



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 23 August 2018 at 9.30 am**

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

Date	Time
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## **Clackmannanshire Council**

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

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**15 August 2018**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 23 AUGUST 2018 at 9.30 am.**

**NIKKI BRIDLE  
Chief Executive**

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

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2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Confirm Minutes of Meeting of Clackmannanshire Council - Thursday 28 June 2018 (Copy herewith)	07
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11. Notice of Motion in term of Standing Order 16.0 – Tullibody Healthy Living Initiative Limited Funding – Motion submitted by Councillor George Matchett QPM (Copy herewith)	89

### **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, Paragraph 9 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.

12. Annual Property Review – report by Executive Director (Copy herewith)	91
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## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	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	CONS
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Bill Mason	5	Clackmannanshire East	CONS





**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 28 JUNE 2018 at 9.30 am.**

**PRESENT**

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

**IN ATTENDANCE**

Nikki Bridle, Chief Executive (Acting)  
Garry Dallas, Executive Director  
Stephen Coulter, Head of Resources and Governance  
Stuart Crickmar, Head of Strategy and Customer Services  
Paula Tovey, Acting Chief Accountant  
Chris Alliston, Service Manager (Human Resources)  
Murray Sharp, Service Manager (Revenues and Strategy)  
Lesley Baillie, Strategy and Performance Adviser  
Debbie Carter, City Deal Programme Manager  
Ian Fraser, Strategic Policy Manager  
Mark Duffy, Group Manager for Prevention and Protection, Scottish Fire and Rescue Service  
Lindsay Thomson, Service Manager (Legal and Democracy) (Clerk to the Council)  
Gillian White, Committee Services (Legal and Democracy)

**The Provost congratulated Callum Bonner, a painting and decorating Modern Apprentice with the Council, who had been successful in making Team UK who will be participating in the EuroSkills Finals 2018 in Budapest. Team UK comprises 22 elite competitors skilled in a broad spectrum of disciplines from engineering to construction, digital to creative and Callum will be the only painter and decorator to represent the UK at the event. The Provost presented Callum with his certificate and Callum took the opportunity to thank everyone who had supported him throughout the process.**

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**CC.123      APOLOGIES**

None.

**CC.124            DECLARATIONS OF INTEREST**

None.

**The Provost advised that she intended to re-order the Agenda and would take Item 9 before Item 8.**

**CC.125            MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL  
10 MAY 2018**

The minutes of the meeting of the Clackmannanshire Council held on 10 May 2018 were submitted for approval.

**Decision**

The minutes of the meeting of the Clackmannanshire Council held on 10 May 2018 were agreed as a correct record and signed by the Provost.

**CC.126            MINUTES OF MEETING OF THE AUDIT AND FINANCE COMMITTEE 24  
MAY 2018**

The minutes of the final meeting of the Audit and Finance Committee held on 24 May 2018, (this Committee was disestablished at the Council meeting on 12 April 2018 with effect from 1 August 2018), were submitted for approval.

**Decision**

The minutes of the meeting of the Audit and Finance Committee held on 24 May 2018 were agreed as a correct record and signed by the Chair of the Audit and Finance Committee.

**CC.127            COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL  
MEETING ON 10 MAY 2018**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 10 May 2018.

- (i) Regulatory Committee on 15/05/18 & 19/06/18
- (ii) Licensing Board on 22/05/18 & 26/06/18
- (iii) Audit and Finance Committee on 24/05/18
- (iv) Education Appeals Committees on 08/06/18 & 12/06/18
- (v) Scrutiny Committee on 14/06/18
- (vi) Planning Committee on 21/06/18

**CC.128            CLACKMANNANSHIRE LOCAL FIRE PLAN 2018**

The local fire plan for Clackmannanshire is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012. The report, submitted by the Head of Strategy and Customer Services, sought approval of Clackmannanshire's Local Fire Plan for 2018.

**Motion**

That Council agrees the recommendations set out in the report.

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

**Decision**

The Council agreed to approve the Clackmannanshire Local Fire Plan for 2018.



**CC.129 STIRLING AND CLACKMANNANSHIRE CITY REGION DEAL: HEADS OF TERMS**

The report, submitted by the Executive Director, provided an update on the scope and scale of the Stirling and Clackmannanshire City Region Deal following receipt and agreement on Head of Terms with both the Scottish and UK Governments.

**Motion**

That Council agrees the recommendations set out in the report.

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

**Amendment**

To amend Item 6 Stirling and Clackmannanshire City Region Deal: Heads of Terms:

1. Renumber existing recommendation (3) to recommendation (4)
2. Insert the following text as the new recommendation (3)
  - a. Agree to establish the Clackmannanshire Commission to provide a Clackmannanshire input to the Regional Economic Partnership, thereby aligning the governance structure for the City Deal with Stirling Council, as one of our key strategic partners, and replicating the Stirling City Commission for our area
  - b. Agree that the role of the Clackmannanshire Commission will be to act as a forum to help guide choices for inclusive economic growth and the remit will be:
    - i. To act as champions and ambassadors for Clackmannanshire in the context of the wider City Region.
    - ii. To develop an inclusive economic growth strategy for Clackmannanshire as part of the wider city region.
    - iii. To explore and develop partnership arrangements which maximise the economic potential of the area and its residents.
    - iv. To provide advice, guidance and proposals to the Council, the City Region Joint Committee and the emerging Stirling & Clackmannanshire Regional Economic Board on the development of the City Region Deal projects and other priorities for growth.
    - v. To establish short-term project groups to take forward specific projects.
  - c. Agree the appointment of the Leader and Depute Leader of Council and one member from each of the Labour and Conservative groups to the Clackmannanshire Commission
  - d. Agree that invites for membership of the Clackmannanshire Commission will be issued to public bodies such as CTSI, Stirling University, Forth Valley College and other agencies as determined by the appointed Council members and agree that the Clackmannanshire Commission can co-opt additional members as required.
  - e. Agree that business representatives are sought, by means of nomination, for membership of the Clackmannanshire Commission and that selection will be determined by the appointed Council members.

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

## **Decision**

The Council agreed unanimously to the motion as amended:

1. To welcome the outcome of discussions leading up to the Heads of Terms agreement;
2. To 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. To agree:
  - a. To establish the Clackmannanshire Commission to provide a Clackmannanshire input to the Regional Economic Partnership, thereby aligning the governance structure for the City Deal with Stirling Council, as one of our key strategic partners, and replicating the Stirling City Commission for our area
  - b. That the role of the Clackmannanshire Commission will be to act as a forum to help guide choices for inclusive economic growth and the remit will be:
    - i. To act as champions and ambassadors for Clackmannanshire in the context of the wider City Region.
    - ii. To develop an inclusive economic growth strategy for Clackmannanshire as part of the wider city region.
    - iii. To explore and develop partnership arrangements which maximise the economic potential of the area and its residents.
    - iv. To provide advice, guidance and proposals to the Council, the City Region Joint Committee and the emerging Stirling & Clackmannanshire Regional Economic Board on the development of the City Region Deal projects and other priorities for growth.
    - v. To establish short-term project groups to take forward specific projects.
  - c. To agree the appointment of the Leader and Depute Leader of Council and one member from each of the Labour and Conservative groups to the Clackmannanshire Commission;
  - d. To agree that invites for membership of the Clackmannanshire Commission will be issued to public bodies such as CTSI, Stirling University, Forth Valley College and other agencies as determined by the appointed Council members and agree that the Clackmannanshire Commission can co-opt additional members as required; and
  - e. To agree that business representatives are sought, by means of nomination, for membership of the Clackmannanshire Commission and that selection will be determined by the appointed Council members.
4. To note that a further report will be presented to Council on governance arrangements and resourcing requirements to take forward City Deal projects.

## **Action**

Executive Director

## **CC.130 STRATEGY AND REGENERATION UPDATE**

The report, submitted by the Head of Housing and Community Safety, asked Council to agree amendments to the Strategic Housing Investment Plan (SHIP), and to approve regeneration proposals for Engelen Drive, Alloa.

### **Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

### **Decision**

The Council agreed to:

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. The transfer of land at Primrose Street, Alloa to Kingdom Housing Association, as set out in Appendix 1 to the report, and amendment of the SHIP to reflect the increased units that can be accommodated on site;
3. Agree the regeneration proposal for 12-26 and 28-38 Engelen Drive, Alloa as set out in Appendix 2 to the report.

### **Action**

Head of Housing and Community Safety

**The Provost advised that she would take Item 09, before Item 08 on the agenda.**

## **CC.131 REVIEW OF CORPORATE DEBT AND WRITE-OFF POLICY**

The report, submitted by the Head of Housing and Community Safety, sought approval of the revised Corporate Debt and Write-off Policy.

### **Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

### **Decision**

The Council agreed to note and approve the contents of the revised Corporate Debt and Write-off Policy June 2018, attached as Appendix A to the report.

## **CC.132 ANNUAL REVIEW OF DEBTORS 2017/18**

The report, submitted by the Head of Housing and Community Safety, provided Council with the annual update on income collection and proposed the “write-off” of those debts which are deemed as irrecoverable or “bad debts”. The presentation of the 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.

### **Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Craig Holden. Seconded by Councillor Donald Balsillie.

### **Decision**

The Council agreed to:

1. Note the trends in income collection for 2017/18;
2. Approve the proposed write-off £1,074,921 as set out in paragraph 6.2 in Appendix B of the report; and
3. Having had the opportunity to comment of the report, note the other matters raised in the report.

## **CC.133 ARRANGEMENTS FOR MANAGEMENT OF COMMUNITY FACILITIES**

The report, submitted by the Head of Strategy and Customer Services, sought authority from the 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.

### **Motion**

That Council agrees the recommendations set out in the report.

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

### **Decision**

The Council agreed to authorise officers to enter into negotiations with relevant community groups to seek appropriate heads of terms for interim management arrangements provided these are on a cost neutral basis for the Council.

### **Action**

Head of Strategy and Customer Services

**CC.134 CARERS (SCOTLAND) ACT 2016 UPDATE REPORT**

The report, submitted by the Head of Social Services, provided an update to Council on the implementation of the Young Carers element of the Carers (Scotland) Act 2016.

**Motion**

That Council agrees the recommendations as set out in the report.

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

**Decision**

Having commented on and challenged the progress on implementation, the Council agreed:

1. To note progress on implementation;
2. To approve the strategy for delivery and associated one year action plan as set out in Appendix 1 of the report; and
3. 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.

**Action**

Head of Social Services

**CC.135 HR POLICIES: FAMILY FRIENDLY POLICY**

The report, submitted by the Head of Resources and Governance, sought approval of the revised staff Family Friendly policy which has been developed by a management and trade union policy group. It is intended that these policies and associated procedures shall apply to all Council staff.

**Motion**

That Council agrees the recommendation as set out in the report.

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

**Decision**

The Council agreed the revised staff Family Friendly Policy.

## **CC.136 BUDGET STRATEGY**

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

### **Motion**

That Council agrees the recommendations as set out in the report.

### **Decision**

The Council agreed to note:

- a. The fiscal outlook, including information from the Bank of England's "May Inflation report";
- b. The Scottish Government's "Scotland's Fiscal Outlook" published May 2018; and
- 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.

## **CC.137 DRAFT FINANCIAL STATEMENTS 2017/18**

The report, submitted by the Interim Chief Accountant, indicated that Council is required by law to prepare a statement of accounts in accordance with 'proper practices' which sets out its financial position at the end of each financial year.

### **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Phil Fairlie. Seconded by Helen Lewis.

### **Decision**

The Council agreed to:

1. Approve the 2017/18 draft Financial Statements;
2. Approve the submission of these draft Financial Statements to the Controller of Audit no later than 30<sup>th</sup> June 2018.
3. Note that finalised audited financial statements will be presented to Council in September 2018; and
4. Note the contents of the report.

### **Action**

Interim Chief Accountant

**CC.138 ANNUAL TREASURY MANAGEMENT REPORT 2017/18**

The report, submitted by the Interim Chief Accountant, detailed the Treasury Management activities for the Council for 2017/18. The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities. The report detailed the treasury management activities for the Council for 2017/18 and how this compares to the Council's Treasury Management Strategy Statement.

**Motion**

That Council agrees the recommendations as set out in the report.

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

**Decision**

Having considered the report, the Council agreed to note the Annual Report for 2017/18 on the Council's Treasury Management activities.

***Councillor Donald Balsillie withdrew from the meeting at 11.23 am prior to the next item of business.***

**CC.139 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 – SPORT IN CLACKMANNANSHIRE**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Graham Lindsay.

**Motion**

“Council is proud to note Clackmannanshire’s contribution across the regional and national sporting arena. Whilst Duncan Scott’s swimming prowess was amongst certainly the main highlight for the “Wee County” in the recent Commonwealth Games in Australis, winning a Scottish record of 6 medals at a single games, Council also notes the success of Alloa Athletic in securing a promotion into 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 clubs should also be noted for their contributions to the national rugby team (currently 5<sup>th</sup> in the world) through Scotland Internationals, Jamie Bhatti (Hillfoots RFC) and Grant Gilchrist (Alloa RFC) both currently on tour in America.”

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

**Decision**

The Council agreed unanimously to support the motion.

**CC.140 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 – COSLA  
DECISION MADE IN PARTNERSHIP WITH THE SCOTTISH  
GOVERNMENT**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Ellen Forson.

**Motion**

“Council notes that on Friday 25<sup>th</sup> May, COSLA leaders met to discuss a number of important issues; and welcomes the decision 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 these measures will greatly improve outcomes for Clackmannanshire’s children and young people.”

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

**Decision**

The Council agreed unanimously to support the motion.

**CC.141 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 – PRICING  
STRUCTURE FOR COUNCIL SERVICES**

A notice of motion in terms of Standing Order 16.0 was submitted by Councillor Dave Clark.

**Motion**

“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 2018/19 budget, particularly the pricing on access to public parks and the music tuition of children.”

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

**Decision**

The Council agreed unanimously to support the motion.

The Provost adjourned the meeting at this point in the proceedings (11.44am). When the meeting reconvened at 12 noon, 17 members remained present.



## **EXEMPT INFORMATION**

The Council resolved in terms of Section 50(A) of the Local Government (Scotland) Act, 1973, that the press and public be excluded from the meeting during consideration of the following items of business on the grounds that it involved the likely disclosure of exempt information as detailed in Schedule 7A, Part 1, Paragraphs 1 and 6.

### **CC.142 PENSION FUND – PROPOSAL IN RELATION TO ADMISSION BODIES**

The report, submitted by the Interim Chief Accountant, sought agreement from the Council to a proposal in relation to admission bodies.

