



**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann

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

Meeting of Clackmannanshire Council

Thursday 28 June 2018 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.

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

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20 June 2018

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 28 June 2018 at 9.30 am.

**NIKKI BRIDLE
Chief Executive (Acting)**

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EXEMPT INFORMATION

It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraphs 1 and 6 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 these items.

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Clackmannanshire Council – Councillors and Wards (From 1 March 2018)

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	Helen Lewis	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	IND
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 10 MAY 2018 at 9.30 am.

PRESENT

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

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
Anne Pearson, Chief Education Officer
Paula Tovey, Acting Chief Accountant
Chris Alliston, Service Manager (Human Resources)
Derek Barr, Procurement Manager
Lindsay Thomson, Service Manager (Legal and Democracy) (Clerk to the Council)
Gillian White, Committee Services (Legal and Democracy)

The Provost welcomed Paula Tovey, Acting Chief Accountant along to her first meeting of the Council.

The Provost intimated that an item of urgent business had been submitted by Councillor Ellen Forson. The Motion, submitted by Councillor Forson, was regarding the ten year anniversary of the re-opening of the rail passenger service from Alloa to Stirling. In terms of Standing Order 11.6, the Provost agreed to accept this item onto the agenda as the last item of business. The reason for accepting the item of urgent business was to allow the Council to consider the Motion prior to the anniversary.

CC.112 APOLOGIES

Apologies were received from Councillor Chris Dixon, Councillor Craig Holden and Councillor Derek Stewart.

CC.113 DECLARATIONS OF INTEREST

None.

**CC.114 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
12 APRIL 2018**

The minutes of the meeting of the Clackmannanshire Council held on 12 April 2018 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 12 April 2018 were agreed as a correct record and signed by the Provost.

**CC.115 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL
MEETING ON 12 APRIL 2018**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 12 April 2018.

- (i) Scrutiny Committee on 19/04/18
- (ii) Clackmannanshire Licensing Board on 24/04/18
- (iii) Planning Committee on 26/04/18

CC.116 APPOINTMENT TO CLACKMANNANSHIRE LICENSING BOARD

The report, submitted by the Head of Resources and Governance, asked Council to note the resignation of a member of the Licensing Board and approve the appointment of a new member of the Board.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Phil Fairlie.

Decision

The Council agreed to:

1. Note the resignation of Councillor Holden from the Licensing Board; and
2. Approve the nomination of Councillor Balsillie for appointment to the Licensing Board.

Action

Head of Resources and Governance

CC.117 BUDGET STRATEGY UPDATE

The report, submitted by the Depute Chief Executive, maintained Council's regular update on the approved Budget Strategy. The report provided an update on the fiscal outlook and provided an update on key financial publications over the last few months.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Phil Fairlie. Seconded by Councillor Helen Lewis.

Decision

The Council agreed to note:

- a. The fiscal outlook and information on the UK Chancellor's Spring Statement set out in paragraphs 3.1 to 3.7 of the report;
- b. The key messages from the three recent reports by the National Audit Office and the Scottish Accounts Commission on the challenges and performance of English and Scottish Councils respectively (paragraphs 3.8 to 3.18 of the report);
- c. The revised financial planning assumptions set out in Table 5 and the consequential high, median and low financial planning scenarios having applied this range of assumptions (Paragraphs 4.3 and 4.4 and Tables 6 to 8 of the report); and
- d. Current work to implement 2018/19 approved Budget and early work to support the further development of the Council's medium term priorities and aligned financial plans (paragraphs 4.5 to 4.7 of the report).

CC.118 EXTERNAL GRANT FUNDING

The report, submitted by the Chief Executive, asked Council to agree governance protocols for applications for external grant funding and to brief Council on the return of a grant which had been previously awarded to the Council.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Graham Lindsay. Seconded by Councillor Les Sharp.

Decision

The Council agreed:

- a) The governance protocols for future applications for external grant funding as set out at section 5 of the report;
- b) That these protocols should be incorporated into the Council's Financial Regulations; and
- c) That grant of circa £151,000 previously drawn down by the Council to fund floodlighting at Lornhill Academy athletics track should be returned to Sportscotland.

Action

Chief Executive

CC.119 PROCUREMENT STRATEGY REPORT

The report, submitted by the Head of Resources and Governance, advised that following on from the interim procurement strategy approved by Council on 15th December 2016, approval was sought from Council to adopt the procurement strategy to cover the period from 2018/19 to 2020/21 to comply with the requirements of the Procurement Reform (Scotland) Act 2014.

The Leader of the Council, Councillor Forson advised that following a briefing on the Procurement Strategy, cross-party discussions identified that the strategy should focus more on the community benefits to local organisations and the employment of local people. It was therefore agreed that the Procurement Strategy would be the subject of a short term working group to take the strategy forward in that direction.

In terms of Standing Order 11.6, the Provost agreed to defer consideration of this item pending the outcome of the short term working group.

Action

Head of Resources and Governance

CC.120 HEALTH AND SAFETY POLICY

The report, submitted by the Head of Resources and Governance, invited Council to approved the revised Health and Safety Policy.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Donald Balsillie. Seconded by Councillor Phil Fairlie.

Decision

The Council agreed to approve the new Health and Safety Policy.

Action

Head of Resources and Governance

CC.121 HR POLICIES

The report, submitted by the Head of Resources and Governance, sought approval of the HR policies which have been developed in consultation with the management and trade union policy group. It is intended that the policies shall apply to all staff.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Phil Fairlie. Seconded by Councillor Helen Lewis.

Decision

The Council agreed to approve the revised staff PVG (Protecting Vulnerable Groups), Overseas Criminal Checks, Flexible Retirement and Casual Workers (Relief) policies.

Action

Head of Resources and Governance

CC.122 NOTICE OF MOTION IN TERMS OF STANDING ORDER 11.5 – URGENT BUSINESS

A notice of motion in terms of Standing Order 11.5 was submitted by Councillor Ellen Forson. The motion had been accepted as urgent by the Provost to allow the Council to consider the Motion prior to the ten year anniversary of the opening of the rail passenger service from Alloa to Stirling.

Motion

That Council notes that the 19th May 2018 is the ten year anniversary of the re-opening of the rail passenger service from Alloa to Stirling and beyond; recognises the success of the service with passenger numbers more than double to initial estimates of 155,000 per year, each year since 2008; welcomes the benefits this vital transport link has brought to communities across Clackmannanshire; and looks forward to the improvements to local services that the electrification programme will deliver.

Moved by Councillor Ellen Forson. Seconded by Councillor Dave Clark.

Decision

The Council agreed unanimously to support the motion.

Ends: 10.30 am



MINUTES OF MEETING of the AUDIT AND FINANCE COMMITTEE held within the Council Chamber, Kilncraigs, Greenside Street, ALLOA, FK10 1EB, on THURSDAY 24 MAY 2018 at 9.30 am.

PRESENT

Councillor Phil Fairlie, Chair
Councillor Les Sharp, Vice Chair
Councillor Donald Balsillie (S)
Councillor Martha Benny (S)
Councillor Dave Clark
Councillor Kenneth Earle
Councillor Darren Lee
Councillor Derek Stewart

IN ATTENDANCE

Stephen Coulter, Head of Resources and Governance
Stuart Crickmar, Head of Strategy and Customer Services
Gordon O'Connor, Internal Audit Manager
Lindsay Thomson, Service Manager, Legal & Democracy (Clerk to the Committee)
Tom Reid, Senior Audit Manager, Audit Scotland
Gordon Smail, Audit Scotland
Paula Tovey, Chief Accountant
Melanie Moore, Committee Services

AF(18)60 APOLOGIES

Apologies for absence were received from Councillor Mike Watson and Councillor Helen Lewis. Councillor Martha Benny attended as substitute for Councillor Watson and Councillor Donald Balsillie attended as substitute for Councillor Lewis.

AF(18)61 DECLARATIONS OF INTEREST

None.

AF(18)62 MINUTES OF MEETING: AUDIT & FINANCE COMMITTEE 15 MARCH 2018

The minutes of the meeting of the Audit and Finance Committee held on 15 March 2018 were submitted for approval.

Decision

The minutes of the meeting of the Audit and Finance Committee held on 15 March 2018 were agreed as a correct record and signed by the Chair.

AF(18)63 EXTERNAL AUDIT: MANAGEMENT REPORT 2017/18

A report which attached the External Audit Management Report which summarised the key issues identified during the interim audit work was submitted by the Chief Executive (Acting).

The Committee heard from Tom Reid and Gordon Smail from Audit Scotland, and had opportunity to put questions to them.

Motion

That Committee notes the key issues identified in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Kenneth Earle.

Decision

The Committee agreed to note the key issues identified in the report.

AF(18)64 CLACKMANNANSHIRE LOCAL SCRUTINY PLAN 2018/19

A report which advised Committee of the publication by Audit Scotland of the Clackmannanshire Council Local Scrutiny Plan for 2018/19 and to summarise the key areas of scrutiny activity was submitted by the Chief Executive (Acting).

The Committee heard from Tom Reid and Gordon Smail from Audit Scotland, and had opportunity to put questions to them.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Les Sharp. Seconded by Councillor Kenneth Earle.

Decision

The Committee agreed to note:

- a) the recent publication by Audit Scotland of the 2018/19 Local Scrutiny Plan for Clackmannanshire: and
- b) the intended planned scrutiny activity in 2018/19.

AF(18)65 CORPORATE RISK AND EXTERNAL AUDIT ACTIONS

A report submitted by the Head of Strategy and Customer Services, which provided the Committee with the 2017/18 year end update on Clackmannanshire Council's Corporate Risk Log and the annual Statement of Preparedness. Progress updates were provided on Audit Scotland's recommendations following their audit of 2016/17 accounts. The Corporate Risk Management Guidance was also provided for information.

Motion

That Committee agrees the recommendations set out in the report.

Moved by Councillor Kenneth Earle Seconded by Councillor Darren Lee.

Decision

Having commented on and challenged the report, the Committee agreed to note the report.

AF(18)66 INTERNAL AUDIT ANNUAL ASSURANCE REPORT 2017/18

A report which provided the Committee with an overall assurance on the Council's arrangements for risk management, governance and control, based on Internal Audit work undertaken during 2017/18 was submitted by the Internal Audit Manager.

Motion

That Committee agrees the recommendations set out in the report.

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

Decision

The Committee agreed to note:

- that sufficient Internal Audit work was undertaken to support a balanced assurance;
- that Internal Audit can provide substantial assurance on the Council's arrangements for risk management, governance, and control for the year to 31 March 2018; and
- that Internal Audit met, or exceeded, each of its Key Performance Indicators.

The Chair thanked everyone as this was the last meeting of the Audit and Finance Committee.

Ends 1033hrs.

Report to CLACKMANNANSHIRE COUNCIL

Date of Meeting: 28 JUNE 2018

Subject: Clackmannanshire Local Fire Plan 2018

Report by: Head of Strategy & Customer Services

Purpose

- 1.1. A local fire 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 Fire Plan for 2018.

2.0 Recommendations

- 2.1. It is recommended that Council approves the Clackmannanshire Local Fire Plan for 2018.

3.0 Considerations

- 3.1. The Local Fire Plan, as per Appendix 1, sets out the priorities and objectives in Clackmannanshire for 2018. The Plan is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. Development of the Plan is a key process for Scottish Fire and Rescue Service to ensure local delivery reflects the concerns of local communities as well as meeting and tackling national demands.
- 3.2. The Plan identifies seven priorities, providing areas of focus in Clackmannanshire in 2018. The priorities are: Local Risk Management and Operational Preparedness; Unintentional Harm and Injury; Domestic Fire Safety; Deliberate Fire Setting; Built Environment; Unwanted Fire Alarm Signals and Transport and Environment.
- 3.3. The plan has been developed to align with Clackmannanshire's Local Outcome Improvement Plan, which was published in 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. Once approved, the Plan will be published by Scottish Fire and Rescue Service, and will also be made available on the Council's website.

4.0 Sustainability Implications

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

- Encourage community participation in decision making
- Reduce social exclusion
- Reduce health inequalities
- Improve Clackmannanshire's resilience to climate change
- Improve quality of life in Clackmannanshire
- Protect and maintain greenspace

5.0 Resource Implications

5.1. There are no direct financial and staffing implications arising from this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

8.0 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".

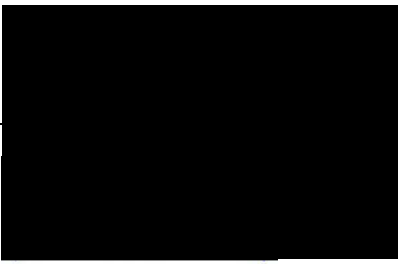
11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
 Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Head of Strategy & Customer Services	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Garry Dallas	Executive Director	



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

LOCAL FIRE AND RESCUE PLAN for CLACKMANNANSHIRE 2018

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Foreword

Welcome to the Scottish Fire and Rescue Service (SFRS) Local Fire and Rescue Plan for Clackmannanshire 2018. This plan has been created to ensure that the needs of our communities are at the heart of everything we do: improving local outcomes for the people of Clackmannanshire. It has been developed to take cognisance of the Clackmannanshire Community Plan, the Local Outcome Improvement Plan (LOIP), the Scottish Fire and Rescue Service Strategic Plan 2016-2019 and the Scottish Government's Fire and Rescue Framework 2016-2019.

This plan will support the delivery of agreed local outcomes for Clackmannanshire's communities and meet the national SFRS priorities contained in our Strategic Plan.

The ambition of this plan is: to support partnership working that will deliver improvements in community safety, enhancing the well-being of those who live, work in, and visit Clackmannanshire and tackling issues of social inequality across the local authority area. We will set out our priorities over the following pages in order to support this ambition.

The demands placed upon the SFRS to respond to a wide variety of incidents challenges us to ensure our personnel acquire and maintain a range of skills to assure our ability to respond to emergencies. Through the identification and the management of risks within Clackmannanshire we will continue to prepare for these responses. However we will also be striving to reduce the demand for our emergency response service through effective engagement, prevention and intervention measures.

We recognise as a public service organisation and as a member of the community planning partnership, the demographics of our society are changing which will challenge us to continually improve the way we deliver our services to our communities. Our plan will therefore seek to focus on those areas of greatest need and maximise the potential to work in partnership and use our capacity more effectively and innovatively. In this way, we can direct our resources appropriately within the community to protect those most at risk from harm.

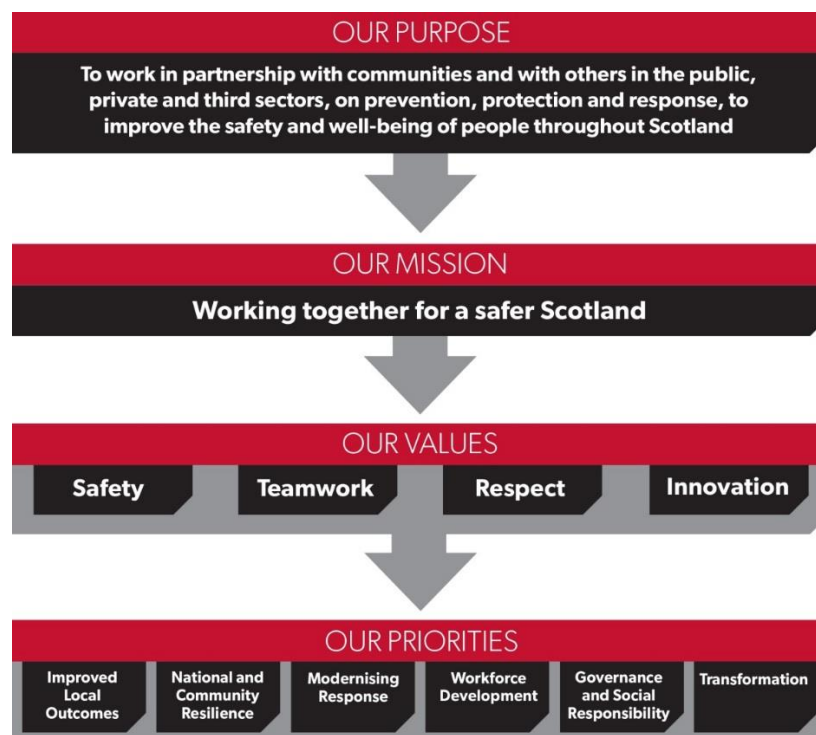
The SFRS continually evolves to meet the needs of our communities and to meet the expectations of us in relation to public service reform. This flexibility allows us to identify new opportunities to broaden our role within society and to ensure, as a modern fire and rescue service, we continue to protect Clackmannanshire's communities effectively. This Local Fire and Rescue Plan, in conjunction with the statutory responsibilities placed upon the SFRS, will be used as a driver to build upon our existing partnership arrangements in Clackmannanshire whilst seeking to foster new relationships that will support our mission of "Working Together for a Safer Scotland".

Area Manager Roddie Keith
Local Senior Officer (LSO)
Clackmannanshire

Our Priorities – National Context

Scottish Ministers set out their specific expectations for the Scottish Fire and Rescue Service in the Fire and Rescue Framework for Scotland 2016. This provides the outline we should follow to ensure our resources and activities are aligned with the Scottish Government’s purpose and national outcomes.

Our Strategic Plan 2016-19 has been designed to meet these national expectations. Set against a complex and evolving backdrop our Strategic Plan encapsulates our mission, values and strategic priorities.



These have been shaped with due regard to the challenges we face and to what we need to achieve to be a highly effective, sustainable public service. Operating within a climate of significant financial uncertainty and public service reform means we need to transform how we operate. This will include how we prepare for and respond to changing societal needs, the impact of climate change and the threat of terrorism.

Strong leadership, supported by sound governance and management arrangements are at the very core of our foundations. These arrangements will direct our activity and provide assurance that we comply with our statutory responsibilities. In addition, they will provide Local Senior Officers with supporting mechanisms to deliver services specifically tailored to local needs.

Meeting our National Priorities at a Local Level

Priority	We will do this in Clackmannanshire by ...
Improved Local Outcomes	<ul style="list-style-type: none"> • Engaging with communities and partners in Clackmannanshire in a flexible responsive manner • Focusing on prevention and targeting the most vulnerable in our communities • Ensuring safety and wellbeing is improved by building knowledge and capacity, and delivering education and awareness campaigns to targeted areas.
National and Community Resilience	<ul style="list-style-type: none"> • Taking a lead role with local partners in Clackmannanshire, co-producing plans to manage major emergencies • Engaging with partners to mitigate the effects of incidents on the local area e.g. flooding.
Modernising Response	<ul style="list-style-type: none"> • Ensuring our emergency response across Clackmannanshire meets the specific needs of the area • Enhancing our range of emergency response roles to improve life outcomes for Clackmannanshire's communities • Embracing new technology and techniques where it can improve outcomes • Working to reduce unnecessary emergency response to unwanted fire alarm signals within both domestic and commercial premises.
Workforce Development	<ul style="list-style-type: none"> • Developing our staff to respond to current and future local needs • Safeguarding the health, safety and wellbeing of our employees • Ensuring a highly skilled, empowered workforce.
Governance and Social Responsibility	<ul style="list-style-type: none"> • Ensuring our decision making processes remain transparent and are evidence led • Developing our performance reporting tools to improve presentation and encourage scrutiny, accepting change and welcoming challenge • Embedding effective communication with our partners and stakeholders across Clackmannanshire.
Transformation	<ul style="list-style-type: none"> • Exploring new ways of working to meet future needs in Clackmannanshire • Embracing digital technology to improve work routines • Managing and deploying resources within Clackmannanshire to meet community needs • Maximising efficiency and productivity both internally and with other organisations and partners in Clackmannanshire.

Local Outcome Improvement Plans

The Local Outcome Improvement Plan (LOIP) for Clackmannanshire has been published, and as a statutory partner, the SFRS made a significant contribution to the development of this plan.

The Community Empowerment (Scotland) Act places a duty on the Community Planning Partnerships (CPP) to produce and publish a LOIP.

“A Local Outcome Improvement Plan is a plan setting out -

- a) local outcomes to which priority is to be given by the community planning partnership with a view to improving the achievement of the outcomes,*
- (b) a description of the proposed improvement in the achievement of the outcomes,*
- (c) the period within which the proposed improvement is to be achieved, and*
- (d) a description of the needs and circumstances of persons residing in the area of the local authority to which the plan relates.”*

Community Empowerment (Scotland) Act 2015

The SFRS is a key partner in the community planning process. We are experienced in working collaboratively and embrace the opportunity to contribute to actions that will lead to improved outcomes for communities across the Clackmannanshire area. We value the opportunity to create new working relationships and we look forward to strengthening established community connections and partnerships.

Our SFRS locality team is based at Alloa Community Fire Station. The Locality Leads within the team are proactive and will engage with communities and partners at a local level. They have a degree of autonomy and the capability to exercise a flexible approach, diverting resource to specific areas in response to acute community needs identified in LOIP actions. An evidence led approach with our partners will lead to effective, meaningful engagement and improved outcomes for communities across the area.

Our Local Senior Officer (LSO) for Clackmannanshire directs the SFRS Locality Leads and ensures that the SFRS plays its full part in delivering better outcomes for communities.

In order to make Clackmannanshire a more successful place to live, work and visit, we will endeavour to make our communities safer and more resilient by working in collaboration and supporting our partners in delivery of the LOIP as well as addressing the priorities in this Local Fire and Rescue Plan.

The Clackmannanshire LOIP sets out the Community Planning Partnership (CPP) Strategic Outcomes as follows-

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



Figure 3

Local Priorities

Underpinning the Strategic Outcomes, the LOIP identifies three areas as **Locality Priority** areas for the partnership. The LOIP describes how the SFRS and other CPP organisations will focus efforts and resources on identifying people most vulnerable from inequality and the impact of poverty, with specific focus on these priorities shown below :



Figure 4

The 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.

Meeting our Locality Outcomes Priorities within Clackmannanshire

Priority	We will so this in Clackmannanshire by ...
Improving outcomes for children and young people living in poverty	<ul style="list-style-type: none"> • Engaging with communities and partners in Clackmannanshire identifying and intervening where young people are in need of support • Ensuring that the safety and wellbeing of children and young people in Clackmannanshire is prioritised and improved by building knowledge and capacity, and delivering education and awareness campaigns to targeted areas based on an evidence led approach • Continuing to train our personnel to recognise indicators to build and improve on referral pathways through new and established partnerships to deliver an appropriate intervention that improves outcomes for individuals.
Improving outcomes for women and girls living in Clackmannanshire	<ul style="list-style-type: none"> • Engage with local partners in Clackmannanshire co-producing plans to manage the specific needs of identified women and girls in Clackmannanshire who are subject to inequality • Using an evidence led partnership approach, engage with individuals in need of support to promote safe and well initiatives, reintegration and upskilling • As an equal opportunities employer, SFRS will embrace applications for employment as we strive to match our workforce profile to that of the local community.
Improving outcomes for people living in Alloa South and East	<ul style="list-style-type: none"> • Ensuring our emergency response across Clackmannanshire meets the specific needs of the area • Enhancing our range of emergency response roles to improve life outcomes for Clackmannanshire's communities • Working in partnership to reduce unnecessary emergency response to unwanted fire alarm signals within both domestic and commercial premises • Extending our successful Home Fire Safety Visit programme to encompass further elements relating to safety and wellbeing in the home e.g. Slips, trips and falls prevention and intervention • Expanding our operational medical response capability in line with Service modernisation and transformation programmes.

Local Context

Clackmannanshire is an area in mainland central Scotland resting on the north bank of the Firth of Forth sharing inland boundaries with Perth & Kinross, Fife and Stirling.

The administrative town of Alloa has a population of some 20,390 people with a total population of 51,360 for the area as a whole.

The Local Authority area contains 5 wards. These can be seen below in Figure 5.

