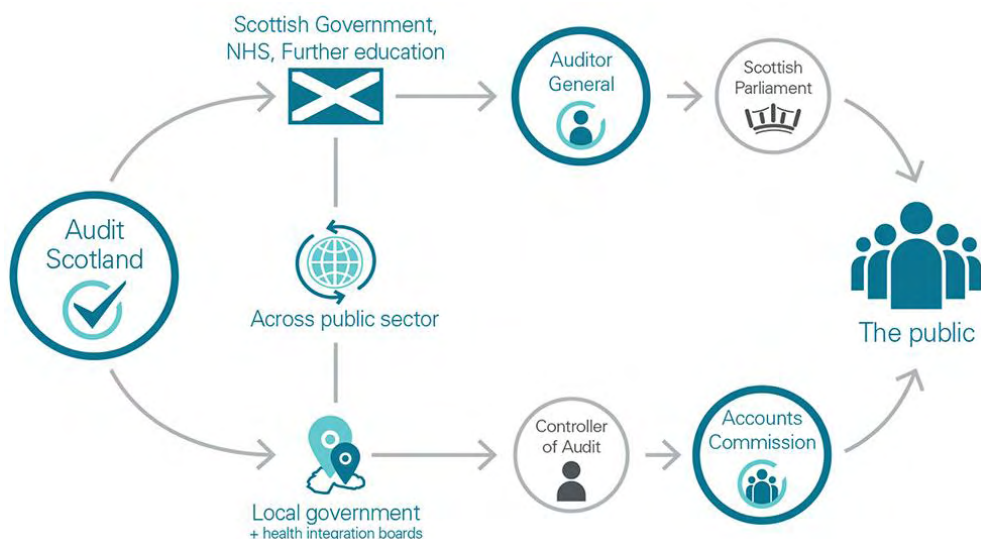
To Members of Clackmannanshire Council and the Controller of Audit

September 2017

## Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



## About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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# Key messages

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## Audit of the 2016/17 annual accounts

- 1 Our audit opinions are unqualified and cover the financial statements, the management commentary, the annual governance statement and aspects of the remuneration report. We have also issued unqualified opinions for the trusts administered by the Council.

## Financial management

- 2 The Council operated within its revenue budget for 2016/17, partly because spending in key service areas was less than planned. Savings targets for the year were not achieved.
- 3 The trend of underspending against the capital budget continued in 2016/17, with risks to effective service delivery and the achievement of the Council's strategic priorities.
- 4 The Council has appropriate internal controls in place within main financial systems, with scope to strengthen in some areas.
- 5 The Council has made limited progress in investigating National Fraud Initiative matches.

## Financial sustainability

- 6 The Council continues to experience acute financial pressures. It has identified substantial funding gaps in each of the next three years and faces difficult decisions if it is to achieve financial balance in the medium term.

## Governance and transparency

- 7 The Council's governance arrangements provide an appropriate framework for decision-making.
- 8 The Council is open and transparent in the way it conducts its business, with public access to meetings of the Council and its committees.

## Value for money

- 9 The Best Value Assurance Report for Clackmannanshire Council will be considered by the Accounts Commission early in 2018.
- 10 The Council's arrangements for the publication of statutory performance indicators are satisfactory.



# Introduction

1. This report is a summary of the findings arising from the 2016/17 audit of Clackmannanshire Council.
2. The scope of the audit was set out in our Annual Audit Plan presented to the March 2017 meeting of the Audit and Finance Committee. This report comprises:
  - an audit of the annual report and accounts
  - consideration of the four dimensions that frame the wider scope of public sector audit requirements as shown in [Exhibit 1](#).

## Exhibit 1 Audit dimensions



Source: Code of Audit Practice 2016

3. The main elements of our audit work in 2016/17 have been:
  - an interim audit of the Council's main financial systems and governance arrangements
  - an audit of the Council's 2016/17 annual report and accounts including the issue of an independent auditor's report setting out our opinions.
4. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. The BVAR for Clackmannanshire Council will be considered by the Accounts Commission

early in 2018. The BVAR will provide a detailed assessment of areas within the scope of our Best Value audit work.

5. Clackmannanshire Council is responsible for preparing the annual report and accounts that show a true and fair view in accordance with the Local Authority Accounts (Scotland) Regulations 2014. It is also responsible for establishing effective governance arrangements and ensuring financial management is effective.
6. Our responsibilities as independent auditor are established by the Local Government in Scotland Act 1973 and the [Code of Audit Practice 2016](#) guided by the auditing profession's ethical guidance.
7. As public sector auditors we provide an independent auditor's report on the annual report and accounts. We also review and report on the arrangements within Clackmannanshire Council to manage its performance and use of resources such as money, staff and assets. Additionally, as indicated above, we report on the Council's Best Value arrangements. In doing this, we aim to support improvement and accountability.
8. Further details of the respective responsibilities of management and the auditor can be found in the [Code of Audit Practice 2016](#).
9. This report raises matters from the audit of the annual report and accounts, risks or control weaknesses. Communicating these does not absolve management from its responsibility to address the issues we raise, and to maintain adequate systems of control.
10. Our annual audit report contains an action plan at [Appendix 1 \(page 26\)](#). It sets out specific recommendations, responsible officers and dates for implementation.
11. As part of the requirement to provide fair and full disclosure of matters relating to our independence, we can confirm that we have not undertaken non-audit related services. The 2016/17 audit fee for the audit was set out in our Annual Audit Plan and as we did not carry out any work additional to our planned audit activity, the fee remains unchanged.
12. This report is addressed to both the Council and the Controller of Audit and will be published on Audit Scotland's website [www.audit-scotland.gov.uk](http://www.audit-scotland.gov.uk).
13. We would like to thank all management and staff who have been involved in our work for their co-operation and assistance during the audit.

# Part 1

## Audit of 2016/17 annual report and accounts



### Main judgements

**The financial statements of Clackmannanshire Council give a true and fair view of the state of its affairs and of its net expenditure for the year**

**Our audit opinions are all unqualified. These cover the financial statements, the management commentary, the annual governance statement and aspects of the remuneration report.**

**We issued an unqualified opinion for the trusts administered by the Council.**

### Unqualified audit opinions

14. The financial statements for the year ended 31 March 2017 were approved by the Council on 28 September 2017. We reported, within our independent auditor's report:
- an unqualified opinion on the financial statements
  - unqualified opinions on the management commentary, the annual governance statement and the remuneration report.
15. Additionally, we have nothing to report in respect of those matters which we are required by the Accounts Commission to report by exception.

### Audit of charitable trusts administered by the Council

16. Due to the interaction of the Local Government in Scotland Act 1973 with the charities legislation, a full and separate audit and auditor's report is required for each registered charity where members of the Council are sole trustees, irrespective of the size of the charity.
17. Our duties as auditors of the charitable trusts administered by the Council are to:
- express an opinion on whether the financial statements properly present the charitable trusts' financial position and are properly prepared in accordance with charities legislation
  - read the trustees' annual report and express an opinion as to whether it is consistent with the financial statements
  - report on other matters by exception to the trustees and to the Office of the Scottish Charity Regulator.

The Council's annual report and accounts are the principal means of accounting for the stewardship of its resources and its performance in the use of its resources.

18. We issued an unqualified audit opinion in respect of the 2016/17 financial statements of Clackmannanshire Council Sundry Trust Funds.

### Submission of the Council's financial statements for audit

19. We received the unaudited financial statements on 30 June 2017, in line with the audit timetable set out in our 2016/17 Annual Audit Plan. In 2016/17, for the first time, the Council's group financial statements included the financial results of Clackmannanshire and Stirling Integration Joint Board.
20. The working papers provided with the unaudited financial statements were of a good standard although a clearer audit trail could have been provided for some account areas. Finance staff provided good support to the audit team during the audit.

### Risk of material misstatement

21. [Appendix 2](#) provides a description of those assessed risks of material misstatement that were identified during the planning process which had the greatest effect on the overall audit strategy, the allocation of resources to the audit and directing the efforts of the audit team. Also, included within the appendix are wider audit dimension risks, how we addressed these and conclusions.

### Materiality

22. Materiality defines the maximum error that we are prepared to accept and still conclude that that our audit objective has been achieved (i.e. true and fair view). The assessment of what is material is a matter of professional judgement. It involves considering both the amount and nature of the misstatement.
23. Our initial assessment of materiality for the financial statements was undertaken during the planning phase of the audit. Specifically with regard to the financial statements, we assess the materiality of uncorrected misstatements, both individually and collectively.
24. On receipt of the financial statements and following completion of audit testing we reviewed our original materiality calculations and concluded that they remained appropriate. The materiality levels we applied during the audit are summarised in [Exhibit 2](#).

## Exhibit 2

### Materiality values

Materiality level	Amount
<b>Overall materiality</b> – This is the calculated figure we use in assessing the overall impact of audit adjustments on the financial statements. It was set at 1% of gross expenditure for the year ended 31 March 2017.	£1.8 million
<b>Performance materiality</b> – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement we have calculated performance materiality at 50% of overall materiality.	£0.9 million
<b>Reporting threshold (i.e. clearly trivial)</b> – We are required to report to those charged with governance on all unadjusted misstatements in excess of the 'reporting threshold'	£20,000

**Materiality level****Amount**

amount. This has been calculated at 1% of overall materiality, rounded up to £20,000.

Source: Audit Scotland Annual Audit Plan 2016/17

**Evaluation of misstatements**

- 25.** We identified some monetary errors within the unaudited financial statements which exceeded our reporting threshold. Following discussions with officers, all of these were amended in the audited financial statements.
- 26.** The net effect of these adjustments is to increase the net cost of services in the comprehensive income and expenditure account by £0.1 million and reduce the general fund balance by the same amount.
- 27.** In line with practice at other councils, the comprehensive income and expenditure account has been adjusted to show payments made to and income received from Clackmannanshire and Stirling Integration Joint Board. This increases gross income and expenditure by £16.518 million with no effect on the net cost of services in the comprehensive income and expenditure account or the general fund balance.

**Significant findings**

- 28.** International Standard on Auditing 260 (UK & Ireland) requires us to communicate to you significant findings from the audit. These are summarised in [Exhibit 3](#).

**Exhibit 3****Significant findings from the audit**

Issue	Resolution
<p><b>1. Provision for damages claims</b></p> <p>The Council's 2015/16 financial statements included a provision of £0.3 million to meet the costs of settling a damages claim made against the Council by a contractor. The claim related to the award of a contract for works on Council properties. The provision was based on internal and external legal advice and expert external quantity surveyor advice on the likely outcome of the claim. An element of the claim was settled in 2016/17 resulting in total costs to the Council of £0.816 million. This fully utilised the existing provision and resulted in significant unanticipated expenditure. It is likely that the Council will incur further costs in concluding this action.</p>	<p>An additional provision of £0.150 million is included in the Council's 2016/17 financial statements based on legal advice on the likely final costs for the damages claim.</p>

## Other findings

29. During our audit testing we noted differences between the revaluation reserve values recorded in the Council's fixed asset register and the corresponding values recorded in its financial ledger. The individual differences are not material and the net book values for each category of asset have been correctly recorded in the financial statements. It is important that the Council maintains an accurate record of its assets to ensure it correctly accounts for these in future years.

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### Recommendation 1

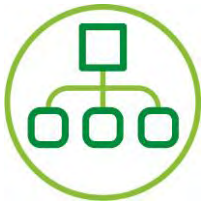
**The Council should review its fixed asset register and take corrective action to ensure individual assets are accurately recorded.**

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30. In addition to the monetary misstatements identified above, we also noted a number of presentational and disclosure issues which we discussed with management. These were adjusted and reflected in the final version of the annual report and accounts.

# Part 2

## Financial management



### Main judgements

The Council operated within its revenue budget for 2016/17, partly because spending in key service areas was less than planned. Savings targets for the year were not achieved.

The trend of underspending against the capital budget continued in 2016/17, with risks to effective service delivery and the achievement of the Council's strategic priorities.

The Council has appropriate internal controls in place within main financial systems, with scope to strengthen in some areas.

The Council has made limited progress in investigating National Fraud Initiative matches.

### Financial performance in 2016/17

31. The Council recorded a general fund revenue underspend of £1.218 million against its 2016/17 budget of £118.353 million. The Council did not achieve the full level of savings agreed in the 2016/17 budget but was able to deliver services within budget through compensating savings, restricting spending and net underspends within services. The more significant over and underspends are summarised in [Exhibit 4](#).
32. Members are kept informed of the budget position through quarterly outturn reports and regular budget strategy update reports. These reports also provide an update on the Council's progress in achieving agreed savings. The 2016/17 budget included approved savings of £7.501 million of which £4.773 million (64%) were achieved in-year. This shortfall was mainly because savings from voluntary redundancy and from redesign of adult and older people's services were less than anticipated. The Council will need to continue to review budgets closely to identify achievable savings and efficiencies.

Financial management is about financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively.

## Exhibit 4

Summary of significant over and under spends against budget in 2017/18

Area	Under/over spend (£m)	Main reason(s) for variance
<b>Underspends</b>		
Housing	£1.477	Rent rebates were less than forecast. There were also reduced costs for billing and assessment.
Development and Environment Services	£0.774	Roads costs were lower than expected due to milder winter weather. Additional efficiencies and cash savings were made in environmental services.
Education	£0.506	Supply teaching costs for secondary schools were less than anticipated.
<b>Overspends</b>		
Social Services	£1.248	Reablement service staff costs and home and residential care services costs were higher than expected.
Resources and Governance	£0.502	Payments for the contract damages claim made against the Council by a contractor were higher than expected.

Source: Council Financial Performance 2016/17 – Draft Final Outturn

## Housing Revenue Account

- 33.** The Council is required by legislation to maintain a separate housing revenue account (HRA) and to ensure that rents are set to at least cover the costs of its social housing provision. Rent levels are therefore a direct consequence of the budget set for the year.
- 34.** The Council made a budget surplus of £6.175 million in 2016/17 on its HRA. This was higher than the budgeted surplus of £4.918 million, due mainly to reduced costs for property repairs and maintenance and property supervision and management. The Council made a contribution to capital of £4.912 million to fund future improvements to its housing stock to continue progress towards achievement of the Scottish Housing Quality Standard. The residual surplus in the year of £1.263 million was earmarked to support delivery of the Council's housing business plan.
- 35.** The balance on the HRA at the end of the 2016/17 financial year increased to £1.973 million. We concluded that the operation of the Council's HRA is currently financially sustainable.

## Borrowing in 2016/17

- 36.** The Council borrows to support its investment and development of long term assets. The Council had outstanding loans of £146.149 million at 31 March 2017, a decrease of £0.216 million on the previous year. The movement was made up of £1.094 million additional borrowing to fund the Council's capital



programme and Private Finance Initiative and finance lease repayments of £1.310 million. The Council's borrowing remained with its external borrowing limit for 2016/17 of £155.850 million set out in its treasury management strategy.

- 37.** During the year Audit Scotland received correspondence on a number of councils using Lender Option Borrower Option (LOBO) loans. This concerned whether these loans represent value for money. A LOBO loan is typically a long term loan where the interest rate is initially fixed but the lender has the option to propose or impose on pre-determined future dates, a new fixed interest rate. The borrower has the option to either pay the revised interest rate or to repay the loan.
- 38.** The Council had around £5 million of these standard LOBOs at 31 March 2017. We have reviewed supporting papers including an analysis of the LOBOs held by the Council and comparable PWLB rates of interest and the Council's treasury management policies and controls. We found no issues with the Council's use of LOBO loans.