#### **Motion**

That Council agrees the recommendations as set out in the report.

Moved by Councillor Phil Fairlie. Seconded by Helen Lewis.

#### **Decision**

The Council agreed to approve recommendation 2.1 (i) as set out in the report.

#### **Action**

Interim Chief Accountant

### **CC.143 RECRUITMENT OF CHIEF OFFICERS**

The report, submitted by the HR Service Manager, invited Council to agree to progress the appointment of the Chief Officer posts for People, Place and Performance.

#### **Motion**

That Council agrees the recommendations as set out in the report and agrees that Option 3 (paragraph 3.19 of the report), is the preferred constitution for the Appointments Committee should such Committee(s) be required.

Moved by Councillor Ellen Forson. Seconded by Phil Fairlie.

#### **Decision**

The Council agreed the recommendations as set out in the report and agreed that Option 3 (paragraph 3.19 of the report), is the preferred constitution for the Appointments Committee should such Committee(s) be required.

#### **Action**

HR Service Manager

Ends: 12:30 pm



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**Report to: Clackmannanshire Council**

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**Date of Meeting: 23<sup>rd</sup> August 2018**

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**Subject: Stirling and Clackmannanshire City Region Deal Governance Arrangements**

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**Report by: Executive Director**

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## **1.0 Purpose**

- 1.1. At its meeting held on 28<sup>th</sup> June 2018, Members were provided with 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 United Kingdom Governments. As noted in June this report now proposes a governance framework for the delivery of the City Region Deal. It builds on the governance proposals considered by Stirling Council at its meeting also held on 28<sup>th</sup> June 2018.

## **2.0 Recommendations**

- 2.1. Council is asked to:
- 2.1.1. Establish a Joint Committee with Stirling Council to be known as the Stirling & Clackmannanshire City Region Deal Joint Committee, to oversee the governance arrangements for the City Region Deal and approve the establishment of the wider governance framework as set out in this report.
  - 2.1.2. Approve the Joint Committee's Terms of Reference and governance arrangements as set out in this report.
  - 2.1.3. Appoint three members of Council (the Leader, Depute Leader and Leader of Opposition) to the Joint Committee, and appoint three Council members as substitutes.
  - 2.1.4. Note that the Clackmannanshire Commission will nominate one private sector member of the Commission to be a member of the Joint Committee.
  - 2.1.5. Appoint two members of Council, (Leader and Depute Leader of the Council) and up to two substitute members, to the Stirling and Clackmannanshire Regional Economic Advisory Board and to delegate authority to the Strategic Director of Performance to finalise any other aspects of the establishment of the Joint Committee in consultation with the Leader and Depute Leader of Council and the Leader of the Opposition.

### **3.0 Considerations**

- 3.1. The Heads of Terms referred to a need for partners to establish a new model of regional partnership governance to take forward the City Region Deal. This was expected to reflect the outcomes of the Scottish Government's Enterprise and Skills Review and its ambitions for effective engagement and coordination with key government agencies, tertiary education, the third sector and the business community.
- 3.2. As a result of discussions with both Governments and Stirling Council, as well as learning from the experiences of other City Deals, it is proposed that a regional governance framework is established to take forward City Deal projects as referred to in the Heads of Terms. Following precedents elsewhere it is anticipated that Stirling Council will act as Lead Authority as the Deal is taken forward. This role will include Stirling Council holding and distributing Government grant funding to the partners for them to take forward approved City Region Deal projects.
- 3.3. From a Clackmannanshire perspective there are 5 elements to this proposed framework:
1. Stirling and Clackmannanshire Regional Economic Advisory Board
  2. Joint Committee
  3. Clackmannanshire Commission
  4. Programme Liaison Group
  5. Programme Management Office

Further details on each of these elements are provided below.

#### **Stirling and Clackmannanshire Regional Economic Advisory Board**

- 3.4. This will be established to provide strategic guidance and coordination as well as the development of a shared vision of improving the economy over the Stirling and Clackmannanshire region. Its purpose will include the alignment of regional strategies and plans including those relating to inclusive growth and inward investment as well as Local Development Plans and Transport Strategies. Taking forward projects within the Stirling and Clackmannanshire City Deal will be an important component in realising the strategic ambitions of the Board.
- 3.5. It is proposed that the Advisory Board would have the following membership:
- 2 elected members of Clackmannanshire Council (Leader and Depute Leader of the Council)
  - 2 elected members of Stirling Council
  - 1 Stirling University representative
  - 1 Forth Valley College representative

- 2 private sector representatives, one appointed by each local authority
- 1 Scottish Enterprise representative
- 1 Skills Development Scotland representative

### **Joint Committee**

- 3.6. It is proposed that a joint committee is established with Stirling Council in terms of sections 56 and 57 of the Local Government (Scotland) Act 1973, to be known as the Stirling and Clackmannanshire City Region Deal Joint Committee. The Joint Committee would be the decision making forum for all City Region Deal matters and oversee the governance arrangements for the Stirling and Clackmannanshire City Region Deal. Such an arrangement provides a well established legal framework for Local Authorities to work together. It also offers scope to secure the involvement, of suitable private sector experience.
- 3.7. The Joint Committee would comprise the following members, all of whom would be voting members:-
- 3 elected members of Clackmannanshire Council (being the Leader, Depute Leader and Leader of Opposition).
  - 3 elected members of Stirling Council.
  - 2 private sector members with one being nominated by Stirling Council and the other by Clackmannanshire Council with the Clackmannanshire Council appointee being a member of the Clackmannanshire Commission.
  - 1 representative of Stirling University.
- 3.8. The Chair of the Joint Committee would be an elected member of Stirling Council for the period until 31 March 2019 and would then be an elected member of Clackmannanshire Council, and then alternate on a yearly basis.
- 3.9. The Vice-Chair of the Joint Committee would be an elected member of Clackmannanshire Council for the period until 31 March 2019, and would then be an elected member of Stirling Council, and then alternate on a yearly basis.
- 3.10. Each member of the Joint Committee would have one vote, but the Chair would have a casting vote in the event of equality of voting. All decisions would be taken by way of a majority vote.
- 3.11. Each of Clackmannanshire Council and Stirling Council would delegate full power and authority to the Joint Committee to take all actions and decisions the Joint Committee considers necessary to oversee and direct the implementation and delivery of the City Region Deal, to the extent the Joint Committee has been allocated funding for the same with each of Clackmannanshire Council/Stirling Council (as the case may be) to then implement and deliver the approved projects.

3.12. The specific Terms of Reference for the Joint Committee will also include the following:

- The Joint Committee will approve City Region Deal strategic and policy plans.
- The Joint Committee will approve City Region Deal project business cases and oversee the implementation and monitoring of the same, all in accordance with a framework to be approved by the Joint Committee.
- The Joint Committee will approve (i) the overall programme funding for the City Region Deal, (ii) the detailed breakdown and use of Clackmannanshire Council and Stirling Council financial contributions to the City Region Deal in relation to the approved overall programme funding for the City Region Deal and (iii) the distribution of funding to approved City Region Deal projects, which funding may be direct to Clackmannanshire Council, Stirling Council or other approved partner organisations.
- Stirling Council will be the lead authority and will hold/distribute City Region Deal funding on behalf of the Joint Committee.
- The Joint Committee will prioritise City Region Deal projects.
- The Joint Committee will receive updates from and provide feedback to the UK and Scottish Governments in connection with the City Region Deal, and any strategic, economic or infrastructure activities associated with the City Region Deal, and act as the strategic point of contact with the UK and Scottish Governments.
- The Joint Committee will collaborate and work in partnership with the Stirling and Clackmannanshire Regional Economic Advisory Board, which it will establish and the Clackmannanshire and Stirling City Commissions, to deliver a shared vision of improving the economy within the Stirling and Clackmannanshire Council areas, and building and supporting inclusive growth focusing on the needs of the areas and strengthening the partnership between public, private and third sectors.
- The Joint Committee will make recommendations to Clackmannanshire Council and Stirling Council and other partners who are committing funding on the setting of budgets as they relate to City Region Deal implementation.
- The Joint Committee will make suitable arrangements, in consultation with Clackmannanshire Council, Stirling Council and the Stirling and Clackmannanshire Regional Economic Advisory Board for the independent review and audit of its activities.
- The Joint Committee will approve/delegate the approval of operational expenditure allocated by Clackmannanshire Council, Stirling Council and/or other partner organisations to further the aims of the City Region Deal and implement the same within agreed City Region Deal Joint Committee budgets.

3.13. The quorum for the Joint Committee would be six, including at least two elected members from each of Clackmannanshire Council and Stirling Council and one private sector/University of Stirling representative.

- 3.14. The Joint Committee would meet at least once every two or three months, the location of these meetings being in the local authority of the Chair and facilitated by the local authority in question, so until 31 March 2019 it would meet in Stirling and be facilitated by Stirling Council.
- 3.15. The Joint Committee would adopt its own set of Standing Orders

### **Clackmannanshire Commission**

- 3.16. The Joint Committee would also collaborate and work in partnership with the Clackmannanshire and Stirling City Commissions. The latter is already established. At its meeting on the 28<sup>th</sup> June 2018 the Council agreed to set up a Clackmannanshire Commission with the following remit:
- To act as champions and ambassadors for Clackmannanshire in the context of the wider City Region.
  - To develop an inclusive economic growth strategy for Clackmannanshire as part of the wider city region.
  - To explore and develop partnership arrangements which maximise the economic potential of the area and its residents.
  - To provide advice, guidance and proposals to the Council, the City Region Joint Committee and the emerging Stirling & Clackmannanshire Regional Economic Board on the development of the City Region Deal projects and other priorities for growth.
  - To establish short-term project groups to take forward specific projects.
- 3.17. An engagement event has been arranged for September 4<sup>th</sup> 2018 with a range of representatives, businesses, partners and agencies invited. The event will:
- Raise awareness of the progress on the City Region Deal and the establishment of the Clackmannanshire Commission.
  - Share information on the inclusive growth ambitions of the deal and its potential to support the delivery of LOIP priorities.
  - Share further information on Scotland's International Environment Centre.
  - Engage with the wider business community and seek nominations for private sector membership of the Clackmannanshire Commission.

### **Programme Liaison Group**

- 3.18. To support the implementation of the City Region Deal a Programme Liaison Group will be established. This will comprise the Senior Responsible Officer(s) on behalf of the two Councils, and representatives from the Scottish Government and the UK Government and their agencies (e.g. Transport Scotland, Scottish Enterprise and Scottish Futures Trust). Officials will meet on a quarterly basis, or as otherwise agreed, and will review progress on City Region Deal implementation in order to:
- Facilitate joint working.
  - Provide a mechanism to ensure that all commitments in the Deal are being met and implemented.

- Enable all partners to challenge one another if City Region Deal delivery is not on track and agree mitigating actions.
- Provide a forum to highlight successes.

### **Project Management Office**

- 3.19. A shared City Region Deal Programme Management Office will provide regional oversight and facilitation of the programming and monitoring of the City Region Deal, and support to each of the Joint Committee and Stirling and Clackmannanshire Regional Economic Advisory Board. This regional Project Management Office will be the direct conduit to both Clackmannanshire Council and Stirling Council and other partners. This team will also be responsible for monitoring progress and achievements and reporting to the Joint Committee, the Stirling City and Clackmannanshire Commissions and Stirling and Clackmannanshire Regional Economic Advisory Board, as well as the Scottish and UK Governments. The Joint Committee will oversee the City Region Deal reporting and monitoring programme, which Clackmannanshire Council and Stirling Council will jointly develop, for reporting into the Joint Committee, Stirling and Clackmannanshire Regional Economic Advisory Board as well as Clackmannanshire Council and Stirling Council. Both Councils will each be responsible for their own internal reporting on the implementation of City Region Deal projects.
- 3.20. The Regional Project Management Office will not be responsible for direct project delivery. Rather, each of Clackmannanshire Council and Stirling Council, and other approved partners, will be individually or jointly responsible for the actual management of those projects for which they are alone or jointly delivering. For any shared projects, the parties may select one partner to be the lead.
- 3.21. A separate Clackmannanshire Programme Management Office will be established to take forward and coordinate Clackmannanshire based projects and to lead on actions necessary to contribute to the conclusion of a formal City Deal Agreement and is the subject of a separate report to the Council. This will be paralleled by a similar arrangement in Stirling.

### **Overview and Framework Agreement**

- 3.22. In practical terms, the adoption of the proposed governance framework would see all major decisions and reporting in respect of the City Region Deal being taken by the Joint Committee, including the approval of business cases and distribution of funding. As such, the Council's oversight of the City Region Deal would be undertaken, primarily, by those members appointed to the Joint Committee and Stirling and Clackmannanshire Regional Economic Advisory Board. There would, however, be update reports being provided to full Council on a regular basis. In the usual way, it would also be for the Council to determine any commitment of Council funds or resources to City Region Deal projects or the shared governance arrangements.
- 3.23. A Framework Agreement will be entered into by Stirling Council and Clackmannanshire Council to record in more detail the arrangements set out in this report, insofar as not covered by the formal establishment of the proposed Joint Committee. These arrangements would be the subject of



annual review by Stirling Council and Clackmannanshire Council. In particular, Stirling Council and Clackmannanshire Council will agree and record the detail of how funds will be distributed, the project management arrangements, how any shared costs are to be apportioned and a joint communications/branding strategy for City Region Deal matters.

#### **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 financial implications of the City Deal will be subject to further development as business cases are produced and discussions continue with partners

##### *5.3. Staffing*

- 5.4. The specific management and staffing implications arising from the above arrangements has yet to be clarified with Stirling Council and other City Deal partners.