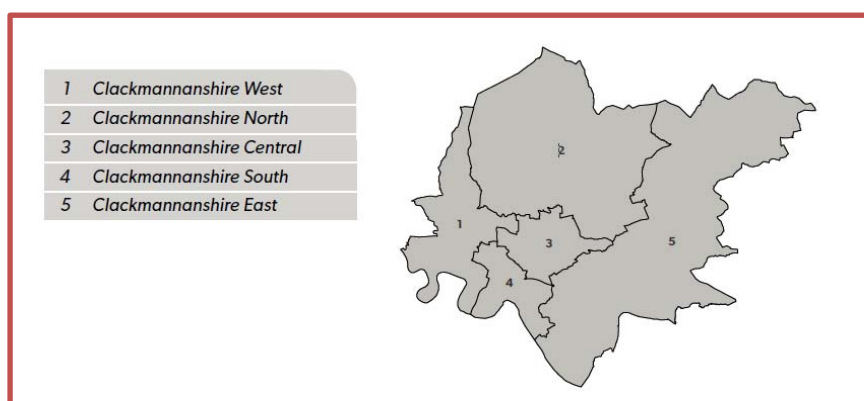


Figure 5

People

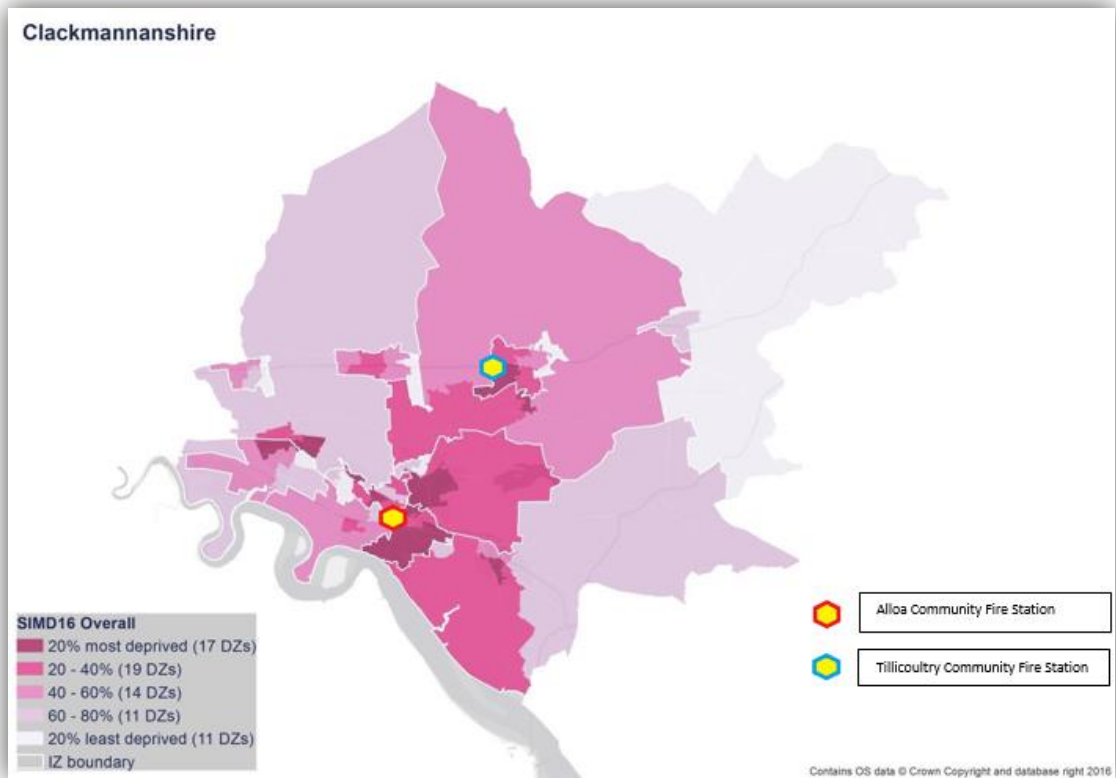
Forty six percent of Clackmannanshire residents live in accessible ‘small towns’ and forty percent live in “other urban areas”. The remaining fourteen percent live in ‘rural areas’.

Scottish Index of Multiple Deprivation

The Scottish Index of Multiple Deprivation (SIMD) is a data and analysis tool used to identify small area concentrations of multiple deprivation across Scotland. The background data is taken from a number of factors that are known to affect the quality of individuals’ lives e.g. income, health, employment, education, housing, access and crime. By collecting data on these domains, the SIMD can help identify areas where inequality is highest. The data can then be used by organisations to target policies and funding where the aim is to tackle areas of multiple deprivation and inequality.

The SIMD for Clackmannanshire features “Alloa South and East” as one of the areas most in need of support (Figure 6). Although other communities in Clackmannanshire also feature in the index, many households within “Alloa South and East” are faced with particular challenges in relation to poverty, inequality and disadvantage.

The priorities in this plan and the actions contained in the LOIP will direct SFRS and partner resources to these areas to deliver prevention activity – providing our services where communities are most in need of support.



SIMD 2016. By decile, from dark red (most deprived) to white (least deprived)

Figure 6

SFRS Resources

The Local Senior Officer (LSO) area of Clackmannanshire has two community fire stations; located at Alloa and Tillicoultry. Both of these stations, given appropriate notice and planning time, are available as a community resource as meeting spaces and advice centres. Both station locations are shown in Figure 6 above.

The LSO headquarters is based at Alloa Community Fire Station alongside our operational resources. Alloa Community Fire Station is staffed 24 hours a day and operates three emergency vehicles - Two Rescue Pumps and a Heavy Rescue Vehicle (HRV). One of the Rescue Pumps is staffed by a retained crew made up of members of the local community who are able to respond from their workplace or home at a moment's notice. The other resources are staffed by Wholetime crews who work on a full-time basis from the fire station itself.

Our second station is also staffed by a retained crew based at Tillicoultry. Again, these members of SFRS staff are available to respond swiftly to fires and other emergencies from their home or workplace. The appliance at Tillicoultry is a Rescue Pump.

Each Rescue Pump is equipped to deal with fires, road traffic collisions, hazardous materials incidents and rescues from height. In addition each appliance carries the equipment required to undertake safe and well visits in the home including fitting of smoke detection, leaflet advice and referral paperwork. Our operational crews and community action team members are appropriately trained to conduct such visits.

The HRV, when requested, is mobilised with the Rescue Pump and will attend incidents involving large goods vehicles and other major transport emergency events. Its role is to support Rescue Pump crews at relevant incidents through the provision of heavy lifting equipment, specialist working platforms and cutting equipment.

Should an incident require support in the form of further personnel, additional fire appliances or specialist resources such as height appliances, these can be mobilised from other locations across the country.

Our Industrial Risk Sites

The Control of Major Accident Hazard (COMAH) regulations 2015 aim to prevent major accidents involving dangerous substances and to limit the consequences to people and to the environment from any accidents that do occur. COMAH regulations regard all major accidents as having equal status whether their effects are primarily on people or on the environment.

There are a number of such sites in Clackmannanshire, listed below

1. Diageo Scotland Limited Blackgrange/Cambus Bonds Blackgrange Alloa Clackmannanshire COMAH Upper Tier Operator 9056 Clackmannan UA Scotland
2. Diageo Scotland Limited Menstrie Bond Menstrie Clackmannanshire COMAH Upper Tier Operator 9056 Clackmannan UA Scotland
3. Diageo Scotland Limited Carsebridge Bond Carsebridge Road Alloa Clackmannanshire COMAH Lower Tier Operator 9056 Clackmannan UA Scotland

In addition to the COMAH sites above, the Clackmannanshire area also contains a large number of other high risk premises including; a large prison, residential care homes, factories, large retail outlets, numerous hotel and boarding accommodation premises and a number of heritage risks such as Alloa Tower and Castle Campbell.

The areas natural habitat attracts a steady stream of tourism and boasts significant transport infrastructure providing access to the Clackmannanshire and Kincardine bridges (linking to Fife and Falkirk areas), busy trunk roads and a mainline railway. In terms of water hazards, the area has the Firth of Forth tidal water risk and a number of inland water risks. During spate conditions, a number of towns and localities can be threatened by localised flooding e.g. the small towns of Dollar and Menstrie.

The SFRS routinely trains to deal with incidents involving the type of risks mentioned above – additionally, we gather generic risk information and collect operational intelligence on specific premises so our crews have access to the most up to date information should a fire or other emergency occur at a given site.

Strategy, Planning, Performance and Scrutiny

The SFRS strategic direction is set by the Fire and Rescue Service Framework for Scotland. Scottish Ministers set out their expectations for the Service using this Framework - setting the overarching strategic direction for the SFRS. National SFRS performance is reported back to Scottish Government on an annual basis, providing data and evidence to demonstrate progress towards each of the ten "Strategic Priorities" contained in the Framework.

In order to meet the expectations of the Framework, the SFRS produces a Strategic Plan every three years. The current Strategic Plan for 2016 – 2019 outlines how we as a service will deliver against our priorities, deliver against desired outcomes in local communities and make a greater contribution to the communities we serve.

To address the requirements of the Strategic Plan, the LSO areas are tasked with creating a Local Fire and Rescue Plan (LFRP) for their area of responsibility. Each LSO area has the opportunity to focus on priorities in the Strategic Plan and those more acute priorities that impact on the safety and wellbeing of those communities within the LSO area (e.g. LOIP outcomes). The LFRP is endorsed by the Local Authority prior to publishing, and it is the key priorities in this document that will be used by the Clackmannanshire Scrutiny Committee locally to gauge local SFRS performance across the Clackmannanshire area.

External to SFRS, we are scrutinised regularly by the Clackmannanshire Scrutiny Committee, where we will report on –

Our Key Performance Indicators (KPIs)

- 1 Risk Management and Preparedness
- 2 Reduction of Accidental Dwelling Fires
- 3 Reduction in Fire Casualties and Fatalities
- 4 Local Reduction in Deliberate Fire Setting
- 5 Reduction of Fires in Non-Domestic Properties
- 6 Reduction in Casualties from Non Fire Emergencies
- 7 Reduction in Unwanted Fire Alarm Signals

To monitor performance
against the SFRS
Strategic Plan

Local Priorities (LPs)

- 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.

To monitor performance
against the
Clackmannanshire
Council LOIP

Local Fire and Rescue Plan Priorities 2018

In this section we provide more detail on how we will achieve our national and local objectives in for Clackmannanshire. These priorities have been developed to cover the broad areas of inequality impacting on the Clackmannanshire area that were identified during the LOIP consultation process. Our contribution towards LOIP outcomes with our partners will in part address these priorities, supplemented by our core prevention work concerning traditional fire prevention activity.

1. Local Risk Management and Operational Preparedness

Background

The Scottish Fire and Rescue Service is a key partner within the Resilience Partnership structure in Scotland as a Category 1 Responder as set out in the Civil Contingencies Act (2004) and Civil Contingencies Act (2004) (Contingency Planning) Regulations (2005).

There are three Regional Resilience Partnerships (RRPs) in Scotland which mirror the Scottish Fire and Rescue Service Delivery Areas (SDAs). These are defined as the East SDA, West SDA and North SDA. Clackmannanshire is located in the East SDA (ESDA).

These are supported by Local Resilience Partnerships (LRPs) of which there are 12 in Scotland. The Forth Valley Resilience Partnership is part of the East of Scotland Region.

The SFRS works closely with partners including Police Scotland, Scottish Ambulance Service, Scottish Environment Protection Agency (SEPA), NHS Forth Valley, MET Office, Maritime and Coastguard Agency (MCA) and Local Authorities to develop and maintain plans based on identified risks across the RRP area.

Importantly, all partners work to ensure that collectively, we have the capability to deal safely and effectively with the consequences of any industrial or natural hazards in our area. More information can be found in the East of Scotland community risk register - http://www.firescotland.gov.uk/media/861633/east_crr_v1.2.pdf

More locally, our management team and personnel must ensure that we have the capacity, capability and training to respond to all incident types, particularly the high risk COMAH industrial sites across Clackmannanshire.

As well as our routine operational equipment, the SFRS ESDA has a number of resilience capabilities including Water Rescue, flood response, hazardous material response, urban search and rescue response and rope rescue response. As we are a national organisation, we have other resilience capabilities across the country that can be mobilised to support any acute need in a particular SDA.

SFRS are also responding to a wider range of incidents including Out of Hospital Cardiac Arrests (OHCA) and falls prevention. Whilst these projects are in trial phases/ test of change at the moment, we must ensure that we are ready to respond to these and other emerging incident types where people's wellbeing can be supported by rapid intervention using SFRS resource.

We will work together with our partners to maintain local risk management and operational preparedness by:

- Ensuring that our training and equipment are appropriate and our personnel are competent to meet our risk profile, whilst maintaining the ability to adapt to changes
- Ensuring that firefighter safety is paramount in everything we do. This will ensure that our personnel are able to meet the challenges we face
- Maintain an accurate record of information on identified local risks through Operational Intelligence
- Work with our partners to plan, prepare and exercise our response to major emergencies.

We will monitor the effectiveness of our management strategies by:

- Auditing our operational intelligence and fire safety databases
- Auditing our equipment maintenance records
- Auditing our personnel training and development databases
- Auditing our absence management databases
- Auditing our performance at exercises through operational assurance processes.

By achieving this we will:

- Ensure the safety of our personnel and public
- Reduce exposure to risk for our personnel, public and businesses within Clackmannanshire
- Ensure that our organisation is ready to respond, maintains readiness and remains resilient
- Ensure our personnel have the equipment and knowledge to mitigate the effects of major emergencies
- Maintaining firefighter safety.

2. Unintentional Harm and Injury

Background

Unintentional harm in the home environment, and in particular, slips, trips, falls and scalds to the very young and old, is now widely recognised as presenting significant issues to the health of the public, as well as the increased demand these injuries have on our public services. As part of the Scottish Government's 'Building Safer Communities' project, a strategic assessment regarding unintentional injuries has identified key themes that the SFRS can contribute towards. We will work on these themes with partners, voluntary groups and local communities to reduce unintentional harm in our communities.

Clackmannanshire's population currently shows that there are 9166 children (15 and under), with a 9.2% decrease expected by 2037. There are currently 8,731 elderly people (65+), with a 44.3% expected increase by 2037. Analysis shows that our very young and elderly, particularly in more deprived communities, are most at risk of suffering from an unintentional injury. Analysis also shows that a number of agencies are often involved with those most vulnerable to these injuries, and that previously, information has not been passed to the relevant agency to make a safe intervention.

Working with our community safety partners, both within Clackmannanshire and across Scotland, SFRS has a significant role to play in contributing towards identifying those at risk, and the risks they are exposed to, and reducing or eliminating those risks, either directly through SFRS, or indirectly through partner intervention.

We will seek to reduce the impact of unintentional injury and harm in Clackmannanshire by:

- Creating a multi-agency plan with our partners, which enhances appropriate information exchange, to improve the safety of those within our communities who are most at risk
- Work with our partners to understand the factors relating to unintentional harm in the home, and train SFRS personnel to identify these and deliver the appropriate intervention method
- Broaden our Home Fire Safety Visit programme to assess for risk in the home, with a focus on the young and elderly, taking appropriate action to mitigate injury or, referring those deemed at risk from injury and harm to partners to provide additional advice and support
- Focus resources where demand has been identified and deliver key community safety messages.

We will monitor the effectiveness of our intervention strategies by:

- Providing regular performance reports against our plan to monitor its success
- With our partners, reviewing the number of information exchange requests for assistance, both to and from our partners
- Evaluating our intervention measures, and those of our partners.

By achieving a reduction in the frequency and severity of unintentional harm and injuries we will:

- Contribute to safer communities within Clackmannanshire
- Reduce the social and economic cost of unintentional harm and injury
- Support vulnerable people to live independently within their communities
- Ensure the safety and well-being of those living in, working in, and visiting Clackmannanshire

- Reduce the negative demand on other public services.

3. Domestic Fire Safety

Background

Dwelling Fires, and the potential fire casualties and fatalities resulting from them, have a significant impact on the families affected, as well as the wider communities, and responding services, not to mention the financial cost to the economy. Whilst the number and severity of fire casualties is relatively low for the Clackmannanshire area, it will remain a high priority for the SFRS to continually drive down the number of accidental dwelling fires and the number of casualties resulting from such instances.

Analysis of accidental dwelling fire data identifies cooking as the most common cause of fires within the home. The most common contributory factor given is distraction. Due to the increase in smoke detection in the home, the vast majority of these fires are limited to the item first ignited. Analysis identifies that premises with working smoke detection will, on average, have significantly less fire damage than those premises without detection.

In order to reduce the number and severity of dwelling fires, we will continue to focus on prevention. We will work to identify those most at risk and deliver fire safety awareness education to reduce the instances of fire and prevent injury. Using a partnership approach and existing funding streams, we will source equipment which will mitigate the damage by fire and afford early warning to alert the householder should an incident occur.

Using a partnership approach, we will seek to reduce accidental dwelling fires and fire related injuries within homes across Clackmannanshire by:

- Identifying those areas and members of the public most at risk from fire and offer to undertake Home Safety Visits at those addresses
- Work with our partners and share appropriate information on risks identified within the home to ensure the safest solution for those at risk
- Increase the provision of appropriate fire detection systems in the homes of those at risk
- Engaging with and educating communities about fire risks in the home.

We will monitor our progress in promoting our domestic safety strategy by:

- Continuously monitoring the number of accidental dwelling fires
- Continuously monitoring the severity and cause of accidental dwelling fires
- Continuously monitoring the number and severity of fire related injuries
- Work with partners to provide further intervention where deemed appropriate
- Analysis of the number of Home fire safety Visits undertaken, particularly those carried out in high risk homes.

In achieving a reduction in accidental dwelling fires and fire related injuries within the home we will:

- Use a partner based approach, improve the lives of those most vulnerable to fires and other risks
- Reduce the social and economic impact on our communities from fires
- Reduce the demand on SFRS resources, creating capacity for other prevention activities
- Allow more people to live their lives safe from harm.

4. Deliberate Fire Setting

Background

Deliberate fire setting within Clackmannanshire has fallen by 5% when compared to the three year average and is the lowest it has been for the last five years. It incurs a significant cost to our communities and businesses. It also places a significant impact on SFRS resources, as well as increased road risk for SFRS personnel and the public, and increases our carbon footprint.

Whilst some of these incidents occur in buildings, or involve vehicles, the vast majority can be identified as small, outdoor refuse fires. SFRS class these as 'secondary fires'. As described above, they account for a significant number of our incidents. They are also classified as anti-social and are a criminal offence.

Activity increases significantly in April and May each year, and is at its lowest in October and January of each year.

Deliberate fire setting can often be linked to other anti-social behaviour (ASB). We will work with our partners to identify those areas of our communities affected by ASB and deliberate fire setting, and focus resource in these areas to prevent this type of unwanted behaviour and activity.

We will work with our partners in policing, the local authority and the third sector, to identify those involved in deliberate fire setting and ASB. Once identified, we will work with our partners to provide a number of diversionary educational courses and workshops designed and delivered to change the behaviours of individuals and discourage future ASB and fire setting.

We will seek to work closely with our partners to reduce the instances of fire related anti-social behaviour in Clackmannanshire by:

- Using local knowledge and data systems, identify those areas of Clackmannanshire most affected by deliberate fire setting
- Identify the cause of the deliberate fire setting, and inform appropriate partners to take action where required
- Work with partners to develop strategies to reduce deliberate fire setting
- Design, develop and deliver educational opportunities such as school talks and specialist Community Safety Engagement programmes to educate people of the risks involved with deliberate fire setting and ASB, and the consequential effects on individuals and communities.

We will monitor the effectiveness of our strategies by:

- Monitoring the number, type and cause of deliberate fire setting incidents in Clackmannanshire
- Evaluate our education programmes for effectiveness and change where appropriate.

In reducing deliberate fire setting we will:

- Reduce the risk of injury to the public and SFRS personnel
- Make our communities nicer safer places to live, work in and visit
- Ensure SFRS resources are available to make our communities safer.

5. Built Environment

Background

Our Prevention and Protection personnel within Clackmannanshire act on behalf of the SFRS Board to enforce the Fire (Scotland) Act 2005. As the 'Enforcing Authority' our Fire Safety Enforcement (FSE) teams ensure compliance with the Act and its associated Regulations. The team manage a regular auditing programme of 'relevant premises' (non-domestic dwellings) within the area. The annual workload focuses on the higher risk premises such as Care Homes, Hospitals, Prisons, Hotels and Hostels. In addition to this, we audit premises that have suffered from a fire incident in order to see what has failed and what improvements are required. It should also be noted that there is flexibility to undertake thematic work in response to new information or trends emerging – an example of this would be the SFRS auditing and advice response in relation to the Grenfell Fire tragedy.

During routine auditing, if deficiencies are found, the team can make recommendations for improvements, request action plans, issue a formal Enforcement Notice or – where it is deemed to be an immediate life risk – issue a Prohibition Notice restricting the use of all or part of the premises.

Clackmannanshire demonstrates a stable number of fires in 'relevant premises' over the previous planning period, with the area 17th lowest, in comparison to the rest of Scotland.

Our Prevention and Protection personnel work closely with architects and Building Control Officers (BCO). Prior to application for a building warrant, FSE officers will provide advice to architects and will offer guidance and support in relation to fire engineered solutions at any phase of the planning process. The responsibility for "verifying" building warrant applications rests with the local authority building control team. Our team will support statutory and non-statutory consultation requests from BCOs to ensure compliance with the Scottish Building Standards Technical Handbook (Non – domestic).

By continuing with this working arrangement, and delivering high quality advice and guidance, we will ensure that all new build proposals meet the appropriate safety standards.

We will work with business and commerce across Clackmannanshire to reduce fire related incidents within relevant premises by:

- Delivering our fire safety audit schedule in accordance with the SFRS Enforcement Schedule
- Engage with duty holders, providing advice and support to ensure that they are compliant with Part 3 of the Fire (Scotland) Act 2005
- Work with our partners to ensure that appropriate fire precautions are included in building design and, appropriate fire engineered solutions are suitable and sufficient for the proposed building and its use, at the earliest stage.

We will monitor our progress by:

- Monitoring the number and building types of completed audits by our staff
- Monitoring the amount of building warrant applications, consultations and fire engineering solutions managed by our personnel
- Monitoring the number and severity of fire related incidents in our relevant premises.

In achieving a reduction in fires within relevant premises we will:

- Increase life preservation through the application of preventative measures
- Ensure that business owners, employees and visitors can safely use premises in our communities, whilst protecting our economy
- Improve resilience and business continuity for businesses operating in the built environment
- Ensure that Clackmannanshire's cultural and historic buildings are preserved for generations.

6. Unwanted Fire Alarm Signals

Background

Unwanted Fire Alarm Signals (UFAS) incidents are defined as 'an event which has required an operational attendance by the Fire and Rescue Service due to the unwanted actuation of a fire alarm system'. Common causes include engineer testing, aerosols, cooking, accidental call point actuation, dust etc.

UFAS calls account for more than half of our total operational activity. These unnecessary appliance movements increase the risk to our personnel responding under blue light conditions and increase the risk to members of the public and other road users. Additionally our carbon footprint is extended, the financial burden on the SFRS is significant and a UFAS call could result in directing resources from an area where a genuine emergency could be taking place.

Interruption to business is also significant with each UFAS actuation estimated as costing a business approximately £827 per call and an average of 27 minutes of no productivity.

We aim to reduce the number of UFAS attendances by:

- Robust implementation of the UFAS Policy to reduce UFAS activity
- Operating a 'zero tolerance' policy, and engage with premises holders to identify the causes of every UFAS incident
- Implement intervention practices such as staff alarm response or technical/system modifications or interventions
- Where required, implement the SFRS UFAS Policy, and reduce the operational response to premises with sustained and continuous UFAS incidents
- Identify premises which attract a significant operational response, and re-assess the response required using the PDA Reduction policy where appropriate
- Implement a number of proven initiatives developed and design to reduce UFAS at source
- Monitoring, and challenging, each UFAS incident across Clackmannanshire.