### Capital programme 2016/17

- 39.** Total capital expenditure in 2016/17 was £16.739 million, of which £8.254 million related to general services and £8.485 million to the HRA.
- 40.** Net capital spend in 2016/17 was £11.107 million below budget (52%). This continues a trend in recent years and follows on from underspends of £13.845 million (70%) and £9.829 million (62%) in 2014/15 and 2015/16 respectively. The HRA accounted for 62% of the total underspend in 2016/17.
- 41.** The underspending in 2016/17 was due to a range of circumstances, the most significant of which are:
- Community Investment Strategy (£3.023 million) – due to delays in progressing a number of individual projects.
  - Childcare Residential Unit (£0.978 million) – the capital investment was deferred to establish need and demand as a consequence of new service delivery models being put in place.
  - HRA (£6.842 million) – due to higher than expected income from sales of Council property and land and delays in the repairs and refurbishment programme.
- 42.** There was regular reporting to members which highlighted the position in the programme. The trend in recent years may be indicative of poor project management or problems with the profiling of expenditure. There is a risk that recurring underspending could lead to slippage in the capital programme which in turn could adversely affect service delivery and achievement of the council's strategic priorities.

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### Recommendation 2

**The Council should review its arrangements for managing the capital programme to ensure they are effective.**

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### Budgetary monitoring and control

- 43.** The detailed scrutiny of financial performance is delegated to the Audit and Finance committee which receives regular revenue and capital monitoring reports. These reports provide an overall picture of the budget position at

service level. The reports also forecast outturn position for the year and include explanations for significant variances against budget. They provide sufficient information to allow members to scrutinise the Council's finances.

## Financial capacity within the Council

44. The Section 95 officer (or chief financial officer) is responsible for council finances. At Clackmannanshire Council, the Depute Chief Executive is the Section 95 officer. She is a member of the senior management team and has direct access to the Chief Executive and Council members. We concluded that the Section 95 officer has appropriate status within the Council.
45. The Council has found it difficult to recruit suitably qualified and experienced finance staff. As a result, the finance team has vacancies and management is considering options to increase capacity and to secure succession planning. These include joint recruitment and training arrangements with other Councils.
46. Following the Council elections in May 2017, there a number of new members. It is important that they receive adequate training on how the Council works and how it is financed to support them in their roles. We reviewed the induction training and materials provided to members and concluded that it was fit for purpose. Officers also hold all-member briefings to discuss important areas in more detail, for example the budget setting process.

## Internal controls

47. As part of our audit we identify and inspect the key internal controls in those accounting systems which we regard as significant for the production of the financial statements. Our objective is to gain assurance that the Council has systems of recording and processing transactions which provide a sound basis for the preparation of the financial statements.
48. Our findings were included in our interim audit report that was presented to the Council in June 2017. We identified some areas where controls were not operating as expected or where improvements could be made. No significant control weaknesses were identified which could affect the Council's ability to record, process, summarise and report financial and other relevant data so as to result in a material misstatement in the financial statements.

## Prevention and detection of fraud

49. We have responsibility for reviewing the arrangements put in place by management for the prevention and detection of fraud. We reviewed the Council's arrangements including policies and codes of conduct for staff and elected members, whistleblowing, fraud prevention and fraud response plan.
50. Based on the evidence we reviewed, we concluded that the Council has adequate arrangements in place for the prevention and detection of fraud.

## National Fraud Initiative

51. The National Fraud Initiative (NFI) in Scotland is a counter-fraud exercise co-ordinated by Audit Scotland. It uses computerised techniques to compare information about individuals held by different public bodies, and on different financial systems, to identify 'matches' that might suggest the existence of fraud or error.
52. The latest position on NFI investigations by the Council is summarised in [Exhibit 5](#).

## Exhibit 5

### National Fraud Initiative

Total number of matches



1,350

Number recommended for investigation



472

Completed/closed investigations



21

Source: NFI website

53. [Exhibit 5](#) shows that the Council has made limited progress in investigating NFI matches with only 2% of matches reviewed as of August 2017. Until matches are investigated, there is a risk that frauds and errors are not identified and continue.
54. We would have expected more prompt engagement from the Council with the NFI exercise, in particular, by commencing match prioritisation and investigation work earlier. Although we understand that action is being taken, we have concerns about the Council's capacity to deliver the NFI exercise.
55. We will be carrying out a final follow-up of NFI match investigations and outcomes in February 2018 by which time we would expect the Council to have completed its work on matches and recorded outcomes in the NFI system. In accordance with our usual practice, we will prepare a biennial national NFI report which will consider the level of engagement in the 2016/17 exercise.

### Recommendation 3

**The Council should work to complete its review of priority NFI matches and ensure it identifies suitable resource to carry out this work.**

# Part 3

## Financial sustainability



### Main judgements

**The Council continues to experience acute financial pressures. It has identified substantial funding gaps in each of the next three years and faces difficult decisions if it is to achieve financial balance in the medium term.**

### Financial planning

- 56.** It is important that long term financial strategies (typically covering five years or more) are in place which link spending to the Council's priorities. Although councillors approve budgets for a single year, this should be supported by indicative future spending plans (covering three years at least) that forecast the impact of relevant financial pressures and how these will be addressed.
- 57.** The Council's budget strategy sets out its financial planning assumptions and indicative savings for a rolling four year period. This covers the current year and the following three years. The Council uses scenario planning to forecast cumulative indicative funding gaps in a best, median (most likely) and worst case scenario. These scenarios, which are regularly reviewed, are based on different sets of assumptions for key variables including:
- level of general revenue grant
  - council tax and non domestic rates income
  - pay awards
  - inflation
  - fees and charges.
- 58.** We found evidence that while members received regular updates on the budget strategy throughout 2016/17 and are aware of the spending plans and financial challenges; the Council has yet to develop longer-term financial strategies covering at least five years.
- 59.** The Council describes its approach to financial planning as focusing on:
- reducing expenditure
  - maximising income
  - redesigning service provision

**Financial sustainability looks forward to the medium and longer term to consider whether the body is planning effectively to continue to deliver its services or the way in which they should be delivered.**

- implementing other targeted initiatives to deliver high quality services to form a sustainable cost base.

These are also the aims of its business change programme, Making Clackmannanshire Better. The Council, through its budget strategy, aligns budget decisions with these aims. Further work is required to ensure there is a clearer link between all budget decisions and the priorities outlined in the Council's corporate plan.

60. The Council is planning to work to ensure savings plans and financial projections reflect the objectives, priorities and structures required to ensure the achievement of the Council's ambitions. This is an important exercise, particularly given that the Council is refreshing its corporate plan, Taking Clackmannanshire Forward.

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## Recommendation 4

**The Council should work to ensure savings plans and financial projections are aligned with its refreshed priorities.**

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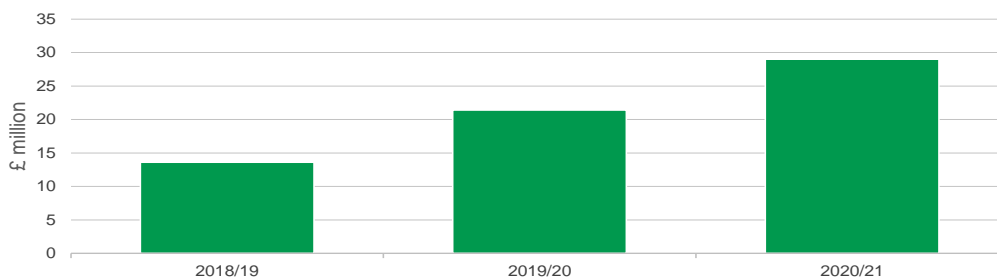
## Funding position

61. The Council approved its 2017/18 budget in March 2017. It set a general services revenue budget of £118.096 million which included agreed savings of £6.804 million. This left a budget gap of £3.531 million which the Council plans to meet through contributions from reserves.
62. The Council is facing significant challenges in maintaining a sustainable financial position. These include rising demands for services, increasing costs and reductions in central government funding.
63. The Council is forecasting likely funding gaps for 2018/19 to 2020/21 of £13.618 million, £21.388 million and £28.997 million respectively as illustrated in [Exhibit 6](#). As a proportion of net expenditure these are among the highest funding gaps of any Scottish local authority.

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## Exhibit 6

### Identified funding gaps 2018/19 – 2020/21



Source: Clackmananshire Council: Budget Strategy Update, 31 August 2017

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## Reserves

64. The level of usable reserves held by the Council decreased from £18.477 million to £16.044 million in 2016/17. The Council's general fund balance was £10.073 million at March 2017. This reserve has no restrictions on its use. Its

main purpose is to provide a contingency to meet unexpected expenditure and as a working balance to help cushion the impact of uneven cash flows.

- 65.** The Council reviews the level of its uncommitted reserves when setting the budget each year. The Council's reserves strategy specifies that it should retain uncommitted reserves at a minimum level of 3% of net expenditure. The uncommitted element of the general fund at 31 March 2017 was £4.839 million which represents 4.4% of net expenditure. Previous external audit reports highlighted the Council's use of reserves to balance budgets and concluded that this was not sustainable. We concur with this view and note that without further and effective action the Council's stated reserves strategy may be at risk.

## Savings plans

- 66.** The Council plans to achieve its 2017/18 savings target of £6.804 million through:
- policy savings = £1.951 million
  - management efficiencies = £2.737 million
  - managed contraction of workforce = £0.391 million
  - service redesign = £0.463 million
  - budget savings approved in 2016/17 = £1.262 million.
- 67.** Officers regularly report progress in achieving agreed savings to the Council and the Audit and Finance Committee. The latest position was reported to the Audit and Finance Committee in September 2017. This indicated that:
- £4.059 million of savings were green (on track to be delivered)
  - £2.040 million were amber (progressing to be delivered or a partial saving will be achieved)
  - £0.705 million were red (unachievable).

Services have been asked to identify compensatory savings for those savings that will not be achieved in 2017/18.

- 68.** The Council recognises that it cannot continue to use reserves to meet funding gaps. The Council agreed a new strategic model in March 2017. Successful implementation of the new model for service delivery is necessary if the Council is to meet the funding gaps it has identified for the next three years. The design creates three broad categories of Council service:
- People – services focused on individuals, families or groups of individuals with certain needs
  - Place – services focused on environments and geographic areas
  - Performance – services which support the Council to deliver its people and place priorities.
- 69.** The new model will focus on integrated management of multi-disciplinary teams. The Council plans to review all services to determine the level at which they are most effectively and efficiently delivered. It aims to create opportunities to reduce the level of resources required to deliver services and, as a result, make significant savings. The Chief Executive is developing a new

organisational structure and plans to present this to members for approval by the end of 2017. The Council has yet to identify the savings achievable from redesigning how it delivers services.

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**Recommendation 5**

**The Council should work to develop savings plans to address the substantial funding gaps it has identified in each of the next three years. This should include identification of the savings it expects to achieve from its new strategic model.**

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# Part 4

## Governance and transparency



### Main Judgements

**The Council's governance arrangements provide an appropriate framework for organisational decision-making.**

**The Council is open and transparent in the way it conducts its business, with public access to its meetings of the Council and its committees.**

### Governance arrangements

70. Members and management of the Council are responsible for establishing arrangements to ensure that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and for monitoring the adequacy and effectiveness of these arrangements.
71. The Council's corporate governance framework is centred on the full Council, supported by its standing committees. Council and committee meetings are well attended by elected members and papers are subject to a good level of scrutiny.
72. A key feature of the year was political change with changes to the administration of the Council during 2016/17. In May 2016, the SNP administration resigned and Labour took up leadership of the Council in June 2016. The Labour administration subsequently resigned in February 2017, with the SNP taking over as the Council administration. Whilst good governance was maintained it did impact on the business of the council and meant additional pressures on Council staff. For example, in supporting budget revisions.
73. Until June 2016, the Council had a service committee structure with a Resources and Audit Committee chaired by an independent councillor. The Council's governance arrangements were revised following the change in administration. This resulted in the Resources and Audit Committee being replaced with an Audit and Finance Committee chaired by a member of the administration and a Scrutiny Committee chaired by an opposition councillor. Good practice recommends that the Chair of an audit committee should be from the opposition or, in some instances, independent of the Council. We note that the Council has plans in development to refresh decision making arrangements alongside its whole organisation redesign. We will review whether these arrangements support full and effective scrutiny of performance.
74. Overall, we concluded that the Council's governance arrangements provide an appropriate framework for organisational decision-making.

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Governance and transparency is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision making and transparent reporting of financial and performance information.

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## Management commentary and the annual governance statement

- 75.** The Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 requires councils to prepare and publish, along with their financial statements, an annual governance statement and a management commentary (or equivalent) that are consistent with the disclosures made in the financial statements. The management commentary should be fair, balanced and understandable and also clearly address the longer term financial sustainability of the body.
- 76.** Based on our knowledge and work performed, we concluded that the management commentary and the annual governance statement are consistent with the financial statements. We identified some improvements which could be made to the management commentary and annual governance statement. These include:
- a more comprehensive analysis of business performance should be provided in the management commentary
  - the annual governance statement should include more detail on what the Council is doing to address areas it has identified for improvement.

## Internal audit

- 77.** Internal audit provides senior management and elected members with independent assurance on the Council's overall risk management, internal control and corporate governance processes. The internal audit function was carried out by an in-house team in 2016/17.
- 78.** The Council began a one year pilot joint working agreement with Falkirk Council on 1 April 2017 for the provision of a jointly resourced internal audit service to Clackmannanshire Council. Falkirk Council provides management and resources under the terms of the agreement. Falkirk Council's internal audit manager is responsible for leading the jointly resourced service. We will review how effectively this arrangement is working as part of our 2017/18 review of the adequacy of internal audit.
- 79.** To avoid duplication of effort we place reliance on the work of internal audit wherever possible. We did not place any formal reliance on internal audit reviews for the purpose of obtaining direct assurance for our financial statements work. We considered the findings of a number of internal audit reports as part of our wider dimension work.

## Transparency

- 80.** Transparency means that the public, in particular local residents, have access to understandable, relevant and timely information about how the Council is taking decisions and how it is using resources such as money, people and assets.
- 81.** There is evidence from a number of sources which demonstrate the Council's commitment to transparency. Members of the public can attend meetings of the full Council and other committees. Minutes of these committee meetings and supporting papers are available on the Council's website.
- 82.** The Council's website provides public access a wide range of information including the register of members' interests, current consultations and surveys and how to make a complaint. In addition, the website provides details of the citizen's panel. The Council makes its annual accounts available on its website.

83. Overall, we concluded that the Council conducts its business in an open and transparent manner.

### Integration of health and social care

84. Legislation to implement health and social care integration, passed by the Scottish Parliament in February 2014, came into force on 1 April 2016. This brings together NHS and local council care services under one partnership arrangement for each area. Integration will mean a greater emphasis on enabling people to stay in their homes, or another homely setting, to improve their quality of life.
85. The Clackmannanshire and Stirling Integration Joint Board (IJB) is provided in partnership with Stirling Council and NHS Forth Valley and became fully operational on 1 April 2016. The financial transactions of the IJB have been consolidated into the Council's group financial statements.
86. The Council was required to make an additional contribution to the IJB of £0.685 million in 2016/17 in order for the IJB to achieve a breakeven position.
87. The IJB approved the partnership's three year strategic plan in February 2016. The Council delegated adult social care services to the IJB. The plan acknowledges that service redesign is required to meet future demand. The Clackmannanshire and Stirling partnership area has been divided into three localities designed to support collaborative working across primary and secondary health care, social care and third and independent sectors.
88. It is too early for the Council or its partners to demonstrate any significant examples of new ways of working that promote integration or have resulted in improvements to services. Audit Scotland, as part of a series of reports, will be reporting on integration authorities' progress after the first year of IJBs being established. This is due in spring 2018. We plan to use the findings of this work to assess progress.