- 5.5. 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**

- 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 Appendix – Governance Structure for the Stirling and Clackmannanshire City Region Deal

**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](https://www.clacks.gov.uk/citydeal/docs/Stirling_Clackmannanshire_City_Deal_Heads_of_Terms.pdf)

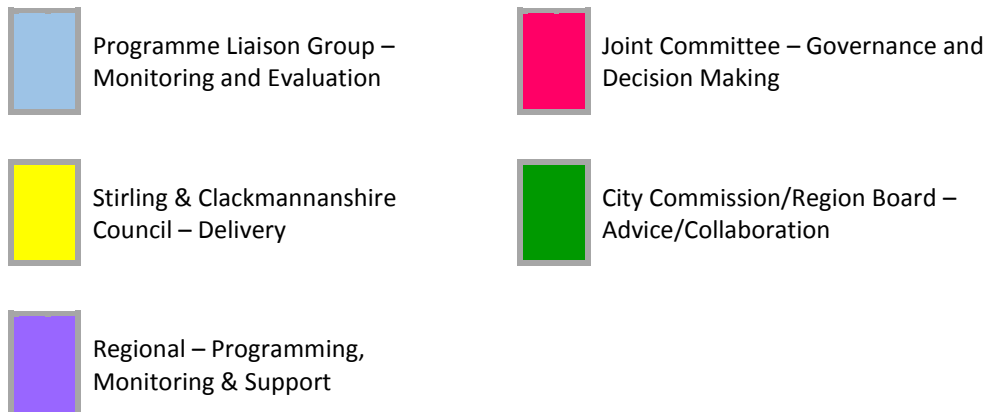
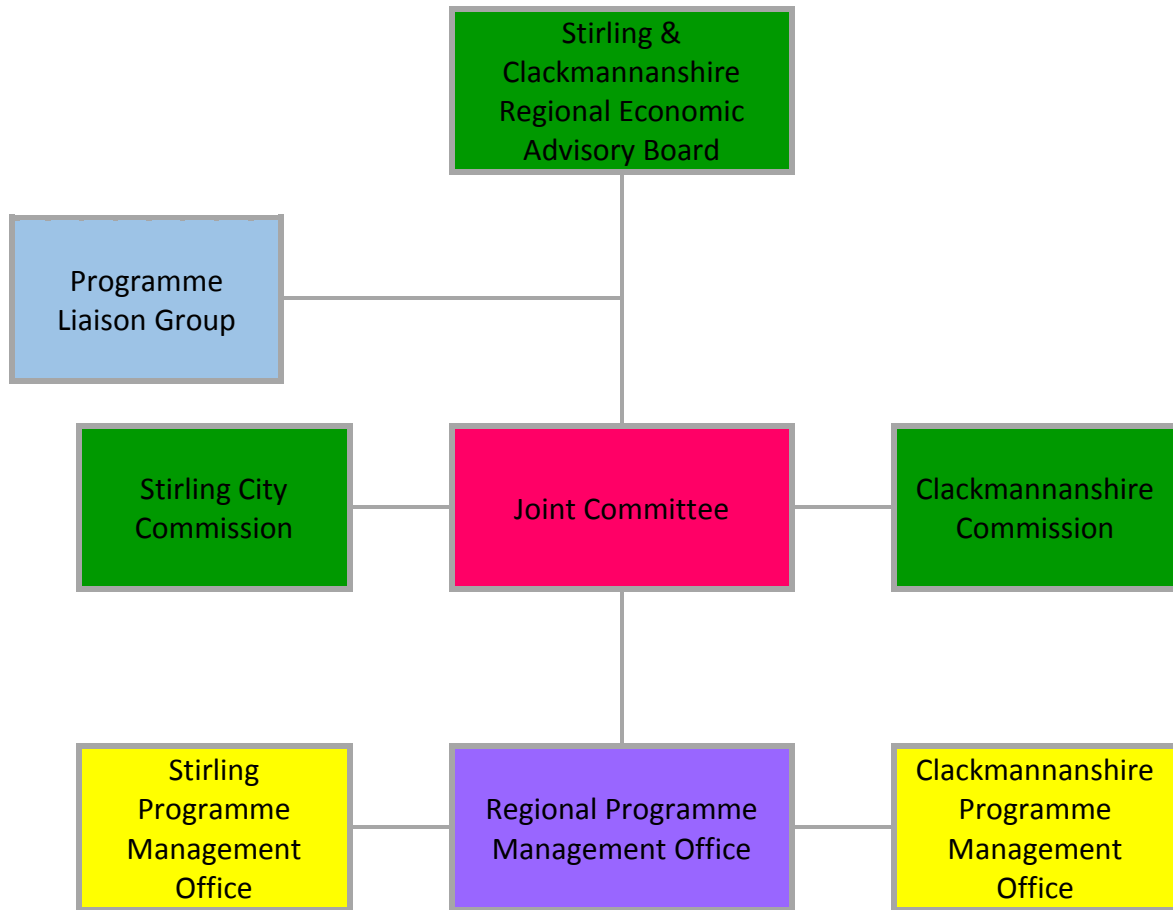
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Ian Fraser	Strategic Policy Manager	Extension : 2293
Lindsay Thomson	Service Manager Legal & Democracy	Extension : 2084

**Approved by**

NAME	DESIGNATION	SIGNATURE
Garry Dallas	Executive Director	
Nikki Bridle	Chief Executive	

**Appendix: Governance Structure for the Stirling & Clackmannanshire City Region Deal**





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**Report to Council**

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**Date of Meeting: 23<sup>rd</sup> August 2018**

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**Subject: Council Decision Making Framework - Update**

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**Report by: Head of Resources and Governance**

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**1.0 Purpose**

- 1.1. To further develop the high level remits which were approved by Council on 12<sup>th</sup> April 2018 to allow the Council's new Committees structure to operate and to set a timetable for the review of Standing Orders and Scheme of Delegation.

**2.0 Recommendations**

It is recommended that Council:

- 2.1. agree that the Strategic Director Performance leads a review of the Scheme of Delegation and Standing Orders and brings forward proposals for agreement by Council for the start of the 2019-20 Financial Year.
- 2.2. agree "to amend the proposals for an amended decision-making framework" set out in the Council paper of 12 April, 2018 entitled "Council Decision Making Framework" by:
- 2.2.1. changing the "Scrutiny Committee" to the "Audit Committee" to align with recently published CIPFA Guidance on arrangements for Audit Committees in Local Authorities;
- 2.2.2. amending the remit of the previously proposed Scrutiny Committee to that of an Audit Committee and making consequential amendments to the remits of the People, Place and Performance committees;
- 2.2.3. re-naming the "Performance Committee" to "Partnership and Performance Committee" to reflect its amended remit.

**3.0 Considerations**

- 3.1. The current Scheme of Delegation dates back to the 1<sup>st</sup> of June 2012. It has been recognised that it is in need of revision but this not been possible to complete in the last couple of years due to Council restructuring.

- 3.2. The Council structure that was agreed on 12<sup>th</sup> April 2018 set out at a high level the remits of the People, Place, Performance and Scrutiny Committees. Further work has been undertaken by Resources and Governance to analyse the last 12 months of reports to Council, Scrutiny and the Audit and Finance Committees to provide elected members and officers with an indication of the types of issues and reports that will be considered by each of the new committees. The analysis is presented at Appendix 2.
- 3.3. Work will need to be taken forward, informed by this analysis, with elected members and officers to refine the functions and working arrangements with the aim of finalising the Council's Scheme of Delegation, Standing Orders and Committee remits by the start of 2019-20. The Strategic Director for Performance should be responsible for leading this work.
- 3.4. In the short term therefore, there may need to be flexibility in the way the committee business is conducted. The current Scheme of Delegation allows Officers to assign issues to the Committee with the remit that most closely matches the issue to be considered. Where there is significant ambiguity the matter can be remitted to Council either by the Strategic Director or by the Committee itself.
- 3.5. The remit of the Scrutiny Committee as agreed on 12<sup>th</sup> April does however require more immediate review. This in the light of a recently published update to the Chartered Institute of Public Finance and Accountancy's (CIPFA) publication Audit Committees – Practical Guidance for Local Authorities and Police.
- 3.6. The role of audit is quite distinct from "scrutiny" which generally focuses on areas such as the Council's budget proposals and financial performance. Audit focuses on governance, risk and the control environment. The role of scrutiny can properly be undertaken by the People, Performance and Place committees which will include the scrutiny of plans that look at performance and outcomes from the portfolio areas within the Committees' remits.
- 3.7. There is no fixed set of arrangements for an Audit Committee but the proposed arrangements, if taken forward, would not align with the recently agreed Local Code of Governance which strengthens the links between the Audit Committee and the Delivering Good Governance in Local Government Framework.
- 3.8. The Council's arrangements for the Scrutiny Committee composition would continue to be competent for an Audit Committee. The most important feature is that the Chair is independent of the Administration. However, in common with the People, Place and Performance Committees, work is recommended to be undertaken to develop a remit for the Audit Committee that reflects the CIPFA guidance for the start of 2019-20.
- 3.9. An interim remit for the Audit Committee and consequential amendments to the other 3 committees is proposed at Appendix 1. The key amendments are that the Audit Committee remit is based on CIPFA's position statement on Audit Committees and the Performance Committee will be responsible for reviewing the plans and performance of Community Planning Partners and other partnership arrangements, including the Health and Social Care Partnership. A consequent change in title of the Performance Committee to

“Partnership and Performance” is also recommended to reflect the role that the Committee has in overseeing partnership arrangements.

- 3.10. Standing Orders Section 3.0 will be amended to reflect the changes to the Committee structure as proposed in Appendix 1. Prior notice of changes to Standing Orders was intimated by the Council leader at the Council meeting on 28<sup>th</sup> June 2018 in accordance with paragraph 20.7 of Standing Orders. The Scheme of Delegation will be updated to reflect the change in Committees.

#### 4.0 Sustainability Implications

- 4.1. None

#### 5.0 Resource Implications

##### 5.1. *Financial Details*

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

Yes ✓

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

Yes ✓

##### 5.4. *Staffing*

- 5.5. Staffing implications are as set out in the Council paper - General Services Revenues and Capital Budget 2018/19 (dated 8th March 2018)

#### 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)

Clackmannanshire Council – Local Code of Governance

**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 – Interim Remit for Standing Committees

Appendix 2 – Past Reports to Committees and Councils and Proposed Future Alignment

Appendix 3 – Proposed Organisational Redesign

**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

Chartered Institute of Public Finance and Accountancy's (CIPFA) Audit Committees – Practical Guidance for Local Authorities and Police 2018 edition

Report To Clackmannanshire Council - Council Decision-Making Framework (dated 12<sup>th</sup> April 2018)


Report To Clackmannanshire Council - General Services Revenues and Capital Budget r 2018/19 (dated 8<sup>th</sup> March 2018)

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Coulter	Head of Resources & Governance	2022



**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Stephen Coulter	Head of Resources & Governance	
Nikki Bridle	Chief Executive	



## **Interim Remit for Standing Committees**

The proposed remits of the four standing committees are set out below:

### **People Committee**

- (1) To determine policies for the promotion of care and protection, education and learning, community support and health and well-being
- (2) To set standards for service delivery in the abovementioned areas
- (3) To secure best value in the provision of these services
- (4) To monitor performance in the delivery of services including consideration of:
  - quarterly service performance reports
  - inspection or other similar reports
  - financial performance
- (5) To keep under review the impact of the Committee's policies on Clackmannanshire

Note - As the People Committee will be advising the Council on education matters and discharging functions of the Council in relation to education matters, the committee must also include among its membership:

- one member nominated by the Church of Scotland
- one member nominated by the Catholic Church
- one member nominated by a further denominational body or church (taking account of the comparative strength of all the churches and denominational bodies having duly constituted charges or other regularly appointed places of worship)

### **Place Committee**

- (1) To determine policies for the environment, development and facilities and assets
- (2) To set standards for service delivery in the above mentioned areas
- (3) To secure best value in the provision of these services
- (4) To monitor performance in the delivery of services including consideration of:
  - quarterly service performance reports
  - inspection or other similar reports
  - financial performance
- (5) To keep under review the impact of the Committee's policies on Clackmannanshire

## **Partnership and Performance Committee**

- (1) To determine policies for the resources, risk and governance and strategic support
- (2) To set standards for service delivery in the above mentioned areas
- (3) To secure best value in the provision of these services
- (4) To consider reports and plans from Community Planning Partners and other partnership arrangements and, where appropriate, to monitor the achievement of agreed outcomes, standards and targets
- (5) To monitor performance in the delivery of services including consideration of:
  - quarterly service performance reports
  - inspection or other similar reports
  - financial performance
- (6) To keep under review the impact of the Committee's policies on Clackmannanshire

## **Audit Committee**

To ensure that the authority's assurance statements, including the annual governance statement, properly reflect the risk environment and any actions required to improve it.

In relation to the authority's internal audit functions:

- oversee its independence, objectivity, performance and professionalism
- support the effectiveness of the internal audit process
- promote the effective use of internal audit by approving the annual Internal Audit Plan

To consider the effectiveness of the authority's risk management arrangements and the control environment, reviewing the risk profile of the organisation and assurances that action is being taken on risk-related issues, including partnerships and collaborations with other organisations

To monitor the effectiveness of the control environment, including arrangements for ensuring value for money, supporting standards and ethics and for managing the authority's exposure to the risks of fraud and corruption

To consider the reports and recommendations of external audit and inspection agencies and their implications for governance, risk management or control

To support effective relationships between external audit and internal audit, inspection agencies and other relevant bodies, and encourage the active promotion of the value of the audit process

To review the financial statements, external auditor's opinion and reports to members, and monitor management action in response to the issues raised by external audit.