We will gauge the effectiveness of our intervention by:

- Monitor engaged premises to identify the success or otherwise of agreed UFAS reduction plans or initiatives
- Monitor the number of UFAS type incidents that our crews attend.

By Reducing UFAS incidents we will:

- Reduce the unnecessary businesses interruption and improve business continuity

- Reduce unnecessary appliance movements, reducing our carbon footprint, and increasing the safety of our personnel, public and other road users
- Increase our capacity to complete other important tasks within our communities.

7. Transport and Environment

Background: Transport

Road Traffic Collisions (RTC) continue to cause injury to people using our roads infrastructure. With a growing number of vehicles on our roads, we will seek to inform and educate those statistically most likely to cause a collision, targeting school leavers with a robust consistent road safety message. We will target all road users in a bid to reduce the frequency of RTC incidents.

We will continue to work in partnership with public, private and third sector organisations to reduce the number of incident occurrences by:

- Continuing to work with partners to deliver road safety associated education programmes
- Targeting and educating those age groups most at risk from injury or harm with regard to Road Traffic Collisions
- Consider new research and best practice to ensure our road safety programmes are current, targeted and informed.

We will monitor the effectiveness of our strategies by:

- Monitoring the frequency of SFRS attendances at RTCs and non-fire emergencies, as well as the number and severity of injuries. These will be monitored alongside Police Scotland RTC incident information
- Engage in evaluation and feedback from participants on SFRS led road safety programmes.

In reducing the number of such incidents we will:

- Make Clackmannanshire's roads and communities safer, and reduce the social and economic costs of such incidents
- Ensure that age groups statistically at risk of involvement in RTC incidents are subject to behavioural challenging techniques to modify the way they think and act in and around vehicles
- Reduce the consequential effects on emergency responders, families and friends
- Reduce the demand on other public services.

Background: Environment

Almost all fire incidents that the SFRS attend have some form of environmental impact, from a small fire, the smoke from it and debris left behind, through to a large scale incident involving hazardous materials where a release of substances harm the environment. The SFRS seek to reduce the impact on the environment from our actions whether it be day to day operations or in an operational role at an incident.

We will work in partnership to reduce the impact on the environment by:

- Continuing to work with partners at known COMAH sites, training with other public services and organisations
- Ensuring our risk data is accurate and available to crews on fire appliances
- Work with partners from the Scottish Environmental Protection Agency where appropriate
- Continue to train our personnel to use equipment, techniques and tactics that limit the impact of our actions on the environment and the impact of incidents on the environment
- Provide sufficient resource and expertise at incidents where hazardous materials or significant environmental impact is a factor
- Continue to employ “Green” policies to ensure that the SFRS organisation as a whole is compliant with legislative requirements and doing everything that is reasonably practicable to limit our carbon footprint.

We will ensure the effectiveness of our strategies by:

- Ensuring that incidents with potential to harm the environment are sufficiently resourced and a return to a new normality is in place safely and as soon as possible
- Work with partners in Local Resilience Partnerships to test our response to known environmental risks
- Continue to support the culture of a “green environmentally friendly” organisation
- Continually review our approach to incidents where there has been an environmental impact and adjust our policies and standard operating procedures as appropriate.

In considering the environment in all that we do we will:

- Make the Clackmannanshire area is a safer, healthier, cleaner and greener place to live and work
- Have an effective response to dealing with incidents impacting on the environment
- Contribute towards community resilience planning programmes with partners in order to ensure that an adequate multi-agency response is established and prepared to deal with large scale environmental incidents.

Review

To ensure this Local Fire and Rescue Plan remains flexible to emerging local or national priorities a review may be carried out at any time but will be reviewed at least once every three years. A review may also be carried out if the Scottish Minister directs it or if a new Strategic Plan is approved. Following a review the Local Senior Officer may revise the Plan.

Contact Us

We are fully committed to continually improving the service we provide to our communities and recognise that to achieve this goal we must listen and respond to the views of the public and our partners.

We use all feedback we receive to monitor our performance and incorporate this information into our planning and governance processes in order to continually improve our service. We are proud that the majority of feedback we receive is positive and we are keen to hear examples of good practice and quality service delivery that exemplifies the standards of service that we strive to provide for the communities of Scotland.

If you have something you'd like to share with us or you would like more information, you can get in touch in a number of ways:

Write to: Scottish Fire and Rescue Service
Stirling and Clackmannanshire Area HQ
Alloa Fire Station
Clackmannan Road
Alloa
FK10 4DA

Phone 01259 724112

Visit our website: www.firescotland.gov.uk

Follow us on Twitter @fire_scot

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Report to: Clackmannanshire Council

Date of Meeting: 28th June 2018

Subject: Stirling and Clackmannanshire City Region Deal: Heads of Terms

Report by: Executive Director

1.0 Purpose

- 1.1. This report provides an update on the scope and scale of the Stirling and Clackmannanshire City Region Deal following receipt and agreement on Heads of Terms with both the Scottish and UK Governments.

2.0 Recommendations

- 2.1. The Council is recommended to:
- (1) Welcome the outcome of discussions leading up to the Heads of Terms agreement.
 - (2) Agree to the principle of acquisition of land at Alloa West subject to District Valuer valuation and note that a further report will be presented to Council on the outcome of negotiations
 - (3) Note that a further report will be presented to Council on Governance arrangements and resourcing requirements to take forward City Deal projects.

3.0 Considerations

- 3.1. In Autumn 2016, Clackmannanshire Council was invited by the Scottish and UK Governments to become part of the Stirling City Region Deal negotiations. In August 2017 Members noted a progress report on the development of a Deal and agreed to support a number of emerging priorities under the themes of Investor Confidence (including Alloa West), Inclusive Growth and Sustainable Place.
- 3.2. Following a series of workshops and discussions with both Governments and key partners, during which it was stressed that it was likely that support would be provided for only one or two key projects, submissions were made at the end of October 2017 and November 2017 to both Governments. Refining and prioritising elements of the bid have continued and this included discussions with the University of Stirling to take forward an anchor development at Alloa

West (this is now referred to in the Heads of Terms as Scotland's International Environment Centre). On the 12th April the Council agreed to delegate authority to the Chief Executive, in consultation with Group Leaders, to accept the offer of a Heads of Terms Agreement in so far as its content related to Clackmannanshire.

3.3. This report provides detail on the content of the Heads of Terms, outlines the next steps and resources required and considers governance arrangements.

3.4. Across the City Region the ambition through the City Deal is to deliver a highly desirable place to live, work and visit and to provide an attractive place in which to invest financial, human and social capital.

The Heads of Terms Agreement

3.5. The Stirling and Clackmannanshire City Region Heads of Terms Agreement was signed by the Regional Partners and Scottish and UK Governments on 31st May 2018. A summary of the offer is given below.

Theme/Project	Scottish Government Contribution (£M)			UK Government Contribution (£M)			Combined Government Contribution (£M)		
	Clackmannanshire	Stirling	Regional	Clackmannanshire	Stirling	Regional	Clackmannanshire	Stirling	Regional
Innovation									
Scotland's International Environment Centre	17.0			5.0			22.0		
Aquaculture Hub for Innovation					17.0			17.0	
Digital									
Digital District		2.0						2.0	
Digital Exclusion			2.0						2.0
Culture & Tourism									
Capital Investment			15.0						15.0
Scottish Tartan Centre					10.0			10.0	
Skills & Inclusion									
Regional Skills & Inclusion Programme			1.9						1.9
Lone Parents				0.1			0.1		
Infrastructure									
Forthside MOD Land					5.0			5.0	
Transport, Connectivity & Low Carbon									
Active Travel			7.0						7.0
Regional Energy Masterplan			0.2						0.2
Clackmannanshire									
Capital Projects				8.0			8.0		
TOTAL PER AREA	17.0	2.0	26.1	13.1	32.0		30.1	34.0	26.1
TOTAL PER GOVERNMENT	45.1			45.1			90.2		

3.6. Both Governments have committed to investing £90.2m over the next 10-15 years. The Heads of Terms states that regional partners have committed to contributing up to £123.8m to match fund the joint commitment from both

Governments. Overall, this represents a Deal worth over £214m of investment. The Deal will deliver significant numbers of new jobs in key growth sectors and upskill people across the city region to take advantage of new opportunities. City Region partners believe that over the next 10-15 years, these interventions will unlock private investment worth in excess of £640m, delivering over 5000 new jobs across a wide range of sectors in the City region. The Scottish Government also agreed to provide a further £5m of support to take forward two projects in Stirling (Kildean Business Park and Callander). This additional allocation does not form part of the formal City Deal agreement.

- 3.7 Scotland's International Environment Centre, a joint initiative between Clackmannanshire Council and the University of Stirling, is the single largest project in the Heads of Terms with the bulk of funding (£17m) coming from the Scottish Government. This landmark development provides an opportunity to deliver transformational change in Clackmannanshire and, at the same time, benefit the wider region. It builds on the expertise and international reputation the University of Stirling has in environmental sciences. In partnership with the University and Forth Valley College, the partners will deliver state of the art skills and training facilities as well as a business incubator for start-up and growing businesses as part of a wider development at Alloa West. An early schematic of the site is shown below. This will be complemented by a Research and Policy Centre based on the University of Stirling's main campus. The University is contributing £5m to the project split over both sites. Partners are also looking at the potential for Alloa West to become a focus for a series of energy initiatives, following Council consideration at the August Committee and subsequent officer discussions with both Governments. This included the development of a bid for funding to support geothermal research and development and, whilst it is not explicitly referenced in the Heads of Terms, the expectation is that Geothermal will be taken forward either as part of the Deal or through other means.¹



¹ See Hansard: [Hansard Record - Geothermal Energy Clackmannanshire](#)

- 3.8 Clackmannanshire focused projects account for £30.1m of the total offer (33%), Stirling focused projects for £34.0m (38%) with region-wide projects accounting for the remaining £26.1m (29%). Appendix 1 provides further details of each of the projects
- 3.9 Details of all the projects have still to be worked through and will form part of the Business Case development. In some cases, such as the Clackmannanshire Capital Projects and the Culture and Tourism Capital Grant investment allocations, discussion will be required on what projects should be supported. As originally envisaged, the business case development will provide opportunities for wider stakeholder engagement, including local communities and businesses, as project details are developed and refined.

Governance

- 3.10 The Heads of Terms refers to regional partners establishing a new model of regional partnership governance that meets the expectations set out in the Scottish Government's Enterprise and Skills Review. This should incorporate effective engagement with Scottish Enterprise, Skills Development Scotland, tertiary education, the third sector and include senior business and industry leadership. Initial discussions on a governance model, based on an Advisory Board, Joint Committee and Programme Management Office, are taking place between officers of both Councils building on the experience of other City Deals.

Next Steps

- 3.11 As well as finalising and agreeing governance arrangements, detailed business cases have to be developed and agreed for each project before any funding is released. This will culminate in the development of a final City Region Deal document, a detailed implementation plan with monitoring and evaluation frameworks and a financial plan that takes account of affordability over the lifespan of the Deal.
- 3.12 The Alloa West site is designated as a Business site in the adopted Clackmannanshire Local Development Plan. The Council already owns part of the site and will have to acquire other adjoining land to allow delivery of Scotland's International Environment Centre and the wider development of Alloa West. It is, therefore, a recommendation of this report that negotiations progress on the acquisition of the land outwith Council ownership. This process will include Legal Services carrying out full title diligence on the site to be acquired by the Council. The District Valuer will be instructed with a view to valuing the land and negotiating on behalf of the Council for the acquisition of the site. Should negotiation be unsuccessful, compulsory purchase will be considered. A further report will be prepared for Council on this acquisition, including projected timescales.
- 3.13 The Heads of Terms also refers to an Inclusive Growth framework being developed by the Scottish Government. The expectation is that this will align with the monitoring and evaluation framework and will include indicators to allow progress to be measured against five high level inclusive growth outcomes (Productivity, Participation, Population, People and Place).

4.0 Sustainability Implications

- 4.1. The City Region Deal is likely to have a number of positive impacts on sustainability particularly in terms of the economy, energy use, landscape and natural habitats. Further assessments will be undertaken as part of the business case development.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The Heads of Terms includes assumptions on the overall level of match funding to be provided from partners. This will be subject to further development as business cases are produced. The Council's contribution will include the cost of acquiring land at Alloa West together with the inclusion of land already owned by the Council at this location. The former will now be considered as a priority as part of the Capital programme review.
- 5.3. There will also be a requirement to resource and fund business case development as well as coordinating activity within the Council and with partners as part of the wider City Deal, including joint programmes.

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

5.5. *Staffing*

- 5.6. Existing staffing resource has been drawn on to provide input to the Heads of Terms negotiations. In order to protect the Council's interests in the further development of the programme and to support its implementation and delivery there will be a requirement to provide significant additional resourcing. In addition, support will be required to service and coordinate the governance elements developed and agreed between partners.
- 5.7. Both the financial and staffing aspects of the Deal will be the subject of a further report to Council.

6.0 Exempt Reports

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

7.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
Our families; children and young people will have the best possible



- start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
 Yes No Not required at this stage

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 – Stirling & Clackmannanshire City Region Deal Projects

Appendix 2 – indicative Boundaries

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

Stirling and Clackmannanshire City Region Deal. Heads of Terms Agreement 31 May 2018.
https://www.clacks.gov.uk/citydeal/docs/Stirling_Clackmannanshire_City_Deal_Heads_of_Terms.pdf

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Executive Director	
Nikki Bridle	Chief Executive (Acting)	

APPENDIX 1. STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL PROJECTS

CLACKMANNANSHIRE FOCUSED PROJECTS

- **Scotland's International Environment Centre.** Clackmannanshire Council, in partnership with the University of Stirling and Forth Valley College, will come together as core partners to develop an integrated approach to cutting-edge research, innovation, skills development, inclusion and sustainable growth addressing global environmental challenges. It has three main elements:
 - A Research and Policy Centre at Stirling University's main campus
 - Skills and Training Facilities in Alloa
 - An Environmental Business Incubator in Alloa

The Scottish and UK Governments will invest £22m in this key project.

- **Skills and Inclusion Lone Parents.** To complement the region wide Skills and Inclusion Programme (see below) the UK Government will build on the work of the Clackmannanshire Local Outcome Improvement Plan by investing in a programme focused on assisting lone parents to achieve their potential.

The UK Government will invest up to £0.1m in this programme

- **Clackmannanshire Capital Projects.** In order to achieve an investment balance across the UK Government will invest £8m capital in projects in Clackmannanshire to be developed collaboratively with Clackmannanshire Council and other local partners as part of the Deal.

The UK Government will invest £8m in these projects.

- **Wetlands Centre.** Clackmannanshire Council to work with regional partners and RSPB to explore opportunities and possible synergies for a new wetlands centre on the River Forth.

No funding directly allocated to this project.

REGIONAL PROJECTS

- **Digital Exclusion.** The development of an investment programme in digital skills, training and business development alongside the creation of Digital Hubs in Alloa and Callander.

The Scottish Government will invest up to £2m in this initiative.

- **Capital Investment in Culture, Heritage and Tourism Assets.** In recognition of the very significant opportunities to strengthen the regional economy's

offering, investment in culture, heritage and tourism will form a key part of the Deal.

The Scottish Government will invest up to £15m in this programme.

- **Regional Skills and Inclusion Programme.** A new skills and inclusion programme will ensure that businesses and communities throughout the Region are given the opportunity to engage in and benefit from the opportunities arising from the investments delivered through the Deal.

The Scottish Government will invest up to £1.9m in this programme.

- **Active Travel.** The development of new and improved Active Travel routes throughout the Region. Transport Scotland will work with the partners to identify investments to improve regional connectivity between Stirling and Alloa and outlying settlements.

The Scottish Government will invest up to £7m in this programme.

- **Regional Energy Masterplan.** This will be developed to support the region's low carbon ambitions.

The Scottish Government will contribute up to £0.2m to this project.

STIRLING FOCUSED PROJECTS

- **Aquaculture Hub for Innovation.** The University of Stirling will lead on the development of four research facilities to provide a full range of marine environmental conditions. The hub will create research and development opportunities to grow the export of Scottish aquaculture skills and products.

The UK government will contribute up to £17m to the creation of this facility

- **Digital District.** Creation of a new hub building on recent successes in Stirling to develop and support this sector and support the further growth of local digital companies.

The Scottish Government will invest up to £2m in this initiative.

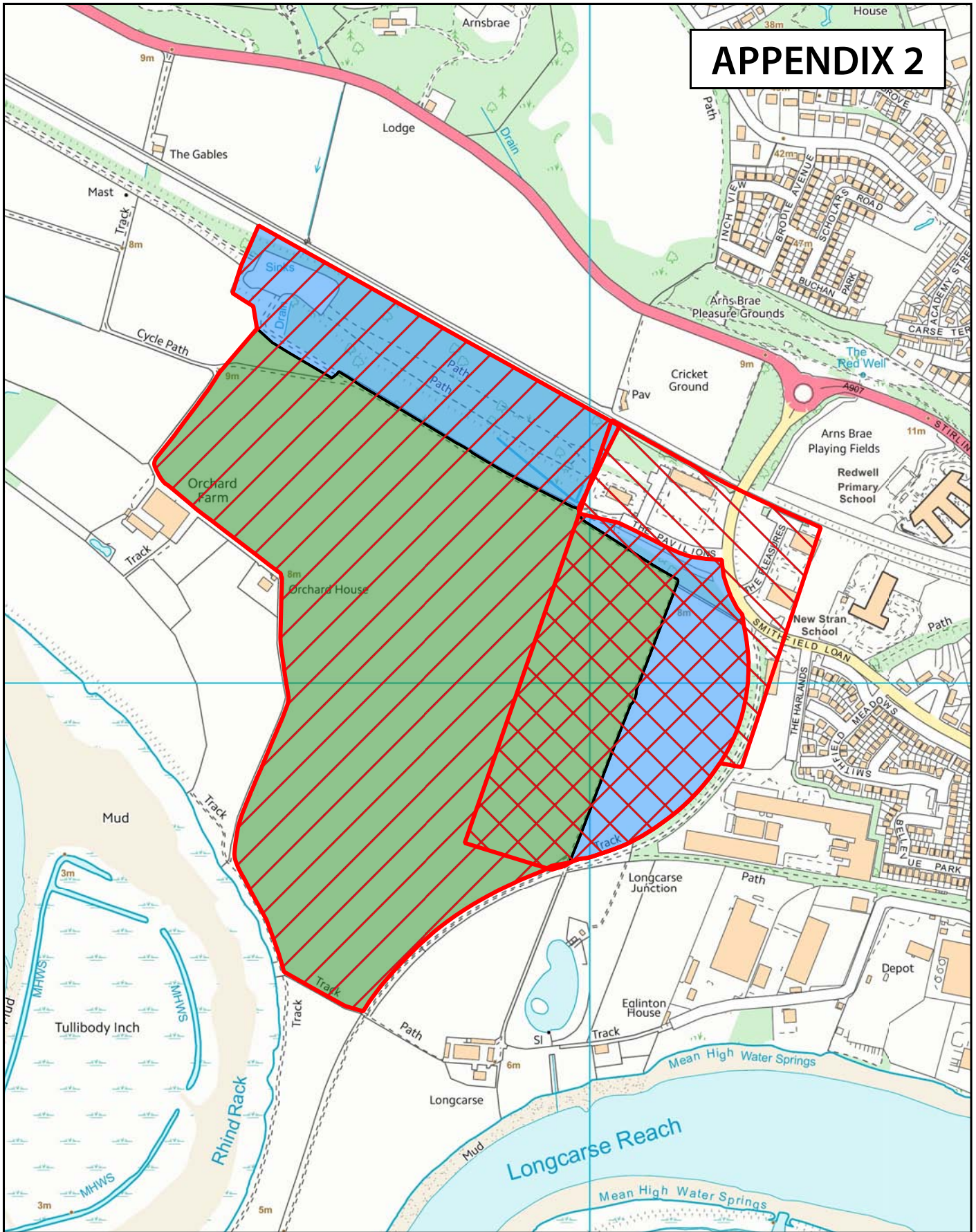
- **Scottish Tartan Centre.** Development of a new international visitor centre in Stirling.

The UK Government will provide support of up to £10m

- **Forthside Ministry of Defence Land.** Release of land at Forthside for development





The UK Government will contribute the value of the land transferred through the Deal (assumed at £5m).

APPENDIX 2



Scale: 1:7,500 Date: 18 June 2018
 Paper size: A4 Reference: Indicative Boundaries – Alloa West.qgs

Indicative Boundaries

-  Business Site (2004 Local Plan)
-  Business Site (2015 Adopted LDP)
-  Clackmannanshire Council
-  Orchard Farm

 **Clackmannanshire Council**
www.clacks.gov.uk
 Comhairle Siorrachd
 Chlach Mhanann
 Development & Environment
 Kilncraigs, Alloa FK10 1EB
 Tel: 01259 450 000
planning@clacks.gov.uk

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Report to: Council

Date of Meeting: 28th June 2018

Subject: Strategy & Regeneration Update

Report by: Head of Housing & Community Safety.

1.0 Purpose

- 1.1. To make amendments to the Strategic Housing Investment Plan (SHIP), and to approve the regeneration proposals for Engelen Drive, Alloa.

2.0 Recommendations

- 2.1. Council is asked to:

2.1.1. Approve the amendment to the Strategic Housing Investment Plan (SHIP), previously approved by Council in December 2017, to include additional new affordable homes at Harbour View, Alloa.

2.1.2. Agree to the transfer of land at Primrose Street, Alloa to Kingdom Housing Association (Appendix 1), and amendment of the SHIP to reflect the increased units that can be accommodated on the site.

2.1.3. Agree the regeneration proposals for 12 – 26 and 28 – 38 Engelen Drive, Alloa as set out in the report. (Appendix 2).

3.0 Delivery of the Affordable Housing Programme

- 3.1. Members will be aware that the Scottish Government has made a commitment to invest over £3 billion in affordable housing to deliver at least 50,000 affordable homes over the lifetime of the current Parliament.

- 3.2. Long term Resource Planning Assumptions (RPAs) have been agreed with local authorities to maximise approvals and site starts in 2018/19 in order that building programmes can complete by March 2021. Over the period 2018-2021 Clackmannanshire has £17.286 million available for affordable housing, an average of £5.7 million a year. The RPA can be viewed as the spend target.

- 3.3. The Council has been successfully working predominantly with Kingdom Housing Association for the past 4 years to deliver the affordable housing programme. This has been a significant factor in meeting and exceeding the RPA. Grant funding has also increased year on year, more than double the 2013-14 amount of £2.7M to its current level (£5.420m).

- 3.4. The Scottish Government Officer responsible for programme delivery has recently written to remind us that it is crucial that approvals are in place by the end of this year to ensure completion by March 2021.
- 3.5. Where approvals cannot be guaranteed there is a risk that investment could be switched to other areas, and lost to Clackmannanshire.
- 3.6. The SHIP is updated annually and approved by Council. As members will be aware, development projects can slip for a variety of reasons, e.g. unexpected ground problems, title issues, bad weather etc. Also new opportunities can present themselves during the year, after the SHIP has been agreed. Therefore flexibility is required in the programme, which often requires amendments to SHIP, as discussed below.

4.0 Amendments to the SHIP 2018 - 2023

- 4.1. The SHIP 2018 – 2023, approved by elected members in December 2017, shows a total of 28 units at Harbour View, Alloa scheduled for handover to Kingdom Housing Association around December 2018.
- 4.2. The opportunity has arisen for Kingdom to take a further 18 units at this development. The additional units are in keeping with the strategic housing priority and will also ensure that the resource planning assumption for Clackmannanshire for 2018/19 (£5.420M) is achieved.
- 4.3. It is therefore recommended that the SHIP be amended to show the additional spend and units. This will increase the potential grant spend on affordable housing in 2018/19 to £6.227 million. This is 20% over the resource planning assumption as recommended by Scottish Government guidance to ensure that any slippage in the program does not result in underspend.