### Local scrutiny plan

89. The 2017/18 Clackmannanshire Council Local Scrutiny Plan (LSP), prepared by the Local Area Network (LAN) of scrutiny partners, was submitted to the Council in May 2017. It was presented to the Audit and Finance Committee in September 2017. The LAN did not identify any new scrutiny risks requiring specific scrutiny work during 2017/18. The Council will be subject to a range of nationally driven scrutiny activity as set out in the LSP.

### Equalities

90. The Equality Act 2010 introduced a public sector general duty that encourages public bodies to mainstream equality by ensuring it is part of their core work. The Act requires that by no later than 30 April 2015, and every two years thereafter, public bodies must publish a report on the progress made to achieve their equality outcomes.
91. We reviewed the Council's Mainstreaming Equality and Diversity in Clackmannanshire 2017-2021 report and concluded the Council has met its statutory duty to:
- publish information on progress made in mainstreaming equality within the Council
  - report on progress made towards achieving equality outcomes published in 2013

- publish annual employee information and details of the progress made in gathering and using information to better meet the duty
  - publish updated gender pay gap information.
- 92.** We concluded, on the basis of evidence reviewed, that the Council is proactive in ensuring that equality is mainstreamed.
- 93.** In September 2017, the Accounts Commission published its findings from an audit of equal pay across local government. The audit found that councils under-estimated the challenges involved in implementing the Single Status Agreement and some of the approaches taken by councils did not always prioritise pay equality and were later found to be discriminatory. Clackmannanshire Council implemented single status in March 2010 and reports that between 2004/05 and 2015/16 it has spent £4.2 million compensating workers who had been unfairly paid and settling equal pay claims.
- 94.** Almost 27,000 equal pay claims across Scotland remain live and Clackmannanshire Council has 58 live claims. Workers could potentially still make new claims against councils. This means that councils need to be confident that they have fair and transparent pay arrangements and take necessary action, such as regular equal pay audits, to deliver pay equality in line with their public sector equality duty.
- 95.** The Council anticipates that its remaining equal pay claims will be concluded by March 2018.

# Part 5

## Value for money



### Main judgements

**The Best Value Assurance Report for Clackmannanshire Council will be considered by the Accounts Commission early in 2018.**

**The Council's arrangements for the publication of statutory performance indicators are satisfactory.**

### Best Value

- 96.** The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period.
- 97.** The Best Value audit work at Clackmannanshire Council is underway and the BVAR will be considered by the Accounts Commission early in 2018.

### Following the public pound

- 98.** Local authorities have a statutory responsibility to comply with the Accounts Commission / COSLA Code of Guidance on funding external bodies and following the public pound.
- 99.** The Council's financial regulations contain a specific section on following the public pound. These emphasise that services must adhere to the Council's guidance for allocating funds to external organisations.
- 100.** We concluded that the Council has appropriate arrangements for ensuring compliance with the Code of Guidance on funding external bodies and following the public pound.

Value for money is concerned with using resources effectively and continually improving services.

### Statutory performance indicators (SPIs)

- 101.** The Accounts Commission places great emphasis on councils' responsibility for public performance reporting. The Commission does not prescribe how councils should report this information but expects them to provide the public with fair, balanced and engaging performance information.
- 102.** For 2016/17 two SPIs were prescribed:
- SPI 1: covering a range of information relating to areas of performance such as improving local public services, improving local outcomes, engaging with communities and achieving Best Value

- SPI 2: relates to the reporting of performance information as required by the Local Government Benchmarking Framework.

**103.** Overall, we concluded that the Council's arrangements for publication are satisfactory.

### **National performance audit reports**

**104.** We carry out a national performance audit programme on behalf of the Accounts Commission and the Auditor General for Scotland. During 2016/17, a number of reports were issued which are of direct interest to the Council. These are outlined in [Appendix 3](#).

**105.** The Council and the Audit and Finance Committee periodically consider the findings of relevant Audit Scotland reports.

# Appendix 1

## Action plan 2016/17

### 2016/17 recommendations for improvement

Page no.	Issue/risk	Recommendation	Agreed management action/timing
10	<p><b>1. Accuracy of asset register</b></p> <p>During our audit testing we noted differences between the revaluation reserve values recorded in the Council's fixed asset register and the corresponding values recorded in its financial ledger. The individual differences are not material and the net book values for each category of asset have been correctly recorded in the financial statements. It is important that the Council maintains an accurate record of its assets to ensure it correctly accounts for these in future years.</p> <p><b>Risk</b></p> <p>Assets are incorrectly accounted for in future financial statements.</p>	<p>The Council should review its fixed asset register and take corrective action to ensure individual asset values are accurately recorded.</p>	<p>Agreed. The asset register is reconciled annually and this will continue to be done at least annually. The differences referred to arose at the time of the migration from a spreadsheet asset register to the Real Asset Management System in 2013.</p> <p>Responsible officer: Chief Accountant</p>
13	<p><b>2. Capital programme</b></p> <p>There was significant underspending in the Council's capital programme of £11.107 million (52%). This continues the trend of capital underspends in recent years.</p> <p><b>Risk</b></p> <p>Recurring underspending could lead to slippage in the capital programme which in turn could adversely affect service delivery and the achievement of the Council's</p>	<p>The Council should review its arrangements for managing the capital programme to ensure they are effective.</p>	<p>Agreed. This has been reported to Council and Committee on a number of occasions. Significant work has been undertaken over a number of years to reprofile planned project spend in line with the planned activity. However, further progress is needed to improve on the current situation.</p> <p>Options have been considered as part of budget deliberations to restrict capital project activity and take planned revenue</p>

Page no.	Issue/risk	Recommendation	Agreed management action/timing
	strategic priorities.		savings from the consequential reduction in loan charges.  Responsible officer: Executive Director
14-15	<p><b>3. National Fraud Initiative</b></p> <p>The Council has made limited progress in investigating NFI matches with only 2% of matches reviewed as of August 2017.</p> <p><b>Risk</b></p> <p>The Council does not identify fraudulent activity or errors resulting in financial loss.</p>	The Council should work to complete its review of priority NFI matches and ensure it identifies suitable resource to carry out this work.	<p>Agreed. An approach has been agreed and this is being progressed during Quarter 3 of 2017/18.</p> <p>The Council has made a commitment to completing the review of the NFI matches by February 2018.</p> <p>Responsible officer: Head of Resources and Governance</p>
16-17	<p><b>4. Financial planning</b></p> <p>The Council's budget strategy is aligned with the aims of its change programme, Making Clackmannanshire Better. Further work is required to ensure there is a clearer link between all budget decisions and the priorities outlined in the Council's corporate plan. The Council is planning to work to ensure savings plans and financial projections reflect the objectives, priorities and structures required to ensure achievement of its ambitions. This is an important exercise, particularly as the Council is refreshing its corporate plan, Taking Clackmannanshire Forward.</p> <p><b>Risk</b></p> <p>Budget decisions do support the Council's priorities.</p>	The Council should work to ensure savings plans and financial projections are aligned with its refreshed priorities.	<p>Agreed. Work is in hand to present the new Corporate Plan linked to the Local Outcome Improvement Plan to Council in November 2017.</p> <p>Financial plans will be reviewed to ensure they remain aligned with the delivery of the stated corporate priorities.</p> <p>Responsible officer: Depute Chief Executive (Section 95 Officer)</p>
18-19	<p><b>5. Savings plans</b></p> <p>The Council has identified substantial funding gaps in each of the next three years. It has recognised that it cannot continue to use reserves to meet budget gaps. The Council plans to</p>	The Council should work to develop savings plans to address funding gaps. This should include identification of the savings it expects to achieve from its new strategic model.	<p>Agreed. The Council has a continuous cycle of review to identify potential savings from efficiencies, policy change and redesign activities. This will continue.</p> <p>Work to develop the corporate redesign is</p>



**Page no.**

**Issue/risk**

**Recommendation**

**Agreed management action/timing**

make significant savings from a new strategic model. It has yet to identify the savings achievable from redesigning how it delivers services.

**Risk**

The Council is unable to deliver priority services.

progressing and any savings identified will contribute towards closing future years' forecast funding gap.

Responsible officer: Chief Executive/ Depute Chief Executive



# Appendix 2

## Significant audit risks identified during planning

The table below sets out the audit risks we identified during our planning of the audit and how we addressed each risk in arriving at our opinion on the financial statements.

Audit risk	Assurance procedure	Results and conclusions
<b>Risks of material misstatement in the financial statements</b>		
<p><b>1 Risk of management override of controls</b></p> <p>ISA 240 requires that audit work is planned to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes the risk of management override of controls in order to change the position disclosed in the financial statements.</p>	<p>Detailed testing of journal entries.</p> <p>Focused testing of accruals and prepayments.</p> <p>Review of significant management estimates and evaluation of the impact of any variability in key assumptions.</p> <p>Evaluation of significant transactions that are outside the normal course of business.</p>	<p>We tested journal entries, accruals and prepayments and found no material errors.</p>
<p><b>2 Risk of fraud over income</b></p> <p>The council receives around £22m from Council Tax, £23m from housing income and another £22m from other fees and charges. The extent and complexity of income means that, in accordance with ISA240, there is an inherent risk of fraud that requires an audit response.</p>	<p>Audit work on the National Fraud Initiative (NFI) matches.</p> <p>Confirmation of property and housing numbers and bandings to independent sources.</p> <p>Analytical procedures on income streams.</p> <p>Detailed testing of revenue transactions focusing on the areas of greatest risk.</p>	<p>We found limited investigation work on NFI matches had been carried out. See Appendix 1, point 3.</p> <p>We confirmed property and housing numbers.</p> <p>Our analytical procedures and detailed testing found no material errors or fraud.</p>
<p><b>3 Risk of fraud over expenditure</b></p> <p>Practice Note 10: Audit of financial statements of public sector bodies in the United Kingdom and the Code of Audit Practice require consideration of fraud over expenditure (excluding payroll costs which are already a core part of annual audits). The council incurs significant expenditure on benefits and grants which require audit coverage.</p>	<p>Audit work on the NFI matches.</p> <p>Specific audit work on benefits and grants.</p> <p>Evaluation of the effectiveness of internal controls for expenditure recognition and recording.</p>	<p>We found limited investigation work on NFI matches had been carried out. See Appendix 1, point 3.</p> <p>We have audited and signed off the education maintenance allowance and criminal justice grant claims. Our audits of the non domestic rates return and housing benefits subsidy claim are ongoing.</p> <p>We tested controls on expenditure recognition and recording and found no significant issues.</p>

Audit risk	Assurance procedure	Results and conclusions
<p><b>4 Estimation and judgements</b></p> <p>There is a degree of subjectivity in the measurement and valuation of the material account areas of non current assets, provisions and pension liabilities. This subjectivity represents an increased risk of misstatement in the financial statements.</p>	<p>Completion of 'review of the work of an expert' for the professional valuer.</p> <p>Focused substantive testing of non current assets.</p> <p>Review of the work of the actuary and the pension assumptions used.</p>	<p>We reviewed the work of the Council's valuer and the actuary and found no issues.</p> <p>We found no significant issues from our substantive testing of non current assets.</p>
<p><b>5 Consolidation of Health and Social Care costs: Integration Joint Board (IJB)</b></p> <p>The IJB transactions will be consolidated into the accounts of the council for the first time in 2016/17.</p> <p>The council needs to agree a timetable and approach to obtaining the IJB figures for consolidation, and assurances required for the group governance disclosures. As this is the first year, there is a risk that the timetable may not be achieved. There is also an increased risk of errors in accuracy and disclosure.</p>	<p>Consider the timetable and process for consolidation of the group accounts.</p> <p>Consider the assurances obtained by the council's S95 officer for the group governance disclosures.</p> <p>Agree the consolidation adjustment is accurate and correctly disclosed.</p> <p>Confirm that any balances relating to IJBs have been agreed by the partner bodies.</p>	<p>We reviewed the timetable, S95 assurances, consolidation adjustment and IJB related balances and found no significant issues.</p>
<p><b>6 Implementation of new financial ledger system</b></p> <p>The council is implementing the new system during 2016/17 to replace its existing system. The opening balances were journaled into the new system in December 2016.</p> <p>There is a risk that the information from the new system used to prepare the financial statements may contain errors.</p>	<p>Review of internal audit's work on the project's progress.</p> <p>Walk through testing of the ledger and controls testing of reconciliations and journals.</p> <p>Focussed substantive testing on opening balances.</p> <p>Substantive testing of ledger transactions and balances through the audit work on income, expenditure and balance sheet items.</p>	<p>We reviewed internal audit's work, carried out walk through and controls testing of reconciliations and journals, and substantively tested opening balances, ledger transactions and balances. We found no significant errors.</p>

### Risks identified from the auditor's wider responsibility under the Code of Audit Practice





















<p><b>7 Financial sustainability</b></p> <p>The council's 2016/17 Financial Plan identified a budget gap of £7.5m to be addressed by efficiency measures. The November 2016 financial monitoring report highlighted that this gap had reduced to £2.5m, with almost 50% of the gap in social services.</p>	<p>Review financial monitoring reports and the financial position.</p> <p>Undertake specific audit work on financial planning and governance. This will include assessing the robustness of longer term financial planning.</p>	<p>Our conclusions on the Council's financial sustainability are reported in part 3 of this report.</p>
--	---	---

Audit risk	Assurance procedure	Results and conclusions
<p>Delivering recurring efficiency savings is increasingly challenging and represents a risk to the financial sustainability of the council.</p>		
<p><b>8 Transformation of services</b></p> <p>The Local Area Network reported in 2016 that the council's transformation programme has been slower than anticipated and was not sufficient to meet the objectives, financial challenges and reestablishment of stand alone education and social work services. It concluded that Best Value audit work is required on the council's leadership, governance and financial sustainability.</p>	<p>A Best Value Assurance Report will be published in early 2018.</p>	<p>Best Value audit work is underway. The Council's Best Value Assurance Report will be discussed by the Accounts Commission early 2018.</p>
<p><b>9 Members</b></p> <p>Council elections are to be held in May 2017 and there are indications that a number of elected members are or may be standing down. This will represent a loss of skills experience amongst members. To ensure members fully understand their roles and have the necessary skills to make informed decisions and provide effective scrutiny, appropriate development and training will be required.</p>	<p>Monitor the council's arrangements for developing members and preparations for inducting newly elected members.</p>	<p>We reviewed the induction training and materials provided to members and concluded it was fit for purpose. We participated in one of the induction training sessions.</p>

# Appendix 3

## Summary of national performance reports 2016/17



Apr			
May		Common Agricultural Policy Futures programme: an update	
Jun		South Ayrshire Council: Best Value audit report	 The National Fraud Initiative in Scotland
Jul		Audit of higher education in Scottish universities	 Supporting Scotland's economic growth
Aug		Maintaining Scotland's roads: a follow-up report	 Superfast broadband for Scotland: a progress update
			 Scotland's colleges 2016
Sept		Social work in Scotland	 Scotland's new financial powers
Oct		Angus Council: Best Value audit report	 NHS in Scotland 2016
Nov		How councils work – Roles and working relationships in councils	 Local government in Scotland: Financial overview 2015/16
Dec		Falkirk Council: Best Value audit report	 East Dunbartonshire Council: Best Value audit report
Jan			
Feb		Scotland's NHS workforce	
Mar		Local government in Scotland: Performance and challenges 2017	 i6: a review
			 Managing new financial powers: an update

### Local government relevant reports

[The National Fraud Initiative in Scotland](#) – June 2016

[Social work in Scotland](#) – September 2016

[How councils work – Roles and working relationships in councils](#) – November 2016

[Local government in Scotland: Financial overview 2015/16](#) – November 2016

[Local government in Scotland: Performance and challenges 2017](#) – March 2017

# Clackmannanshire Council

## Draft 2016/17 Annual Audit Report

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500 or [info@audit-scotland.gov.uk](mailto:info@audit-scotland.gov.uk)

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**CLACKMANNANSHIRE COUNCIL**

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**Report to: CLACKMANNANSHIRE COUNCIL**

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**Date of Meeting: 28 September 2017**

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**Subject: Clackmannanshire Local Outcome Improvement Plan (LOIP)  
2017-27**

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**Report by: Head of Strategy & Customer Services**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to present Clackmannanshire's Local Outcome Improvement Plan (LOIP) 2017/2027 to Council for endorsement. The Plan has been developed by Community Planning partners and was endorsed by the Clackmannanshire Alliance on the 1 September 2017.
- 1.2. It is a statutory requirement that community planning partnerships should publish Local Outcome Improvement Plans and associated Locality Plans by 1 October 2017.