**Past Reports to Committees and Council and Indicative Proposed Future Alignment**

<b>Council</b>	<b>People</b>	<b>Place</b>	<b>Partnership and Performance</b>	<b>Audit</b>
Application to Council for Financial Assistance	Business Gateway	Annual Property Review	Procurement Governance	Corporate Risk and External Audit Actions
Carers (Scotland) Act 2016 – Delegation of Functions to the IJB	Carers Report - Update	Clackmannanshire Local Development Plan Review	Annual Treasury Report	Final Audited Accounts
Appointment of Council Leader and other Member Appointments	Children and Young Persons Service Plan	Strategic Housing Investment Plan 2018 – 2023	Budget Strategy Update	Draft Internal Audit Plan
Appointments to Committees	CSWO Report	Strategy and Regeneration Update	Clacks Community Justice Outcomes Improvement Plan	Draft Management Report
Chief Officer Recruitment	Expansion of Early Learning and Childcare	Supported Buses	Community Asset Transfer	External Auditors Planning Report
City Deal	Housing Need and Demand Assessment HNDA	Tullibody South Campus	External Grant Funding	IA Annual Assurance Report
CoSLA Policy Boards - Council Nominations	Mixed Ownership and Common Repairs	Urgent Capital Works	Health and Safety Policy	Internal Audit Progress Report
Council's Decision Making Structure	Placing Requests	Service Complaints Report	HR Policies	Local Scrutiny Plan
Debt Policy	Social Services Review	Development and Environment Business Plan	Mid-Year Treasury Report	NFI
Debtors Report	The Carers Act - Implementation	Development and Environment Performance Reports	Pensions Transfer of Liability Report	Council Financial monitoring
Draft Accounts	Service Complaints Report	Scottish Local Authority Business Loans Fund	Police Plan	Report on Contract Overspend In Accordance with S53 of Contract Standing

<b>Council</b>	<b>People</b>	<b>Place</b>	<b>Partnership and Performance</b>	<b>Audit</b>
				Orders
Education Governance (Regional Collaboration)	Attainment and Positive Destinations	Charter for Household Recycling	PPP – Exempt	Outturn Reports
Elected Member Representation on Outside Bodies	Clackmannanshire Child Protection Procedures	Clacks Draft Conservation Area Appraisals for Consultation: Alloa Glebe, Clackmannan, Kennet and Tillicoultry	Procurement Strategy	Best Value Report – Clacks Council – Report by Audit Scotland
Proposed Budget Amendments	Education Business Plan	Clacks Local Development Plan Proposed Supplementary Guidance: SG8 – Woodlands and Forestry, SG10 – Domestic Developments and Associated Documents	Scheme for the Establishment of Community Councils	Best Value Assurance Report – Action Plan
Financial Regulations	Education Performance Report	Economic Development Update Report	Scottish Fire and Rescue Service – Clackmannanshire 3 Year Plan	External Auditors Interim report
HRA business plan (rent increase) – to be confirmed	Housing and Community Safety Business Plan	Energy Initiatives Update	Service Complaints Report	Annual Complaints Reports
Licensing Board Membership	Housing and Community Safety performance Reports	Roads Asset Management Plan Report	Fire Performance reports	LGBF 2016/17 annual report
Local Code of Governance	Scottish Attainment Challenge Report	Supported Bus Services	Police Performance Reports	
LOIP	Social Services Business Plan	European Structural Funds 2014-2015	Resources and Governance Business Plan 2017/18	
Member Appointments and Responsibility Allowances	Social Services Performance Report	Public Bodies Climate Change Duties: Clacks Council Annual Report	Resources and Governance Performance Reports	
Programme Governance	Social Services Review	Waste Collection Service and National Initiatives	SOA 2016/17 annual report	

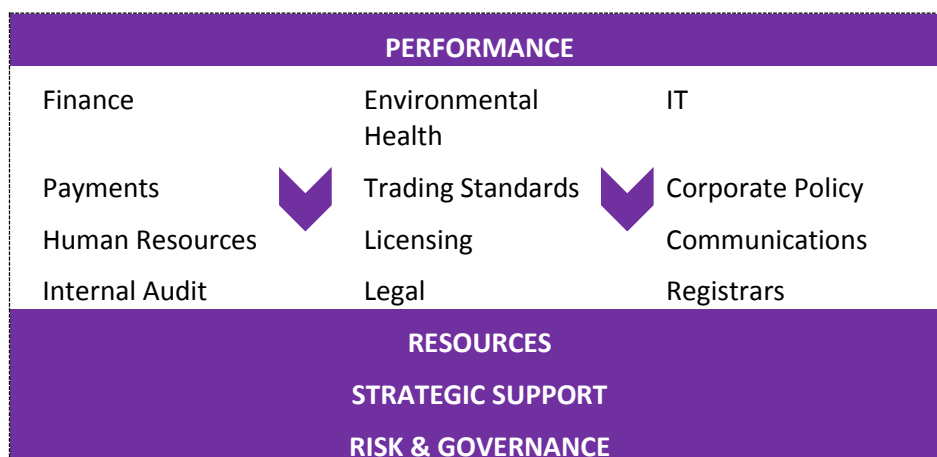
<b>Council</b>	<b>People</b>	<b>Place</b>	<b>Partnership and Performance</b>	<b>Audit</b>
	Clacks Local Employability Partnership		Strategy and Customer Services Business Plan 2017/18	
	Developing Scotland's Young Workforce and Supporting Modern Apprenticeships		Strategy and Customer Services Performance Reports	
	Employability Strategy Final Report		Strategy and Development Update	
			Food Law Enforcement Policy	
			Health and Social Care Partnership – Annual Report	





**Proposed Organisational Redesign**

**PROPOSED ORGANISATIONAL DESIGN**



# while Adult Care is the responsibility of the Integration Joint Board, the Council retains a role via resource transfer, the role of the Chief Social Work officer and membership of the IJB. There are links with other functions within People which need to be taken into account hence adult care being included in the design



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**Report to: Council**

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**Date of Meeting: 23rd August 2018**

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**Subject: Programme Governance**

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**Report by: Head of Resources & Governance**

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### **1.0 Purpose**

To put forward proposals for the structured management of change in the Council

### **2.0 Recommendations**

It is recommended that Council agree to:

2.1 Establishing a Change Board comprising the Strategic Directors leading People, Performance and Place, the Chief Executive and 4 elected members, including the Council Leader and representatives from each of the three political parties, based on current political balance

2.2 Recruit a Programme Manager, with support from the Improvement Service to establish and lead a Programme Management Office (PMO) using the transformation change fund. Estimated costs for the appointment are £70k per annum including on costs

It is recommended that Council note that:

2.3 Under the authority delegated to the Head of Paid Service (Chief Executive) suitably qualified staff from within the Council will be seconded into the PMO. The exact constitution of the PMO will vary over time as demands for project resources change.

2.4 The Chief Executive will consider options for the recruitment of a Programme Manager to oversee organisational change and the PMO following the Strategic Director recruitment exercise.

### **3.0 Considerations**

3.1 The Council is operating in a fast moving strategic landscape with major changes being introduced such as the Community Empowerment Act, City

Deal and Regional Improvement Collaborative that are all changing the way Local Government operates. Alongside these external changes, changes driven by financial restraint, increasing use of digital technology and an aging population are increasing pressure on the existing ways of delivering services and the required pace and scale of change. The Council has a good record in delivering change projects of varying complexity, structure and budget but now needs to build on that success to deliver the Council's priorities within the available resources.

- 3.2 The Council's has used overarching frameworks like Making Clackmannanshire Better (MCB) to manage change. The benefit of such an approach is the identification and management of the linkages that exist across the initiatives and projects that services are managing. These might be possible to discretely manage in a service or might be cross-cutting involving one or more services. Some initiatives/projects require formal approaches to change and some are more straightforward to implement such as management efficiency decisions.
- 3.3 The Capital programme is a major part of delivering change as it mainly involves key infra structure projects. The capital programme has been aligned with initiatives such as MCB, Village and Small Town Initiative and Spend to Save. There have seen some major successes such as the development of Redwell Primary School. Work is now progressing in CMT to refresh all of the existing asset plans to prioritise the work required to maximise the benefits from the Council's assets infrastructure and identify opportunities for disposing of assets that are under-utilised or where their development can offer a lasting economic benefit to the area and support financial sustainability.
- 3.4 However, the 2017/18 Annual Governance Statement panel process highlighted the challenge for services to deliver strategic change and continue to provide services. Key posts have either been subject to turnover or experienced staff have not been replaced. When change projects fail in organisations it is mainly due to cultural issues and barriers. This emphasises the importance of having sufficient resources to engage with staff and gain their buy-in.
- 3.5 The recently approved Council paper, "External Grant Funding" highlighted the opportunity to bring in additional resources to support change. This was in the context of external funding but it also references the recommendation in the Best Value Audit Plan to establish a Programme Management Office to support organisational redesign incorporating project management. funding and digital support. This was to be resourced, in part, from the £266k that is currently available through the Transformational Change Fund.

#### **4.0 Need for Structure**

- 4.1. Developing the Council's existing approaches to provide more structure to change management will bring with it a number of benefits including:

- A more strategic approach to the prioritisation of key initiatives

- A longer term view of the impacts of change on the Council's capacity to deliver what to whom
  - Better integration between projects
  - Capturing and disseminating lessons learned
  - Enhanced sharing of knowledge across organisational boundaries
  - Improved professionalism in Council staff
  - Reduced risk of failing to deliver benefits
  - Clear thresholds for escalation when projects are running into difficulties
  - Better engagement with stakeholders
  - Regular structure for the reporting of progress to elected members.
- 4.2. A potential design structure has been developed and is included at Appendix 1. The key principles are that a "Portfolio Board" of Elected Members and Chief Officers will be established to oversee the Council's change programmes ensuring that the right programmes are identified and aligned to deliver the Council's outcomes. It will also provide advice and support should there be slippage in programme plans.
- 4.3. The Portfolio Management Team (PMT) comprising the Chief Executive and newly appointed Strategic Directors will ultimately be accountable to Elected Members through the Portfolio Board for delivery. Feeding into the PMT will be cross cutting programme teams that will oversee a number of thematically linked projects. A hierarchy of reporting relationships will be developed through the governance structure overseen by the Programme Management Office. Identifying the right projects is crucial and appropriate input from a range of stakeholders will be encouraged.
- 4.4. A well-structured approach does not need an over-bearing bureaucracy. The approach to a roads project or an IT project need not necessarily be the same in terms of how the projects are managed but there does need to be a consistency in the alignment of projects with the Council's strategic outcomes and an identification of where projects fit within the Council's portfolio of change.
- 4.5. Work will be required on the criteria to be met before a project is adopted. This could be on the basis of financial commitment, strategic significance or impact on staff or service users. Strategic tools can be developed to support the Council in both identifying its priorities and allocating resources. The Improvement Service has offered to support the Council in sharing approaches and benchmarking with other Local Authorities.

## **5.0 City Deal**

- 5.1. The governance arrangements underpinning City Deal will be presented to Council in a separate report and will require a multi partner approach. The Council's current financial and people resourcing arrangements are unlikely to be able to stretch to properly manage the Council's anticipated commitments and fully capitalise on the opportunities provided by City Deal.

- 5.2. Discussions with Scottish Enterprise have identified the potential to bring specialist expertise in economic development and sustainable growth to the Council which will help with business case development and benefits identification which will support the programme.
- 5.3. If the recommendations in this Report are agreed by Council further work will be required to align the resources required for City Deal with the wider organisational change resources and to ensure that the governance arrangements provide for appropriate scrutiny by Clackmannshire's elected members.

## **6.0 Resources for Change**

- 6.1. To lead change at a strategic level it is recommended that the Council appoints a Programme Manager with a remit to manage change from strategy development through to implementation. The manager would be supported by the creation of a suitably resourced Project Management Office. In order to ensure that the post holder has sufficient profile it is recommended that they are a direct report of the Chief Executive. A number of options for recruitment have been identified including:
  1. Identifying and appointing a suitably qualified senior manager from a potential redeployment pool following the Strategic Director/senior manager appointment exercise
  2. Undertaking an external exercise to recruit an experienced change leader on a fixed term contract
  3. Approach an organisation such as the Improvement Service to identify a suitable candidate for a fixed term assignment
- 6.2. Any internal recruitment will offer financial efficiencies but runs the risk of no suitably skilled staff being either interested or available. Internal recruitment would also be consistent with the Council's redeployment policy but at this stage it's not clear whether there will be any senior managers in the redeployment pool with the necessary experience.
- 6.3. Option 2 could be pursued through recruitment agencies/consultancies but would require a premium to be paid. That approach does provide some flexibility in regard to ending contracts at short notice if this is needed but can also carry the risk of losing a valued resource critical to the leadership of change at very short notice. If the Council were to employ directly, it runs the risk of a fixed term contract being unattractive at a time when many public bodies are seeking people with similar change management skill sets.
- 6.4. Discussions between senior officers and the Improvement Service (IS) have taken place. A number of options to support the council's change portfolio were noted. IS resources could be used to support somebody recruited under options 1 or 2 or provide a pathway to change through the allocation of a specific resource. IS have indicated that they would be prepared to support the Council in developing suitable options further.
- 6.5. Approval for a programme management office (PMO) was agreed by Council in March 2018 as part of the Best Value Audit action plan. Existing

management arrangements are sufficient to scope out the role of the office and the requirements of a manager. Recruitment of the manager was agreed to be funded from the transformational change fund. Resourcing the PMO will need to be flexible depending on the progress of particular projects and more detailed plans will be developed. It is anticipated that a number of staff resources will be supplied via internal secondments or redeployment avoiding the need for external resources wherever possible.

6.6. The PMO would be expected to provide:

- Governance. The PMO ensures that decisions are taken by the right people, based on the right information. The governance role can also include audits or peer reviews, developing project and programme structures and ensuring accountability at all levels.
- Transparency. The PMO is responsible for providing information and being the single source of the truth. Information should be relevant and accurate to support effective decision-making, and provided to people in a way they can understand.
- Re-usability. The PMO facilitates the sharing of knowledge. This stops project teams from reinventing the wheel and makes the PMO the central point for lessons learned, templates and best practice.
- Delivery support. The PMO makes it easy for project teams to do their jobs by reducing bureaucracy, providing training, coaching, mentoring and quality assurance.
- Traceability. The PMO provides the function for managing documentation, project history and organizational knowledge.

6.7. It is recommended that a recruitment exercise is taken forward using resources from the Transformation Change fund to finance the post. IS have offered to support the Council in the recruitment, either using their associates framework or as a joint resource and have provided job descriptions for similar roles used by other Local Authorities. Salary plus on costs are anticipated to be in the region of £70k. IS have advised of the importance of the PMO maintaining an independence of approach in order to challenge the existing thinking of the Council and a willingness to work across boundaries, internally and externally to create opportunities for collaboration and learning. The recruitment exercise will need to establish a best fit solution for the Council's current requirements and internal recruitment will be considered as part of the exercise.

## **7.0 Governance**

7.1. The governance model at Appendix 1 illustrates the position of elected members in the governance of change. The structure, to be effective, would benefit from being a Board type approach rather than a committee or sub-committee operating to the Council's Standing Orders. The relationship between officers and elected members would need to be free-flowing to enable the proper exploration of issues and exchange of views although regulated through the management of a Board Chair. The political balance should align with that used in committees.

7.2. Reporting and agenda management would be the responsibility of the PMO Manager but would align with the delivery plan at Appendix 2.