5.0 Transfer of Land at Primrose Street, Alloa to Kingdom Housing Association

- 5.1. In March 2015, the Council acquired land for an affordable housing development at Primrose Street, Alloa using Scottish Government Affordable Housing Investment funds. This is a key strategic site in the centre of Alloa. As well as addressing housing need its redevelopment will further improve the amenity of the town centre and contribute to economic regeneration.
- 5.2. The approved SHIP identified that Primrose Street would be developed by Kingdom Housing Association, in two phases delivering 50 units. Kingdom is now ready to commence the detailed design work required to submit a planning application, to achieve a site start of 2019-20. From the initial designs it is likely that up to 60 units could be accommodated in the final design. It is therefore, recommended that the SHIP be amended to reflect that it is likely that up to 60 units can be accommodated on the site.
- 5.3. To facilitate the process it is recommended that the Council agrees to transfer the land at Primrose Place, Alloa to Kingdom Housing Association at nil value. This is the Scottish Government's expectation as the Council received 100% funding to acquire the site.

- 5.4. Where HRA land is to be sold or transferred to an RSL for social housing, under the 'Disposal of Land by Local Authorities (Scotland) Regulations 2010' there is no need to apply for Scottish Ministers' consent.

6.0 Regeneration Areas

- 6.1. As discussed in the SHIP 2018 – 2023, work is underway to identify Council housing areas which require significant redevelopment. This is to include selective demolition of unpopular or difficult to manage housing.
- 6.2. Two blocks of flats at 12 – 26 and 28 – 38 Engelen Drive, Alloa, comprising 14 properties, (see Appendix 1), have been identified for an initial phase of regeneration. The properties are harder to let than others in the stock. None have been purchased through the right to buy and two properties are now used for temporary accommodation.
- 6.3. Over the last three years there have been 11 voids, with a total of 95 weeks empty, translating to a void rent loss of £7K.
- 6.4. The blocks were last refurbished externally in 1988, and benefited from heating replacements in 2012 as part of a fully grant funded energy efficiency programme. £64K has been spent on repairs and maintenance over the last three years, the majority of this being incurred when properties were being prepared for relet. The buildings however remain prone to ongoing leaks due to the design of the external walkways.
- 6.5. It is felt unlikely that increased capital investment would make the properties any more attractive, given their age and design, and that the current high level of maintenance expenditure is a poor use of Housing Revenue Account (HRA) funds.
- 6.6. It is therefore recommended that following appropriate consultation the tenants are rehoused (band 1) in an area of their choice, and the blocks sold to Kingdom HA for demolition and redevelopment. The sale price will be set by the District Value, taking into account demolition costs. Any proceeds from sale would return to the HRA.
- 6.7. The replacement properties will be of a more popular cottage type. This will also form part of the ongoing regeneration of the Bowmar area, with redevelopment of the Elm Grove site scheduled to start on site early 2019/20.
- 6.8. Where HRA land is to be sold or transferred to an RSL for social housing, under the 'Disposal of Land by Local Authorities (Scotland) Regulations 2010' there is no need to apply for Scottish Ministers' consent.
- 6.9. There will also be consultation with the Tenants & Residents Federation.

7.0 Sustainability Implications

- 7.1. The supply of new affordable housing helps in the Council's commitment to reduce carbon emissions from inefficient housing homes and the Council will pursue the inclusion of renewable technology in new build where feasible.

8.0 Resource Implications

8.1. *Financial Details*

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

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

8.4. *Staffing*

8.5. There are no staffing implications arising from this report

9.0 Exempt Reports

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

10.0 Declarations

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

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

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

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

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

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

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

11.0 Equalities Impact

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

Yes

No

12.0 Legality

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

13.0 Appendices

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

14.0 Background Papers

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

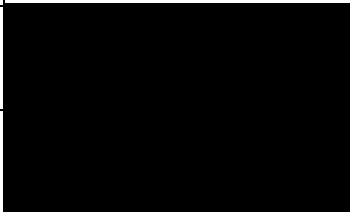
Yes (please list the documents below)

No

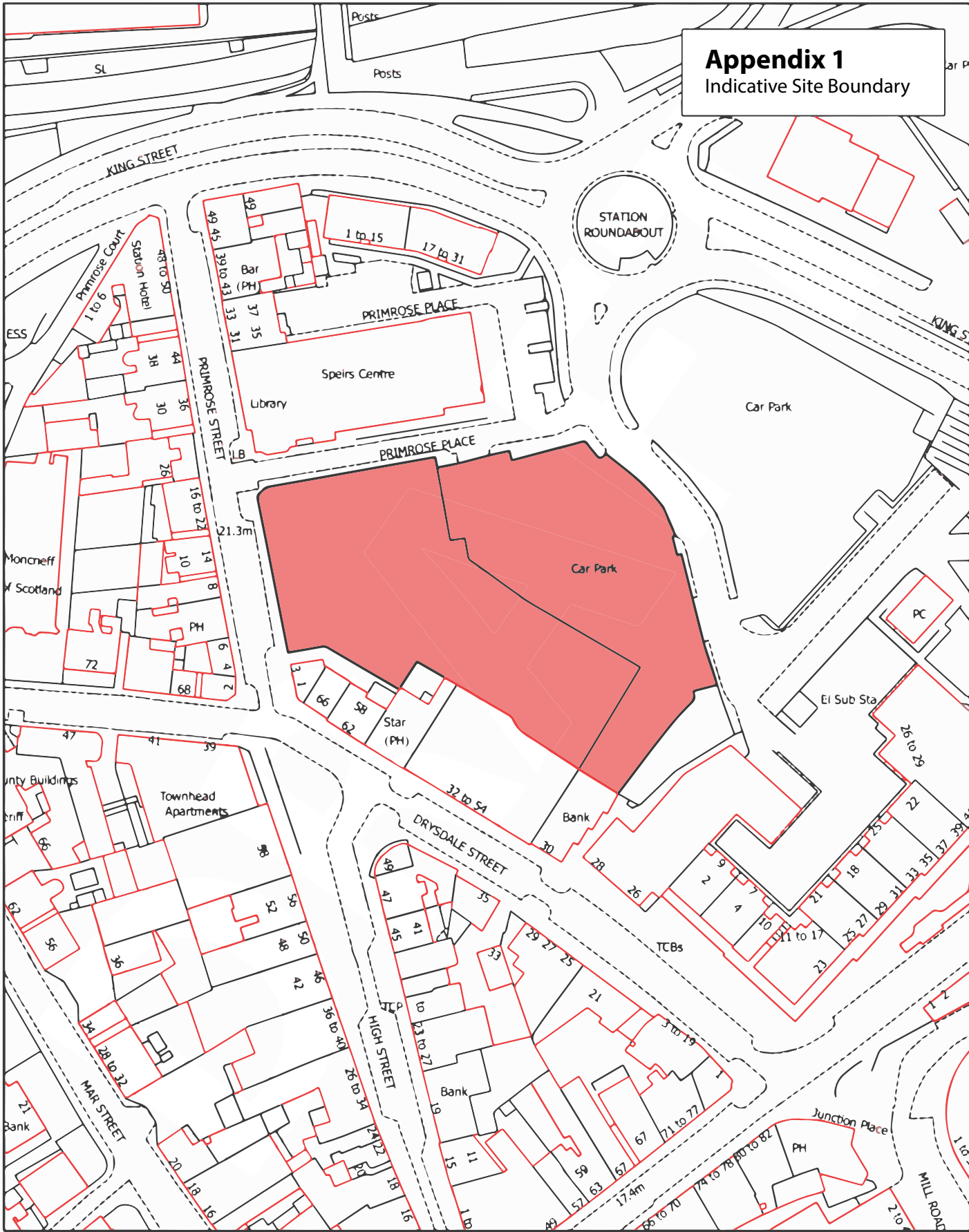
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Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Service	
Nikki Bridle	Chief Executive (Acting)	

Appendix 1
Indicative Site Boundary



N 0 10 20 30 40 50 metres

Scale: 1:1,250 Date: 08 June 2018

Paper size A4 Reference: Former Coop Site qqs

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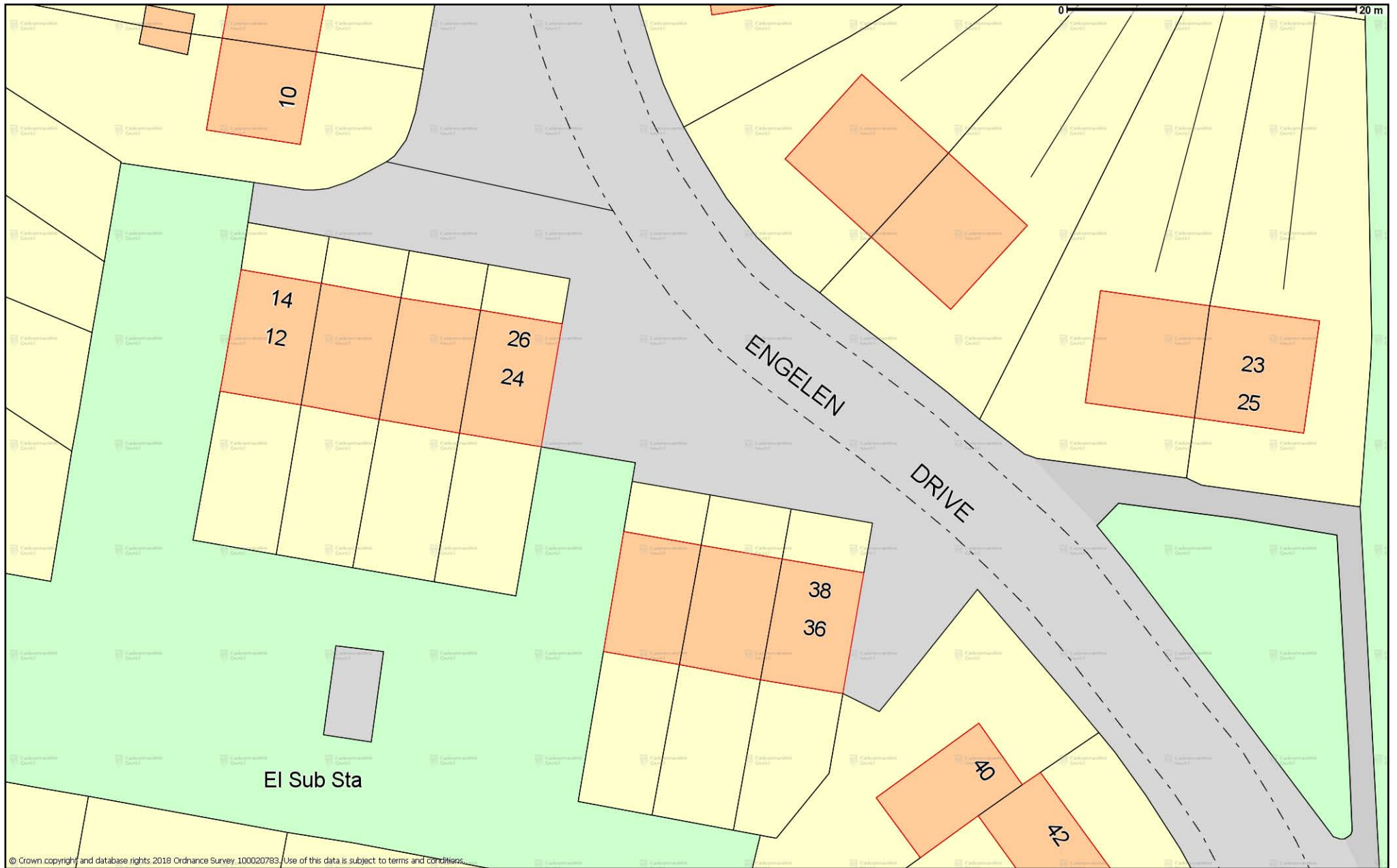
Site Of Former Coop
Primrose Street
Alloa

61 Area = 0.58 ha or thereby

 Clackmannanshire Council
www.clacksweb.org.uk

Development & Environment

Tel: 01259 450000
planning@clacks.gov.uk



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Scale 1:357



Engelen Drive



Report to **Clackmannanshire Council**

Date of Meeting: 28th June 2018

Subject: **Annual Review of Debtors 2017/2018**

Report by: **Head of Housing and Community Safety**

1.0 Purpose

- 1.1. To provide council with the annual update on income collection and to propose the 'write-off' of those debts which are deemed as irrecoverable or 'bad debts'.
- 1.2. The presentation of this report is a key milestone in the preparation of the council's draft financial statements which need to be approved by the end of June each year.

2.0 Recommendations

- 2.1. It is recommended that the council;
 - 2.1.1. Note the trends in income collection for 2017/18,
 - 2.1.2. Approve the proposed write-off £1,074,921 as per 6.2 (Appendix B),
 - 2.1.3. Note and comment as appropriate on the other matters raised in the report.

3.0 Background

- 3.1. Responsibility for the collection and recovery of income due to Clackmannanshire Council principally lies within the Revenues Service. All income collected by the service is done so in accordance with the Council's Corporate Debt Recovery and Write-Off Policy. This report analyses collection performance, updates members on actions taken, and proposes the write-off for the financial year.
- 3.2. During the year bills and invoices totalling £77.801m were issued by the Council, an increase from £75.244m in 2016/17.

4.0 Council Tax Collection

- 4.1. In 2017/2018, Council Tax bills totalling £31.25million were issued to 24,473 households. The total income received for Council Tax in 2017/18 was £20,702m including the revised multiplier for Bands E-H.
- 4.2. The key indicator of performance for Council Tax collection is the in-year collection rate. This represents the total amount of Council Tax collected as a percentage of the total amount billed. In 2017/2018 the in-year collection rate was 96.14%. This continues the recent trend of increased collection for the last three financial years and is the highest percentage ever collected by the Council in-year.
- 4.3. As previously reported, the increase in collection rates can be attributed to the improved internal processes as a result of the Vanguard review of this area and change in Sheriff Officers.
- 4.4. **Sundry Debt Collection**
- 4.5. A sundry debtor is the name given for invoices raised for chargeable council services. This can include social work services such as MECS or provision such as additional nursery sessions. However, large invoices for Health and Social care to the NHS and Stirling Council are also raised using the same approach. Individual services themselves are responsible for raising the invoices with payments monitored by Revenues, and where invoices remain unpaid, reminders are issued, and recovery action occurs where appropriate.
- 4.6. During 2017/2018 invoices totalling £11.262m were issued by the Council with an in-year collection rate of 83.99%. The collection rate was slightly down from 2016/17 (86.80%), however it is still up by ten percentage points from 2015/16. The collection performance can also fluctuate due to the timing and issuing of invoices. Where invoices are raised in the final quarter of the year there is of course less time prior to the year-end for payments to be made and/or recovery action to begin. This is different from Council Tax where demand notices are issued at the start of the financial year, and recovery action can proceed throughout the year.
- 4.7. During 2017/18, sundry debt aged over 90 days dropped from 65% to 56%, highlighting that improvements have been made.
- 4.8. During the year Council departments were provided with more detailed reports on outstanding invoices, thus enabling services to be more proactive with customers and debts prior to the situation escalating. Most notable engagement has been with the Adult Care Service Manager.
- 4.9. **Non Domestic Rates (NDR) Collection**
- 4.10. Clackmannanshire Council are required to bill and collect Non Domestic Rates (NDR) on behalf of the Scottish Government. Income is then pooled and distributed to Councils, under the rates pooling system. During 2017/18 the council billed businesses for rates totalling £16.584m, a 5.34% increase in the amount levied. The collection rate for 2017/18 at the year as a percentage of the total billed was 95.76%. This is down slightly by 1.37% on previous collection rate (97.09%) and can be attributed to a number of reasons, some rate payers not updating payments in accordance with new rateable values as many have appealed to the assessor. Whilst, ratepayers are meant to make

correct payment whilst appeals are lodged are heard, a number did not follow this approach this year. In addition, a number of ratepayers had to start contributing to rates pool for the first time in seven years due to the revaluation taking them outwith the scope of the small business bonus scheme. Moreover, the Council reviewing rates relief did cause some confusion to ratepayers. We will programme in future not to carry out a relief review in the same year that the assessor reviews the rateable values.

4.11. The current Rates legislation means that in-year recovery cannot begin until October of the billing year, slightly curtailing recovery action. However, this is currently under review by the Scottish Government with the expectation that NDR billing will be aligned with Council Tax in future years. Recovery action including warrants being granted for our recovery agents is still continuing to improve the overall 2017/18 collection position.

4.12. **Housing**

4.13. Total gross rental income for 2017/18 payable by the almost 5,000 council tenants and associated lock-ups was £18.704 million (up from £18.446 million in 2016/17), an increase of £258,000.

4.14. As noted in the report to the June 2018 Scrutiny Committee current tenant arrears increased by 26%. Most, if not all, of this can be attributed to the roll out of Universal Credit (UC) within Clackmannanshire. At this point last year there were just over 100 tenants on UC, this has now increased to 697 with 88% of them in arrears totalling £455,000.

4.15. **Former tenant Arrears**

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

4.17. During the year 288 (66%) of the 434 tenancies ended had an outstanding rent balance, amounting to £227,258. This equates to an average former tenant arrear of £789.09. This represents an average increase of £96.65 of debt at tenancy end compared with 2016/17.

4.18. Improvement in collections however meant the total outstanding reduced by £2,500, which is the first reduction in debt in recent years.

4.19. Greater use has been made this year of Stirling Park Sheriff Officers for the collection of these accounts, and internal review of collection processes of these accounts continues with consideration being given to all alternative forms of collecting these accounts due, especially as the Sheriff Officer contract specification and retender process is due this financial year.

4.20. **Housing Benefit Overpayments**

4.21. An overpayment of Housing Benefit occurs when an individual receives an award of benefit that is then deemed not to have been due. This can occur for a variety of reasons, including claimant error, fraud, backdated change in circumstances or LA error. For existing Housing Benefit claimants any overpayment can be recovered from on-going entitlement, but for others,

customers are required to make arrangements to repay. Housing Benefit overpayment accounts are also sent to Sheriff Officers for collection.

- 4.22. At the end of 2017/18 there were outstanding Housing Benefit overpayment accounts totalling £1,098,971.86. This is an increase of around £100,000 in this financial year. Fraud and Error and overpayments is a significant focus for the DWP with the Council receiving dedicated additional funding to carry out fundamental reviews of our HB dataset. In addition, the UK government have granted some additional data tools specifically for this area to ensure claims are being paid out correctly. This resulted in over half of the council's benefit caseload being formally reviewed during 2017/18, with a significant number of claims being ended, benefit awards reducing and a number of customers being referred and investigated for fraud.
- 4.23. Therefore, although the amount of debt has increased, we have perhaps captured or stopped future overpayments at an early stage which ensures claims are correct to mitigate against future debt rises. However, HB overpayments is not an area where the council can receive deductions from UC awards and this is therefore one debt area that will prove increasingly challenging to collect in the future, unless those rules change.

5.0 Overall Debt Position

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

5.2.

Debtor	2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000
Council Tax	10,302	10,531	10,531	10,843
Sundry Debtors	3,063	3,358	2,515	3,236
HRA Debts	2,477	2,710	2,953	2,938
Total Gross Debtor	15,842	16,599	15,999	17,017
Total Provision	(9,562)	(10,612)	(11,577)	(12,065)
Total Net Debtor	6,321	5,987	4,422	4,952

5.3. The Council's debtors' position is reported as both a gross and net position. The gross debtor reflects the total amount due to the Council.

5.4. The net debtor reflects the amount that the Council realistically expects to recover. The difference between these two figures is the debtor provision which is a prudent calculation of debt that is not expected to be recovered. The net debtor position is recognised as the best reflection of debts that can be recovered.

5.5. For 2017/18, the figures are draft and still subject to audit. They also incorporate the proposed write-off detailed within this paper to show a comparable position of the gross and net debtors over the three years. Each year there is adequate provision made against the debtor. The key indicator for debtor performance is that of net debtor, which is not affected by any write-off.

6.0 Irrecoverable Debt for Write-Off

6.1. Each financial year the council is required to propose accounts for write-off from each income stream in accordance with the Corporate Debt and Write-off Policy.

6.2. The table below highlights the proposed write-off from each income stream along with a comparison of the accounts approved for write-off in financial year 2016/17.

Type of Debt	Approved Write-Off 2016/2017		Proposed Write-Off 2017/2018	
	Number of Accounts	Value (£)	Number of Accounts	Value (£)
Council Tax	947	359,462	649	200,245
NDR	41	124,243	42	213,623
Sundry Debts	65	51,884	6	446,413
Former Tenant Arrears	532	216,423	50	44,246
Housing Benefit Overpayments	537	176,190	247	170,394
Total	2,122	928,202	994	1,074,921

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

- Deceased – where the customer has died and left no estate.
- Sequestration – The customer has applied for and been awarded bankruptcy and there is unlikely to be any dividend for creditors.
- Untraceable – No up to date contact information is available for the customer and all means of contacting them has been exhausted.

- Small Balance – The balance outstanding on the account is small and it is not deemed cost effective to pursue.
- Management Write-Off – Management have agreed to the write-off of the debt due on a particular case due to the individual circumstances of the customer.
- Time Lapsed – Where the debt has prescribed under the Prescription and Limitation Act Scotland 1973 and it has been more than 5 years since last contact with the customer.

6.4. Appendix A gives a full breakdown of reasons for the proposed write-off of debts in each income stream. For 2017/18 the number of proposed council tax accounts for write-off has reduced by almost a third. This can be attributed to improved collection rates by continuing improvements in internal processes and procedures. Over half of the council tax accounts being proposed for write-off are due to death of the debtor leaving no estate.

6.5. Following on from last years fundamental review of the Former Tenant arrears caseload, the number of accounts proposed for write-off this year has reduced to only 50. Although collection of these arrears continues to be difficult, following the caseload being reviewed it allowed for accounts with a real likelihood of collection to be focussed on.

6.6. Overall there is an increase in the value of proposed write-off this year of £146,719, however this can be wholly attributable to two sundry debtors accounts being proposed for write-off accounting for in excess in £400k of the overall council write-off.

6.7. These two debtors (companies) are either already fully dissolved or proceeding via administration, with indications of either no funds or very little funds available to be distributed to non-preferred creditors. For the company still proceeding through the court appointed administrator, all efforts will continue to be pursued via the administrator for our claims. If funds are made available to our claims then these amounts will be allocated back to the council's debt provision and Council notified. These debtors accounts had been fully provided for in last years accounts.