## **2.0 Recommendations**

- 2.1. It is recommended that Council endorses the Local Outcome Improvement Plan 2017/27; and notes that the plan will be published on the Council's website prior to the statutory deadline of 1 October 2017.

## **3.0 Considerations**

- 3.1. Every Community Planning Partnership in Scotland is required under the Community Empowerment (Scotland) Act 2015 to agree a Local Outcome Improvement Plan (LOIP) for 2017/27 and to publish it by 1 October 2017. Through the LOIP, partners are jointly responsible for ensuring that a Community Planning Partnership delivers on the commitments set out in Plan. Clackmannanshire Council, along with Police Scotland, Scottish Fire and Rescue, NHS FV and Scottish Enterprise all share joint responsibility under the legislation for community planning and on delivering the Local Outcome Improvement Plan 2017/27. A range of other community planning partners have a statutory duty to contribute to the implementation of the Local Outcome Improvement Plan.
- 3.2. The LOIP, which is attached at Appendix 1, will replace the Single Outcome Agreement for 2013/23. It provides a collective vision and focus for

Clackmannanshire, based on agreed local priorities and an evidence based understanding of local needs and aspirations. A central theme of our LOIP is around tackling issues of poverty and inequality in Clackmannanshire based on sound analysis, research and consultation with stakeholders.

- 3.3. Development of the LOIP was co-ordinated by a partnership working group. It was informed by a poverty assessment and an economic baseline assessment commissioned by the Clackmannanshire Alliance in spring 2017. A stakeholder workshop session was held in May 2017 and a period of consultation and engagement on the Plan ran throughout June and July and into early August 2017.
- 3.4. The LOIP includes four long term outcomes and three locality plans. These are outlined below.

**2017-2027 Strategic Outcomes for Clackmannanshire**

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.

**2017-2027 Locality Plans for Clackmannanshire**

**Improving  
outcomes for  
children and  
young people  
living in poverty**

**Improving  
outcomes for  
Alloa South &  
East**

**Improving  
outcomes for  
women and  
girls**



- 3.5. The Community Empowerment (Scotland) Act, 2015, requires the Clackmannanshire Alliance to identify localities for the purposes of locality planning. A locality plan is a plan to improve outcomes in a particular locality as a result of the experience of significant inequality of outcome. Locality plans should set out clear priorities for improving local outcomes and tackling inequalities. Locality plans can be developed for geographic communities but also for communities of interest. Each locality plan must identify localities with population of no more than 30,000 residents. On the basis of the above-mentioned poverty assessment, the 3 locality plans outlined at 3.4 are considered most likely to make the biggest impact in terms of bridging the inequality gap in Clackmannanshire.
- 3.6. Partners will prepare annual reports on the LOIP which will be published on the Council's website. Progress will be scrutinised by the Alliance and the Council's Scrutiny Committee. Community Planning Partners are required to ensure that the LOIP remains up to date and appropriate for delivering improvements which reflect local needs, circumstance and aspirations. With this in mind partners have committed to refreshing the LOIP on a regular basis.

#### **4.0 Sustainability Implications**

4.1. The following positive implications on sustainability are outlined below.

- Encourage community participation in decision making
- Eradicate fuel poverty
- Achieve sustainable economic development
- Target skills & training and reduce unemployment
- Reduce social exclusion
- Reduce health inequalities
- Regenerate Clackmannanshire's town centres
- Improve Clackmannanshire's resilience to climate change
- Improve quality of life in Clackmannanshire
- Encourage outdoor activity
- Protect and maintain greenspace

#### **5.0 Resource Implications**

5.1. *Financial Details*

5.2. There are no financial implications arising directly from this report.

5.3. *Staffing*

5.4. There are no staffing implications arising directly from this report.

#### **6.0 Exempt Reports**

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

## 7.0 Declarations

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

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

- |  |                                     |
|--|-------------------------------------|
| The area has a positive image and attracts people and businesses         | <input checked="" type="checkbox"/> |
| Our communities are more cohesive and inclusive                          | <input checked="" type="checkbox"/> |
| People are better skilled, trained and ready for learning and employment | <input checked="" type="checkbox"/> |
| Our communities are safer  | <input checked="" type="checkbox"/> |
| Vulnerable people and families are supported                             | <input checked="" type="checkbox"/> |
| Substance misuse and its effects are reduced                             | <input checked="" type="checkbox"/> |
| Health is improving and health inequalities are reducing                 | <input checked="" type="checkbox"/> |
| The environment is protected and enhanced for all                        | <input checked="" type="checkbox"/> |
| The Council is effective, efficient and recognised for excellence        | <input checked="" type="checkbox"/> |

### (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".

Appendix 1: Clackmannanshire Local Outcome Improvement Plan 2017-2027

## 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)**

<b>NAME</b>	<b>DESIGNATION</b>	<b>TEL NO / EXTENSION</b>
Cherie Jarvie	Strategy and Performance Manager	2365

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Stuart Crickmar	Head of Strategy and Customer Services	Signed: S Crickmar
Nikki Bridle	Depute Chief Executive	Signed: N Bridle



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# Local Outcomes Improvement Plan 2017-2027



This plan has been produced with the assistance of all our partners.



**POLICE**  
SCOTLAND  
Keeping people safe



**SCOTTISH**  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland



**Clackmannanshire**  
Council



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# Foreword

Welcome to our **Local Outcomes Improvement Plan (LOIP) 2017/2027** for Clackmannanshire.

This plan sets out the vision of the Clackmannanshire Alliance for the next 10 years and builds upon the successes of our previous plan the **Single Outcome Agreement for Clackmannanshire 2013/23**. A central theme of this Plan is a joint commitment to tackling the inequalities that exist in Clackmannanshire as a result of poverty and socio-economic disadvantage.

We have listened to partners and our communities and have intentionally focussed on a few key matters that we can make the greatest impact to our communities in Clackmannanshire. We recognise the importance of aligning partner's resources on key priorities that will drive long term sustainable improvement over the next decade for the benefit of all our communities. Through this plan we will create a legacy for future generations in Clackmannanshire; a society which is more equal and which provides a better quality of life for all.

Prevention and early intervention is a strong theme set throughout this plan. While this plan seeks to improve outcomes that will benefit everyone in Clackmannanshire partners recognise the importance

of getting it right for our children and young people – our adults and our working age population in years to come. Securing better outcomes for our children and young people will secure better futures for all ages and all communities in Clackmannanshire by 2027.

This plan is focussed on improving outcomes, but we want also to recognise the positives that Clackmannanshire has to offer and to build on, with our communities, these positives and opportunities. We also want to build on our culture of continuous improvement as a partnership and ensure that we are working together in the best way that we can, making the best use of our resources with and for the benefit of communities in Clackmannanshire.







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# Introduction

**This Local Outcome Improvement Plan for 2017-2020 replaces the Clackmannanshire Single Outcome Agreement for 2013-2023. This plan has been developed in partnership and in response to our statutory obligations set out under the Community Empowerment (Scotland) Act 2015.**

Community Planning is about how public services work together with the community to deliver better services which improve long term outcomes for local communities. In 2015 community planning became a statutory requirement with the introduction of the Community Empowerment (Scotland) Act 2015 and a legal duty on core community planning partners to demonstrate that they are bringing about significant impact on improving outcomes and reducing inequality and disadvantage.

Our communities lie at the heart of this plan and our vision for Clackmannanshire. We recognise that the best solutions and the best ideas come from local communities, local businesses and the third sector and we are committed to working alongside our communities to secure improved outcomes for Clackmannanshire over the next 10 years.

Our Local Outcome Improvement Plan has been developed by the Clackmannanshire Alliance and sets out our ambitions for change for Clackmannanshire over the next decade. This plan sets out our commitment to reducing inequality and our renewed focus to work together to secure better outcomes for Clackmannanshire. We have chosen to focus our collective efforts on a core set of priorities based on our discussions with partners and communities over the past 12 months and based on a sound understanding of local need and circumstances.

Our Local Outcome Improvement Plan is supported by three Locality Priority Plans for Clackmannanshire. For clarity and consistency we have selected to develop locality plans based on the priorities that we have identified for Clackmannanshire. We believe that investing our collective resources and efforts on these three areas will enable our partnership to secure the best outcomes for Clackmannanshire over the next 10 years.

Each community planning partner in Clackmannanshire is committed to these priorities and will reflect these in their own strategic plans to ensure all efforts drive improved outcomes for Clackmannanshire, particularly in light of the challenges that partners face over the next decade.



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## Clackmannanshire

# Our Community Planning Framework

Community Planning Partnerships have a responsibility to work with communities to plan, resource and deliver integrated public services, reduce inequalities and significant disadvantage and bring about sustainable improvements to local outcomes. The Clackmannanshire Alliance, our Community Planning Partnership, brings together the key organisations that can make a difference to people's lives in Clackmannanshire.

We understand that, due to the size and nature of our place, we have opportunities unique to Clackmannanshire. With that said however, community planning is complex, with a number of existing and new duties and responsibilities which are no different to the largest community planning partnerships and authority areas in Scotland.

Understanding the breadth of responsibility on the partnership and responding to the significant areas of inequality that we have identified, through this plan, in Clackmannanshire is a challenge for partners in Clackmannanshire. We

will ensure that our partnership has the resources and capacity to deliver the pace of change and decisiveness in impact and that we apply strong governance, accountability and collaboration in all that we do for Clackmannanshire.

Our partnership arrangements need to reflect our new Local Outcome Improvement Plan and our Locality Priorities. It is crucial that our partnerships planning, performance and delivery framework is simple, clear and aligned. An early priority for the partnership will be to review our partnership operating arrangements to ensure they reflect the priorities that we have identified through this Local Outcome Improvement Plan. Our mechanisms for engaging with communities, local businesses and the third sector will be a key part of that review. Our current partnership structure includes both regional and local partnerships which broadly reflect our main areas of responsibility.

### Developing our Local Outcome Improvement Plan 2017/2027

Our LOIP sets out our strategy and vision for Clackmannanshire. It has been developed using a robust evidence base through extensive research and analysis through our Poverty Assessment for Clackmannanshire 2017 and our Economic Baseline for Clackmannanshire 2017. In May 2017 we held a stakeholders workshop to identify our priorities and to agree where we would focus our efforts and resources. We carried out an Equality Impact Assessment on our priorities and then consulted widely with a range of partners, key stakeholder and equality groups over June and July 2017.



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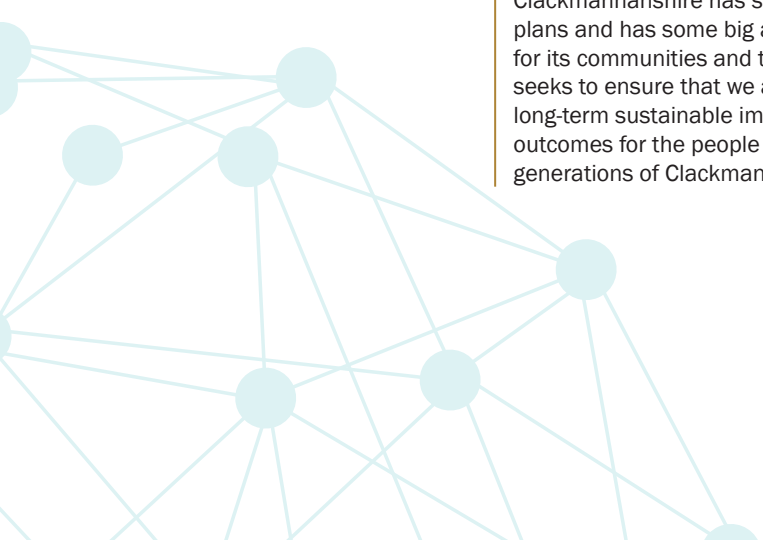
## Our Place

# The Clackmannanshire Context

Clackmannanshire is unique in its relatively small geographic size yet abundance of historical importance and exceptional places to visit. Clackmannanshire is centrally located yet boasts stunning scenery and feels rural. Clackmannanshire benefits from good transport and digital infrastructure and opportunities yet has small villages and communities perfect for raising families and feeling part of the community.

Clackmannanshire is also part of some major changes and opportunities. It has benefited from investment through the Scottish Attainment Fund and stands to benefit from investment through a joint City Deal with Stirling Council over the next few years. Clackmannanshire has some big plans and has some big ambitions for its communities and this plan seeks to ensure that we achieve long-term sustainable improved outcomes for the people and future generations of Clackmannanshire.

With that said, Clackmannanshire also has some catching up to do with the rest of Scotland. The post-industrial impacts have been deep and widespread in Clackmannanshire and our communities still bear many of the scars and symptoms associated with intergenerational and deep-rooted poverty. New industry and transport links have created opportunities for some of our communities however have also polarised the divide between our most and least disadvantaged communities. That along with anticipated population and demographic changes which buck national trends creates a uniquely different set of challenges for partners in Clackmannanshire, but at the same a uniquely different set of opportunities for change.