## 8.0 Sustainability Implications

8.1 There are no direct sustainability impacts flowing from the recommendations in this Report.

## 9.0 Resource Implications

9.1. Financial Details

9.2. 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 ✓

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

9.4. Staffing

## 10.0 Exempt Reports

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

## 11.0 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)

## 12.0 Equalities Impact



- 12.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?  
 Yes  No ✓(N/A)

**13.0 Legality**

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

**14.0 Appendices**

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

Appendix 1 - Council Change Framework

Appendix 2 - Governance and Reporting



**15.0 Background Papers**

- 15.1 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)**

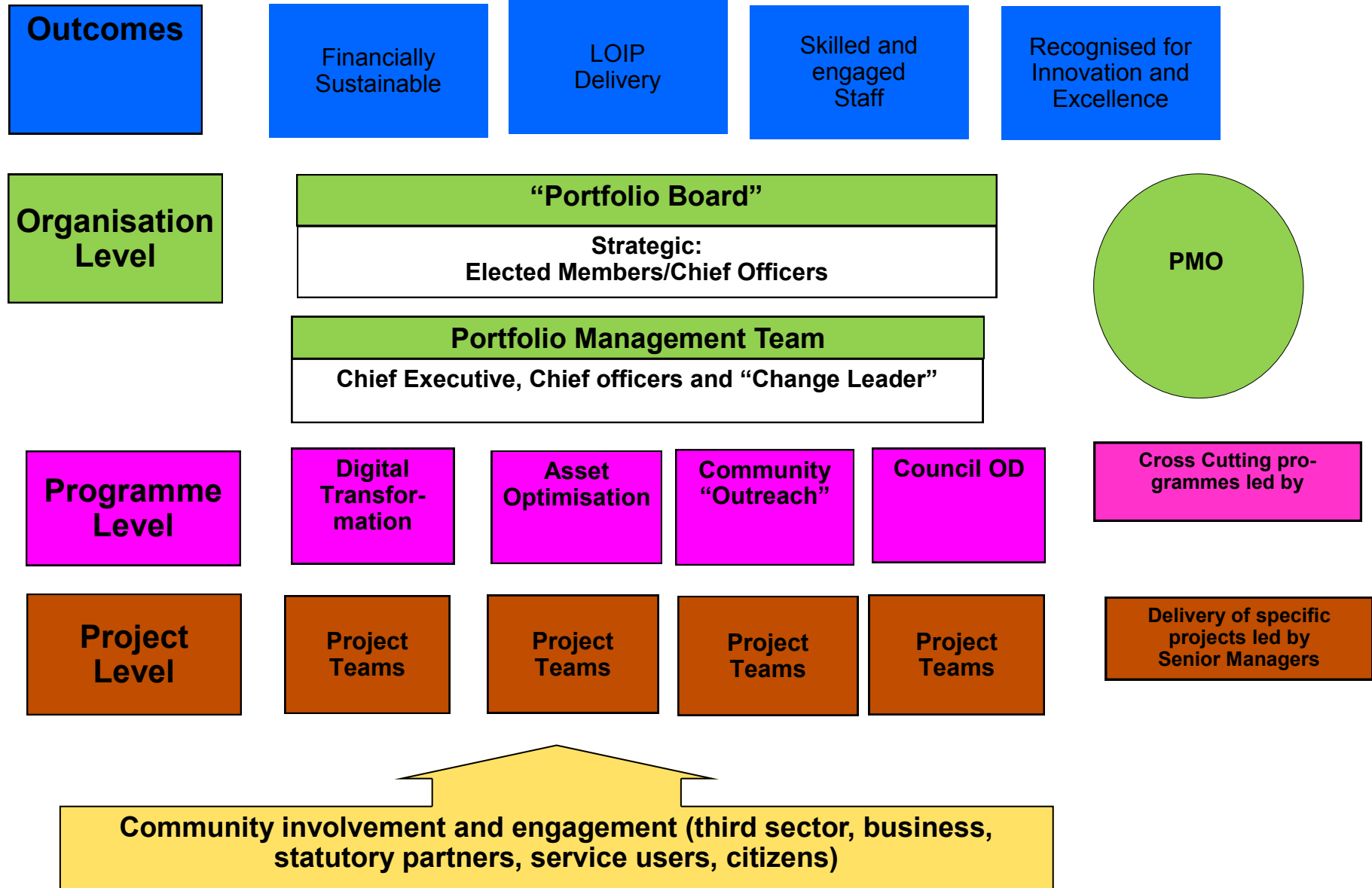
NAME	DESIGNATION	TEL NO / EXTENSION
Stephen Coulter	Head of Resources & Governance	01259 452022

**Approved by**

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



# Council Change Framework



# Governance and Reporting

**Portfolio Board**

**Programme Level**

**Project Level**

	Governance Forum	Participants	Inputs	Outputs
Portfolio Board	<ul style="list-style-type: none"> <li>• In Council's 8 week committee cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Council Leader</li> <li>• Nominated elected members</li> <li>• Chief Executive</li> <li>• All chief officers</li> <li>• Change Sr. Mgr.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance information</li> <li>• Key risks</li> <li>• Escalated issues</li> </ul>	<ul style="list-style-type: none"> <li>• Executive assurance</li> <li>• Issue resolution</li> <li>• Strategic direction</li> <li>• Council/ Committee reports</li> </ul>
Programme Level	<ul style="list-style-type: none"> <li>• As per programme plan (4-6 weekly is likely)</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant Convenor</li> <li>• Nominated elected members</li> <li>• Chief Officer</li> <li>• Programme Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Escalated Issues</li> <li>• Progress reports</li> <li>• Risk analysis</li> <li>• Options appraisal</li> <li>• Progress Information</li> <li>• Direction from Portfolio Board</li> </ul>	<ul style="list-style-type: none"> <li>• Issue resolution</li> <li>• Re-prioritisation of project plan</li> <li>• Issue escalation</li> <li>• Resource requisition</li> </ul>
Project Level	<ul style="list-style-type: none"> <li>• Project Boards (as per plan)</li> <li>• Project teams (Weekly)</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Service lead</li> <li>• Project managers</li> <li>• Project Team</li> </ul>	<ul style="list-style-type: none"> <li>• Direction from Programme Board</li> <li>• Project status</li> <li>• Consultation feedback</li> <li>• Expert advice</li> </ul>	<ul style="list-style-type: none"> <li>• Project technical and management products</li> <li>• Progress/performance information</li> <li>• Risk management</li> </ul>

**CLACKMANNANSHIRE COUNCIL**

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**Report to Council**

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**Date of Meeting: 23 August 2018**

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**Subject: Budget Strategy Update**

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**Report by: Chief Accountant (Interim)**

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**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, the key financial publications over the last few months and the Quarter 1 savings outturn.

**2.0 Recommendations**

2.1 It is recommended that Council notes:

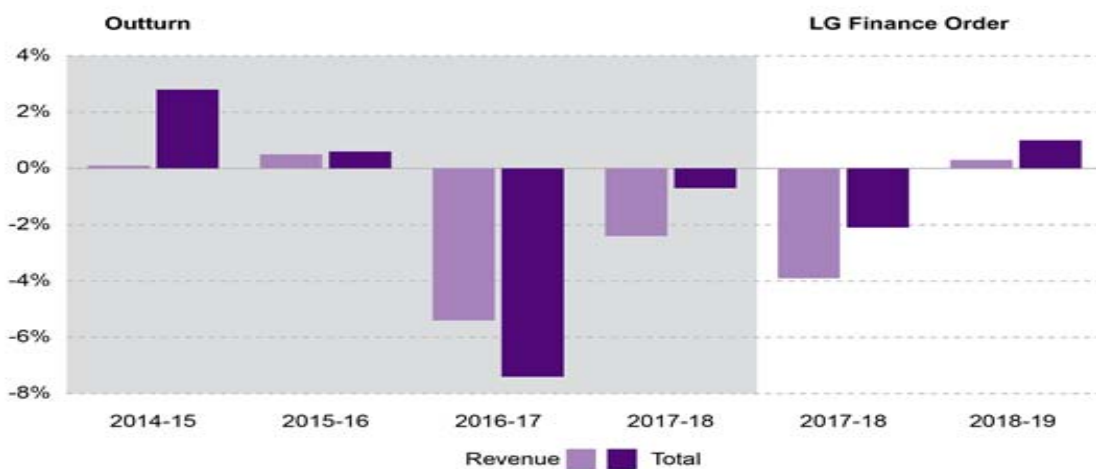
- a. The CIPFA Monthly briefing for June 2018
- b. The SPICe facts and figures highlights from 2013/14 – 2018/19
- c. The refreshed position on the funding gap for the next 3 years.
- d. Quarter 1 outturn savings position
- e. Current work to develop the 2019/20 savings plans and
- f. The work ongoing regarding capital asset plans and the development of a capital strategy

**3.0 Outlook**

- 3.1 The CIPFA briefing for June focused on the Scottish Government's fiscal outlook paper and suggests that funding for Health, Policing, Attainment, Higher Education and Social Security will increase from 56% of the resource budget in 2019/20 to 64% by 2022/23. This has implications for the remaining areas, one of which is Local Government. The Local Government resource budget will not be impacted in cash terms, but in real terms it means a minimum 2% reduction.
- 3.2 Scenario planning in the CIPFA briefing also suggests that in all of the three funding scenarios put forward, the priority areas noted above will receive the same resource, and so the non priority areas will take the impact of any movement in overall funding levels. Therefore, without reprioritisation or reform, efficiency savings of 5% could be required by 2022/23.
- 3.3 The briefing also covered GDP growth forecasts which will continue to show some growth but at a much slower rate than was previously forecast. Growth from 2019 onwards is forecast at 0.9%, half of the forecast rates from Dec 2016, and is predicated on Scottish productivity bouncing back to previous levels, which is yet to materialise. Growth in Scotland is currently slower than the rest of the UK.

- 3.4 Income tax revenues are also forecast below previous levels and the impact of this may lead to higher tax rates or additional borrowing, as the overall resource is less than forecast.
- 3.5 The Scottish Parliamentary Information Centre (SPICe) recently published its annual “Local Government Finance: facts and figures report 2013/14 - 2018/19”. <https://digitalpublications.parliament.scot/ResearchBriefings/Report/2018/5/21/Local-Government-Finance--facts-and-figures-2013-14-to-2018-19>
- 3.6 In real terms, whilst both the Revenue and Total settlements for Local Government rose in 2014-15 and 2015-16, they fell sharply over the next two years. Between 2013-14 and 2017-18 there was a 7.1% fall (-£744.7m) in the Local Government Revenue settlement in real terms (2018-19 prices).

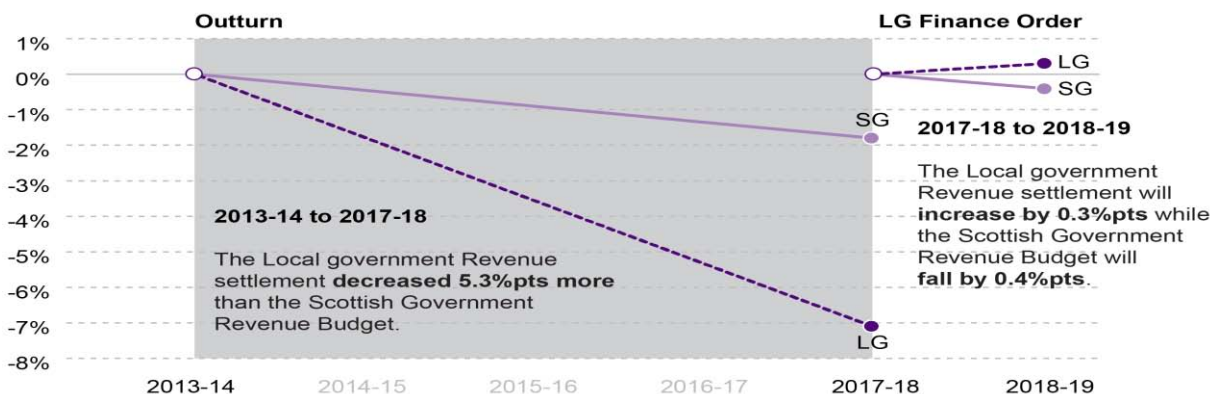
**Exhibit 1**



Source: The Scottish Parliamentary Information Centre (SPICe)

- 3.7 Local Government Finance Order figures suggest that there will be a 0.3% real terms increase (£28.7m) in the Local Government Revenue settlement between 2017-18 and 2018-19.

**Exhibit 2**



Source: The Scottish Parliamentary Information Centre (SPICe)

- 3.8 This suggests a reversal in the trend of recent years in which the Local Government Revenue settlement has fallen at a much steeper rate than that of the Scottish

Government. Looking at both the Revenue and Capital figures combined, Local Government's share of the Scottish Government budget decreased by 1.5% between 2013-14 and 2017-18. Local Government Finance Order figures suggest that this will increase slightly, by 0.2 percentage points, between 2017-18 and 2018-19.

#### 4.0 Budget gap refreshed

4.1 On the 8<sup>th</sup> March 2018, the Council approved its budget for 2018/19. 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 Gap	<b>12,509</b>	<b>8,765</b>	<b>8,673</b>	<b>29,947</b>

4.2 The main assumptions for all three years included were as follows:

- Increase in Council Tax 3%
- 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 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 2018/19 is not at this stage baselined for future years.

4.3 This has now been updated and the following assumptions are now relevant:

- 3% Increase in Council Tax
- Differential pay inflation 3%/2%/1% assumed to 2022/23 (*this piece of work is under way, the figures below currently shows a flat 3% increase and so maybe slightly overstated, this will be updated for the next report*)
- Contract inflation at 1% of spend
- General demand pressures, £2.4m 2019/20 and £3m for 2020/21 and £3.6m 2021/22, based on inflation staying above the target 2% and the expected 5% increase in fuel and transport costs

- Bank of England interest rate rise in August of 0.25% up to 0.75% ahead of the expected schedule
- General fund grant percentage decrease of 4% building up to 5% over the next 3 years as the Scottish budget faces priority pressures and Local Government grants decrease.
- The recurrent share of the additional ELC revenue funding of £210m 2019-20, £201m 2020/21 and £59m 2021/22.
- The recurrent share of the additional PEF funding of £180m 2019-20, £180m 2020/21 and £59m 2021/22.
- That the additional £1.502m received for 2018/19 is not baselined for future years.

4.4 Once the above assumptions have been updated, the forecast the gap for the next 3 years will be £31.902m. The £2m increase is as a result of rising pressures in demand, prices and reduced future funding:

**Table 2: General Services Budget 2019/20-2021/22 Indicative funding gap**

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
Net expenditure	126,136	132,986	140,354	
Net Funding	113,448	111,034	108,452	
Indicative Annual Gap	<b>12,688</b>	<b>9,264</b>	<b>9,950</b>	<b>31,902</b>

The Council will need to review its services, charges and savings plans to ensure that the council remains financially sustainable. The 2019/20 gap of £12.688m will require significant transformational change to bring about the level of saving required to keep within the lower budget settlements expected over the next 3-5 years.

- 4.5 Councils across the UK are facing serious financial issues and are making unprecedented service decisions to ensure they can stay within the resources available, however some have not been able to do so and are facing severe public criticism.
- 4.6 The assumptions made above are well informed but a number of other factors will need to be planned for over the coming years such as:
- The big increase in people aged over 75 and the additional care costs associated with this, along with the increase in single person household and a reduction in Council Taxes.
  - The ageing population will have fewer younger workers, leading to lower revenues from taxes and therefore less funding being available for public services.
  - Technology is expected to automate a significant numbers of roles, over the next 10-20 years, with roles changing in the skill sets required to carry them out.
  - The Social Security (Scotland) Bill, approved 25 April 2018, means that the majority of social security expenditure powers will transfer to Scotland and



come in to affect by 2021/22. The exact implications of this are not yet known.