7.0 Sustainability Implications

7.1. None

8.0 Resource Implications

8.1. Financial Details

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

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

8.4. *Staffing*

8.5. *There are no staffing implications arising from this report.*

9.0 Exempt Reports

9.1. Is this report exempt? Yes No

7.0 Declarations

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

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

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

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

Clackmannanshire Council Debt Recovery and Write Off Policy – June 2018

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? 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 - Annual Review of Debtors 2017/18

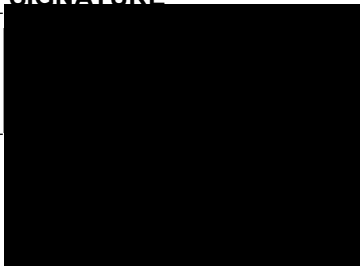
11.0 Background Papers

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) No

Author(s)

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Murray Sharp	Service Manager	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing and Community Safety	
Nikki Bridle	Chief Executive (Acting)	

ANNUAL DEBTORS REVIEW 2017/18

REVIEW OF INCOME COLLECTION PERFORMANCE

1.0 Housing

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

HRA arrears position 2015/16 to 2017/18

	2015-16 £000	2016-17 £000	2017-18 £000
Current tenant arrears	634	708	894
Former tenant arrears	727	818	816
HB Overpayments	1,139	1,207	1,099
Rechargeable Repair	197	196	101
Other Miscellaneous	13	14	28
Total Gross Debtor	2,710	2,943	2,938
Provision	(2,220)	(2,431)	(2,416)
Total Net Debtor	490	512	522

- 1.2 The majority of this debt is accounted for within the Housing Revenues Account, with the exception of Housing Benefit Overpayments which are included in the general fund account.
- 1.3 For 2017/18 the gross Debtor reduced by £15,000. However, it should be noted that this takes account of £392,613 written off (2016/17) from former tenants arrears and HB Overpayment accounts.
- 1.4 The key measure of performance for current tenant rent arrears is expressed as the percentage of gross rent arrears as measured by the Scottish Social Housing Charter. For 2017/18 this was 9.1%, an increase from 2016/17's performance of 8.39%. The roll out of Universal Credit has had, and will continue to have, a significant impact on rent arrears. Housing rent is managed by the Tenancy Management Team and Housing Officers are working closely with tenants to help them to sustain their tenancy and pay their rent.

**ANNUAL DEBTORS REVIEW 2017/18
REVIEW OF INCOME COLLECTION PERFORMANCE**

ANNUAL DEBTORS REVIEW 2017-18
IRRECOVERABLE DEBT FOR WRITE-OFF

1.0 Introduction

- 1.1. The following table identifies the proposed write-offs for each income stream for 2017/18, together with a comparison of the write off approved for 2016/17. The 2017/18 Statement of Accounts reflects the net debt position.

Proposed write-offs for 2017-18

Type of Debt	Approved Write Off 2016/17		Proposed Write Off 2017/18	
	Number of accounts	Value	Number of accounts	Value
Council Tax	947	359,462	649	200,245
NDR	41	124,243	42	213,623
Sundry Debt	65	51,884	6	446,413
Former Tenant Arrears	532	216,423	50	44,246
Housing Benefit Overpayments	537	176,190	247	170,394
Total	2,122	928,202	994	1,074,921

Council Tax and Water Charges

- 1.2. The following tables split the proposed write-offs for Council Tax and Water Charges by reason for the write off.

Reason	2016-17		2017-18	
	No of Accounts	Total £	No of Accounts	Total £
Deceased	368	91,218	360	80,922
Sequestration	479	237,743	281	117,156
Untraceable	40	11,515	2	32
Small Balance	2	4	2	16
Management W/O	-	-	-	-
Outwith Jurisdiction	44	15,263	2	1,692
Sherriff Officer Uncollectable	14	3,719	2	427
TOTAL	947	359,462	649	200,245

- 1.3. The proposed write off for Council Tax compared with 2016-17 has decreased, again highlighting improved processes.

ANNUAL DEBTORS REVIEW 2017-18
IRRECOVERABLE DEBT FOR WRITE-OFF

Non Domestic Rates (NDR)

- 1.4. The following tables split the proposed write-offs by reason for the write-off. Full case records are retained by the Revenues Team for audit purposes.

Year	2016-17		2017-18	
	No of Accounts	Total £	No of Accounts	Total £
Moved away/Untraceable	9	20,654	11	14,360
Deceased	0	0	0	0
Sequestration/liquidation	13	42,196	11	66,535
Immaterial Balances	1	14	0	0
Trust Deed	0	0	0	0
Cease Trading	18	61,379	20	132,726
TOTAL	41	124,243	42	213,621

- 1.5. The largest increase in the proposed NDR write-off has been from Sequestration/Liquidation and ceased trading tenants. In terms of ceased trading, this is not a phenomenon exclusive to Clackmannanshire but is being experienced across Scotland. This area is being discussed at officer practice forums to see if legislation can be altered to place responsibility onto owners to inform local authority of business tenant changes.

Sundry Debt

- 1.6. Sundry debtors has been subject to ongoing review, with Revenues and Finance working to reconcile files sent to Sheriff Officers and to ensure all debtor status are updated. The first part of this reconciliation has been to analyse companies who have dissolved and/or are in administration with little likelihood of the council receiving funds from the creditor's pots. From the 6 accounts proposed for write-off, 2 of these accounts total an amount in excess of £400k.

Reason	2016-17		2017-18	
	Number	£	Number	£
Deceased	51	41,602	0	0
Sequestration	1	430	0	0
Untraceable	13	9,852	0	0
Administration/Dissolved	0	0	6	446,413
TOTALS	65	51,884	6	446,413

ANNUAL DEBTORS REVIEW 2017-18
IRRECOVERABLE DEBT FOR WRITE-OFF

Former Tenant Rent Arrears

- 1.7. The following tables show the proposed write-offs for Former Tenant Arrears for dwellings and lock-ups showing the write-offs split into each reason type.
- 1.8. The number of former tenant arrears accounts proposed for write-off this year is significantly reduced from the 532 proposed for write-off last year. As noted last year, each individual account was fundamentally reviewed and analysed ensuring the focus wasn't on cases where the chance of recovery was limited.

Reason	Proposed 2016-17		Proposed 2017-18	
	Number	Total £	Number	Total £
Deceased	146	28,056	30	19,317
Untraceable	238	176,335	0	0
Prescribed	89	21,883	3	1,551
Sequestered	14	18,387	14	22,100
In Prison	0	0	0	0
Long Term Care	12	2,320	0	0
Small Balances	22	107	0	0
Abandonment/Management Write Off	11	6,254	2	1,277
TOTALS	532	253,342	49	44,245

Housing Benefit Overpayments

- 1.9. As noted to Council last year, HB had not been written off for some time due to processes to improve information held and allow the position to be reviewed once the Sheriff Officers had completed an exercise with the data. This resulted in £212,000 being proposed for write-off last financial year, compared with the £170,000 this year. The reasons for which are detailed below.

Proposed 2017-18

Reason	Number	Total £
Abandoned	0	0
Deceased	25	49,317
in long term care	1	667
sequestered	18	21,997
Time Elapsed	201	98,047
Untraceable	2	366
TOTALS	247	170,394

**ANNUAL DEBTORS REVIEW 2017-18
IRRECOVERABLE DEBT FOR WRITE-OFF**

ANNUAL DEBTORS REVIEW 2017/18
DETAILED DEBTORS POSITION TO MARCH 2018

Debtor	2014-15 £000 ¹		2015-16 £000 ¹		2016-17 £000 ¹		2017-18 £000 ²	
Council Tax	10,302		10,531		10,531		10,843	
Provision	(7,108)	3,194	(7,559)	2,972	(7,927)	2,604	(8,300)	2,543
Rent	2,477		2,710		2,953		2,938	
Provision	(1,960)	517	(2,220)	490	(2,449)	504	(2,416)	522
Sundry Debtors	3,104		3,358		2,515		3,236	
Provision	(494)	2,610	(833)	2,525	(1,113)	1,402	(1,349)	1,887
Total Net Debt		6,321		5,987		4,510		4,952

- 1.0. The above table details the debt position of the main council income source and the provision made against each. The Council Tax debt remained static in 2016-17 compared with 2015-16. However, although our overall collection rate has improved, the overall Council Tax debt has increased by £312k.
- 1.1. An examination of this underlying figure and collection rate is that our collection of Scottish Water charges dipped in 2017/18, and due to the line-by-line apportionment has meant that our overall debt has increased. Scottish Water has been in discussions with COSLA trying to ensure that all councils are using all methods of recovery available to ensure their collection is improved. A number of Scottish local authorities have started using and exploring Water Direct with payments for water charges being paid direct from benefit awards. This is a very resource intensive activity, however it will be explored once the revenues banked vacancies for redeployees have been filled.
- 1.2. Sundry Debtors debt has increased, but as outlined in the report the timing and issuing of invoices at the year-end can disproportionality affect this figure. For example, an invoice could be raised for £3m and not be required to be paid until April (the new financial year). This would in effect double the debt but wouldn't legally be due for payment or recovery.

¹ These figures are post audit and reflect the position on the Council's Financial Statement

² These figures are draft and are still subject to change as part of the 2017/18 external audit of the Council's Financial Statements

ANNUAL DEBTORS REVIEW 2017/18

DETAILED DEBTORS POSITION TO MARCH 2018

- 1.3. Provision for debts has increased in last few financial years owing to the value of debts outstanding. The Council in future years will need to give cognisance to new International Financial Reporting Standards (IFRS), which will require a fundamental review of provision made for debtors based on historic practice of non-payment. Council will be kept updated as guidance and preparations are made to take this into account.

Report to: Clackmannanshire Council

Date of Meeting: 28th June 2018

Subject: Review of Corporate Debt and Write-off Policy

Report by: Head of Housing & Community Safety

1.0 Purpose

- 1.1. To approve the revised Corporate Debt and Write-off Policy.

2.0 Recommendations

- 2.1. Members are asked to;

2.1.1. Note and approve the contents of the revised Corporate Debt and Write-Off Policy June 2018 (attached as appendix A to this report)

3.0 Considerations

Background

- 3.1. The Council approved the Corporate Recovery and Write-Off policy in January 2012, with minor review to delegated authority in 2016. Over the last few months a full review of the policy has been undertaken to ensure it continues to be fit for purpose.
- 3.2. The policy sets out the corporate approach to the collection and recovery of income. The policy also deals with the arrangements for the identification of debts proposed for write off. The annual review of debtors report is presented to Council in June each year and includes all debt proposed for write off. The policy underpins the internal procedures followed in the collection of income.
- 3.3. Effective debt management is crucial to maximise income in order to avoid an increase in costs or decrease in the quality of services provided. It is important therefore that the policy clearly states the approach to debt collection.
- 3.4. The key aims of the policy are;
- To develop a consistent Council wide approach to debt collection.
 - To ensure a professional and timely approach to income collection and recovery action.

- To ensure staff in all departments are fully trained and aware of their responsibilities in the effective collection of income owed to the Council.
- To reduce the levels of debt owed to the Council.
- To treat customers fairly, consistently and to provide advice and support where required.
- To offer a range of cost effective payment methods.

The policy covers all income that is due to the council from the following income streams.

- Council Tax
- Rental income for council properties
- Sundry debt and service charges
- Non domestic rates
- Housing Benefit overpayments
- Miscellaneous other income

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

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

Write-Offs

3.6. It is recognised that despite utilising all recovery methods and tools available, there will be a small proportion of income due to the Council which will not always be collectable due to matters outwith our control. This income is classed as irrecoverable. The policy outlines how this income is identified and the process for making arrangements for it to be proposed for write off in the annual report. The policy also aims to ensure all write off amounts are kept to a minimum.

3.7. The policy is subject to annual review with a formal review being undertaken every 3 years.

4.0 Sustainability Implications

4.1. None

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

5.5. *There are no staffing implications arising from this report.*

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

None

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 X

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 X

10.0 Appendices

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

Appendix A – Clackmannanshire Council Corporate Debt Recovery and Write-Off Policy – June 2018

11.0 Background Papers

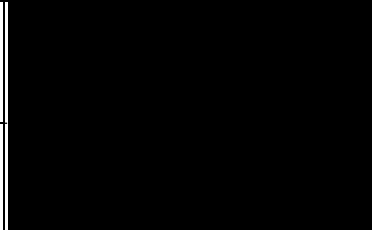
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Yvonne Sharp	Senior Adviser	2405
Murray Sharp	Service Manager	5113

Approved by

NAME	DESIGNATION	SIGNATURE
Ahsan Khan	Head of Housing and Community Safety	
Nikki Bridle	Chief Executive (Acting)	



Clackmannanshire Council

Corporate Debt Recovery and Write-Off Policy

June 2018

Contents

1. Introduction
2. Policy Aims
3. Scope of the Corporate Debt Recovery and Write-off Policy
4. Responsibilities and delegated authorities
5. Recovery Policy
6. Payment Methods
7. Withdrawal of Service
8. Offset of Income against Council debt
9. Stakeholders
10. Write-off Policy
11. Performance Monitoring
12. Equality and Diversity
13. Confidentiality
14. Review

Corporate Debt Recovery and Write-Off Policy

1.0 Introduction.

1.1. Clackmannanshire Council provides services which are funded through taxes and a range of statutory and non statutory service charges. Residents and businesses within Clackmannanshire have a responsibility to pay for the services they receive and the charges and rents they are liable for. To continue to provide essential services all monies due must be actively pursued. This policy sets out the general principles the Council will use in its approach to the recovery of monies owed, to ensure income due is collected in a timely and efficient manner.

1.2. The income collected annually by the Council includes:-

- 1.2.1. Council Tax
- 1.2.2. Non Domestic Rates
- 1.2.3. Rental Income
- 1.2.4. Debt Income
- 1.2.5. Housing Benefit overpayments
- 1.2.6. Miscellaneous other income

1.3. In the collection of this income the Council is committed to treating people fairly and equitably. We recognise the financial challenges faced by members of the public and businesses. Levels of financial indebtedness continue to increase and there may be circumstances where our customers will be facing hardship. The Council is committed to providing appropriate levels of support and advice to enable our customers to manage their finances.

1.4. This policy sets out the corporate approach to the collection and recovery of income due. The policy also covers the arrangements for write-off of irrecoverable debts.

2.0 Policy Aims

2.1. The Key aims of this policy are:-

- 2.1.1. To develop a Council wide consistent approach to debt collection
- 2.1.2. To ensure a professional and timely approach to income collection and recovery action
- 2.1.3. To ensure staff in all departments are fully trained and aware of their responsibilities in the effective collection of monies owed to the Council.
- 2.1.4. To reduce the levels of debt owed to the Council.
- 2.1.5. To treat customers fairly, consistently and to provide advice and support where required.
- 2.1.6. To offer a range of cost effective payment methods.

3.0 Scope of the Debt Recovery and Write-Off policy

- 3.1. The policy covers all income that is due to the Council in way of bill, income charge or overpayment due by a customer. It applies to the collection of all income due to the Council, as set out above.
- 3.2. This policy supplements the Council's Financial Regulations and the Charging Policy.

4.0 Responsibilities and Delegated Authorities

- 4.1. The Council's Section 95 officer has a responsibility under section 95 of the Local Government Act (Scotland) 1973 for the proper administration of the financial affairs of the Council.
- 4.2. Responsibility for the application and monitoring of this policy is delegated to the Service Manager for Revenues and Strategy and is administered by the Revenues service. This includes the approval of summary warrant for arrears of Council tax and non-domestic rates and the approval of cases to be transferred to sheriff officers for collection. The service also hold responsibility for customer information being sent to legal services and external collection agencies.
- 4.3. The service has responsibility for identifying irrecoverable income and presenting a report on an annual basis for Council to approval prior to the reporting of the draft annual statement of accounts.
- 4.4. Under the Council's scheme of delegation the Head of Housing and Community Safety has the authority and responsibility to approve an eviction from any Council residential property.
- 4.5. The Council will ensure that income and debt recovery transactions are governed by robust controls with clear and transparent segregation of duties. Financial decision will be made by identified officers and reviewed by appropriate managers. These arrangements will be clearly details in the relevant service operational manuals and procedures.

5.0 Recovery Policy

- 5.1. The effective management of debts owed to the Council is crucial in terms of maximising income in order to avoid an increase in costs or decrease in the quality or quantity of services provided. The majority of our customers make their payments on time but there will continue to be some who do not.
- 5.2. The following are the Council's principles for the recovery of debts.
 - 5.2.1. Our actions will be **proportionate**
 - 5.2.2. Our approach will be **consistent**
 - 5.2.3. Our actions will be **transparent**

- 5.3. Our overall approach to the recovery of debts owed to the Council will be;
- 5.3.1. Our customers have a responsibility to pay any bill, charge or invoice as it falls due and any amounts owing will be promptly and rigorously pursued.
 - 5.3.2. We will treat all our customers fairly and consider all relevant information available to us before undertaking enforcement action.
 - 5.3.3. A focus on early intervention where amounts are not being paid to prevent the escalation of the debt.
 - 5.3.4. Offer and signpost where necessary appropriate support and advice to individuals to increase their ability to pay and where appropriate refer them to stakeholders for further advice on income maximisation and debt management if required.
 - 5.3.5. Ensure enforcement action taken is appropriate to the circumstances.
 - 5.3.6. To use legal proceedings in appropriate circumstances.
 - 5.3.7. To recharge the costs of legal proceedings to the debtor where the Council is legally entitled to do so.
 - 5.3.8. Any debt due will be offset against any payments due to be made to the customer with their prior consent.
 - 5.3.9. We will always consider alternatives to legal action in recognition that this is a serious and costly step. Legal proceedings will be pursued only where appropriate having firstly, where possible, made efforts to support customers to manage debts owed to the Council.

6.0 Payment Methods

- 6.1. The Council will provide customers with a variety of means for making payments. It is recognised that easy payment options can reduce the likelihood of debts arising. Our aim is to provide low cost payment methods with a high degree of accuracy. We will continue to monitor and evaluate our approved payment methods to ensure appropriateness and accessibility for customers with the aim of maximising income.

7.0 Withdrawal of Service

- 7.1. For miscellaneous income it may be appropriate to withdraw the service being provided if payments are not being made. Implications of service removal would be considered on a case by case basis to ensure the protection of vulnerable individuals.

8.0 Offset of income against Council debt

- 8.1. Where the customer owes money to the Council and is also due income from the Council, with their prior agreement the income due can be offset against any debts due. Any balance left on the income can then be paid to the customer or a repayment plan put in place if any debt remains outstanding.

9.0 Stakeholders

- 9.1. The Council recognises that personal indebtedness is increasing and that any debt recovery action can be distressing to the customer. We acknowledge some customers may have multiple debts owed to other creditors. The Council will make every effort to support customers particularly those on a low income, to access the support and advice they may require from debt and welfare benefits support organisations. We will actively liaise with these agencies to assist customers to resolve their debt situation.

10.0 Write-off Policy

- 10.1. Clackmannanshire Council recognises that a small proportion of its income may not be collectable due to matters outwith its control. In such circumstances it is appropriate to class this income as irrecoverable and in accordance with generally recognised prudential accounting practices write this debt off.
- 10.2. For income to be deemed irrecoverable it must meet one of these pre-determined criteria.
- 10.2.1. The customer is deceased.
 - 10.2.2. The customer has moved out with the area and cannot be traced.
 - 10.2.3. The income is uncollectable due to insolvency.
 - 10.2.4. All other recovery methods have been exhausted.
 - 10.2.5. It is cost prohibitive to pursue (i.e. small remaining debtor balances).
 - 10.2.6. It might not necessarily be in the best interests of the Council to pursue the income, e.g. from vulnerable users of social service who may be at risk.
- 10.3. All debts proposed for write-off will be considered individually to ensure all legal and good practice avenues for recovery have been exhausted. A final decision will be made by the Revenues and Payments Service Manager. Only debts which meet the above criteria will be proposed for write-off.
- 10.4. The Service Manager for Revenues and Strategy has the authority to write-off debts up to the value of £20.00. This amount will be kept under review, based upon the costs of pursuing debt recovery action. All debts written off in this way will be recorded and presented in the annual review of debtors report. These debts will be written off if all avenues for recovery have been exhausted and the debt is more than 2 financial years old.
- 10.5. Irrecoverable debts will be identified annually and a proposed write-off report compiled by the service. Our aim will be to ensure that write-offs of irrecoverable debt and income are minimised.

11.0 Performance Monitoring

- 11.1. The Council recognises that prompt recovery action is essential to effective debt management. The Council will:-
- 11.1.1. Regularly monitor the level and age of its debt.

- 11.1.2. Have written recovery guidance and procedures.
 - 11.1.3. Regularly assess recovery methods to ensure maximum returns.
 - 11.1.4. Regularly monitor irrecoverable debts and those proposed for write-off.
- 11.2. To ensure the corporate debt recovery and write-off policy achieves its objectives, information on performance and proposed write-off amounts are submitted to Council, for approval each year in the annual debtors report. Work is on-going to develop more formal Key Performance Indicators and an action plan for this has been developed.

12.0 Equalities and Diversity

- 12.1. The Council will ensure that the provisions set out in this policy are accessible to everyone. We are committed to openness, fairness and equality in the way we provide our services to customers. All members of the community have the right to be treated with respect. When applying this policy the Council will not discriminate against any individual on the grounds of race, ethnicity, national origin, gender, disability, age, sexual orientation, political or religious beliefs or socio-economic status.
- 12.2. The Council will ensure that;
- 12.2.1. All relevant equality standards are being met.
 - 12.2.2. Ensure staff receive appropriate equality and diversity training.
 - 12.2.3. Communicate to customers in plain English and assist customers whose first language is not English.
 - 12.2.4. Ensure all documents and communications can be made available in other languages.

13.0 Confidentiality

- 13.1. The Council will ensure that all information about a customer's personal and/or financial circumstance is dealt with in the strictest confidence in accordance with the Data Protection Act 1998 and the new General Data Protection Regulation (GDPR) which came in to force in May 2018, any other statutory functions, duties and responsibilities of the Council.

14.0 Review

- 14.1. The Corporate Debt Recovery and Write-off policy will be subject to annual review. Formal review of this policy will be undertaken every 3 years. These reviews will take account of any changes in legislation, regulations, service improvements and wider policy initiatives.

Report to Clackmannanshire Council

Date of Meeting: 28 June 2018

Subject: Arrangements for Management of Community Facilities

Report by: Head of Strategy & Customer Services

1.0 Purpose

- 1.1. The purpose of this report is to seek authority from Council to negotiate heads of terms with appropriately constituted community groups which would formalise interim management arrangements for facilities that were made available for Community Asset Transfer as part of the 2018/19 budget.

2.0 Recommendations

- 2.1. It is recommended that Council authorises officers to enter into negotiations with relevant community groups to seek appropriate heads of terms for interim management arrangements provided these are on a neutral cost basis for the Council.

3.0 Considerations

- 3.1. When the Council approved its 2018/19 budget on 8 March 2018, it agreed two savings that contained provision for potential Community Asset Transfer, these being SCSR03 and SCSR05.
- 3.2. Expressions of interest have been received on a number of facilities to date, with constructive dialogue ongoing with interested community groups.
- 3.3. Whilst community asset transfer ultimately can be rewarding for communities, it is challenging. Communities need to put in place properly constituted groups and build up community support, which many are doing with assistance from Clackmannanshire Third Sector Interface and Development Trust Association Scotland; they also need to build capacity, membership and indeed finances, all of which takes time, particularly considering the voluntary nature of these undertakings.
- 3.4. Many groups have expressed a need to agree interim arrangements to allow some form of community management arrangements to be put in place pending a more detailed Community Asset Transfer application. This would allow the community groups to take responsibility for some buildings without full asset transfer along the lines of a 'try before you buy' type of arrangement to build capacity, allow the business plan to be tested and further developed

and ultimately facilitate successful community empowerment. It may also allow scheduled lets after the Council closure date to be honoured, making the venue a more commercially viable proposition. Furthermore, it would allow the community to continue to have access to community facilities while the community groups progress with their business plans.

- 3.5. Providing authorisation to officers to proceed as soon as possible with negotiations on limited interim arrangements will prevent unnecessary delays and likely maximise the chance for success, particularly given the summer recess period is imminent. This may include for example, authorisation to negotiate with community groups to take on let bookings and associated income or to allow officers to agree peppercorn rents for limited development periods as long as any such arrangements do not commit the Council to unbudgeted costs. Groups have indicated that the ability to negotiate as soon as possible on such matters is essential given tight timelines.
- 3.6. It is intended that regular progress reports would be made to Council, with the next update planned for August 2018.