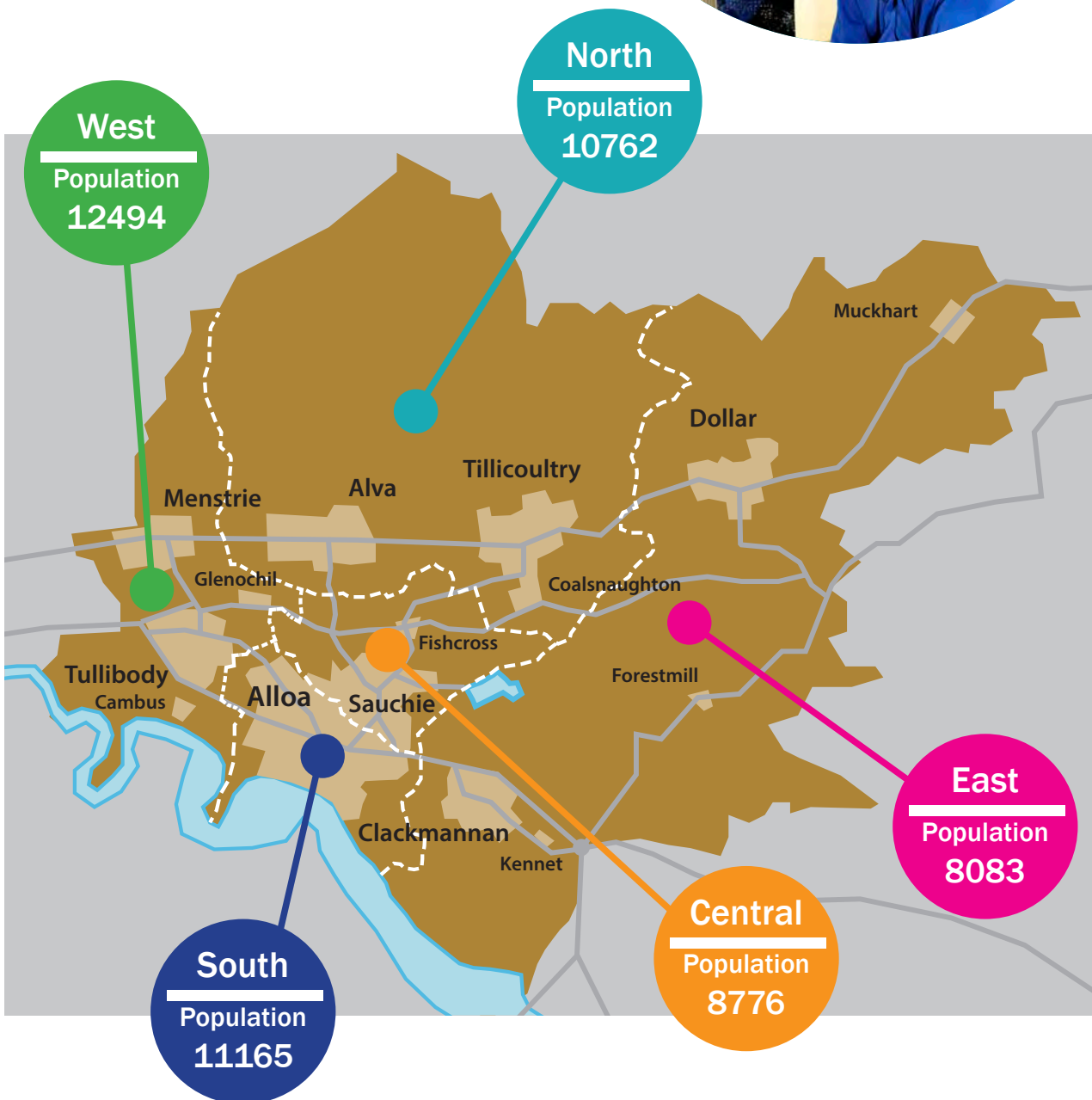


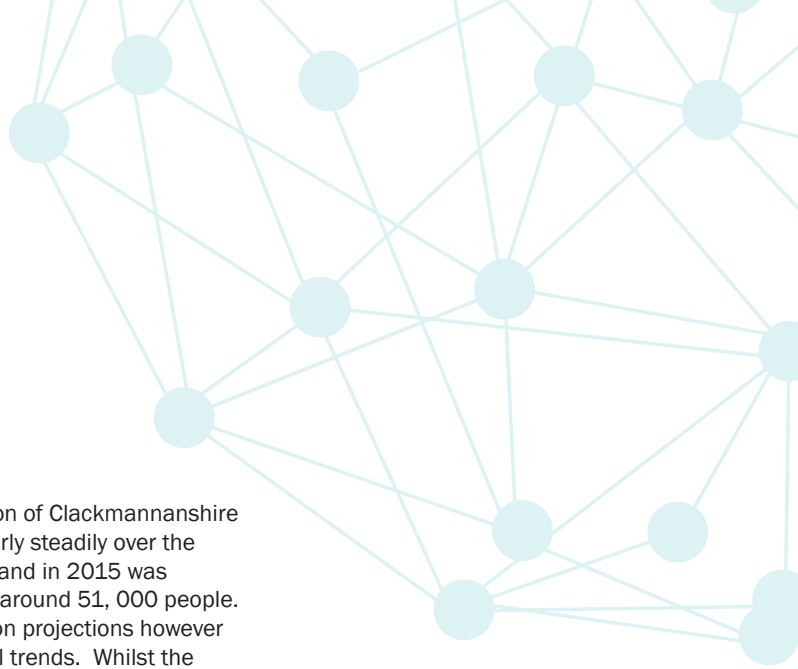


## Our Place and our People

Clackmannanshire has 9 main localities or neighbourhood settlements. The largest of these areas is Alloa with a population of 13000 followed by Tullibody with a population of around 9500.

These are split into 5 administrative wards - North, South, East, West and Central.



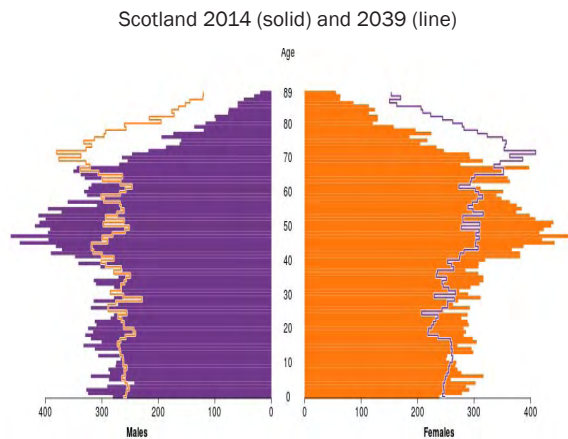


The Scottish Governments Index of Multiple Deprivation (SIMD) splits Clackmannanshire into 71 small areas known as 'data zones'. These data zones are used to identify places with concentrations of deprivation across Scotland. Clackmannanshire has proportionately more data zones than the Scottish average and its share of deprived data zones is the 8th highest of the 32 local authorities in Scotland. The places with the most significant areas of concentrations of deprivation in Clackmannanshire are;

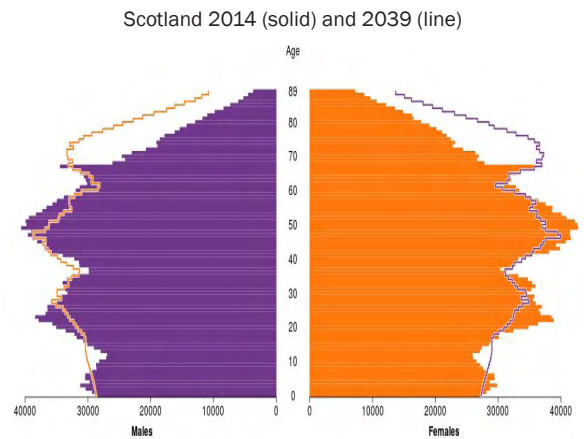
- Alloa South and East
- Tullibody North and Glenochil
- Tullibody South
- Fishcross, Devon Village and Coalsnaughton

The population of Clackmannanshire has grown fairly steadily over the past decade and in 2015 was estimated at around 51, 000 people. Our population projections however buck national trends. Whilst the population of Scotland is set to increase by almost 6.5% by 2039 from 2014 levels, the population in Clackmannanshire is projected to fall by around 3% over the same period to around 49, 6433. The population of all age groups except those aged 65+ is set to fall between now and 2037 which will create particular challenges for Clackmannanshire. The number of people of pensionable age is expected to rise by 32% by 2039 from 2014 levels. The comparable rise for Scotland is 28.3%. The number of people of working age in Clackmannanshire is set to drop by 12.5% from 2014 to 2039, compared to a 1.2% rise for Scotland as a whole.

**Figure 1.1e\* Scotland age profiles**



**Figure 1.1f Clackmannanshire age profiles**



\* <https://scotland.shinyapps.io/population-projection-pyramids/>



## The impact of Poverty and Inequality

Clackmannanshire currently has a working age population of around 33,000. Children make up around 9000 of the current population of Clackmannanshire with around 3900 on the primary school roll and 2800 on the secondary school roll in 2016/17. In 2017 there are 220 looked after children in Clackmannanshire, higher than the national rate per head of population. In 2015 there were around 2700 workless households in Clackmannanshire will approximately 2000 children were living in households. In Clackmannanshire around 27% of all children are living in poverty which is around 2400 of our children – a figure well in excess of national rate in Scotland.

We know that inequality and the impact of poverty and disadvantage in our communities is widespread. We know that poverty and inequality limits choices, quality of life and life long opportunities for some families and some communities in Clackmannanshire. We know that poverty blights childhoods and that growing up in poverty can mean being cold, going hungry and not being able to do activities that families should be able to do. We know that poverty has long lasting effects on attainment, aspirations, learning and employment. We also know that poverty and inequality impacts on health, wellbeing and ultimately quality of life and life expectancy. Tackling health inequalities lies at the heart of this plan.

In Clackmannanshire we have identified a number of areas where we think there is significant inequality and disadvantage and where we think poverty is a very real

problem for some of our families and communities. We know that attainment and positive destinations for our young people can be lower for pupils who live in the most deprived places in Clackmannanshire. When we compare a range of health and wellbeing measures Clackmannanshire varies significantly from the national average in 26 out of 56 measures including those relating to alcohol and substance use, mental health measures and childhood, women, ante and post natal health measures.

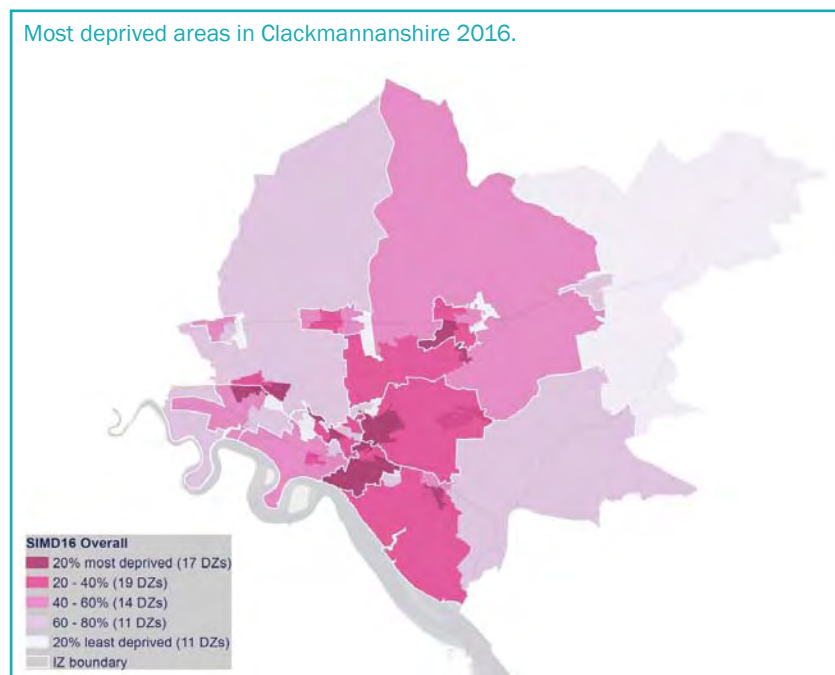
Through our research and analysis we have identified a number of areas where Clackmannanshire significantly differs from Scotland in its performance relating to employment and income and gender equality. We have found stark differences in the employment rate and pay rates between males and females; life expectancy rates between males and females

and a high proportion of women who face additional inequalities through disability and/or caring responsibilities in Clackmannanshire. The teenage pregnancy rate in Clackmannanshire is the highest in Scotland and Clackmannanshire has around 1600 women who are lone parents.

In terms of place we know from the SIMD index that Clackmannanshire, but particularly Alloa South and East community features in some of the most deprived areas in Scotland and has done so since 2004 when the measurement tool was first used. Clackmannanshire's has the 8th highest national share of data zones in the 15% most deprived with 11 data zones in this category.

Although other communities in Clackmannanshire also feature in the index we consider Alloa South and East to demonstrate particular challenges and significant poverty, inequality and disadvantage.

Most deprived areas in Clackmannanshire 2016.





## Our Economy

Although our economic indicators have improved in Clackmannanshire, they still lag significantly behind Scotland overall. Across the range of economic measures – Gross Value Added (GVA), median earnings, employment rate, claimant count and job density – Clackmannanshire is significantly behind. Both the employment rate and median earnings for women in Clackmannanshire is significantly different to both the national average and the rate for males in Clackmannanshire. Almost 80% of males in Clackmannanshire are in employment compared with 65% of women – a figure lower than what we would expect given the national average. Median weekly earnings for males (in full time employment) are slightly higher than the national average but earnings for women (in full time employment) are 27% lower than the national average. In real terms the difference is around £129 per week.

On the face of it, Clackmannanshire's GVA lags considerably behind Scotland and neighbouring areas including Stirling. The county has a GVA per capita of £15,000, compared to Scotland's £22,300 and Stirling's £23,600. When GVA per employee is considered, however, Clackmannanshire can be seen to outperform both Scotland and Stirling, with levels of GVA per worker reaching over £45,000 in 2014. This latter trend demonstrates that when jobs are located and business is conducted in Clackmannanshire, it is more productive than comparators. The gap between GVA per capita and GVA per job is exacerbated by a jobs density of just 0.5 jobs per individual of working age, compared to rates of around 0.8 for both Scotland and Stirling. With women travelling shorter distances to access employment, possibly as a result of childcare or their higher propensity to provide unpaid care than men, this shortage of jobs in Clackmannanshire is a problem for all residents with barriers to travelling for work, but for women in particular.

Headline employment rates indicate that Clackmannanshire is making progress in recovering to its pre-crisis peak of 76%. The 2015 employment rate was over 72%. Of those who are employed, public administration, education and health are the largest sources of employment for Clackmannanshire, in line with Scotland as a whole. However, underlying this headline statistic is a significant divergence between genders, with almost 80% employment amongst men, and 65% for women in Clackmannanshire.

There is some good news too for Clackmannanshire. As well as being a demonstrably productive place to do business, as outlined above, businesses are as likely to survive in Clackmannanshire as in Scotland as a whole, suggesting Clackmannanshire is not an inherently poor environment to do business in. The county also enjoys reasonable proximity to three cities, Stirling, Edinburgh and Glasgow, and boasts natural assets in the river and the Ochil Hills, which offer the potential to develop innovative and sustainable sources of economic growth through tourism and energy production.





## Older People and Health and Social Care Integration

From our review of data and research we have not identified older people in Clackmannanshire as being in particular risk from income poverty. That said, we do know there are pockets where older people are living in circumstances which we would consider not good enough, affected by poverty factors such as transport, access to service, isolation within communities, poor health and disability. We also know that Clackmannanshire faces a changing demographic profile and that our proportion of older people is projected to increase by 32%.

Given our long-term demographic projections and the strength of feedback from partners and communities we have agreed to keep a watching brief on inequality and our older people in Clackmannanshire. We will do this through our Health and Social Care Partnership and where it is considered appropriate we will develop specific multi-agency partnership strategies to tackle particular disadvantage to this age group. Our older people in Clackmannanshire will also of course benefit from work that will be undertaken to implement this plan through for example strategies on food and fuel poverty and community resilience and empowerment.

Partners are already doing a lot of work through the Health and Social Care Partnership in Clackmannanshire and the community planning partnership aims to complement that work where it is appropriate. The partnership Strategic Plan [2016-2019] has established eight local priorities. These bring together the health and social care services along with the commissioned services and partners, to redesign and focus activity onto integrated service delivery models, which will significantly strengthen community and place based services.