- The assignment of VAT which will impact the Scottish budget from 2020/21.

## 5.0 Quarter 1 savings

5.1 At the Council meeting on the 8 March 2018, a savings plan of just over £7.3m was set out in the General Services Revenue and Capital Budget 2018/19 paper. The table below indicates the make-up of the savings by type and also shows the spread across people, place and performance (*this is a first draft of the split between the new portfolios and will be refined as the remits become more defined*). The paper also looks at the impact of these savings on the 2019/20 and 2020/21 budgets.

**Table 3: Make up of Savings Per People, Place, Performance**

Service	Management Efficiencies	Policy Stop/Reduce	Redesign	Sub-total	CASH	17/18 Year 2	Corporate	TOTAL
People	501	1,531	830	<b>2,862</b>	990	73		<b>3,925</b>
Place	666	1,151	25	<b>1,843</b>	182	349		<b>2,373</b>
Performance	451	249	15	<b>715</b>	4	70		<b>789</b>
							289	<b>289</b>
<b>TOTAL</b>	<b>1,618</b>	<b>2,931</b>	<b>870</b>	<b>5,419</b>	<b>1,175</b>	<b>492</b>	<b>289</b>	<b>7,376</b>

This section of the paper summarises progress to date and highlights any potential areas of concern.

5.2 The table below sets out the savings above:

- Savings from Management Efficiency, Policy and Redesign
- The second year impact of 2017/18's savings plans
- Cash savings
- Corporate savings

As shown below the first section indicates that at the end of Quarter 1 services said that 25.5% of their planned savings would definitely be achieved with a further 47% being likely before the year end.

**Table 4: Quarter 1 savings**

		2018/19		2019/20		2020/21		Total
<b>Management Efficiency</b>	Achieved	620,367	38.3%	-	0.0%	0	0.0%	620,367
	Likely	708,350	43.8%	-	0.0%	0	0.0%	708,350
	Amber	89,259	5.5%	20,000	100.0%	40,000	100.0%	149,259
	Red	200,241	12.4%	-	0.0%	0	0.0%	200,241
		<b>1,618,217</b>		<b>20,000</b>		<b>40,000</b>		<b>1,678,217</b>
<b>Policy</b>	Achieved	215,449	7.4%	-	0.0%	0	0.0%	215,449
	Likely	1,560,195	53.2%	203,770	18.4%	(55,000)	-14.2%	1,708,965
	Amber	782,671	26.7%	686,894	62.1%	443,000	114.2%	1,912,565
	Red	372,500	12.7%	215,000	19.4%	0	0.0%	587,500
		<b>2,930,814</b>		<b>1,105,664</b>		<b>388,000</b>		<b>4,424,478</b>
<b>Redesign</b>	Achieved	546,000	62.7%	-	0.0%	0	0.0%	546,000
	Likely	276,427	31.8%	232,367	65.7%	0	0.0%	508,794
	Amber	47,702	5.5%	121,063	34.3%	450,000	100.0%	618,765
	Red	-	0.0%	-	0.0%	0	0.0%	-
		<b>870,129</b>		<b>353,430</b>		<b>450,000</b>		<b>1,673,559</b>
<b>Total</b>	Achieved	1,381,816	25.5%	-	0.0%	-	0.0%	1,381,816
	Likely	2,544,972	47.0%	436,137	29.5%	(55,000)	-6.3%	2,926,109
	Amber	919,632	17.0%	827,957	56.0%	933,000	106.3%	2,680,589
	Red	572,741	10.6%	215,000	14.5%	-	0.0%	787,741
		<b>5,419,160</b>		<b>1,479,094</b>		<b>878,000</b>		<b>7,776,254</b>

This leaves 17.0% (£0.919m) amber and 10.6% (£0.572m) red amounting to potentially £1.392m of savings which are not certain at this point. However this is an early assessment and work continues to verify the position and where possible seek compensatory savings.

5.3 As the timeframe extends forward, the certainty around savings lessens, with 29.5% likely to be achieved. 60.5% either amber or red in 2019/20 and everything amber by 2020/21. This uncertainty is mainly caused by savings plan/business case still being under development or the outcome being dependant on a previous year. As more information becomes available the status will be updated as project delivery become more certain. Appendix A contains the detailed list of savings plans along with their RAG status.

5.4 Year 2 savings, from 2017/18 savings plans are shown below:

**Table 5: Year 2 Savings 17/18**

<b>Year 2</b>	Achieved	37,516	7.6%	-	0.0%	-	0.0%	37,516
	Likely	431,628	87.7%	26,973	40.9%	-	0.0%	458,601
	Amber	-	0.0%	-	0.0%	-	0.0%	-
	Red	23,000	4.7%	39,000	59.1%	78,000	100.0%	62,000
		<b>492,144</b>		<b>65,973</b>		<b>78,000</b>		<b>496,117</b>

The savings are either achieved or will be achieved during the year with the exception of one project (*SCS006a Roll out of Hub model*) which has a red status and effects each of the following years above. Appendix B contains the detailed list of savings plans along with their RAG status.

5.5 Cash savings 2018/19 are captured below:

**Table 6: Cash Savings 18/19**

<b>Cash</b>	Achieved	67,031	5.7%
	Likely	200,334	17.0%
	Amber	908,000	77.3%
	Red	0	0.0%
		<u>1,175,365</u>	

22.7% of these savings are currently achieved or likely to be achieved, however two large projects (*Education Staff budget and Housing budget realignment*) currently have an amber status. Although some of the savings will be achieved, either the full amount is in doubt or there is a potential demand pressure which offsets it to some degree. Work on these continues to clearly establish and any mitigating action can be taken and the savings likely to be achieved.

- 5.6 Corporate savings of £289k were also included in the revenue budget and were based upon the new senior structure being in place from September 2018 (*a 6-month in-year saving*). This has been delayed and so the savings achieved/likely to be achieved are now shown below. However, at least 1 month of this saving may slip into 2019/20 and is being shown as red.

**Table 7: Corporate Savings**

<b>Corporate</b>	Achieved	21,250	1.8%
	Likely	168,750	58.4%
	Amber	49,000	17.0%
	Red	50,000	17.3%
		<u>289,000</u>	

- 5.7 Ensuring that the savings plans for 2018/19 and beyond are achieved will be paramount, as the usable reserves recorded in the draft annual accounts dropped from 4.4% to 3.6% (*the minimum requirement is 3%*) in 2017/18. Setting a 2019/20 budget that avoids using reserves would ensure that this position does not deteriorate further. Appendix C contains the detailed list of savings plans along with their RAG status.

## 6.0 Budget preparation 2019/20 – Savings

- 6.1 Work is also progressing to develop the Council's proposed Budget for 2019/20 and where possible planning for the years beyond that. A number of activities are being undertaken, which will inform the development of future years' priorities and from these will flow the financial plans. Key activities include:

- Using the priority areas identified from the early work with Conveners to update savings plans
- Issuing the draft budget timetable - Appendix D
- Designing the engagement process for this years budget challenge
- Agreeing the external consultation process
- Ensuring that the asset plans support the LOIP and the Council's long term estate strategy, along with the development of a Capital Strategy

- Reviewing other Local Authorities savings plans to ensure we are covering all potential areas

6.2 The timetable brings forward a number of the tasks to ensure that a balanced budget can be agreed in December 2018/January 2019. Getting the savings plan in place is vital to this process and these are being developed ready for consideration by elected members. Monthly briefing sessions will take place with elected members to ensure they are fully briefed on progress.

## **7.0 Capital Asset plans**

7.1 Services have submitted their asset plans and these are being reviewed to ensure that they support aspirations for both the organisation and the community. An overarching capital strategy will be developed that will set out the vision for the next 30 years of investment and the benefits that will accrue. The strategy will develop a priority based approach, based on strategic need and risk, so that capital is invested in the right places, at the right time. Work will begin on the strategy in the coming weeks.

7.2 When reviewing these plans the focus will be on ensuring that they support long term planning and not short term needs, except where that is required for statutory compliance or unavoidable expenditure.

7.3 The School Estate Strategy is a significant part of the longer term plan and helps focus where we need to develop services, housing and transport links. Schools are a fundamental part of any community and getting their position and structure correct has been the basis of strategic work being taken forward by Education.

## **8.0 Sustainability Implications**

8.1. N/A

## **9.0 Resource Implications**

9.1 *Financial Details*

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

## **10.0 Exempt Reports**

10.1 Is this report exempt? No

## **11.0 Declarations**

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

(1) **Council Policies** (Please detail)

Budget Strategy

## **12.0 Equalities Impact**

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

## **13.0 Legality**

13.1 It has been confirmed that in adopting the recommendations contained in this report,

the Council is acting within its legal powers. **Yes**

#### 14.0 Appendices

Appendix A - Schedule of Savings

Appendix B - Year 2 Schedule of Savings

Appendix C - Cash Savings

Appendix D - Budget Timeline

#### 15.0 Background Papers

15.1 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)

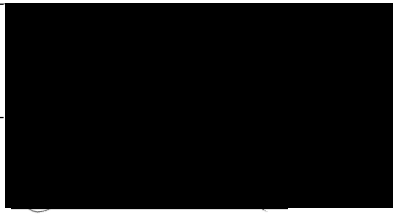
Council Budget 2018/19, March 2018

CIPFA Directors of Finance monthly Briefing June 2018

##### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Paula Tovey	Chief Accountant (Interim)	01259 452078
Stephen Coulter	Head of Resources and Governance	01259 452022

##### Approved by

NAME	DESIGNATION	SIGNATURE
Paula Tovey	Chief Accountant (Interim)	
Stephen Coulter	Head of Resources and Governance	



Schedules of Savings																
Management Efficiencies																
Change values here only																
Cant be changed as basis of budget																
Service Reference	Description of Saving	2018/19				2019/20				2020/21						
		Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red			
EDUME01	PEOPLE	Additional full year impact of 2017/18 savings	134,418			134,418	134,418	-								
EDUME02	PEOPLE	Early Years Seniors include in ratios	225,640			225,640	225,640									
SSME01	PEOPLE	Staff travel. Increased use of lease cars	15,000			15,000	-	15,000								
SSME02	PEOPLE	Development of Call Handling Approach	0	20,000	40,000	60,000						20,000			40,000	
SSME03	PEOPLE	Budget realignment childcare income	32,000			32,000			32,000							
DEME10	PEOPLE	Modern Apprentice Scheme Ending March 18	13,450			13,450	3,360	10,090								
HCSGFME03	PEOPLE	Storage costs (Homeless)	12,000			12,000	12,000									
HCSGFME05	PEOPLE	Homeless Repairs (budget re-alignment)	60,000			60,000	-	60,000								
HCSGFME06	PEOPLE	Gas/Electric costs homeless lets	8,000			8,000	8,000									
RGME01	PERF	Release Fraud manager on VR. Backfill governance officer vacancy with fraud skilled officer at G6	52,643			52,643	52,643									
RGME02	PERF	Release 2XICT CSO (G6)	34,954			34,954	34,954									
RGME03	PERF	Release 2XG6 (ICT Technical Support Officers) and create 1XFTE Project Support Officer (G7)	35,449			35,449	35,449									
RGME04	PERF	Release Committee Service officer post (G6) on retirement of post holder	31,345			31,345	31,345									
RGME05	PERF	Release unused budget from governance manager post that is not required to fund new L&DSM	10,859			10,859	10,859									
RGME07	PERF	NEW Procurement Income	2,000			2,000		2,000								
SCSME01	PERF	Reduce Emergency Planning Budget	18,000			18,000	18,000									
SCSME02 prev 3	PERF	Budget realignment of health policy officer budget	10,000			10,000	10,000									
CORPME02	PERF	Mileage and Expenses efficiencies	78,000			78,000		78,000								
CORPME03	PERF	no increase in superann contri 2018/19	178,000			178,000		178,000								
HCSGFME01	PLACE	Staffing (deletion of vacant posts)	126,000			126,000	126,000									
HCSGFME04	PLACE	Re-alignment of B&B budget	20,000			20,000	-	20,000								
HCSGFME07	PLACE	Profile Security (budget re-alignment)	36,000			36,000	-	30,000	6,000							
HCSGFME08	PLACE	Staff on redeployment list	124,500			124,500	6,000		118,500							
HCSAME01	PLACE	Buildings already sold / closed: LTH; 15/15A Mar Street, Tullibody Rent Office, Greenfield	117,228			117,228	117,228									
HCSAME02	PLACE	Social Work property given up already – 2A Main Street Cambus; 2 Eden Road, Alloa; Katrine Court	8,861			8,861	8,861									
HCSAME04	PLACE	Nursery Rates Relief	18,590			18,590		18,590								
DEME02	PLACE	Reduce staff costs Planning & Building Standards	20,000			20,000			10,000	10,000						
DEME03	PLACE	Remove 2 FTE posts in Regulatory Service (Sustainability)	78,000			78,000			41,259	36,741						
DEME04	PLACE	Janitorial overtime	5,000			5,000	1,250	3,750								
DEME05	PLACE	Streetcare overtime budget for weekend working	35,000			35,000	-			35,000						
DEME06	PLACE	Streetcare external maintenance budget	30,000			30,000	-	30,000								
DEME07	PLACE	Streetcare short term vehicle hire	7,280			7,280	-	7,280								
DEME08	PLACE	Remove Gartmorn Dam building costs	40,000			40,000	10,000	30,000								
			1,618,217	20,000	40,000	1,678,217	620,367	708,350	89,259	200,241			20,000			40,000
																20,000
																40,000