4.0 Sustainability Implications

- 4.1. Discussions with community groups to date have intimated that agreeing interim arrangements is likely to be a key factor in the long term sustainability of their community ownership and management ambitions.
- 4.2. The Council has a statutory duty to obtain the “best consideration” from any asset. As such any arrangements reached as a result of this paper would be interim; it is understood that ultimately any community asset transfer will need to satisfy the duty of best value.
- 4.3. Even with best endeavours on both sides, there is a risk that providing for interim arrangements may not ultimately lead to a community asset transfer application.

5.0 Resource Implications

5.1. Financial Details

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

5.4. Staffing

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

(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 X

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 X

10.0 Appendices

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

11.0 Background Papers

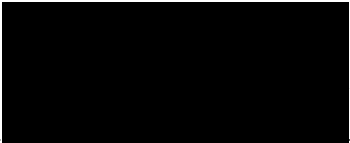

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No X

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
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Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Head of Strategy & Customer Services	
Nikki Bridle	Chief Executive (Acting)	

Report to Council

Date of Meeting: 28th June 2018

Subject: Carers (Scotland) Act 2016 Update Report

Report by: Head of Social Services

1.0 Purpose

- 1.1. This report provides an update to Council on the implementation of the Young Carers element of the Carers (Scotland) Act 2016. Attached to the report as Appendix 1 is the strategy for delivery which contains both logic model and action plan for year one of the strategy.
- 1.2. The strategy for delivery contains the identified short, medium and long term outcomes covering the initial 3 years of implementation. This is a multi-agency plan and both Young Carers and partner agencies have played a full part in the drawing up of this strategy and associated action plan.
- 1.3. The action plan identifies tasks contained in year one of the strategy and identifies the agencies involved in the delivery of the plan. It is anticipated that continuing development of the strategy and ongoing engagement with Young Carers will help to inform subsequent year's action plans.
- 1.4. This report also provides an update on the ongoing work in this area and developments to date in supporting Young Carers including the development of guidance for agencies and the development of the Young Carer Statement.

2.0 Recommendations

- 2.1. To note progress on implementation and provide comment and challenge, as appropriate.
- 2.2. To approve the strategy for delivery and associated year one action plan contained in Appendix 1 of this report.
- 2.3. To agree that annual update reports will be presented to Council to monitor the effectiveness of the strategy in securing positive outcomes for Clackmannanshire's Young Carers.

3.0 Considerations

- 3.1. Final guidance was issued from the Scottish Government late March 2018 relating to the implementation of the Carers (Scotland) Act 2016. This has been used to inform the ongoing development of operational guidance and the strategy for delivery.
- 3.2. The work of the multi- agency working group has continued to inform the development of operational guidance and the plans for delivery of the strategy for the initial 3 years. This group has included partners within health, education, Who Cares? and Clackmannanshire and Falkirk Carers Centre(Carers Centre). The outputs from this group have included: production of the strategy for delivery; multi and single agency operational procedures for staff; action plan for year one of the strategy; consultation with Young Carers on the production of the Young Carer Statement (YCS) and associated guidance for those assisting in the completion of the YCS, which was suggested by Young Carers during consultation with them.
- 3.3. A co-production approach has been adopted with Young Carers from the Carers Centre who have been involved in the production of the YCS and guidance materials for both workers and Young Carers. It is envisaged that this group will continue to provide consultation on the development of further materials and feedback on the delivery of services.
- 3.4. The Young Carers group at Lornshill Academy has also been involved in consultation around the YCS and priorities for Young Carers which has helped to inform the Strategy for Delivery and action plan. This group supports Young Carers in school and is delivered in partnership with Wellbeing Scotland. Each of the secondary schools have Young Carers champions identified and groups are being developed in each of the secondary schools in Clackmannanshire similar to the Lornshill group. This will be further rolled out into the Primary schools once the model is proven
- 3.5. A commissioning exercise will be undertaken by the end of Year 1 linked to the financial modelling which was presented in the initial report. Work with the Carers Centre on a pilot basis will help assess the necessary capacity to provide services to meet the requirements of the act. This will form the basis of a business plan going forward to respond to the expected growing identification of carers and demand for support. To assist with the growing demand a Young Carers Worker post is being looked at based within the Carers Centre.
- 3.6. It is proposed that an initial report on progress would be provided at the end of year one. With annual update reports being provided to Council on the progress and development of the action plan for years 2 and 3.
- 3.7. Given the links with the overarching Carers Strategy the reporting arrangements will be both to the Community Planning Partnership via the Children and Young People's Strategic Partnership Group and to the Clackmannanshire and Stirling Health and Social Care Partnership. Education has a NIF (National Improvement Action) for Young Carers Groups. There is also a Young Carers Census reporting to Scottish Government. These reporting arrangements are shown in appendix 1.

4.0 Sustainability Implications

- 4.1. These were covered in the previous report to Council, Implementation of the Carers (Scotland) Act 2016- 8th March 2018.

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)

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

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

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

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

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

8.0 Equalities Impact

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

Yes No

9.0 Legality

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

10.0 Appendices

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

Appendix 1 - Clackmannanshire Young Carers Strategy for Delivery 2018-2021

11.0 Background Papers

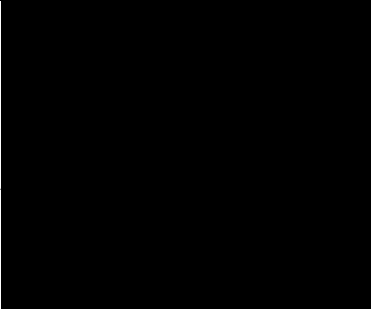
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Implementation of the Carers (Scotland) Act 2016 - Council report 8th March 2018

Author(s)

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Christine Sutton	Service Manager	01259 225031

Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services	
Nikki Bridle	Chief Executive (Acting)	

Clackmannanshire Council Young Carers Strategy for Delivery 2018-2021

Clackmannanshire Young Carers Strategy for Delivery 2018-2021

Background

This Strategy sets out the arrangements for the delivery of the duties and powers introduced by the Carers (Scotland) Act 2016 (the Act) for young carers. The strategy outlines the key objectives for agencies working with Young Carers in Clackmannanshire for the next 3 years. It has been developed in partnership with key stakeholders including young carers themselves.

The strategy links to the long term strategic outcomes contained in the Local Outcomes Improvement Plan (LOIP), for Clackmannanshire.

The key outcomes of the LOIP this most closely relates to are:

2. Our families; children and young people will have the best possible start in life.
3. Woman 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

It also relates to the 4 priorities for our children and young people outlined in our Children's Services Plan, that they;

- Are safe from harm
- Have the best possible start in life
- Grow up healthy, confident and resilient
- Have skills for life, work and learning

This strategy is developed in the context of the national outcomes contained within Getting it Right for Young Carers, *The Carers Strategy for Scotland 2010-2015*:

- carers are identified
- carers are supported and empowered to manage their caring role
- carers are enabled to have a life outside of caring
- carers are free from disadvantage and discrimination related to their caring role
- carers are fully engaged in the planning and shaping of services
- carers are recognised and valued as equal partners in care

It is also embedded in the GIRFEC national practice framework and linked to both national legislation; Children (Scotland) Act 1995; Children and Young Persons (Scotland) Act 2014 and UN convention on the rights of the child.

Young Carers Statements and support should be underpinned by the four general principles contained in the UNCRC:

- all of the rights must be available to all children without discrimination (Article 2)
- the best interests of the child must be a primary consideration in all actions concerning children (Article 3)
- that every child has the right to life, survival and development (Article 6)
- that the child's view must be considered and taken into account in all matters affecting them (Article 12)

Strategy Outcomes and Timescales

The approach taken when preparing this strategy is based on a logic model developed by the University of Wisconsin. The logic model is contained in Appendix 1. Using this short, medium and long term outcomes have been identified. These will provide a basis to inform the allocation of available resources and evaluation of the strategy against agreed objectives.

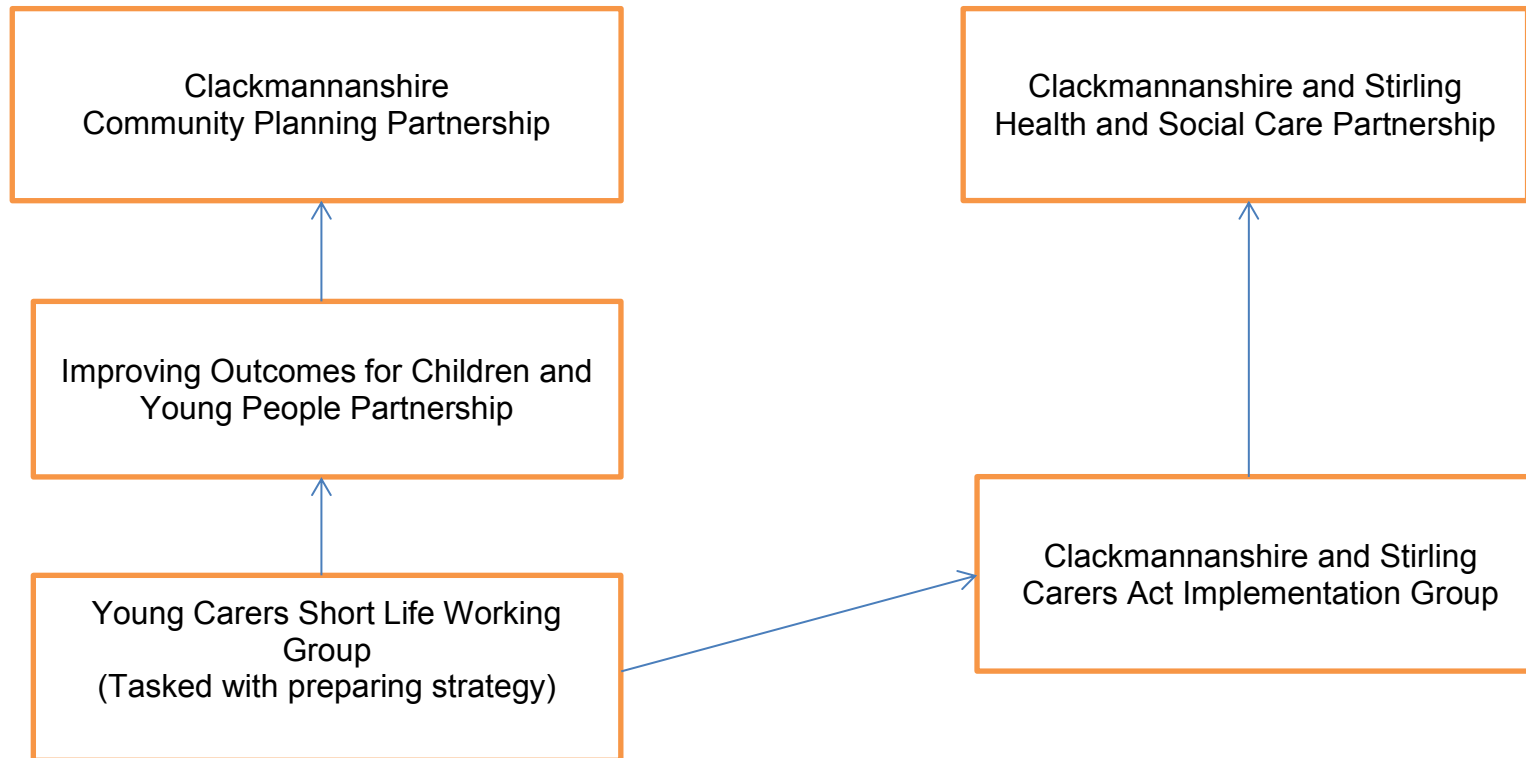
The timescales for the outcomes to be achieved within are provided. It should be noted that some outcomes will require ongoing work stretching across the short, medium and long term. An example of this would be the identification, assessment and support to young carers. However some key tasks will be completed within the short term timescale in relation to this outcome, such as development of Young Carer Statements which will assist with the assessment and support to Young Carers.

As set out, short term outcomes relate to the first 6 months of the strategy, Medium term outcomes relate to the first year of operation with long term outcomes will cover the life of the strategy and beyond.

Reporting Arrangements

The reporting arrangements for this strategy will be via the Children and Young People's Strategic Partnership Group and the Clackmannanshire and Stirling Carers Act Implementation Group. These groups report to the Clackmannanshire Community Planning Partnership and the Health and Social Care Partnership, respectively. This is shown diagrammatically. Education has a NIF (National Improvement Action) for Young Carers Groups There is also a Young Carers Census reporting to Scottish Government

Reporting Arrangements for Young Carers Strategy



Action Plan for First Year of Strategy

We have developed an action plan to support delivery of the strategy in Year 1. This sets out the key actions which will be delivered by agencies. This plan will be reported on at the end of year one and a further plan developed based on progress and any new issues identified.

Both Young Carers and partner agencies will continue to be involved in the review and planning of this strategy and this is seen as a vital feature of how this area of practice will develop.

We are grateful for the input and guidance provide by Clackmannanshire and Falkirk Young Carers in the development of this strategy and the ongoing work in developing guidance for both workers and young people.

Action Plan 2018-2019

Identified Outcome	Activity/actions	Timescale	Responsible agencies
Young Carers are identified, assessed and supported	Young Carer Statement in place	June 2018	Local authority, Health Board, Carers Centre and Young Carers group
	Young Carers are recorded in SEEMiS (Education MIS) as long as the young person has given their consent	August 2018	Local authority, Health Board, Carers Centre and Young Carers group
	Guidance developed for completing YCS	May 2018	
Young Carers have access to up to date and appropriate information	Webpage updated	April 2018	Local Authority, Health Board and Carers Centre
	Written materials developed for Young Carers	June 2018	Local authority, Carers Centre and Young Carers group
Staff across agencies are aware of their duties under the act	Staff engagement events	February 2018-June 2018	All agencies, Carers Centre and feedback from Young Carers on materials produced

Protocols for transitions are in place (Young Carers to Adult Carers)	Transition protocols and guidance for staff	May 2018	Local authority - Child care and adult care
Greater awareness of Young Carers role and impact of caring	Awareness raising across services and with public	April 2018 ongoing	All agencies and Carers Centre
Multi-agency training programme in place	Training in place across agencies for all staff	September 2018	All agencies with support from Carers Centre
Short break statement developed and raised awareness of availability	Establish short life working group and develop short break statement	December 2018	Local authority, Health Board and Carers Centre
Increased capacity for services to provide direct support	Commissioning exercise based on available financial resources	April 2019	Local authority

<p>Young Carers feel better supported in their caring roles</p>	<p>All agencies provision of support enhanced and feedback from Young Carers sought</p> <p>Feedback throughout involvement year end service user survey</p>	<p>April 2018 and ongoing</p> <p>April 2019</p>	<p>All agencies and Carers Centre</p> <p>Carers Centre to lead on annual service user survey with Young Carers</p>
<p>Young Carers report improved health and wellbeing</p>	<p>Feedback from Young Carers around improved health and wellbeing</p> <p>Feedback throughout involvement year end service user survey</p>	<p>Ongoing</p> <p>April 2019</p>	<p>All agencies.</p> <p>Carers Centre to lead on annual service user survey with Young Carers</p>

Report to Council

Date of Meeting: 28 June 2018

Subject: HR Policies: Family Friendly Policy

Report by: Head of Resources and Governance

1.0 Purpose

- 1.1. This paper seeks Council approval of the revised staff Family Friendly policy which has been developed by a management and trade union policy group.
- 1.2. It is intended that these policies and associated procedures shall apply to all Council staff.

2.0 Recommendations

- 2.1. Council is invited to agree the revised staff Family Friendly policy.

3.0 Considerations

- 3.1. In order to ensure collaborative and partnership working a policy group was created which comprised representatives from management and trade unions.
- 3.2. The aim of the policy group is provide a forum to enable effective joint discussions between management and trade union representatives on the modernisation of HR/OD policies and procedures within Clackmannanshire Council.
- 3.3. The overarching aim of the policy review is to ensure that all policies comply with current legislation and good practice.
- 3.4. A further key objective of the review is that our processes are clearly understood by all parties and are applied consistently, equitably and within reasonable timeframes across the Council.
- 3.5. The outputs of the policy group are overarching statements of policy and principles in respect of Family Friendly legislation and steps to be followed in relation to each of the areas encompassed as part of this policy. The revised policy consolidates and updates policies on maternity leave, maternity support leave, paternity leave, shared parental leave, adoption leave and parental leave. It outlines provisions in terms of statutory requirements and council enhancements.

- 3.6. The policies were discussed with elected members at the tripartite group held on 30th May and comments and questions were received and noted or answered. Tripartite agreed that the policies be submitted for formal approval. The policy has been made available to elected members in their group rooms and subject to Council approval will be published on Connect.
- 3.7. It is intended that the new policy becomes effective from the date of formal approval by Council.

4.0 Sustainability Implications

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

5.0 Resource Implications

5.1. Financial Details

- 5.2. There are no financial implications arising from the recommendations set out in the report.
- 5.3. Staffing
- 5.4. There are no implications of additional staff resource arising from the recommendations set out in this report.

6.0 Exempt Reports

- 6.1. Is this report exempt? No X

7.0 Declarations

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

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

- 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

9.0 Legality

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

10.0 Appendices

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

None

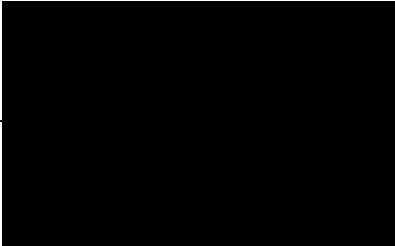
11.0 Background Papers

- 11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered) No

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Chief Executive (Acting)	

CLACKMANNANSHIRE COUNCIL

Report to Council

Date of Meeting: 28th June 2018

Subject: Budget Strategy Update

Report by: Interim Chief Accountant

1.0 Purpose

- 1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report provides an update on the fiscal outlook and provides updates on key financial publications over the last few months.

2.0 Recommendations

2.1 It is recommended that Council notes:

- a. the fiscal outlook, including information from the Bank of England's "May Inflation report" and
- b. The Scottish Governments "Scotland's Fiscal Outlook" published May 2018
- c. current work to implement 2018/19 approved Budget and early work to support the further development of the Council's medium term priorities and aligned financial plans.

3.0 Fiscal outlook

- 3.1 **Bank of England (BoE) – Inflation Report.** On the 10th May the BoE released its latest interest rate and its quarterly report on inflation.
- 3.2 Interest rates were expected to rise from 0.5% to 1% inline with expected growth in the economy, however growth rates have not reached the levels predicted and so the BoE have kept the rate at 0.5%.
- 3.3 UK economic growth slowed over quarter 1 2018, but this has been mostly attributed to adverse weather condition and is expected to increase in quarter 2.
- 3.4 Inflation remains above the target 2% but this has been due to Brexit, with pass through of falling sterling rates resulting in higher import costs, however forecast predict that this will stabilise and bring inflation nearer 2% as the year progresses.
- 3.5 The Scottish Government set out its medium term financial forecast in its "**Scotland's Fiscal Outlook (SFC)**" document dated May 2018. The report covered the whole of the public sector and highlights the progress Scotland would need to make to ensure

that the economy grows, Scotland attracts the new residents and develops future technology and innovations. It also sets out the pressure the system will also be facing over the next 25 years. The key themes are captured below:

3.6 Current UK Government fiscal policy

Through the Fiscal Framework, the UK Government sets the overall funding envelope that is available to Scotland. While new powers allow the Scottish Parliament to use its taxation powers to increase or decrease the budget available, the starting point for the Scottish Budget is still determined by the size of the block grant. This has been particularly challenging over the last decade with the UK Government's approach to austerity. This has meant that in real terms over the ten years to 2019-20 the Scottish Government's discretionary budget allocation will have been cut by over 9 per cent (£2.6 billion).

3.7 Social security changes that came into effect in April 2018 potentially affect some of the most vulnerable sectors of society. The Resolution Foundation has estimated that 2018-19 is set to be the second biggest single year of social security cuts, with £2.5 billion of cuts expected. The Scottish Government has made available to Local Authorities £62 million, in 2018-19 to:

- mitigate the bedroom tax for more than 70,000 households;
- help mitigate the Benefit Cap and Local Housing Allowance rates; and
- support those on low incomes.

3.8 Despite the UK fiscal deficit having now returned to pre-crisis levels, the UK Government is planning for further tax rises and spending cuts until the middle of the next decade. This objective is underpinned by the UK Government's fiscal rules to:

- reduce the structural deficit to below 2 per cent of GDP by 2020-21;
- have net debt as a percentage of GDP falling in 2020-21; and
- return public finances to balance at the "earliest possible date in the next Parliament", currently assumed to be 2025-26.

It is estimated that the UK Government's current plans aim to reduce the structural deficit by 6 per cent of GDP, or around £120 billion in today's terms. The latest forecasts from the Office for Budget Responsibility show that the scale of the tax rises and spending cuts planned by the UK Government mean that it is on course to not just meet its first two fiscal targets in 2020-21 but to go beyond them and start making head way into the national debt of £1.78tn.

3.9 Immigration

In considering the financial outlook, it is important to reflect on the key fact that population growth has been the most significant driver of GDP growth in both Scotland and the UK in recent years.

The strategic importance of population growth to Scotland's economy has been recognised since 2007 in the National Performance Framework. The Purpose Target

to match average European (EU15) population growth over the period 2007 to 2017 has been met – statistics published in April 2018 confirm that Scotland's population grew slightly faster than the EU15 average over the last 10 years, closing the previous gap between Scotland and the EU15 in relation to population growth.

International migration has been the largest contributor to Scotland's population growth over the past 10 years, and to a greater extent than in any other part of the UK. The most recent population projections from National Records of Scotland indicate that all of Scotland's population growth over the next 25 years is expected to come from migration (from both overseas and the rest of the UK). Therefore migration is essential for Scotland and is particularly important given the prospect of more projected deaths than births in Scotland every year from now on.

3.10 Demographics

The age profile of the population will also change. The proportion of the population of state pension age will increase by 25 per cent over the next 25 years. People aged 75 and over are projected to be the fastest growing age group in Scotland, increasing by 79 per cent over the same period. This will put considerable additional strain on public sector spending. Over the same period there will be only a slight growth in the working aged population of around 1%.

All of this creates challenging future population demographics for Scotland. Forecast suggest that "the size of the population aged 16 to 64, which makes up most of the working age population (Scottish forecast 2.63m people, 2018), is very important for the economy and public finances. These individuals are more likely to be working and will be generating the highest tax receipts, for example, in income tax." However with a population of 5.45m this only represents 48.25% of population potentially working.

In variant population projections, where migration is reduced, the proportion of working age people in the population begins to decline. For example, in the scenario where projected migration from the EU is cut by half, the proportion of the population of working age falls by 0.8 per cent over the next 25 years.

Migration is crucial to help grow our working age population, but the impact of the UK's exit from the EU, the prospect of future restrictions on migration exacerbate the challenge and inhibit Scotland's population growth. The 'Brexit' effect of reduced migration could reduce Scotland's GDP by 4.5% per year by 2040 – equivalent to a fall of almost £5bn a year. That is a more significant reduction than the rest of the UK will face, where real GDP could be 3.7% lower by 2040.

This provides a compelling economic case for why Scotland needs a tailored approach to migration, particularly in the context of an evolving devolution settlement where the Scottish Parliament now has significant new powers in relation to taxation.

3.11 UK exit from the EU

The prospect of the UK leaving the EU has created huge and significant uncertainties for the Scottish Government, the public sector, businesses and families.

While the outcome of the negotiations on the UK's departure from the EU is not yet known, both the Scottish Fiscal Commission and the Office for Budget Responsibility expect it to have a negative impact on the economy. This is due to the uncertainty

created by the negotiations, and the anticipated outcome of the final settlement, which is expected to reduce growth in trade and limit immigration. The actual impact on the Scottish Budget will depend on future UK Government spending decisions and the relative impact on Scottish and UK tax receipts. Changes in UK Government spending will directly affect the Scottish Budget through the Barnett formula.