The high level priorities, expressed as a series of 'we will' statements, in the Strategic Plan are –

- Further develop systems to enable front line staff to access and share information
- Support more co location of staff from across professions and organisations
- Develop single care pathways
- Further develop anticipatory and planned care services
- Provide more single points of entry to services
- Deliver the Stirling Care Village
- Develop seven day access to appropriate services
- Take further steps to reduce the number of unplanned admissions to hospital and acute services

Further information on Our Health and Social Care Partnership for Clackmannanshire and Stirling can be found here.

<https://nhsforthvalley.com/about-us/health-and-social-care-integration/clackmannanshire-and-stirling/>





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# How We Will Work In Partnership

In Clackmannanshire we have a solid foundation of working together to improve outcomes for Clackmannanshire. Since our first plans, the Clackmannanshire Alliance has achieved much as a partnership. We have seen significant improvements in the way that our communities reflect on Clackmannanshire as a place to live. We have also seen significant improvements in the way that our communities reflect on the way that public services are delivered in Clackmannanshire.

However the next 10 years are going to be challenging. The context of public sector spending reductions; major policy reform and a challenging demographic profile will all influence and impact on achieving our strategic outcomes and how we go about our business.

How the partnership engages individuals and communities in the solutions that will achieve real and lasting change in their own lives and in their communities is going to be crucial and that is why we have identified a strategic priority around this agenda. How we address the poverty and inequality that we have identified in a way that makes a significant impact on future generations in Clackmannanshire is also critical.

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On that basis the partnership has agreed a set of principles which set out how we will do our business in Clackmannanshire to implement this plan and achieve our outcomes. These are;

- A focus on fewer key priorities to tackle inequality where we can genuinely make a difference.
- Prevention and early intervention aimed at reducing causes of poverty and inequality and not just its symptoms.
- Inclusive economic growth that benefits everyone.
- Participation, engagement and co-production in identifying and delivering solutions.
- Strong partnership leadership, governance and accountability
- Integrated and multi-agency approaches focussed on our targeted priorities; and
- Promoting and championing what we do well in Clackmannanshire and building and continuing areas of good practice

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Each partner individually and collectively has a commitment to deliver on the outcomes, priorities and the manner with which we will achieve these. This commitment means making sure that what we do individually and collectively has regard to the priorities identified through this plan. This commitment also extends to how we will individually and collectively go about our business for the benefit of Clackmannanshire.



## Governance, Performance, Accountability and Improvement

Managing performance across the partnership is key in ensuring informed decision making, mobilising resources appropriately, assessing progress and performance and ensuring accountability. Good performance management is also about continually improving the way that we work - leadership, governance, engagement and shared goals and priorities.

Throughout the life of the Single Outcome Agreement in Clackmannanshire our partnership has demonstrated robust arrangements for governance, performance and accountability. Performance management arrangements have been in place across all of our partner organisations and information and performance information on community planning analysed and presented through the preparation of regular performance reports and annual reviews for purposes of scrutiny and accountability. Our partnership has developed our approaches to performance management over the past 4 years and now core partners share performance information on a uniform performance management system Covalent. We will continue to build on our embedded practice in Clackmannanshire with our new Local Outcome Improvement Plan 2017-2020 and will make necessary adjustments and improvements to ensure compliance with duties set out through the Community Empowerment (Scotland) Act 2015. This will include extending our approaches to the broader set of partners now included in the Community Planning duty.

We will report annually on progress against this plan and will publish this report for information. We will also ensure that our plan remains up to date and delivers improvement on priorities which reflect local needs, circumstances and aspirations. We will refresh our Local Outcome Improvement Plan every 3 years.

## Our Policy Framework

This plan recognises the significant policy framework within which Community Planning Partners operate. There are a number of significant plans in Clackmannanshire which will shape how we will work in partnership and what we will do to improve outcomes locally. Partners will continue to provide leadership and resources to ensure that these plans are delivered in Clackmannanshire and to ensure that the strategic outcomes presented in this Local Outcome Improvement Plan 2017-2027 are achieved. These plans include;

- Clackmannanshire Council Corporate Plan 2017-2022
- Health and Social Care Partnership Strategic Plan 2016-2019
- Local Police Plan for Clackmannanshire 2017-2020
- Local Fire Plan for Clackmannanshire 2017-2020
- National Improvement Framework for Education 2017
- Community Justice Improvement Plan 2017/18
- Community Learning and Development Plan 2015-2018
- Children's Services Plan for Clackmannanshire 2017-2020
- Local Development Plan 2015
- Clackmannanshire Economic Development Framework 2008-2018
- Clackmannanshire Mainstreaming Equalities Outcomes 2017/21



*'Working together  
for a better quality  
of life and equal  
opportunity for all'*

## Our Vision

# For Clackmannanshire 2017-2027

**Our Local Outcome Improvement Plan vision for Clackmannanshire, partly taken from our Community Plan (2010-20) 'Working Together for Clackmannanshire' and our Single Outcome Agreement 2013/2023 is:**

*'Working together for a better quality of life and equal opportunity for all'*

As partners we want our communities and our people to have the same opportunities and life chances. We want our children and young people to be able to make the most of the opportunities that are available to them and to have the best possible outcomes as adults. We want our communities to be resilient and empowered and be supported to be able to improve outcomes that reflect their local aspirations. We want to improve the outcomes for our women and girls living in Clackmannanshire, recognising that this will need a whole-community approach, but will benefit each and every community. Lastly we want Clackmannanshire to be an attractive place to live and work with healthy and sustainable businesses and opportunities for learning and employment.

Central to achieving our vision is tackling the poverty, inequality and disadvantage that we have identified in Clackmannanshire. Evidence tells us that there are clear groups and areas experiencing particular disadvantage when compared with others in Clackmannanshire and national averages. We want to work together to tackle the root causes of poverty, deprivation and inequality which has existed in some families for generations and to start to really improve our outcomes for our young people and future adults.



In order to achieve our vision for Clackmannanshire we have developed four long term strategic outcomes which will drive the direction of our strategic partnership working in Clackmannanshire over the next 10 years:

### Strategic Outcomes for Clackmannanshire

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



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

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

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.



From our extensive work to understand the issues and challenges facing Clackmannanshire we have identified a number of groups and communities where we intend to focus our resources and improve outcomes. In doing so we believe that we will be addressing the most significant areas of poverty and inequality in our communities that will reap improved benefits for the whole of Clackmannanshire and bring us to a position where we are performing the same or better than nationally. These groups have been identified through our research but also through feedback from our recent consultation with stakeholders.

We accept of course, that families and communities will be experiencing poverty and disadvantage that do not sit under any of these groups and that there may be new emerging groups which we are not yet fully aware of in Clackmannanshire. We will continue to keep a watching brief on these groups and any emerging new groups and will work as partners to determine appropriate interventions and strategies to address inequality and poverty experienced by groups.

The groups that we have identified as being at particular risk of inequality and poverty are;

- Low income households and workless households particularly where there are children;
- Women; Lone parent families and young mothers/teenage pregnancies;
- Those living with poor physical and mental health and those affected by alcohol and substance use;
- Young people in and leaving the care system
- Community of Alloa South and East which has experienced deep rooted poverty for decades
- People living with disability
- People with caring responsibilities
- Refugee and Asylum Families





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# Our Performance Framework

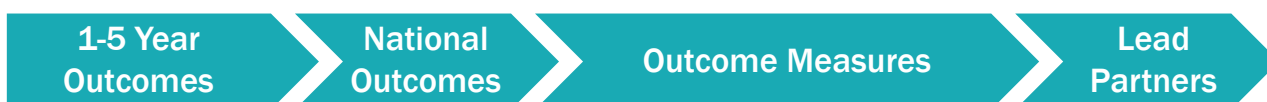
## How Will We Know

## What Is Different?

Linked to each of our long term strategic outcomes and 1-5 year outcomes are a set of outcome measures that we will use to drive our performance, delivery and decision making in Clackmannanshire. We have linked our long term Strategic Outcomes to Scotland's National Outcomes and we will keep this plan under review as the National Outcomes are reviewed. This performance framework will form the basis of our annual reporting going forward.



## Outcome 1: Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.



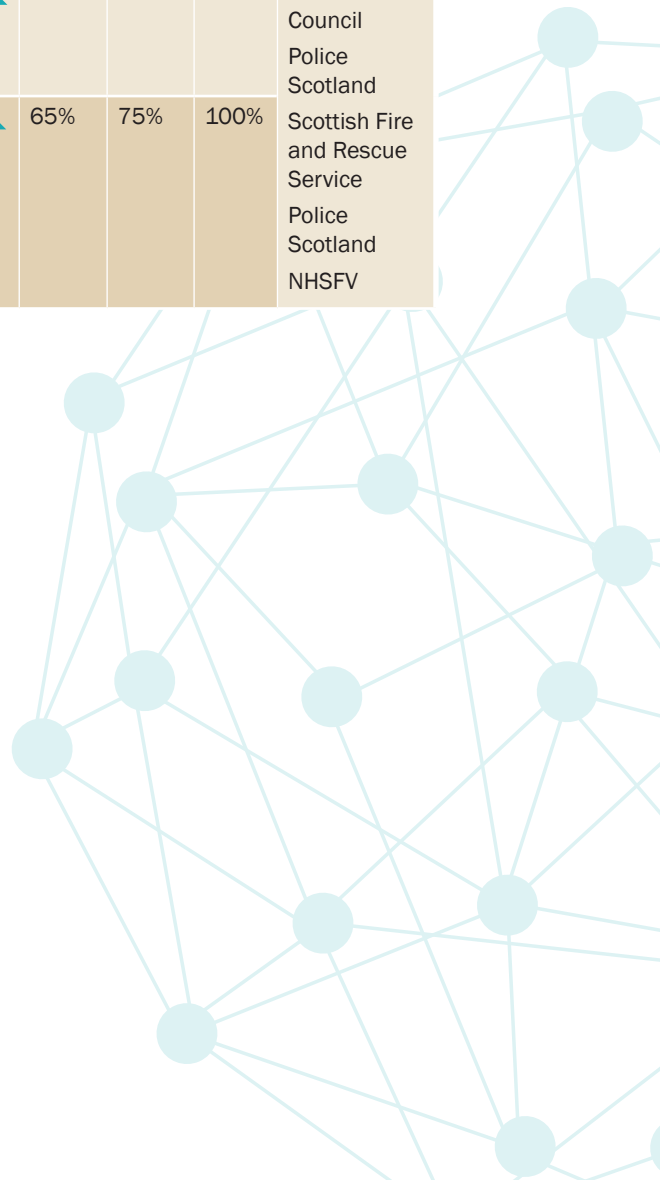
Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners
We will have increased the proportion of young people in employment	We realise our full economic potential with more and better employment opportunities for our people.	Employment Rate (Working Age Residents)	70.6%	↑	71%	73%	75%	Clacks Council Clacks Business Scottish Enterprise Forth Valley College
		The working age population in Clackmannanshire aged 16-64 years	32400	—	To monitor			
		18-24 Year Olds claiming out of work benefits	6.4%	↑	6.4%	6.3%	6.0% ■	
We will have improved the proportion of young people positive destinations	Our young people are successful learners, confident individuals, effective contributors and responsible citizens.  Our children have the best start in life and are ready to succeed	Modern Apprentice new starts (16-24 year olds)	256	↓	260	270	300	Clacks Council Clacks Business Scottish Enterprise Forth Valley College
		% of employed 16-24 year olds that are modern apprentices.	23.8%	↑	24%	26%	30%	
		Participation rate of 16-19 year olds in training, employment and learning.	88.2	—	88.5	89.0	90.4	
We will have improved the number and range of jobs locally	We realise our full economic potential with more and better employment opportunities for our people.	Total Number of businesses	1120	↑	1130	1140	1160	Clacks Council Clacks Business Scottish Enterprise Forth Valley College CTSI
		Job density rate; jobs available as proportion of working age population	0.51	↓	0.53	0.55	0.57	
	We live in a Scotland that is the most attractive place for doing business in Europe.	Number of jobs in Clackmannanshire	15000	↑	15100	15300	15800	
		% Working age population with no or low qualifications	10.3	↓	10.4	10.5	11.0	
	We realise our full economic potential with more and better employment opportunities for our people	Business in Clackmannanshire with more than 50 employees	50	—	51	52	55	
		% Business survival rate over 3 years	55.6	↓	55.8	56	57	
	We are better educated, more skilled and more successful, renowned for our research and innovation	Residents who agree that there are a lot of job opportunities for people in Clackmannanshire	5%	↓	10%	20%	50%	
		Number of social enterprises in Clackmannanshire	32	↑	40	50	75	
		Residents who feel the area is benefitting from economic revival	40%	↓	45%	55%	75%	
		Number of local business supported through business gateway	204	↓	204	210	220	

■ Scottish average is 3.7 at 2017

## Outcome 2: Our families; children and young people will have the best possible start in life



Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners
Our Communities are more inclusive and cohesive	We have tackled the significant inequalities in Scottish society.  We live in well-designed, sustainable places where we are able to access the amenities and services we need.	Residents who feel that Clackmannanshire has a strong sense of community	60%	↑	65%	80%	100%	Clacks Council  Police Scotland  Scottish Enterprise
		Residents who rate their neighbourhood as a good place to live	92%	↑	94%	96%	100%	NHS Forth Valley  Scottish Fire and Rescue Service  CTSI
Our communities are and feel safer	We live our lives safe from crime, disorder and danger	Residents who feel safe or very safe at night in Clackmannanshire	90%	↑	93%	96%	99%	Clacks Council  Police Scotland
		Resident who are satisfied with how partners are tackling crime in Clacks	59%	↑	65%	75%	100%	Scottish Fire and Rescue Service  Police Scotland  NHSFV





## Outcome 2: (continued)

Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners
Our vulnerable people and families are supported	We have improved the life chances for children, young people and families at risk	Rate of children on the child protection register	2.0	↑	Lower than Scottish average ■			Clacks Council Police Scotland Scottish Fire and Rescue Service Police Scotland NHSFV
		Rate of children who are looked after	22.7	—	21	19	14 ■	
		School attendance levels of all pupils in Clackmannanshire	92.5	—	93%	94%	96%	
		School attendance levels of pupils from SIMD deciles 1 & 2	91.4%	—	92%	94%	96%	
		School attendance levels of children who are looked after	Baseline to be added					
		Proportion of children living in poverty after housing costs	27%	↑	25%	15%	0	
		% of all children who reach all expected developmental milestones at the time the child starts primary school.	New Measure – Baseline to be added					
		School Exclusions	212	—	Reduce year on year			
		Positive destinations for Looked after Children	Baseline to be added					
		Substance misuse and its effects are reduced	We live longer, healthier lives. We have improved the life chances for children, young people and families at risk	Hospital related stays for:				
Drugs	153●			—	152	149	142	
Alcohol	509●			—	508	505	148	
Prevalence rate of substance misuse in Clackmannanshire	1.8●			↓	1.7	1.6	1.2	
Mortality rates for:								
Drugs	14.4●	—	14.2	14.0	13.5			
Alcohol	26.8●	—	26.0	24.0	21.5			

- The rate in Clackmannanshire is currently lower than the Scottish average (3.0) (2015/16). We aim to maintain the rate in Clackmannanshire lower than the Scottish average.
- Target in line with the Scottish average (14.0) (2015/16).
- Standardised rate per 100k population – Scottish rate is 142.8
- Standardised rate per 100k population – Scottish rate is 664.5
- Most up to date % (2012) number is 630 people
- Standardised rate per 100k population – Scottish rate is 13.5
- Standardised rate per 100k population – Scottish rate is 21.8