## Schedules of Savings

## Policy

Service Reference		Description of Saving	Cant be changed as basis of budget				Change values here only				2018/19				2019/20				2020/21			
			2018/19	2019/20	2020/21	Total	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red				
EDUP01	PEOPLE	Cessation of Music Tuition Service	69,090	41,454		110,544	-		69,090						41,454							
EDUP02	PEOPLE	Peripatetic Early Years Teachers	100,000	60,000		160,000	-	100,000						60,000								
EDUP03	PEOPLE	Revised Primary school class configurations	366,750	141,810		508,560			366,750						141,810							
EDUP05	PEOPLE	Removal or full cost recovery breakfast clubs	11,640	6,990		18,630	-	11,640						3,360	3,630							
EDUP07	PEOPLE	Removal or full cost sport development	54,584	32,751		87,335	-	54,584						32,751								
EDUSR01	PEOPLE	Removal or full cost recovery Kidzone Out of School Care	20,000			20,000	-		20,000													
EDUSR02	PEOPLE	20% reduction learning assistants	218,810	18,770		237,580	-	218,810						18,770								
SSP01	PEOPLE	Residential Schools: Develop local community based alternatives. Reduce no. of places by 9. (net saving after allowing for re-providing in local services)	500,000	500,000	43,000	1,043,000	-	300,000	200,000						500,000			43,000				
SSP02	PEOPLE	Development of Self Directed Support	5,000			5,000	5,000															
SCSSR16	PEOPLE	Stop - Life Skills Coach - CHL	13,500	13,500		27,000		13,500						13,500								
CORPP01	PEOPLE	Health & social care decrease in RT 2018/19	138,000			138,000		138,000														
DESR01	PEOPLE	Funding for Clackmannanshire Business	23,000			23,000	5750	17,250														
DESR02	PEOPLE	Funding for Tourism	10,500			10,500	10500															
RGP01	PERF	Charge for legal services when advice or work done on behalf of third parties	5,000			5,000																
RGP02	PERF	Removal/reduction of terms and conditions not prescribed by national agreements	200,000	215,000		415,000																
RGSR01	PERF	Cancel mobile phone insurance.	13,894			13,894	-	13,894										200,000				
RGSR02	PERF	Reduce corporate training budget	25,000			25,000	25,000											215,000				
DEP04	PERF	Reduce subsidy to Bandeath stray dog shelter	5,000			5,000		5,000														
HCSSR03	PLACE	Remove public building property inspectors TVR x3 plus one transfer	59,083			59,083	-		59,083													
SCSSR01	PLACE	Move to Online - Stop Community Newsletter/Leaflets	4,000	-		4,000	4,000															
SCSSR02	PLACE	Stop Clacks 1000	8,000	-		8,000	-	8,000														
SCSSR04	PLACE	Reduce Business Support Services - Residual/Vacancies	101,033	-		101,033	-	101,033														
SCSSR05	PLACE	Stop Purchase of Corporate Gifts	1,600	-		1,600	1,600															
SCSSR06	PLACE	Reduce Printing & Photocopying	500	-		500	500															
SCSSR07	PLACE	Reduce Stationary	2,000	-		2,000	2,000															
SCSSR08	PLACE	Reduce PA Support by 3 FTE	44,143	50,000		94,143	-	44,143						50,000								
SCSSR09	PLACE	Reduce Business Sup in Education by 1.0 FTE	10,000	10,794		20,794	-	10,000						10,794								
SCSSR10	PLACE	Reduce Business Sup in Adult Care by 1.0 FTE	15,000	14,595		29,595	-	15,000						14,595								
SCSSR11	PLACE	Reduce Contact Centre staffing by 1.8 FTE	49,179	-		49,179	49,179															
SCSSR12	PLACE	Reduce Book Budget	5,000	-		5,000	5,000															
SCSSR13	PLACE	Remove Community Engagement Budget	9,000	-		9,000	9,000															
SCSSR14	PLACE	Stop - Decommission Coalsnaughton Café Society	9,910	-		9,910		9,910														
SCSSR15	PLACE	Stop - Decommission Clackmannanshire Healthier Lives	83,495	-		83,495		41,748	41,748													
SCSSR17	PLACE	Stop - Decommission Sauchie Active 8	16,000	-		16,000		8,000	8,000													
DEP01	PLACE	Additional income- various roads activities	6,000			6,000		6,000														
DEP02	PLACE	Cease Christmas lights subsidy in Alloa (ATC Bid priority?)	14,500			14,500		14,500														



Service Reference		Description of Saving	2018/19	2019/20	2020/21	Total	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red	
DEP03	PLACE	Close all public toilets (staff costs)	73,000			73,000		39,500		33500									
DEP05	PLACE	Alternative funding planned community infrastructure/maintenance (cash saving for 2 years)	55,000		55,000	-		55,000							-	55,000			
DEP07	PLACE	Reduce parking subsidies			400,000	400,000											400,000		
DESR03	PLACE	Subsidy to Alloa Tower	5,000			5,000	5000												
DESR04	PLACE	OLP Staff savings	17,673			17,673	4,420	13253											
DESR05	PLACE	Cessation of OLP project	354,000			354,000	88500	265,500											
DESR07	PLACE	Stopping the kerbside box collection, but continuing to provide a weekly food waste collection using purpose built vehicles	159,000			159,000		33000		126,000									
DESR09	PLACE	Reduce opening hours at recycling centre	26,000			26,000			13000	13000									
DESR10	PLACE	Close recycling centre on Boxing Day and 2 January	1,700			1,700		1,700											
DESR11	PLACE	Stop accepting tyres at Forthbank recycling centre	3,500			3,500		3,500											
DESR12	PLACE	Charge commercial customers for bins	5,000			5,000		5,000											
DESR13	PLACE	Cease short term hire for refuse collection vehicles	12,730			12,730		12,730											
			<b>2,930,814</b>	<b>1,105,664</b>	<b>388,000</b>	<b>4,424,478</b>	<b>215,449</b>	<b>1,560,195</b>	<b>782,671</b>	<b>372,500</b>	<b>-</b>	<b>203,770</b>	<b>686,894</b>	<b>215,000</b>	<b>-</b>	<b>-</b>	<b>55,000</b>	<b>443,000</b>	<b>-</b>

Schedules of Savings

Redesign

		Cant be changed as basis of budget				update changes in values here												
Service Reference		Description of Saving	2018/19	2019/20	2020/21	Total	2018/19				2019/20				2020/21			
							Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red
EDUR01	PEOPLE	Education Assets Team	52,640			52,640	-	52,640	-									
SSR01	PEOPLE	Remove Assistant Team manager Posts (3fte) Note: some posts lost through VR.	150,000			150,000	150,000											
SSR02	PEOPLE	Child Psychology Assessment Team (CPAT) Payment to NHS	68,000			68,000	68,000											
SSR03	PEOPLE	Redesign within Management/Strategy - deletion of 2 posts	60,124	34876		95,000	-	60,124	-			34,876						
SSR04	PEOPLE	Early years redesign: commission service from third sector and transfer of staff to education. Net saving	290,000			290,000	290,000											
SSR05	PEOPLE	Replace External Agency Foster Carers with In House Carers X 4 Places	146,000			146,000	38,000	108,000										
SCSR03	PEOPLE	Redesign Local Services - Shift to Digital in line with changing customer preferences	16,000	48,000		64,000		16,000				48,000						
SCSR05	PEOPLE	Redesign Local Services through Empowering Communities	47,702	86,187		133,889		-	47,702	-		86,187						
SCSR07	PEOPLE	Redesign Leisure Services on Expiry of ALB Contract September 2019	0	100,000	450,000	550,000					100,000					450,000		
DER02	PLACE	Pursue SLA for Lighting maintenance (subject to agreement being reached)	25,000			25,000		25,000										
HCSR01	PLACE	Stringent Contract Management of Compliance Contracts – Through having robust long term contracts and proper contract management arrangements for compliance works. Works is in progress	0	50000		50,000					50,000							
HCSR02	PLACE	Long Term Measure Term Contracts for Refurbishment and Repair –delivered significant savings in HRA - no reason that the same cannot be achieved with GF				0												
HCSR03	PLACE	Carrying out Refurbishment Work "In House"- A long term strategy to develop project management skills will allow project works to be carried out within PCU Trades.				0												
SCSR01	PERFORMANCE	Redesign Member Services Support	3,150	11,766		14,916		3,150			11,766							
SCSR02	PERFORMANCE	Redesign Kilncraigs Reception model	11,513	22,601		34,114		11,513			22,601							
			<b>870,129</b>	<b>353,430</b>	<b>450,000</b>	<b>1,673,559</b>	<b>546,000</b>	<b>276,427</b>	<b>47,702</b>	<b>0</b>	<b>0</b>	<b>232,367</b>	<b>121,063</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450,000</b>	<b>0</b>

Year 2 savings (2018/19 savings agreed in 2017/18)

don't change as basis of budget

update changes in values here

Reference		Saving description	2018/19 saving	2019/20 saving	2020/21 saving	Total	2018/19				2019/20				2020/21			
							Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red	Achieved	Likely to be achieved	Amber	Red
Managed contraction Education	PEOPLE		33,983			33,983		33,983										
Managed contraction HCS	PEOPLE		38,979			38,979		38,979										
Managed contraction R&G	PERFORMANCE		46,843			46,843		46,843										
MCB SCS 006a	PERFORMANCE	Roll out of hub model	23,000	39,000	78,000	140,000				23,000				39,000				78,000
COU 178 019	PLACE	Income and Charging	-	-	-	-												
Managed contraction SCS	PLACE		174,275			174,275		174,275										
D&E 178 001	PLACE	Street Lighting	100,000			100,000	18,750	81,250										
Managed contraction D&E	PLACE		75,064	26,973		102,037	18,766	56,298			26,973							
			<b>492,144</b>	<b>65,973</b>	<b>78,000</b>	<b>636,117</b>	<b>37,516</b>	<b>431,628</b>	<b>0</b>	<b>23,000</b>	<b>0</b>	<b>26,973</b>	<b>0</b>	<b>39,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78,000</b>

**Cash Savings Agreed 2017/18**

Reference	Saving description	2018/19 saving	2019/20 saving	2020/21 saving	Cumulative saving	Service comments /impact
Permanent	Housing staffing costs	31,474			31,474	Secondment of redeployed Team Leader to IJB. TL has accepted a TVR package and will leave after August.
Permanent	D&E Modern Apprentice	40,000			40,000	Scheme ends March 2018
Permanent	Strategy and Customer Services vacancy management	11,242			11,242	Business support vacancy management converted to permanent budget saving
	<b>TOTAL</b>	<b>82,716</b>	-	-	<b>82,716</b>	

## Budget 2019/20 Key Milestones, timeline and Outputs

Task/ milestone	Timing	Stakeholders/ attendees	Output
2019/20 Savings	May to 21 June 2018	Heads of Service	First tranche for proposed savings 2019/20: populate template
Service Portfolio Meetings	May to June	Administration Portfolio Holders; Head of Service; Senior Management Team; Service Accountants	Determine priorities and propose savings
Corporate Management Team Challenge Session	August 2018	CMT, (Group Leaders or Admin Group)	Redesign options and models Vision and values refinement
Members Briefing	August 2018	All elected members, Executive Team	Reaffirmation of objectives, principles and processes
TU Briefing	August 2018	TU reps, Executive Team, Chief Accountant	Change Proposals, Business cases Feedback from TUs
HSCP Strategic Plan: Review of Priorities and Funding	August 2018	HSCI Chief Officer, IJB, Chief Executive, Leader and Depute Chief Executive, Chief Accountant	HSCI Strategic Plan priorities linked to resource transfer and savings requirement Demand pressures Service/ locality impact assessment
Budget Challenge Sessions	Late August 2018	Administration, Executive Team, Heads of Service, Service Management Teams, Chief Accountant, Team Leader (Accountant)	Challenge on first tranche of proposals
Capital Bid process	Late August 2018	Capital Investment Group (officer operational group)	Draft capital bid preparation
Business case development	Early September 2018	Executive Team; Chief officers, Chief Accountant, Team Leader (Accountancy)	Business cases incorporating options appraisals; saving proposals, investment requirements and timescales.

<b>Task/ milestone</b>	<b>Timing</b>	<b>Stakeholders/ attendees</b>	<b>Output</b>
Budget consultation: Outline approach internally and externally	Early September 2018	Chief Officer Performance, Depute Chief Executive, Team Leader (Communications), Chief Accountant	Establish consultation outline approach and action plan
Elected Member Forum	September 2018 (monthly)	Elected members, Executive Team, Chief Accountant, Service representatives	Change Proposals, Business cases Elected member feedback
Trade Union Forum	September 2018	TU reps, Executive Team, Chief Accountant	Change Proposals, Business cases Feedback from TUs
Asset Plan Refresh Capital Plan update	September 2018	CMT, Exec Team, Chief Accountant	Review of plans
Member dialogue on budget preparation (detailed evaluation)	September 2018 onwards	Administration and political grouping as appropriate	Indicative budget including necessary savings proposals, policy decisions and prioritisation
HSCP Resource Transfer	Late September 2018	HSCI Chief Officer, IJB, Leader of the Council and Depute Chief Executive, Chief Accountant	Completion of draft resource transfer figure linked to agreed Strategic Plan priorities
Elected Member Forum	October 2018 (monthly)	Elected members, Executive Team, Chief Accountant, Service representatives	Change Proposals, Business cases Capital Bid development Elected member feedback
Trade Union Forum	October 2018	TU reps, Executive Team, Chief Accountant	Change Proposals, Business cases Feedback from TUs
External consultation and engagement	Early November 2018	Chief Officer Performance, Chief Officers, Team Leader (Communications), Chief Accountant	Issued - areas of business case development and emerging options Feedback
Elected Member Forum	November 2018 (monthly)	Elected members, Executive Team, Chief Accountant, Service representatives	Change Proposals, Business cases Capital Bid development Elected member feedback

<b>Task/ milestone</b>	<b>Timing</b>	<b>Stakeholders/ attendees</b>	<b>Output</b>
Trade Union Forum	November 2018	TU reps, Executive Team, Chief Accountant	Change Proposals, Business cases Capital Bid development Elected member feedback
Consultation Outcome	November 2018	Chief Officer Performance, Team Leader (Communications), Chief Accountant	Aggregated Consultation responses from stakeholders for inclusion in the Budget
Income and Charging Strategy Refresh	Mid November 2018	Chief Accountant, Accountancy Team Leader, Chief Officers/ services	Income and Charging Strategy proposals/revisions
Demand Pressures	Mid November 2018	Chief Accountant, Accountancy Team Leader, Chief Officers/ services	Collate draft demand pressures
Capital Bid Corporate Round Table	end November 2018	CMT, Executive Team, Chief Accountant	Draft Capital bids
Draft Demand pressures review	Start December 2018	Executive Team	Refined schedule of demand pressures, clarification query schedule
Income and Charging Strategy Refresh	Start December 2018	Chief Accountant, Team Leader (Accountancy)	Refreshed Income and Charging Strategy scenarios
Elected Member Forum	December 2018 (monthly)	Elected members, Executive Team, Chief Accountant, Service representatives	Change Proposals, Business cases Capital Bid development Elected member feedback
Trade Union Forum	December 2018	TU reps, Executive Team, Chief Accountant	Change Proposals, Business cases Feedback from TUs
HSCP Resource Transfer	Early January 2019	HSCI Chief Officer, IJB, Leader of the Council and Depute Chief Executive, Accountant	Resource transfer position consolidated for integration with Council budget
Finalise demand pressures	Early January 2019	Executive Team	Finalised demand pressures to incorporate within budget

<b>Task/ milestone</b>	<b>Timing</b>	<b>Stakeholders/ attendees</b>	<b>Output</b>
Elected member Forum	January 2019	Elected members, Executive Team, Chief Accountant, Service representatives	Indicative potential savings Draft capital bid proposals Elected member feedback
Trade Union Forum	January 2019	TU reps, Executive Team, Chief Accountant	Indicative potential savings Draft capital bid proposals Feedback from TUs
Income and Charging Strategy	Early January 2019	CMT, Chief Accountant	Finalised schedule of charges and refreshed Strategy.
Pre consultation draft Budget	January 2019	Administration, Depute Chief Executive, CMT, Chief Accountant	Draft Budget subject to consideration of consultation responses.
<b>Budget setting</b>	<b>By end of February 2019</b>	<b>Special Council</b>	<b>Final Budget</b>

<b>Key</b>			
Orange	Consultation	Aqua	Income and charging refresh
Pink	Capital bid development	Yellow	Demand Pressures
Purple	Budget challenge	Red	Budget
Light green	HSCP		



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**Report to Council**

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**Date of Meeting: 23 August 2018**

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**Subject: Polling Districts and Polling Places Review**

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**Report by: Head of Resources & Governance**

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**1.0 Purpose**

- 1.1. To inform Council of the requirement to undertake a polling place review in accordance with the Representation of the People Act 1983 and to seek approval for the timetable and steps to be taken for the review and public consultation.