The uncertainty over a UK exit from the EU – with no clearly agreed path in terms of our on-going access to key EU markets – is hampering economic growth and investment. The pursuit of a hard exit will undermine Scotland's economic prospects by creating significant impediments to trade in good and, in particular, services. A hard exit threatens to cost our economy £12.7 billion (£2,300 per person) a year by 2030, compared to remaining in the EU.

- 3.12 An EU exit which results in the UK being outside the European Single Market and Customs Union could have damaging consequences for Scotland. The EU is the largest single market for Scotland's international exports, with exports worth £12.7 billion in 2016 supporting directly and indirectly hundreds of thousands of jobs across Scotland. Outside the Single Market Scotland could also miss out on new measures in services and digital, for example, estimated to be worth an additional 2.4% of EU GDP. The equivalent for Scottish GDP would be £3.6bn, or £668 per person.

It is therefore clear that membership of the Single Market and Customs Union is the best way to allow the continued level of EU market integration that is so critical to the future of the economy. Membership of the EU also allows direct access to EU funding programmes, worth over £5 billion in the current 2014-20 EU budget round.

3.13 Economic Growth

Over the next couple of years, a number of independent forecasters present a slightly stronger outlook for economic growth. However, the pace of growth is expected to remain below its historic trend. Independent forecasts for the Scottish economy suggest that GDP will grow by between 0.7 per cent and 1.4 per cent in 2018 and that growth will increase in 2019. The improved outlook relative to 2017 reflects a stronger world economy and more optimism for oil and gas and related production activities.

Table 1 sets out the latest headline economic forecasts by the Scottish Fiscal Commission (SFC).

Table 5.1 – Headline economic forecasts (calendar year basis)

	2017 (outturn)	2018	2019	2020	2021	2022	2023
GDP (per cent growth)	0.8%	0.7%	0.8%	0.9%	0.9%	0.9%	0.9%
Employment (millions)	2.64	2.65	2.65	2.65	2.66	2.66	2.66
Earnings (per cent growth)	1.1%	1.6%	1.9%	2.2%	2.6%	2.9%	3.2%

The SFC's latest forecasts continue to suggest that economic growth will be lower in Scotland than the UK as a whole over the next five years. This reflects their judgement that productivity growth will be weaker in Scotland over the period, as well as an expectation that the working age population will grow more slowly in Scotland.

The SFC's report highlights that:

- the UK's exit from the EU will impact negatively on Scotland's economy and reduce migration, productivity and trade in the coming years;
- in comparison with Office for Budget Responsibility (OBR) forecasts: while there is a gap in total GDP growth between the SFC and OBR forecasts, it is much narrower for GDP per head; and
- by 2022 GDP per capita is forecast to grow by 1.0 per cent a year in the UK (OBR) and 0.7 per cent in Scotland (SFC).

3.14 Longer-term economic outlook

Over the long term, Scotland's economy faces significant challenges from demographic change and the UK's exit from the EU but there are also opportunities associated with transition to the low carbon economy, digitalisation and technological advances and preparing our workforce for the jobs of the future.

The world economy is changing at a dramatic pace. The successful economies of the future will be resource efficient and low carbon, and they will harness the power of technology. The opportunities for those that adapt and lead these changes are substantial. The Programme for Government 2017 sets out actions to make Scotland a country that will lead change and reap the economic rewards it will bring.

The Scottish Government recognises the importance of emerging technologies in Scotland, such as automation, and its role in shaping our future prosperity. Scotland has a highly skilled workforce and will continue to support and develop it in line with modern advances in technology. There is a need to capitalise on changes in global forces, focusing on safeguarding and developing future jobs by preparing a workforce that can adapt and respond effectively to these changes, and to ensure automation and digitalisation have positive outcomes for all of Scotland's people. Taking this action now to harness the potential of technological change is vital to building a modern, successful and dynamic economy.

The Scottish Government will continue to place the transformation of Scotland's economy at the heart of everything it does, and through its Economic Strategy achieve a more productive, cohesive and fairer Scotland. Building and growing the economy will in turn provide increased tax revenues for Scotland, which will be used to support and enhance the range of public services that we provide.

3.15 Public sector pay

The Scottish Government recognises the importance of supporting workers across the public sector and in 2017 agreed to remove the 1 per cent public sector pay cap from 2018. To help the public sector further, the Scottish Government allowed public bodies to bring forward their pay award date, meaning early access to pay awards for many public sector workers.

The Scottish Government is acutely aware of the impact that inflation and social security cuts have on working households and the removal of this 1 per cent pay

increase cap will bring a much needed boost to family finances. Given the prevalence of women employed in the public sector, it should also particularly boost women's income. At the same time the need remains to balance this with what public sector employers can reasonably afford in the context of a Scottish Budget.

Decisions on future pay policy will be taken as part of the annual Scottish Budget process, with the next budget expected in December 2018. A central scenario assumes a continuation of the 2018-19 pay policy, based on 3 per cent up to £36,500, 2 per cent up to £80,000 and £1,600 above £80,000. An upper scenario of 4 per cent and a lower scenario of 2 per cent are also modelled. The costings of the policy are based on the Scottish Government, the 43 public bodies covered by the pay policy, including, teachers and further education (they do not include other local government pay costs).

3.16 EU funding

European funding in Scotland is very important to a wide range of sectors and its loss following the UK's exit from the EU could create pressures on Scotland's public finances. The current EU funding round (2014 – 2020) is expected to benefit Scotland by over £5bn, with the funding programmes supporting jobs, delivering infrastructure, sustaining rural communities, providing valuable support for the farming and fishing industries and delivering research funding for universities.

Details of successor arrangements to replace these EU funding programmes have yet to be proposed by the UK Government and this continues to create significant uncertainty for those who rely heavily on this investment. In addition to the direct funding that Scotland's people, public services and businesses receive from the EU, there will be wider cost implications of the UK's exit from the EU. These cannot be fully quantified at present as they are dependent on the outcome of negotiations with the EU and on policy decisions yet to be taken, and this creates an uncertain future for Scotland.

Scotland must not be any worse off in respect of the funding allocations that replace those currently provided from the EU. Despite the UK's exit from the EU not being Scotland's choice, the Scottish Government is working hard to press the UK Government to fully consider its implications for Scotland's public finances, in order to mitigate the worst effects in Scotland and to ensure that Scotland's finances are not detrimentally impacted.

3.17 Growing our economy

The Scottish Government wants Scotland to be the best place to do business in the UK and Europe. To do that the cost of doing business needs to be lower, provide high quality transport and digital infrastructure, attract talent, create opportunity for exports, trade and investment, drive ambition and make sure that ambitious businesses can get the help they need to overcome their barriers to growth.

The Scottish Government's vision for Scotland is to be an inventor and producer of the goods, industries and skills of the future, not just a consumer. Scotland has a competitive advantage in the emerging technologies and innovations that will both drive future growth and deliver our low carbon future. Scotland has established strengths in key sectors like renewable energy, creative industries, life sciences,

tourism, food and drink and advanced manufacturing and needs to build on these strengths.

Critical to this vision is the Scottish Government's commitment to build and invest in Scotland's infrastructure. The recent Scottish Budget delivered major investments that underpin our focus on innovation, infrastructure and investment, internationalisation and inclusive growth. These include:

Developing our cities and regions, reducing costs and making Scotland an attractive place to do business:

- committing over £1bn over the next 10-20 years to support City Region Deals for Glasgow, Aberdeen, Inverness, Edinburgh, South-East Scotland, Stirling, Clackmannanshire and the Tay Cities;
- £96m to deliver the most attractive business rates package in the UK with the increase to the rates poundage capped at CPI inflation; and
- a 64% increase of £270 million in the Economy, Jobs and Fair Work budget, forming part of a total investment of £2.4bn in our enterprise and skills bodies.

Supporting innovation and commercialisation of research through:

- a 70% increase in investment in business Research and Development; and
- £18m as part of a £65m package of investment for the National Manufacturing Institute to make Scotland a global leader in advanced manufacturing.

Providing world class infrastructure and building low carbon innovation through:

- supporting every home and business across Scotland to have access to superfast broadband by 2021 through the procurement of the R100 programme;
- investing £1.2bn in our transport infrastructure, including key road projects and further electrification of the rail network;
- the Low Carbon Infrastructure Transition Programme, which is co-funded by the European Regional Development Fund (ERDF) and is expected to fund large scale projects which support the ambitions of Scotland's Energy Strategy, which was published in December 2017. This, coupled with a new £60m fund to support innovative energy projects, will keep Scotland at the forefront of low carbon innovation; and
- investing almost £40m to provide electric vehicle charging infrastructure, with concentrated action to support and encourage the take-up of electric vehicles in cities and towns to contribute essential action towards our target to phase out the need for new petrol and diesel cars and vans by 2032.

Improving the financial investment landscape in Scotland by creating a programme of additional economic investment of almost £0.5bn over the next three years, by:

- setting aside resources of £340m to provide initial capitalisation for the Scottish National Investment Bank; and

- creating a new £150m Building Scotland Fund announced by the Scottish Government in December 2017.

Beyond providing the environment to encourage and support major infrastructure investment, The Scottish Government are taking strides to reform our business environment in order to underpin long-term economic growth, primarily through building on the successes and transforming the impact of our enterprise and skills agencies. The Scottish Government has established a new Strategic Board to maximise the impact of the collective investment made in enterprise and skills development and to create the conditions for delivering inclusive growth. The Scottish Government has committed to creating a new enterprise agency in the South of Scotland, with an interim Economic Partnership in place, backed with an investment of £10m.

4.0 Budget Strategy Implementation

- 4.1 On the 8th March 2018, the Council approved its budget for 2018/19. At that time, Council was also provided with updated details of the indicative funding gap for three years from 2019/20. This information is reproduced at Table 1 below and shows an indicative funding gap of £12.5 million for 2019/20 and a cumulative gap of £29.9 million over the three year period to March 2022.

Table 1: General Services Budget 2019/20-2021/22 Indicative funding gap

	2019/20	2020/21	2021/22
	£000	£000	£000
Net expenditure	126,313	133,335	140,370
Net Funding	113,804	112,061	110,423
Annual indicative Funding Gap	12,509	8,765	8,673

- 4.2 The main assumptions for all three years included are as follows:
- 3% Increase in Council Tax
 - Pay inflation 3%
 - Contract inflation £600k
 - General demand pressures, £2.4m 2019/20 and £3m for 2020/21 and 2021/22
 - Cash reduction on general fund grant of 3.5%
 - That the additional £1.217m received in 2017/18 is baselined for future years
 - The recurrent share of the additional social care funding of £250m baselined each year
 - That the additional £1.502m received for 20118/19 is not at this stage baselined

for future years.

Implementation of 2018/19 Budget

- 4.3 The delivery of savings approved in the 2018/19 budget will continue to be closely monitored, with the quarter 1 outturn being reported in August. This is particularly important, given the more challenging experience of the Council in delivering its 2017/18 budget savings, the level of additional pressures (welfare reform and adult social care in particular), and the potential scale of the indicative funding gap for 2019/20.
- 4.4 The delay in implementing the new senior structural changes may affect the savings achievable in-year. If this is the case then compensatory savings would need to be made to ensure that the Council stays within its agreed budget.
- 4.5 Detailed information on delivering the Council's General Services and Housing Revenue Account revenue and capital budgets will continue to be provided in the Council's corporate monitoring outturn reports. Progress in delivering savings will be reported in the regular update reports to Council and in service performance reports.

Budget preparation 2019/20

- 4.6 Work is also progressing to develop the Council's proposed Budget for next/ future years. Prior to recess a number of significant activities are being undertaken, which will inform the development of future years' priorities and from these will flow the financial plans. Key activities include:
 - the submission of the new Corporate Plan aligned with the new LOIP priorities
 - the review of all major asset plans (property, lands, fleet, IT, school estate,) with a view to realigning capital investment priorities with those set out in the LOIP and Corporate Plan
 - the development of Programme Management and Governance arrangements to support the further development, monitoring and implementation of the Council's continuing organisational redesign plans
 - Conveners along with Chief officers will be leading the development of the first round of savings priorities, to inform the initial 2019/20 savings. These will be developed over recess, along with a review of the other 31 Councils top 3 savings plans, to ensure that we are covering all possible options.
 - Incorporation of the City Deal funding package implications such as a project team and income forecasts.

5.0 Conclusions

- 5.1 This report provides an update on the fiscal outlook based on recent publications on the challenges and funding issues affecting both the Scottish Government and local government.

- 5.2 On the basis of this wider fiscal and economic update, Council is reminded of the financial planning assumptions and the implications of any delays in implementation of significant savings stream.
- 5.3 The fiscal outlook suggested continued real terms reductions in resource budgets of 1% between 2018/19 and 2022/23.
- 5.4 The report also provides an update on the monitoring arrangements for the 2018/19 Budget summary within the new decision making structures and early work already underway in support of the development of the Council's medium term plans which are closely aligned with the development of future year's budgets.

6.0 Sustainability Implications

- 6.1. N/A

7.0 Resource Implications

7.1 *Financial Details*

- 7.2 Accountancy has been consulted and has agreed the financial implications as set out in the report.

8.0 Exempt Reports

- 8.1 Is this report exempt? No

9.0 Declarations

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

(1) Council Policies (Please detail)

Budget Strategy

10.0 Equalities Impact

- 10.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? N/A

11.0 Legality

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

12.0 Appendices

N/A

13.0 Background Papers

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

Council Budget 2018/19, March 2018


The Bank of England: Inflation Report, May 2018

The Scottish Government: Scottish Fiscal Outlook, Mat 2018

Author(s)

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Approved by

NAME	DESIGNATION	SIGNATURE
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Nikki Bridle	Chief Executive (Acting)	

Report to: Clackmannanshire Council

Date of Meeting: 28 June 2018

Subject: Draft Financial Statements 2017/18

Report by: Chief Accountant

1.0 Purpose

- 1.1. The Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which set out its financial position at the end of each financial year. This is defined as meaning compliance with the terms of the Code of Practice on Local Authority Accounting in the United Kingdom prepared by the CIPFA/LASAAC Joint Committee.
- 1.2. The Code specifies the principles and practices of accounting required to give a 'true and fair' view of the financial position and transactions of the Council, including group financial statements, where Councils have material interests in subsidiaries, associates or joint ventures. The financial statements aim to identify the key factors affecting the finances of the Council and that affect the physical resources that the Council control.
- 1.3. The Local Authority Accounts (Scotland) 1985 Regulations require the Chief Accountant, as the Council's s95 officer, to prepare the Statement of Accounts as soon as practicable after the end of each financial year and to submit these to the Council and to the Controller of Audit by 30 June of the next financial year.
- 1.4. The draft Financial Statements continue to be finalised for audit and have been made available in advance of the Council meeting in councillors rooms. The numbers within this report are presented in advance of the accounts being finalised, however any significant changes will be verbally updated at the time this paper is presented. In addition to this, all elected members have had the opportunity to attend a specific briefing on the draft Financial Statements on 26 June 2018 where copies of the draft statements were circulated.
- 1.5. A Management Commentary is included within the accounts, which is required to present the collective view of those charged with governance, and apply relevant sections of the Companies Act 2006 in respect of the preparation of a Strategic Report. The Management Commentary is signed by the Leader of the Council, Chief Executive and Chief Accountant (as s95 officer). The Management Commentary includes the financial outlook for the Council. However, there is also a separate Budget Strategy report on this Council meeting agenda to provide for a fuller consideration of recent information.

- 1.6. The Council's Draft Financial Statements also include the annual Remuneration Report, and the Annual Governance Statement (AGS), which is signed on behalf of the Council by the Leader of the Council and the Chief Executive. Improvement actions associated with the AGS are incorporated within routine performance reporting using the Pentana system.

2.0 Recommendations

Council is asked to:

- 2.1. approve the 2017/18 draft Financial Statements
- 2.2. approve the submission of these draft Financial Statements to the Controller of Audit no later than 30th June 2018
- 2.3. note that finalised audited financial statements will be presented to Council in September 2018
- 2.4. otherwise note the contents of the report.

3.0 Considerations

- 3.1. The accounts have been prepared in accordance with proper practices as set out in the *Code of Practice on Local Authority Accounting in the United Kingdom 2017/18*. The Financial Statements show the actual figures for 2017/18 and the comparable figures for 2016/17.

Revenue Outturn

- 3.2 The financial results for 2017/18 are positive and provide a platform from which to address the challenging times ahead. Against the background of reducing resources the Council has successfully delivered services within budget therefore not requiring the full £1.457m of reserves approved to support the 2017/18 budget, only £0.621m was utilised.
- 3.3 Gross revenue expenditure for the year was £117.138m, this represents the running costs of the Council and indicates the significant size and complexity of the organisation.
- 3.4 Of the £16.097m usable reserves balance at 31 March 2018, £5.888m is earmarked for specific purposes, much of which is for use either by individual services or to meet corporate liabilities. This committed balance can be summarised as follows:

	£m
Devolved School Management	0.300
Organisational Change Fund	0.350
Employment Fund	1.846
Sum approved in support of 2018/19 budget	0.959
City Deal	0.150
Other	1.518
PEF funding	<u>0.765</u>
Total	5.888

- 3.5 The earmarked balance also reflects the approval by Council in March 2018 to support its 2018/19 General Services Revenue Budget through the utilisation of £0.959m from reserves.
- 3.6 The surplus figure reported to Audit and Finance Committee in March of £0.661m was after applying all reserves set aside for the year (£4.718m Budget column). The surplus that would have been achieved at the year end, if the full £4.718m of reserves had been used, would have been £3.974m (see Actual column below).

	Budget	Actual	Amended Actual	Unused Reserves
Budgeted expenditure 2017/18	120,520	117,138	117,138	
Budgeted income 2017/18	(115,802)	(116,394)	(116,394)	
Deficit / (surplus)	4,718	744	744	
Reserves required to balance the budget				
Contribution from Reserves	(1,457)	(1,457)	(621)	(836)
Capital Stimulus Fund	(622)	(622)		(622)
Application of unapplied Capital receipt	(1,575)	(1,575)		(1,575)
Contribution from Earmarked Reserves	(941)	(941)		(941)
Contribution from Uncommitted Reserves	(123)	(123)	(123)	0
	(4,718)	(4,718)	(0)	(3,974) *
Deficit/ (surplus) after reserves applied in full	(0)	(3,974)		

* of this amount £2.073m now earmarked for 2018/19

However as the actual outturn was an overspend of £0.744m it only required to be funded by reserves of £0.621m reserves and £0.123m uncommitted reserves (amended actual column above). The £1.457m reserve set aside to support the budget in 2017/18 was therefore not fully utilised by £0.836m, along with the others reserves shown above amounting to £3.974m (end column). As a result earmarked reserves have increased for 2018/19 as a number of projects such as PEF £765m and devolved schools £0.3m did not complete in year and will need to be funded in 2018/19, along with £0.959m to support the 2018/19 budget. The above figures are based on the management reporting during the year, but the treatment in the accounts requires a number of technical adjustments to take place, which result in a different outturn and reserve movement in the accounts.

- 3.7 The Housing Revenue Account shows a surplus within the year of £1.2m. Although income increased by £0.2m expenditure against it also increased by £0.9m. After accounting adjustments are taken into account this results in a deficit in the annual accounts of £0.801m. A significant proportion of this related to a loss on sale of non-current assets of £0.4m a swing from 2016/17 of £0.5m. The Housing Revenue Account reserve showed an increase of £0.7m to £2.6m (2016/17: £1.9m) at the year end. This was the result of an adjustment between the accounting and funding basis of £1.5m. This is £1.8m above minimum reserves of 4% which will be used to offset future capital expenditure and reduce the requirement to borrow.

Housing stock fell from 4,967 to 4,960 at the year end.

Reserves

- 3.8 The reserves balances are currently being finalised and will these will form part of the full accounts.

Pensions Liability

- 3.9 The estimation of the Council's net liability in respect of pensions payable is a complex set of judgements. It requires estimates of the life expectancy of scheme members, assumptions about changes in retirement ages and expected returns on pension fund assets such a stock market investments. The Council engages actuaries to provide expert advice about prevailing assumptions.
- 3.10 As a result of the latest valuation of our Pension accounts, in accordance with International Accounting Standard 19 (IAS19), we have witnessed a significant improvement in our Balance Sheet position. Our net liability now stands at £96.8m compared to £163.3m at March 2017. This reduction in the deficit is mainly due to investment returns being much higher than originally predicted. The gain on the fund in year was £75.7m (2016/17 loss £49.9m).

Provisions

- 3.11 The provision for legal costs associated with the ongoing dialogue with the Council's PPP Facilities Management provider, about the legal interpretation of contractual definitions, has now been settled, below the rate provided for. The remaining balance of £20k on the provision is maintained for legal costs which may accrue post the year end.
- 3.12 A new provision of £376k has been made in 2017/18 to cover the Council's estimated costs associated with the ongoing dialogue with the Falkirk IJB, relating to the residency of 3 individuals. The new provision relates to the potential costs incurred in 2017/18, however the dialogue continues to confirm our legal responsibilities. There is also a contingent liability relating to this dispute for the period prior to 2017/18.
- 3.13 The Council has made further progress in the year to settle equal pay claims with £61k being paid out during 2017/18. The Council's provision for equal pay has consequently been re-assessed at £10k at 31 March 2018, with a further £21K being released as no longer required. It is considered that this remaining sum will be sufficient to meet any potential claims that may arise.
- 3.14 In line with IAS37 the Council created a provision of £280k in 2017/18 to cover the costs of voluntary severance that have been agreed, but not paid before 31 March 2018.
- 3.15 During 2016/17, a provision of £300k was brought forward from 2015/16 relating to a contractual claim for damages in respect of a Housing Revenue Account kitchens and bathrooms contract. This provision was fully utilised in settling the final phase of this contractual dispute and an additional provision of £150k was established at the end of 2016/17.

This case has now been concluded. Payments of £10k have been made in-year and the estimated final costs are now calculated at £122k. Therefore there has been a reduction in the provision of £18k at the year end.

- 3.16 The provision for Municipal Mutual Insurance Limited (MMI) was established in 2012/13 on the advice of our insurers to cover a potential 30% levy triggered under the Scheme of Arrangement in respect of the winding down of the former Municipal Mutual Insurance Limited (MMI). This exposure relates back to former District and Regional Council operations. £2k has been added to the provision based on a re-assessment of the liability taking the overall provision carried forward to £26k.

Contingent Liabilities

- 3.17 In order to reflect as yet potential uncertain and/ or unquantified timing and liabilities issues, the draft financial statements contain information about such events as contingent liabilities.
- 3.18 The previous contingent liability in respect of the Kitchen Contract has been removed as the provision has now been agreed.
- 3.19 A new contingent liability relating to potential historic sexual abuse cases has been added in year. The press interest in such cases has led to a higher risk that historic cases could come forward but quantification of such events is difficult. The amount included is an estimate based on the information currently available and will be refined over time.
- 3.20 Further details of the provisions and contingent liabilities summarised in this report were provided to elected members at the briefing which was held on 26th June 2018.
- 3.21 No Contingent Assets have been identified at 31 March 2018.

Capital Expenditure and Financing

- 3.22 During 2017/18 the Council spent £17.753m of Capital Expenditure, of this £17.594m was invested in its own assets with £159k granted to third parties including Common Good. This reflects an underspend of £10.1m on the budgeted programme, and an increase in the projected underspend of £1.759m reported to Audit and Finance Committee in March 2018.
- 3.23 Capital expenditure in the year has been financed by capital receipts (£432k), government grants and contributions (£7.308m) and direct revenue funding (£5.674m) leaving a balance of £4.339m requiring to be financed from borrowing. The balance was partly funded through cash reserves and a mixture of long and short term borrowing. Principal repayments against borrowing of £7.122m were made in the year.
- 3.24 The Councils gross external debt as at March 2018 stands at £143.288m, a decrease of £2.860m from the position as at March 2017. Borrowing was in line with the Investment Strategy which focuses on the longer term goal of reducing the overall level of debt liabilities carried by the Council. Further detail is provided in the Annual Treasury Report also on this agenda.