## Outcome 2: (continued)

Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners		
Health is improving and we have reduced health inequalities	We live longer, healthier lives	Proportion of health and wellbeing indicators significantly worse than national average	46%	—	40%	35%	20%	NHS Forth Valley Clacks Council		
		Life expectancy rates compared with national average	80.2	↓	82	83	84			
		Proportion of children living a household where there is parental mental health and receiving multi-agency support	New Measure – Baseline to be established							
		Suicide rate in Clackmannanshire	32	↑	25	20	12			
		Residents who agree that Clackmannanshire is a place where health is improving	28%	↑	32%	40%	75%			
		Number of mothers smoking during pregnancy (3 year average)	21.9	↓	20	18	15			
		Smoking Prevalence Rates in adults 16+	30%	↓	28%	25%	15%			



### Outcome 3: Women and girls will be confident and aspirational, and achieve their full potential



Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners
Women and Girls are safe, respected and equal in our communities	We have tackled the significant inequalities in Scottish society	Life expectancy rates for females and compared with national average	80.2 <small>(Scot 81.1)</small>	↑	80.5	80.9	81.1	Clacks Council Scottish Enterprise NHS Forth Valley Police Scotland VAWP
		Gross weekly full time earnings for females and compared with the national average.	£353.30	↑	380	430	485	
	Rate of domestic abuse incidents reported to Police Scotland	136	↑	130	120	100		
	% of women who feel safe in Clackmannanshire	New Measure - Baseline to be added						
	Number of referrals made through the Disclosure Domestic Abuse Scheme (DSDAS)	21	—	30	40	100		
	Number of women and girls referred to specialist services for support.	New Measure - Baseline to be added						
	Number of perpetrators of violence against women and girls who are referred to perpetrator interventions	16 ▲	—	18	25	30		
		We live our lives safe from crime, disorder and danger						

▲ Caledonian programme number for Clackmannanshire 2016



### Outcome 3: (continued)

Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners	
Women and girls thrive as equal citizens, socially, economically, culturally and politically	<p>We have improved the life chances for children, young people and families at risk</p> <p>Our children have the best start in life and are ready to succeed.</p> <p>We realise our full economic potential with more and better employment opportunities for our people</p>	School leavers entering positive destinations - females	New measure – Baseline to be added						<p>Clacks Council</p> <p>NHS Forth Valley</p> <p>Scottish Enterprise</p> <p>Forth Valley College</p>
		Participation rate of 16-19 year olds in training, employment and learning.	88.2	—	88.5	89.0	90.4 ▲		
		Participation of 16-19 year olds in training, employment and learning - females	89.5	—	89.8	90.5	91 ▲		
		Number of modern apprenticeships who are female	Baseline Measure to be added.						
		Teenage Pregnancy Rate (under 20 years) and compared with national average.	57.1	↓	55.0	50.0	35 ▲		
		Teenage Pregnancy Rate (under 16 years) and compared with national average	11.1	↓	10.5	8.0	5.0 ▲		
Positive gender roles are promoted in Clacks	<p>We have tackled the significant inequalities in Scottish society</p> <p>We take pride in a strong, fair and inclusive national identity</p> <p>Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p>	% of residents agreeing that equality and diversity are promoted in Clackmannanshire	34%	↓	40%	60%	80%	<p>Clacks Council</p> <p>NHS Forth Valley</p> <p>Scottish Enterprise</p> <p>Forth Valley College</p>	

▲ Target is the current Scottish rate 2016.

▲ Target is the current Scottish rate 2016.

▲ Target is the current Scottish rate 2014

▲ Target is the current Scottish rate 2014



## Outcome 4: Our communities will be resilient and empowered so that they can thrive



Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners	
Local people participate in local democracy and community life	We take pride in a strong, fair and inclusive national identity  We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.	Number of active community groups in Clackmannanshire	250	↑	260	280	500	Clacks Council  CTSI NHS FV Police Scotland  Scottish Enterprise Scottish Fire and Rescue	
		Residents who feel that Clackmannanshire has a strong sense of community	60%	—	70%	85%	95%		
		Residents who feel public agencies work well together in Clackmannanshire	50%	↑	60%	80%	95%		
Local communities have opportunities to engage with partners in designing local services	We live in well designed, sustainable places where we are able to access the amenities and services we need  Our public services are high quality, continually improving, efficient and responsive to local people's needs.	Residents who rate public services as very or fairly good	94%	↑	96%	98%	99%	Clacks Council CTSI NHS FV Police Scotland  Scottish Enterprise Scottish Fire and Rescue	
		Residents satisfied with opportunities for participating in local decision-making	39%	↑	45%	60%	95%		
		Residents who feel that they should be consulted more on how local services are delivered	40%	↓	35%	25%	10%		
		Residents who agree that the area has a good physical environment	73%	↑	75%	85%	95%		
		Proportion of young people in Clackmannanshire who are satisfied with opportunities for participating in local decision making.	New Measure – Baseline to be established						
Clacks is a place where all people have equal opportunities regardless of their background or circumstances.	We have tackled the significant inequalities in Scottish society  We live long, healthy lives  Our children have the best start in life and are ready to succeed.	Number of data zones in Clacks in SIMD 15% most deprived	11	↑	9	5	0	Clacks Council CTSI NHS FV Police Scotland  Scottish Enterprise Scottish Fire and Rescue	
		Residents describing their quality of life as good or very good.	90%	↑	92%	95%	98%		
		Number of data zones in Clackmannanshire in the 5% most deprived areas in Scotland.	4	↓	3	2	0		



## Outcome 4: (continued)

Outcomes	National Outcomes	Improvement Measures	Baseline	Trend	18/19	21/22	26/27	Lead Partners
Clacks is a place where people are safe from harm	We live our lives safe from crime, disorder and danger	Residents who have been fearful of becoming a victim of crime in the last 12 months	12%	↑	10%	6%	1%	Clacks Council Police Scotland
		Residents satisfied with how local agencies are tackling crime and fear of crime	65%	↑	64%	64%	56%	
		Number of crimes and offences recorded by the police per 10k population	437	↑	420	400	350	
		Number of hate incidents reported in Clackmannanshire	43	↓	40	35	25	
		Residents satisfied with Clackmannanshire as a place to live	91%	↑	93%	95%	100%	





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# Clackmannanshire

# Our Locality

# Priorities

Underpinning our strategic outcomes and reflecting on the groups that we have identified as being in particular need in Clackmannanshire we have developed three areas Locality Priority areas for the partnership. Tackling our efforts and resources where they are needed most is a central theme throughout this plan and we will target our efforts and resources on identifying the most vulnerable from inequality and the impact of poverty but with specific focus on these priorities.

## Our Locality Priorities are;

- 1** Improving outcomes for children and young people living in poverty;
- 2** Improving outcomes for women and girls living in Clackmannanshire;
- 3** Improving outcomes for people living in Alloa South and East



Over the remaining sections of this plan we set out more fully our rationale for selecting these priorities, what we intend to do to address these priority areas and how we intend to go about our business implementing our Local Outcome Improvement Plan 2017-2027 over the next 10 years.

## Locality and Priority 1

# Improving outcomes for children and young people living in poverty

### Why is this a priority for Clackmannanshire?

Our vision for Clackmannanshire is that all people have equal chance and opportunity to live fulfilled lives. Achieving this vision starts with our children and young people. If we can get this priority right we will be investing in our future generations and making a real sustainable impact on reducing inequality and poverty in Clackmannanshire. We know that children who live in secure and stable families have more opportunity to flourish and face better future prospects than those who do not. We also know that children living in poverty generally experience poorer outcomes including physical and mental health; social and behavioural development and educational attainment.

We know that some children in Clackmannanshire live in environments where families do not flourish. Some children experience abuse, domestic violence, bereavement, substance misuse, neglect or parental imprisonment. Some children have caring responsibilities and have little time, energy or resources to play. We know that these children are much more likely to experience poorer outcomes than those who do not.

We know that certain circumstances affect quality of life and long term outcomes for children and young people. For example young people in and leaving the care system are disproportionately affected by poverty with higher risks of homelessness, offending and substance misuse than children not in the care system.

Lack of basic resources also affects long term outcomes for children and young people. Food, clothing, heating and social and learning activities are considered basic requirements for children and young people growing up in the western world, yet an increasing dependency on food banks in Clackmannanshire tells us that not all young people are being provided with their basic needs.





For some children, such adverse childhood experiences are normal and their educational development is stunted before they reach school. Their suffering links to behaviours which obstruct their inclusion within universal services and communities. They may be judged harshly by other children and adults. Their development through adolescence is likely to include increasingly low self esteem and increasingly more social exclusion. It affects their attendance and attainment from school, and their readiness to succeed. It furnishes them with a set of long-term expectations which may be realistic to their lifestyle but nonetheless, a set of expectations devoid of positive aspiration for themselves, for their future families or for their community.

The result is cyclical intergenerational poverty with connections to female disempowerment, gender inequality, domestic abuse, substance misuse and wider adverse experiences which inhibit the well-being of children. The additional more obvious poverty stressors and stigma are only part of the burden they carry.

### What difference do we want to make?

We want to reduce the impact of poverty and inequality on our children and young people in Clackmannanshire over the next 10 years. Clackmannanshire's population has around 9000 people under the age of 15 years and around 2000 of these we know are living in poverty. Clackmannanshire has around 220 children who are looked after and around 330 children who are living with disability. We know that these children and young people are likely to experience much poorer outcomes throughout their adult lives.

We have identified 3 key areas of action that we want to focus under this priority;

- 1** Early Years and Family Support and Intervention for young people and families who are vulnerable.
- 2** Attainment and transition from Education for young people facing disadvantage
- 3** Support and advice for workless and low income families.



## Key Action Area 1

### Early Years and Family Support and Intervention for young people and families who are vulnerable.

We want to invest in our families and communities to ensure that our young people are equal and have the skills and opportunities to succeed. We believe that by focussing efforts on children and young people as they move into adulthood we will secure a strong and sustainable work force in 10 years time which will improve employment, reduce financial dependency, increase future earnings and break the cycles of intergenerational poverty.

We want to ensure that we have the right mechanisms in place to identify and support our most vulnerable young people and to ensure that they are safe from harm and are healthy and confident. We want to make sure that we get our early years provision right and to make sure that we addressing factors of inequality at the earliest possible stage to minimise the impact through childhood and into adulthood. We want to address many of the symptoms of poverty including the impacts of substance misuse, domestic abuse and mental health. We want to get our approaches to parenting and nurturing right recognising the powerful benefits on families that positive emotional wellbeing and attachments bring.

We are of course already doing a lot of work in this space. Our new Children's Services Plan 2017/2020 sets out the partnerships strategic direction to protect, support and promote the wellbeing of children and young people in Clackmannanshire. This plan aims to build on the vision of our Children's Services Plan, while recognising and promoting the links with other partnership plans and strategies.

## Key Action Area 2

### Attainment and transition from Education for young people facing disadvantage

The basis of successful young adulthood involves positive transition from education, getting a good job, setting up a home and maintaining connections and relationships to friends and family. This basis can be more difficult for some young people to achieve. Young people who have particular barriers – disability, young people from minority ethnic backgrounds, young carers and young people with experience of the care system all face particular disadvantage moving into young adulthood.

Young people leaving school who are from more disadvantaged backgrounds are less likely to experience positive school transition into further learning or into employment. Evidence suggests that having clear and stretching ambitions is important in shaping young peoples transition into adulthood and yet information, advice, experience and role models are not always available at the right time to help shape young peoples choices and decisions. Early high quality advice and provision of experiences which support opportunities for young people

who are not university bound is considered to be key here. (The Life Chances for Young People in Scotland – A Report to the First Minister. July 2017).

Getting this transition right, however, is essential particularly in breaking cyclical patterns of poverty and inequality. Improving outcomes for young people transitioning from school particularly those who face additional disadvantage requires tailored approaches however should bring costs savings and equality in the long term. (The Life Chances for Young People in Scotland – A Report to the First Minister. July 2017).

We are already doing a lot of good work in this space and we believe that our outcomes are also starting to evidence improvement. The Scottish Attainment Challenge in Clackmannanshire aims to improve educational outcomes for all our children and young people and in particular those facing particular inequality and disadvantage. The challenge aims to raise attainment and to enable each young people to progress in their learning, skills development and life chances. Raising attainment lies at the heart of this work, but so too does closing the attainment gap between the children from the most and least deprived backgrounds.

Whilst the Scottish Government is no doubt looking at strategies to improve transition from education and the employability of the 16-24 year age group across Scotland, there are opportunities for us to do more in Clackmannanshire. We think that there is work that we should be doing with local businesses to expand the offer of transition provision and support for young people who are disadvantaged and that this work will compliment the work of the Scottish Attainment Challenge in Clackmannanshire.

## Key Action Area 3

### Support and advice for workless and low income families.

We know that 17% of children and young people living in Clackmannanshire are living in poverty before housing costs. This rises to 27% after housing costs which suggests to us that we have a number of families in poverty who live in workless households but also a number in low income working households. Joseph Rowntree Foundation define poverty as 'not being able to heat your home, pay your rent and buy essentials for your children...it means facing marginalisation and even discrimination because of financial circumstances. The stress is overwhelming, affecting people emotionally and depriving them of the chance to play a full part in society'.

In order to create opportunities for families and young people living in poverty and who face particular disadvantage we need to provide routes and options which will support them to help themselves. This requires us having clear strategies on developing inclusive growth policies in Clackmannanshire which serve to ensure that there is a sustainable economic environment that can support young people and families in Clackmannanshire. It requires us to have clear strategies to reduce food and fuel poverty and requires us to have clear strategies on advice and information services for people who are living in poverty.

## Our Priority Actions Years 1 to 3

### Key Action Area 1 Early Years and Family Support and Intervention for young people and families who are vulnerable.

Actions	Timescales	Responsibility
Implement our Children's Services Plan for 2017/2020.	By 2020	Children and Young People Partnership
Develop and Implement a new Corporate Parenting Strategy for 2018/2021.	March 2018	Corporate Parenting Partnership
Ensure that we have approaches to identify, understand and take early action to support children and families affected by alcohol and substance misuse.	December 2019	Alcohol and Drugs Partnership
Implement 2017/18 Strategic Plan for Child Protection in Clackmannanshire including multidisciplinary workforce development.	By March 2018	Children and Young People Partnership
Develop a new Parent and Family Support Strategy with a focus on parenting and emotional wellbeing for our most vulnerable families 2018/2021.	2018/2021	Children and Young People Partnership
We will develop and deliver targeted partnership approaches to support vulnerable families impacted by domestic abuse.	By March 2019	Children and Young People Partnership
Violence Against Women Partnership		
We will develop a suicide prevention strategy for Clackmannanshire in line with the Choose Life campaign and as part of that deliver targeted programmes to support vulnerable families impacted by poor mental health	By March 2019	Children and Young People Partnership
Community Wellbeing Partnership		
Put in place targeted and intensive early intervention support programmes which address the impact of poverty and invests in the long term outcomes for children and young people.	By July 2018	Children and Young People Partnership
We will develop a young carer's strategy to ensure provision of support for young people with caring responsibilities.	By July 2018	Children and Young People Partnership

### Key Action Area 2 Attainment and transition from Education for young people facing disadvantage

Actions	Timescales	Responsibility
Deliver actions linked to the Attainment Challenge in Clackmannanshire and ensure that barriers to learning are identified early and addressed.	July 2018	Scottish Attainment Challenge Governance Group
Implement the Developing the Young Workforce Strategy for Clackmannanshire.	By December 2018	Local Employability Partnership
Develop a new Inclusive Economic Growth Strategy for Clackmannanshire with a focus on developing a skilled workforce for the future.	By December 2019	Business, Jobs and Skills Partnership Local Employability Partnership Clackmannanshire Business
We will maximise opportunities for attainment and transition for young people through City Deal	By October 2022	Children and Young People Partnership Business, Jobs and Skills Partnership

## Key Action Area 3 Support and advice for workless and low income families.

Actions	Timescales	Responsibility
We will review our multi-agency advice and information services on money, benefits and debt	October 2018	Community Wellbeing Partnership
We will develop and implement a fuel poverty strategy in Clackmannanshire.	December 2018	Community Wellbeing Partnership
We will develop and implement a food poverty strategy in Clackmannanshire.	October 2019	Community Wellbeing Partnership
We will review our adult and life long learning and volunteering opportunities with the third sector in line with our Community Learning and Development Strategy for Clackmannanshire.	January 2019	Community Wellbeing Partnership
We will review our local provision of employment advice services with a focus on engaging our most vulnerable families.	March 2019	Community Wellbeing Partnership Local Employability Partnership





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## Locality and Priority 2

# Improving outcomes for women and girls living in Clackmannanshire

### Why is this a priority for Clackmannanshire?

In reviewing our evidence for this Local Outcome Improvement Plan, we have been struck by the strength of message that we need to do much more in Clackmannanshire to address our gender imbalance. We feel that the weight of poverty and inequality is being disproportionately burdened on women living in Clackmannanshire and we feel that we need to take early action now to address this. Gender equality isn't just good for women it's good for the whole of Clackmannanshire and Scotland on the whole.