**2.0 Recommendations**

- 2.1. It is recommended that Council agree the proposed timetable and steps to be taken for the review and public consultation.

**3.0 Considerations**

- 3.1. The Representation of the People Act 1983 places a statutory duty on Local Authorities to carry out periodic reviews of UK Parliamentary polling districts and polling places.
- 3.2. The Electoral Registration and Administration Act 2013 introduced a change to the timing of the reviews. The next compulsory review must take place during the period 1 October 2018 and 31 January 2020.
- 3.3. A 'review' is defined in the legislation and comprises all the steps set out in Schedule A1 to the Representation of the People Act 1983. The proposed timetable and steps involved in the public consultation are laid out in Appendix 1 and will address the steps required.
- 3.4. The public consultation will inform the final recommendations that will be presented to Council for approval. Elected members input will also be sought during the consultation period.
- 3.5. The first step in the timetable is to consult on the current polling districts and polling places with recognition of where there may be a need to consider change. The current polling districts and their allocated polling places are listed in Appendix 2.

#### 4.0 Sustainability Implications

4.1. There are no direct sustainability implications from this proposal.

#### 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   
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 UK PARLIAMENTARY POLLING DISTRICTS AND POLLING PLACES REVIEW

Appendix 2 Current Polling Place

**11.0 Background Papers**

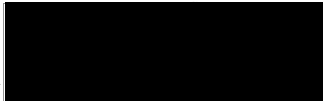

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Annette McEnaney	Governance Officer	01259 452112

**Approved by**

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



## UK PARLIAMENTARY POLLING DISTRICTS AND POLLING PLACES REVIEW

### Proposed Timetable

<b>Date</b>	<b>Step(s)</b>
23 August 2018	Council agree the proposed timetable
1 October 2018	Public notice of the review and consultation on the current arrangements Publish on-line survey Invite representations from specific parties such as Community Councils and Disability Groups Publication of the Returning Officer's representations
30 November 2018	Consultation closes and analysis of results undertaken
21 February 2019	Council comment/agree the proposals going out for final consultation
11 March 2019	Proposals out for final consultation
26 April 2019	Final consultation closes
May 2019	Analysis of results undertaken
August/	
September 2019	Council will consider any further representations and agree polling districts and polling places



## Appendix 2

Current Polling Place	Current Polling District	Comments
Dumyat Centre, Main St, Menstrie	OC105 All of Menstrie and surrounding area	The council intend to cease operating this building. If the building is operated under new management then consideration could be given to its continued use otherwise an alternative will need to be identified.
St. Serf's Church Hall, Menstrie Road, Tullibody, FK10 2RG	OC110 Tullibody area north of Stirling and Alloa Roads including Glenochil	
Tullibody Civic Centre, Abercromby Place, Tullibody	OC120 Tullibody area south of Stirling and Alloa Roads and Cambus area	The council intend to cease operating this building. If the building is operated under new management then consideration could be given to its continued use otherwise an alternative will need to be identified.
Cochrane Hall, West Stirling Street, Alva	OC230 Area to north and South of Stirling Street, West Stirling Street, Stirling Road and to the west of Brook Street	The council intend to cease operating this building. If the building is operated under new management then consideration could be given to its continued use otherwise an alternative will need to be identified.
St John Vianney's Church Hall, East Stirling Street, Alva	OC235 Area north and south of East Stirling Street and to the east of Brook Street	
Devonvale Hall, Moss Road, Tillicoultry	OC240 Tillicoultry and Devonside	Electors residing in Dunmoss View are currently in 2 polling districts therefore going to different polling places. We would like feedback from those voters as to which polling place is the preferred option.

<b>Current Polling Place</b>	<b>Current Polling District</b>	<b>Comments</b>
Coalsnaughton Village Hall, Main Street, Coalsnaughton	OC245 Coalsnaughton area eastwards to Lawmuir	Electors residing in Dunmoss View are currently in 2 polling districts therefore going to different polling places. We would like feedback from those voters as to which polling place is the preferred option.
The Ochilview, Alloa Road, Fishcross	OC350 Fishcross, Devon Village, Howetown, Blackfaulds and Devon Valley Drive area, Sauchie	
Sauchie & Coalsnaughton Church Hall, Main Street, Sauchie	OC355 Sauchie - Craigbank, Greygoran, Auchinbaird and Lochbrae areas, streets north of Schaw Court and Gartmorn Road, Deerpark area.	
Sauchie Hall, Mar Place, Sauchie	OC360 Sauchie - Fairfield, Branshill, Braeside, Holton Crescent, Hallpark, Posthill, Keilarsbrae, south of Schaw Court and Gartmorn Road. Includes Nevis Crescent, Dovehill and Doo'cot Brae parts of Alloa	
Whins Resource Centre, The Whins, Alloa	OC363 The Whins, Hutton Park and Gaberston areas, Hilton Road, Carsebridge area, Greenfield Street and Hillside Terrace	



<b>Current Polling Place</b>	<b>Current Polling District</b>	<b>Comments</b>
St Mungo's RC Church Hall, Mar Street, Alloa	OC465 Areas north of Tullibody Road and south of Dovehill - Sunnyside, Forebraes, Ashley Terrace and surrounding streets, Inglewood area	The voters in this polling district previously voted at Alloa Old People's Welfare Club. Consideration to the suitability of this building to be reinstated as a polling place will be included as part of this consultation.
Alloa Baptist Church Hall, Ludgate, Alloa	OC470 Areas south of Tullibody Road and Stirling Road, Mar Place, all of Claremont, Fairyburn, Braehead	
Ludgate Church Hall, Ludgate, Alloa	OC475 West Alloa bounded by Ludgate, the Forth and Stirling Road	
St Mungo's RC Church Hall, Mar Street, Alloa	OC477 Area east of Ludgate to ring road. Includes most of the town centre	
Bowmar Community Centre, Scott Crescent, Alloa	OC480 Bowhouse, Bowmar and surrounding area. Bounded by Hawkhill in the north	
Hawkhill Community Centre, Hillcrest Drive, Alloa	OC485 Hawkhill, Clackmannan Road and Hillcrest Drive	
Bowmar Community Centre, Scott Crescent, Alloa	OC587 Comely Bank to the rear of Morrisons	
Coronation Hall, Muckhart	OC590 Muckhart and surrounding area	

<b>Current Polling Place</b>	<b>Current Polling District</b>	<b>Comments</b>
Dollar Civic Centre, Park Place, Dollar	OC593 All of Dollar and surrounding area includes Sheardale and Dollarbeg	The council intend to cease operating this building. If the building is operated under new management then consideration could be given to its continued use otherwise an alternative will need to be identified.
Loganlea Tea Room	OC595 Forestmill and landward area towards Clackmannan	
Clackmannan Town Hall, Main Street, Clackmannan	OC597 All of Clackmannan and surrounding area to the north of Alloa Road	

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**Report to:** Council

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**Date of Meeting:** 23<sup>rd</sup> August 2018

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**Subject:** Non-traditional properties: Caroline Crescent, Alva.

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

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### **1.0 Purpose**

- 1.1. Approve the budget for renovation works at Caroline Crescent.

### **2.0 Recommendations**

- 2.1. It is recommended that the Council:
- 2.1.1. Amend the HRA business plan to allocate a budget of £750K for improvement works to the non-traditionally built properties at Caroline Crescent, Alva.

### **3.0 Discussion**

- 3.1. The Weir Multicon homes at Caroline Crescent Alva were built in 1965 by the Alva Town Council. These are the only non-traditional houses left in the council stock that have not been upgraded.
- 3.2. These homes are very popular due to their size and location. 34 have been sold through the "Right to Buy" legislation. 17 remain within the stock portfolio.
- 3.3. Due to the non-traditional build, structural assessments have been commissioned at 10 year intervals with the last carried out in 2012. This found that the properties were in a reasonable condition. Ongoing assessment of the soleplates will be required.
- 3.4. These properties will not meet the Energy Efficiency Standard for Social Housing (EESH). This requires each property to achieve an Energy Performance Rating of 69. Given the wall construction type, typical current ratings are between 55 and 62 with "A" Rated heating.
- 3.5. This has already been highlighted to the Scottish Housing Regulator and it is likely that the houses will be awarded an exemption based on construction type.

3.6. However, it is felt that there is a technical solution, which although expensive, can be justified in terms of the comfort of the residents and the projected future life of the properties.

#### 4.0 Upgrade Proposals.

4.1. External Thermal Wall Insulation is not possible due to the layout of the properties, and could compromise future structural integrity. External cladding would also require the participation of Owner Occupiers. However, even if grant funding was available to owners the maximum award would be £7,200 per household. The cost of the cladding is between £18,000 and £21,000 depending on the position of the property.

4.2. However it is proposed to upgrade the Council properties to meet the EESSH by installing internal wall insulation panels. Following this work the homes will have an energy performance rating of between 72 and 75. At the same time, a full programme of renovation would be completed to increase the life of the properties and meet all modern standards. A breakdown of work and costs is set out below.

<b>Internal Upgrade Measure</b>	<b>Projected Cost Per House</b>
Fitting of Internal Wall Insulation to Existing Walls within the Homes including Re-decoration	£9,600
Central Heating Replacement	£3,000
Door and Window Replacement	£5,100
Additional Loft Insulation to 300mm	£600
Full Roof Replacement including Rainwater Goods and Facia & Soffit Boards ( Including Asbestos Removal)	£4,500
Structural Upgrades to Existing House Frame	£2,000
Installation of Photo Voltaic Panels	£3,100
Electrical Enhancement	£3,000
Kitchen and Bathroom Replacement	£6,500
Decant Costs	£700
Structural Assessment & fees	£2,000
<b>Total</b>	<b>£40,100</b>

- 4.3. The total cost of this project is £681,700 and adding 10% for contingencies takes the budget cost to £750K. This was not included in the HRA financial business plan approved in February. However, given the efficiencies made over the last five years these costs can be accommodated comfortably within the overall financial plan. Members are therefore recommended to approve the amendment of the HRA business plan, and the £750K budget cost for these works.
- 4.4. Installation of the internal insulation will impact on the overall floor area. However given the existing floor layout of these homes, this could be achieved without significantly restricting the living spaces.
- 4.5. This work requires tenants to be decanted and these costs have been factored into the overall project plan. Works will have to be planned and phased over a 12 month period dependant on suitable decant accommodation availability.
- 4.6. Full tenant consultation will also be carried out, and there is a possibility that some tenants may reject the proposal.
- 4.7. An application for grant funding has also been submitted to the Scottish Government to assist with this work. If this is successful a grant of up to £400,000 could awarded. This would reduce the Council financial contribution to the project. It is expected that a decision will be made on the application within three months.
- 4.8. Clackmannanshire Council has an excellent track record of delivering such grant funded projects.

## **5.0 Sustainability Implications**

- 5.1. The investment will complete the significant programme of improvement of the Council's non-traditionally built assets.
- 5.2. The works will assist tackling fuel poverty and reduce the overall carbon footprint for the HRA Assets.
- 5.3. This could save tenants up to £300 per year in fuel savings equating to £6,000 over a 20 year life span.

## **6.0 Financial**

- 6.1. The full financial implications of the recommendations are set out in the report.

Yes ✓

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

Yes ✓

## 7.0 Staffing

- 7.1. The programme of works for upgrade will require a full procurement and will be managed from inception to post evaluation by the Housing investment Team based at Kelliebank, with significant involvement of the area housing team in decants and allocations.

## 8.0 Exempt Reports

Is this report exempt?

Yes  (please detail the reasons for exemption below)      No

## 9.0 Declarations

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

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

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

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

## 10.0 Impact

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

No       Yes

## 11.0 Legality

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

none

### 13.0 Background Papers

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


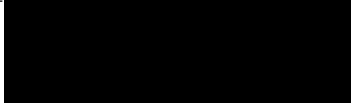
Yes (please list the documents below) No

- Structural Report following assessment from Everwarm

#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Owen Munro	Team Leader	5172

#### Approved by

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





**Councillor George Matchett Q.P.M**  
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**Clackmannanshire  
Council**

www.clacks.gov.uk

Comhairle Siorrachd  
Chlach Mhanann

**THIS PAPER RELATES TO  
ITEM 11  
ON THE AGENDA**

Contact: Lynne Clark  
Business Support Officer  
Telephone: 01259 452015  
Email: lclark@clacks.gov.uk  
Our ref:  
Date:

Motion to Council on 23 August 2018

Council agrees to

1. Reverse its decision of 8 March 2018 in terms of recommendation 2.1.4 of the General Services Revenue and Capital Budget 2018/19 in respect of Appendix E Schedule of Saving SCSSR15 “continue Clackmannanshire Heathier Lives for 6 months” in regard to Tullibody Healthily Living Initiative Limited (THLI) but only to the extent of £31, 475.50.
2. Continue to fund THLI for a period of 6 months from 1 October 2018 at a cost of £31,475.50, which will be funded from unallocated reserves.



Councillor George Matchett Q.P.M  
Ward 1, Clackmannanshire West