Group Accounts

- 3.25 With the formation of the Clackmannanshire and Stirling Integrated Joint Board, group accounts are now required to be prepared and included in the financial statements. The required statements and supporting notes are included towards

the end of the Council's Draft financial Statements and show the group position for the Council, Integrated Joint Board, Central Scotland Valuation Joint Board and CSBP Clackmannanshire Investments Ltd.

Public Inspection

- 3.26 The Financial Statements, once submitted to the Controller of Audit will be made available for public inspection from the 30th June and will be subject to an audit period of up to three months.
- 3.27 The Council's final audited Financial Statements will be presented to Council along with the External Auditors Annual Audit Report in September 2018.

4.0 Conclusion

- 4.1 The results for the year are positive against the backdrop of the current economic climate, however, the deficit has been recorded in year on the General Fund which has resulted in uncommitted reserves falling but remain in excess of the Council's approved level. In 2018/19 the Council will need to ensure the position is managed to maintain this 3% level going forward.
- 4.2 Elected members have received regular updates on progress in implementing the Budget Strategy through Council and performance monitoring reports during the year, including management actions within services and corporately to improve the outturn position.
- 4.3 In summary, the Council has consistently applied its agreed budget, finance and investment strategies throughout 2017/18.

5.0 Sustainability Implications

- 5.1 Not applicable

6.0 Resource Implications

6.1 Financial Details

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

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

6.4 Staffing

7.0 Exempt Reports

- 7.1 Is this report exempt? No

8.0 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)

9.0 Equalities Impact

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

10.0 Legality

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

11.0 Appendices

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

Draft financial statements

12.0 Background Papers



- 12.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
Yes (please list the documents below) No

Council draft financial statements 2016/17

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Paula Tovey	Chief Accountant (Interim)	2078
Nikki Bridle	Chief Executive (Acting)	2002

Approved by

NAME	DESIGNATION	SIGNATURE
Paula Tovey	Chief Accountant (Interim)	
Nikki Bridle	Chief Executive (Acting)	

Report to: Council

Date: 28 June 2018

Subject: Annual Treasury Management Report 2017/18

Report by: Interim Chief Accountant

1.0 Purpose

- 1.1 The purpose of this report is to detail the Treasury Management activities for the Council for 2017/18.
- 1.2 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. This report details the treasury management activities for the Council for 2017/18 and how this compares to the Council's Treasury Management Strategy Statement.

2.0 Recommendations

- 2.1 It is recommended that the Council note and consider this Annual Report for 2017/18 on the Council's Treasury Management activities.

3.0 Considerations

- 3.1 This report meets the requirements of the Scottish Government's investment regulations, the CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 3.2 During 2017/18 the minimum requirement was that the following reports should be submitted to Elected Members:
 - an annual treasury management and investment strategy (The Treasury Management Strategy Statement (TMSS) for 2017/18, which included the Annual Investment Strategy was approved by Council on 27th March 2017)
 - a mid-year treasury update report (Treasury Management Update at 30th September 2017 submitted to the Council on 12th December 2017)
 - an annual review following the end of the year describing the activity compared to the strategy (this report).

Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect as it provides details of the outturn position for treasury

activities and highlights compliance with the Council's policies previously approved by members.

3.3 The report covers the following:

- The Economy and Interest Rates
- Interest Rate Forecast
- Investment Outturn for 2017/18
- Borrowing Requirement and Debt
- Borrowing Outturn for 2017/18
- Compliance with Treasury and Prudential Limits

The Economy and Interest Rates

3.4 The economy saw some growth in 2017, but the first quarter of 2018 has been the low. While the outcome of the negotiations on the UK's departure from the EU is not yet known, both the Scottish Fiscal Commission and the Office for Budget Responsibility expect it to have a negative impact on the economy. UK economic growth slowed over quarter 1 2018, but this has been mostly attributed to adverse weather condition and is expected to increase in quarter 2. Inflation remains above the target 2% but this has been mainly due to Brexit, with pass through of falling sterling rates resulting in higher import costs, however forecast predict that this will stabilise and bring inflation nearer 2% as the year progresses. The increase in inflation has also reduced consumer's disposable income and spending power.

3.5 The Monetary Policy Committee (MPC) meeting minutes of 14 September 2017 indicated that Bank Rate would need to rise shortly. The potential bank rate rise was attributed to the CPI inflation of 2.9% in August which was marginally higher than previously forecast and unemployment falling to 4.3%, the lowest level since 1975. CPI inflation peaked at 3.1% in November 2017 as the MPC had forecast and the February 2018 MPC forecast that CPI will be above its target rate of 2% in two years' time. Low unemployment has a significant impact on the capacity in the labour market to support growth in the economy and the MPC's view is that the amount of spare capacity in the economy has also significantly diminished.

Interest Rate Forecast

3.6 The Council's treasury advisors - Link Asset Services, have provided the following interest rate forecast which is in line with the economic outlook set out in paragraphs 3.3 & 3.4 above.

Table1: Investment Forecast provided by Link Asset Management

Quarter Ended	Bank Rate %	PWLB Borrowing Rates (including certainty rate adjustment)		
		5 year	25 year	50 year
March 2018	0.50	1.90	2.80	2.60
June 2018	0.75	2.00	2.90	2.70

Quarter Ended	Bank Rate %	PWLB Borrowing Rates		
		(including certainty rate adjustment)		
Sept 2018	0.75	2.10	3.00	2.80
Dec 2018	1.00	2.10	3.10	2.90
March 2019	1.00	2.20	3.20	3.00
June 2019	1.00	2.30	3.20	3.00
Sept 2019	1.00	2.30	3.30	3.10
Dec 2019	1.25	2.40	3.30	3.10
March 2020	1.25	2.40	3.40	3.20
June 2020	1.25	2.50	3.50	3.30
Sept 2020	1.50	2.50	3.50	3.30
Dec 2020	1.50	2.60	3.60	3.40
March 2021	1.50	2.60	3.60	3.40

- 3.7 The Bank Rate was increased from 0.25% to 0.5% on 2nd November 2017 by the MPC. Two further increases are expected during 2018/19; June 2018 and Dec 2018, which will increase the rate to 1.00%. A further 2 increases are also expected during 2019/20 and 2020/21 increasing the rate to 1.50% by March 2021.

Investment Outturn for 2017/18

- 3.8 The Treasury Management Strategy Statement (TMSS) for 2017/18, which includes the Annual Investment Strategy, was approved by the Council on 27th March 2017. As at 31st March 2018, the Council held investments of £28.9m made up of £19.7m short-term cash and cash equivalents held with banks and £9.3m investment held mainly in Clackmannanshire Regeneration and Coalsnaughton NHT Project. Appendix 1 shows the analysis of the investment portfolio as at 31st March 2018.

The Council's the treasury indicator and limit for investments for 2017/18 was that the maximum principal sum invested for period greater than 364 days (long-term) was £12m. The approved limits within the Annual Investment Strategy relating to investments were not breached during 2017/18.

- 3.9 As at 31st March 2018 the Council held immediately available cash balances of £9.6m (£9.8m 2016/17). The immediately available cash balances were reduced for the first six months of the year mainly due to the scheduled repayment of the £3m temporary loan. The average levels of funds available for investment during the period to 31st March 2018 were £17.5m. During the year, two deposits of £5m each were returned to the Council and two £5m month deposits, with lengths of 12 months and 6 months, have been invested.
- 3.10 Investment rates for three months and longer, increased after the MPC meeting in February, due to the indication that rates would increase more quickly than previously indicated. The benchmark investment returns over the 12 months ending 31st March 2018 are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2017/18

Benchmark	Benchmark Return
7 day	0.21%
1 month	0.23%
3 month	0.29%
6 month	0.40%
12 month	0.61%

3.11 The Council's budgeted cash investment return for 2017/18 was 0.25%. The Council achieved an actual investment return of 0.53% (£92k) for the year ended 31st March 2018. This comprised of two £5m, twelve month investments with returns of 0.80% and 0.90% outperforming the 12 month benchmark by 0.19% and 0.29% respectively and a six month investment at 0.75% outperforming the benchmark by 0.35%. A return of 0.17% was achieved on everyday cash balances which was 0.04% less than the benchmark return for 7 day investments. The actual investment return is higher than the budgeted return of 0.25% due to an active review of ongoing available deposit rates and an increase in the bank rate part way through the year. Future opportunities may be available to maximise investment income for the 2018/19 financial year in line with expectations of future increases to interest rates if this is passed onto customers.

Capital Outturn for 2017/18

3.12 The Council's capital expenditure plans are a key driver of treasury management activity. The Treasury Management Strategy Statement (TMSS) for 2017/18 provided estimates of the total capital expenditure, split between General Fund Services and Housing Revenue Account (HRA), for 2017/18 and the following four financial years. The outturn for 2017/18 is as follows:

Table 3: Capital Outturn 2017/18

	1 April 2018 Budget £000	31 March 2018 Actual £000	(Under)/Over Spend £000
General Fund Services	15,634	11,453	(4,181)
Housing Revenue Account	9,940	6,106	(3,834)
Total	25,574	17,559	(8,015)

The underspends are mainly due to slippage in large projects. This will be explored in the budget setting process for future years.

Borrowing Need 2017/18

- 3.13 Capital expenditure that is not financed by the use of capital receipts, capital grants or directly from revenue, will increase the capital financing requirement of the Council. The calculation of the Capital Financing Requirement is therefore intended to reflect the Council's underlying need to borrow for a capital purposes and it is used as a key measure in treasury management decisions for this reason. Increases in the CFR, as a result of capital expenditure not paid from capital or revenue resources, are offset by the Loan Fund Principal Repayment. This is the amount required to be charged to revenue for previous borrowing and it is charged over the life of the asset. The CFR is split between the General Fund CFR and the HRA CFR and is shown in the table below.

Table 4: Borrowing Requirement (CFR) 2017/18

	31 March 2017 Actual £000	1 April 2018 Budget £000	31 March 2018 Actual £000
CFR General Fund	120,273	123,640	119,247
CFR HRA	26,729	25,557	25,173
Total CFR	147,002	149,197	144,420

The CFR for 2017/18 has reduced due to slippage in the respective capital programmes. The annual change is a reduction of £2.5m.

Ratio of financing costs to net revenue stream

- 3.14 The Council is required to make estimates of the ratio of capital financing costs to its net revenue stream i.e. the estimate of total income which will be committed towards meeting future costs of borrowing. The outturn for 2017/18 is as follows

Table 5: Ratio of financing costs to net revenue stream 2017/18

	2017/18 Budget	2017/18 Actual
General Fund	8.09%	8.39%
Housing Revenue Account	16.03%	16.05%

Borrowing Outturn for 2017/18

- 3.15 Borrowing activity is constrained by the prudential indicators for CFR and gross borrowing and by the authorised limit. The Council needs to ensure that gross debt does not, over the long term, exceed the CFR. An over borrowing position is permissible in the short term to allow for early borrowing for future years but the Council must return to an under borrowed position in future years.

New Borrowing

- 3.16 During the period to 31st March 2018, the Council repaid a maturing temporary loan of £3.0m.
- 3.17 The budgeted capital spend was funded from internal borrowing (cash balances) and a 7-year 6-month PWLB loan of £1.071m.
- 3.18 Repayments of £1.062m were also made in the year toward the Council's PFI and finance lease.
- 3.19 The Council's external borrowing position as at 31st March 2018 is illustrated in the undernoted table:

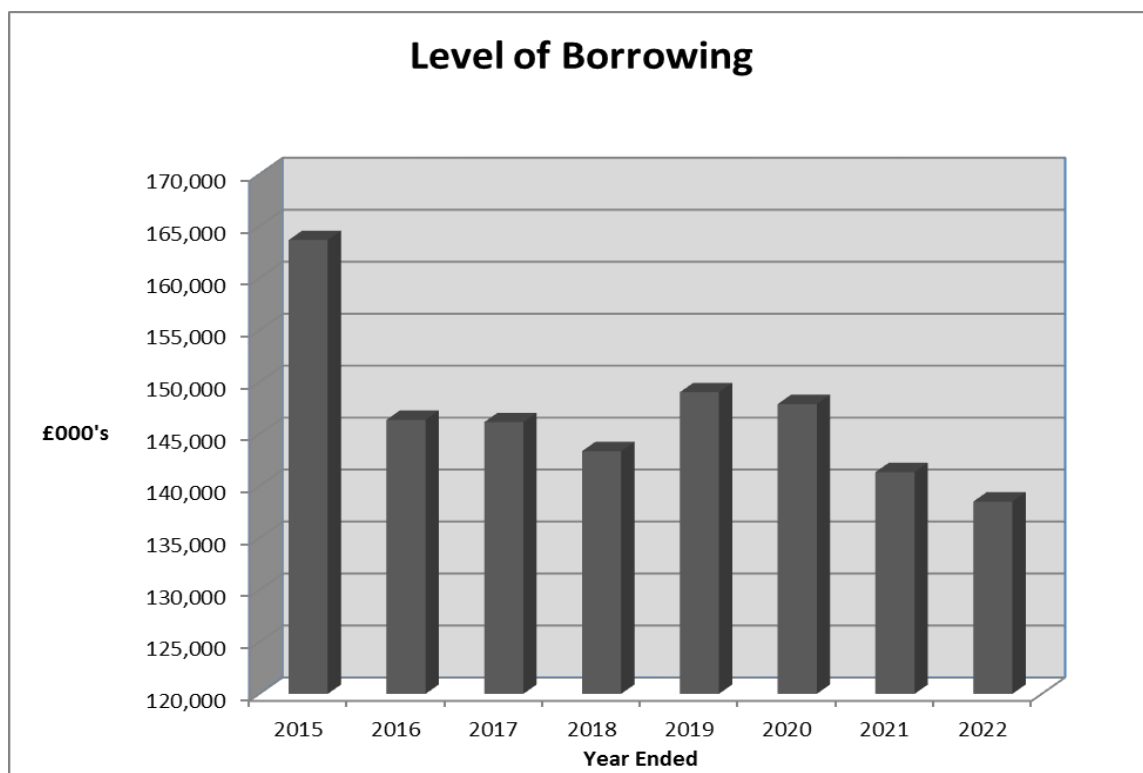
Table 6: External borrowing at 2017/18

	Actual March 2017 £000	Actual March 2018 £000
Public Works Loan Board	76,444	77,515
Market Loans	19,300	19,431
LOBO Loans	5,000	5,000
Other long term liabilities	42,404	41,342
Temporary Loans (<1 year)	3,000	0
Total	146,148	143,288
CFR	147,002	144,420
(Under)/Over borrowing	(854)	(1,132)

As at 31st March 2018, the Council is in an under borrowed position. Appendix 2 shows the maturity structure of the PWLB loan, Market loans and LOBO loans and the upper and lower limits as set out in the TMSS for 2017/18.

- 3.20 The Capital Programme has been set in line with the Council's strategy to reduce long term debt. The level of borrowing has reduced at the end of 2017/18 and is forecast to increase in 2018/19 and 2019/20 before reducing again from 2020/21 onwards. The increase is due to significant capital projects in these years, including Tullibody South Campus and Kilncraigs final payment. The following chart illustrates this, demonstrating actual and forecast level of debt up to the end of 2021/22. In addition to programme capital spend, repayment profiles of debt maturity, mean there are variations in annual change in debt year on year.

Chart 1: External debt (actual and forecast)



3.21 Overall there is a forecasted reduction in cumulative external debt of 15% between 2015 and 2022, showing that over the longer term the Council is not increasing its level of debt, to finance its capital programme. Repayments towards PFI and finance leases also continue to reduce the Council's overall level of external debt on an annual basis.

Limits for External Debt

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

Table 5: Authorised Limit for External Debt 2017/18

	2017/18 £000
Authorised Limit for External Debt	162,000
Operational Boundary for External Debt	152,000
Gross External Debt as at 31st March 2018	143,288

The Council did not exceed the authorised limit or the operational boundary during 2017/18 and was £8.7m below the operation boundary as at 31st March 2018.

Borrowing in advance of need

- 3.23 The Council has not borrowed in advance of need in the year ended 31st March 2018 and has no intention to borrow in advance in 2018/19.

Debt Rescheduling

- 3.24 Debt rescheduling opportunities have been very limited in the current economic climate given the consequent structure of interest rates which has impacted on PWLB new borrowing rates since October 2010. Consequently no debt rescheduling has been undertaken.

Compliance with Treasury and Prudential Limits

- 3.25 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy Statement.
- 3.26 During the year the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices. The Prudential and Treasury Indicators are shown at Appendix 2.

4.0 Conclusions

- 4.1 The Council has complied with its legislative and regulatory requirements.
- 4.2 Immediately available cash balances were reduced for the first six months of the year mainly due to the repayment of the £3m temporary loan.
- 4.3 The Council has repaid £1.062m towards PFI and Finance leases
- 4.4 The Council continues to outperform the benchmark return in interest on investments. Cash balances for 2017/18 were at an average level of c£17.5m which contributes to supporting the Council's capital financing requirement internally.

5.0 Sustainability Implications

- 5.1 None

6.0 Resource Implications

6.1 Financial Details

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

Yes

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

Yes

6.4 Staffing

6.5 None

7.0 Exempt Reports

7.1 Is this report exempt?
(exemption below)

Yes (please detail the reasons for

No

8.0 Declarations

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

(1) Our Priorities

(Please tick)

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

(2) Council Policies (Please detail)

Treasury Management Policy Statement and Practices

9.0 Equalities Impact

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

N/A Yes No

10.0 Legality

10.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers.

Yes

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 31st March 2018

Appendix 2 - Prudential and Treasury Indicators as at 31st March 2018

12.0 Background Papers

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

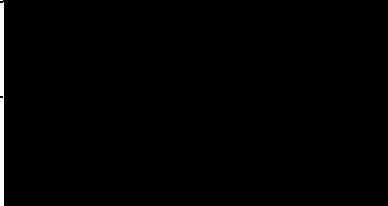
Yes (please list the documents below) No

Treasury Management Strategy 2017/18 - report to Council March 2017

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Ashley MacGregor	Corporate Accountancy Team Leader	2058
Paula Tovey	Interim Chief Accountant	2078

Approved by

NAME	DESIGNATION	SIGNATURE
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Chief Executive (Acting)	

APPENDIX 1: Investment Portfolio as at 31st March 2018

Borrower	Principal £000	Interest Rate	Start Date	Maturity Date
Bank of Scotland Plc	5,000	0.80%	21/04/17	20/04/18
Bank of Scotland Plc	5,001	0.75%	19/02/18	13/08/18
Bank of Scotland Plc	2,812	0.25%	Instant Access	
Royal Bank of Scotland Plc	6,790	0.15% (balances above £1m)	Instant Access	
Other Accounts	48			
Total Cash and Cash Equivalents	19,651			

Short Term Investments	Principal £000
CSBP Developments	0
Total Short Term Investments	0

Long Term Investments	Principal £000
CSPB Investments	1
Clackmannanshire Regeneration	4,906
Coalsnaughton NHT Project	4,358
Total Long Term investments	9,265

TOTAL INVESTMENTS	28,916
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APPENDIX 2: Prudential and Treasury Indicators as at 31st March 2018

Treasury Indicators	2017/18 Budget £000	2017/18 Outturn £000
Authorised limit for external debt	162,000	162,000
Operational boundary for external debt	152,000	152,000
Gross external debt*	148,943	143,288
Investments	25,008	28,916
Net borrowing	123,935	114,372

*As at 31st March 2018, Gross external debt consisted of ££102.946m fixed rate borrowing and £41.342m liabilities in relation to the PFI and finance leases

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 st March 2018 £000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	5,063	5.0%
12 months to 2 years	25% - 0%	63	0.1%
2 years to 5 years	50% - 0%	3,546	3.5%
5 years to 10 years	75% - 0%	6,769	5.6%
10 years and above	100% - 0%	87,505	85.8%
Total Fixed Rate Borrowing		102,946	100%

APPENDIX 2: Prudential and Treasury Indicators as at 31st March 2018

Prudential Indicators	2017/18 Budget £000	2017/18 Outturn £000
Capital expenditure - General Fund Services	15,634	11,453
Capital expenditure - Housing Revenue Account	9,940	6,106
Capital Financing Requirement (CFR) - General Fund	123,640	119,247
Capital Financing Requirement (CFR) - HRA	25,557	25,173
Annual change in CFR - General Fund	1,121	(1,026)
Annual change in CFR - HRA	(1,165)	(1,556)
In year borrowing requirement	7,225	1,272
Ratio of financing costs to net revenue stream - General Fund	8.09%	8.39%
Ratio of financing costs to net revenue stream - HRA	16.03%	16.05%

Councillor Graham Lindsay
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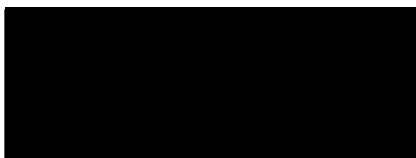
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 16
ON THE AGENDA**

**Motion for Clackmannanshire Council Meeting
Thursday 28th June 2018**

Council is proud to note Clackmannanshire's contribution across the regional and national sporting arena. Whilst Duncan Scott's swimming prowess was almost certainly the main highlight for the 'Wee County' in the recent Commonwealth Games in Australia, winning a Scottish record of 6 medals at a single games, Council also notes the success of Alloa Athletic in securing promotion to the Scottish Championship. In Rugby, Hillfoots Rugby Club also secured a promotion into Caledonia League 1 and will reignite their local rivalry with Alloa RFC next season. Both local Rugby Clubs should also be noted for their contributions to the National Rugby Team (currently 5th in the world) through Scotland Internationals Jamie Bhatti (Hillfoots RFC) and Grant Gilchrist (Alloa RFC) both currently on tour in America



Councillor Graham Lindsay
Ward 5, Clackmannanshire East

18th June 2018

Councillor Ellen Forson
Leader of the Council

Ward 4 Clackmannanshire South (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
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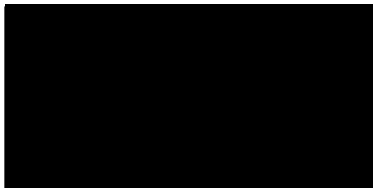
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 17
ON THE AGENDA**

**Motion to Clackmannanshire Council
Meeting of Thursday 28th June 2018**

Council notes that on Friday 25th May, COSLA leaders met to discuss a number of important issues; and welcomes the decisions made, in partnership with the Scottish Government, which will see eligible children and young people across Clackmannanshire benefit from a school clothing grant of £100; provide free sanitary protection for young women in our schools; and fully fund the delivery of 1140 hours of early learning and child care for local families and believes that these measures will greatly improve outcomes for Clackmannanshire's children and young people.



Councillor Ellen Forson
Ward 4, Clackmannanshire South

Date 12th June 2017

Councillor Dave Clark
Ward 2 Clackmannanshire North (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
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**Clackmannanshire
Council**

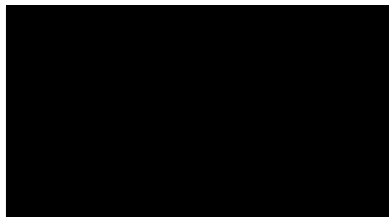
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO
ITEM 18
ON THE AGENDA**

**Motion for Clackmannanshire Council
Meeting on 28th June 2018**

That Council requires a supply and demand analysis on the pricing structure for music tuition and public park hire to be brought to Council in October as Council notes that the public has raised questions about its Pricing Policy in the 2018/ 2019 budget, particularly the pricing on access to public parks and the music tuition of children.



Cllr Dave Clark
14th June 2018