Clackmannanshire has approximately 26000 women and girls in 2015. We know a number of factors about these women and girls which impact on their long term outcomes to succeed and realise their opportunities. Women in Clackmannanshire live shorter lives than women elsewhere in Scotland. We know that Clackmannanshire has around 1600 lone parents and that only around half of those are in employment. We know that Clackmannanshire has a teenage pregnancy rate of 59.4 – a rate which is significantly higher than Scotland overall per head of population. We also know that the proportion of women in employment in Clackmannanshire is much lower than their male counterpart but also women elsewhere in Scotland. We

know that women who are working full time earn far less than their male counterpart in Clackmannanshire but significantly compared with women elsewhere is Scotland.

We also know that health and wellbeing of women in Clackmannanshire is disproportionately poor compared with elsewhere is Scotland. Health and wellbeing indicators from the Scotpho area profiles published show 15 indicators which are significantly worse than the Scottish average. These relate to ante and post natal behaviours, mental health, alcohol and substance, smoking prevalence and women and children's health and immunisation.

The prevalence of gender based violence is also significantly high in Clackmannanshire when compared with other areas in Scotland. We recognise that, whilst violence against women and girls occurs across all sections of society, not all women and girls are at equal risk. Some factors can increase vulnerability to abuse and keep women and girls trapped. These include age, looked after status (current and former), financial dependence, experience of child abuse and neglect, poverty, disability,

homelessness, insecure immigration status and ethnicity. Children and young people increasingly live their lives in digital communities, and the speed of technological change expose young people to an ever-increasing range of new threats. Many of these threats demand new approaches to understanding their nature and prevalence. Other forms of violence and abuse also affect children and young people – including FGM, forced marriage, rape and sexual assault. Violence and abuse, however experienced, impacts negatively on the life chances of children and young people, and this must be addressed through the provision of effective support for survivors and those at risk, aligned with a strong focus on prevention and early intervention.

We believe that in order to meet our strategic outcomes for Clackmannanshire over the next 10 years we need to focus efforts on reducing inequality for women. Without prompt and targeted focus which tackles intergenerational patterns for women in Clackmannanshire we feel that we will be unable to meet our long term outcomes. All that said we also feel that without intervention that involves males as early as possible as part of the solution our efforts might not have the impact that we want to achieve.



## What difference do we want to make?

We want women in Clackmannanshire to have the same opportunities as males and also women elsewhere in Scotland and to benefit from the same rewards. We want girls in Clackmannanshire to have the highest aspirations to succeed and to be competitive in the workplace. We want our children and young people to view males and females equally and to develop early skills which promote and encourage positive gender relationships. We want women to have health outcomes on par with women elsewhere in Scotland and to live longer lives. We want to make a real impact on the prevalence of domestic violence and to take early action to teach our young people about appropriate gender based behaviours. We want young women in Clackmannanshire to choose their own futures and to pursue their own dreams which shouldn't be held back by outdated ideas about what women should and shouldn't do.

We have identified 3 key areas of action that we want to focus under this priority;

- 1** Provide support for women and girls experiencing gender based violence and abuse;
- 2** Provide targeted support for women to help them access employment and support for life long learning;
- 3** Provide advice and support for women and girls to improve their health and wellbeing.

## Our Priority Actions Years 1 to 3

### Key Action Area 4 Provide support for women and girls experiencing gender based violence and abuse

Actions	Timescales	Responsibility
Develop and implement a new multi-agency strategy for Clackmannanshire that delivers the Equally Safe priorities and addresses all forms of gender based violence against women and girls in Clackmannanshire.	March 2018	Clackmannanshire Violence Against Women Partnership
Work with partners to ensure a multiagency approach is in place to address online gender based abuse and bullying and to raise awareness and promote the impact to young people in Clackmannanshire.	July 2018	Clackmannanshire Violence Against Women Partnership E Safety Partnership Children and Young people Partnership
Deliver a range of targeted support for women and girls who have been affected by domestic abuse and gender based violence (ie CEDAR)	July 2018	Clackmannanshire Violence Against Women Partnership Children and young people partnership
Develop and deliver programmes and support for perpetrators of domestic abuse and gender based violence.	March 2019	Clackmannanshire Violence Against Women Partnership
Develop and deliver approaches for children and young people aimed at preventing gender based violence and abuse in Clackmannanshire.	September 2018	Clackmannanshire Violence Against Women Partnership



### Key Action Area 5 Provide targeted support for women to help them access employment and support for life long learning.

Actions	Timescales	Responsibility
Develop approaches which empower and increase capacity for women to make positive life choices and decisions and which raise confidence and resilience.	July 2018	Community Wellbeing Partnership Violence Against Women Partnership Children and young people partnership.
Explore and deliver approaches to help women overcome barriers to taking up employment, education or learning ie childcare and/or caring responsibilities.	July 2019	Community Wellbeing Partnership Local Employability Partnership
Increase the uptake of young women taking up Modern Apprenticeships in Clackmannanshire.	October 2018	Business Jobs and Skills Local Employability Partnership
Continue to deliver the Young Parents Programme in Clackmannanshire which aims to help young mums access mainstream education, learning and employment.	March 2020	Community Wellbeing Partnership

### Key Action Area 6 Provide advice and support for women and girls to improve their health and wellbeing.

Actions	Timescales	Responsibility
Develop a Pregnancy and Parenthood Strategy in Young People for Clackmannanshire in line with the national guidance on pregnancy and parenthood in young people 2016/26 with a particular focus on prevention and early intervention	January 2019	Children and Young people partnership
Deliver a range of programmes, advice and support to young people to promote positive sexual health.	July 2018	Children and Young people partnership
Improve local approaches to ensure that young people access antenatal care as early as possible through pregnancy and engage with post natal maternity services after pregnancy	March 2020	Children and Young people partnership
Increase opportunities for young people to access activities and sports programmes in their local communities.	July 2019	Children and Young people partnership Community Wellbeing partnership
Continue to deliver programmes which provide support around mental health and wellbeing for women and girls in Clackmannanshire	October 2018	Community Wellbeing partnership
Explore options to deliver programmes which provide support around alcohol and substance for women and girls.	March 2019	Alcohol and Drugs Partnership

## Locality and Priority 3

# Improving outcomes for people living in Alloa South and East

### Why is this a priority for Clackmannanshire?

The Scottish Index of Multiple Deprivation (SIMD) measures relative poverty and has been published every few years since 2004. Each publication has identified Alloa South and East as having significantly higher measures of poverty compared with Scotland. The most recent SIMD publication identifies four areas which are in the 5% most deprived areas in Scotland with a further area in the 10% most deprived area in Scotland. The population of these five areas is approximately 3500 people. We know that there are other areas in Clackmannanshire which feature in the SIMD such as Tullibody and Sauchie and that there will be people there experiencing poverty and struggling to make ends meet. But whilst these areas have seen some improvement, the community of Alloa South and East has worsened despite previous efforts and investment in the area. We need to learn from these previous efforts about what has worked and what has not worked so we can target our resources where we can have the greatest impact.

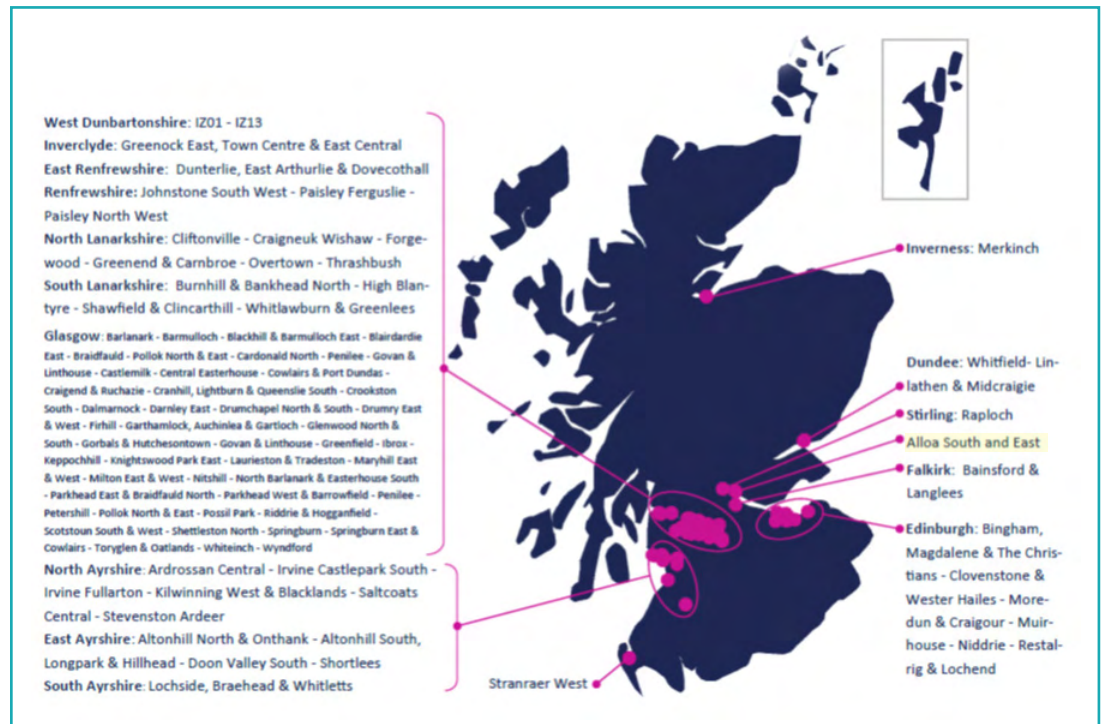
We know that in the most deprived parts of Alloa South and East almost half of residents are living in income poverty. We know that more than a third are living in employment poverty. We know that outcomes for young people living in Alloa South and East are significantly worse than those living elsewhere in Clackmannanshire and Scotland overall. We know that health and wellbeing outcomes are significantly poorer, educational attainment and qualifications are significantly poorer and that young people growing up in households where there is poverty are far more likely to experience intergenerational poverty later in life themselves.





## Deep-rooted deprivation in Scotland

Intermediate zones containing one or more data zones that were consistently among the most deprived 5% in Scotland since SIMD 2004



## What difference do we want to make?

We understand that in order to improve outcomes that benefit the whole of Clackmannanshire we have to stem the impact of poverty and inequality for those who experience it the most. We need to target resources to fix the causes of poverty in Alloa South and East once and for all. We need to achieve this by working to improve the life chances and opportunities for young people growing up in Alloa South and East. We also need to work to create and encourage opportunities for people living in Alloa South and East.

Alloa has a number of strengths. It has good transport links and a good infrastructure and built environment. It also has strong and resilient communities who want to make a difference.

## Key Action Area 7 Reduce the level and impact of poverty in Alloa and South East.

Actions	Timescales	Responsibility
In support of this Local Outcome Improvement Plan we will develop a Community Learning and Development Plan for Clackmannanshire.	March 2018	Community wellbeing and Safety Partnership
We will work with the local community and partners to ensure that the local environment in Alloa South and East contributes to social, health and economic wellbeing.	October 2018	Community wellbeing and Safety Partnership
We will develop a targeted community safety plan for Alloa South and East which will focus on reducing anti-social behaviour; alcohol and substance misuse and impact, primary and secondary fires, hate crimes, domestic abuse and all crime types and the fear of crimes.	March 2019	Community wellbeing Partnership Community Justice Partnership Alcohol and Drugs Partnership
We will work with our local partners to ensure that mechanisms are in place to engage with the Alloa South and East Community.	December 2018	Community wellbeing and Safety Partnership
We will work with local partners and the local community in Alloa South and East to support them to deliver activities in line with Clackmannanshire's Community Learning and Development Plan.	December 2018	Community wellbeing and Safety Partnership
Work with communities to identify and develop community led solutions which support our key partnership priorities	March 2018	Community wellbeing and Safety Partnership
We will review the advice and information provision for the Alloa South and East community and better understand any barriers to accessing services for the local community.	March 2019	Community Wellbeing and Safety Partnership
Put in place a local model for Alloa South and East that integrates multi-agency services for vulnerable children and families.	December 2018	Children and Young People Partnership Community Justice Partnership Public Protection Partnership
Work with the local community to develop programmes to tackle food and fuel poverty.	December 2018	Community Wellbeing and Safety Partnership
Work with the local community to develop programmes to increase participation in health and fitness activities particularly for young people.	March 2019	Community Wellbeing and Safety Partnership





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## List of References and Data Sources

Joseph Rowntree Foundation; We can Solve Poverty in the UK

Joseph Rowntree Foundation; UK Poverty: Causes, Costs and Solutions

Naomi Eisenstadt; Shifting the Curve – A report for the First Minister 2016

Joseph Rowntree Foundations; The links between housing and poverty February 2013

NHS Scotland; Inequality briefing April 2017

Sottish Government Poverty and Income Inequality in Scotland in 2015/16

Naomi Eisenstadt; The Life Chances of Young People in Scotland – A report to the First Minister 2017

Clackmannanshire Economic Baseline for City Deal 2017

Clackmannanshire Community Planning Poverty Assessment 2017

Clackmannanshire Single Outcome Agreement 2013/2023

### **Scottish Index of Multiple Deprivation 2016**

<http://www.gov.scot/Topics/Statistics/SIMD>

### **Scottish Public Health Observatory SCOTPHO Profiles**

<https://scotpho.nhsnss.scot.nhs.uk/scotpho/profileSelectAction.do>

### **NOMIS**

<https://www.nomisweb.co.uk/reports/Imp/la/1946157409/report.aspx>

### **Clacks 1000 Citizens Panel Surveys**

<http://www.clacks.gov.uk/community/clacks1000/>

### **Scottish Government Statistics;**

**Children and Young People; Crime and Justice and Attendance and Attainment & Teenage Pregnancies**

<http://statistics.gov.scot/>

### **Poverty Statistics**

<http://www.endchildpoverty.org.uk/>



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