

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

Meeting of Clackmannanshire Council

Thursday 20 December 2018 at 9.30 am

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



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

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at CCANDWGM@clacks.gov.uk or by telephone on 01259 452006 or 452004.

12 December 2018

A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 20 DECEMBER 2018 at 9.30 am.

**NIKKI BRIDLE
Chief Executive**

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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.	--
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Clackmannanshire Council – Councillors and Wards

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 25 OCTOBER 2018 at 9.30 am.

PRESENT

Provost Tina Murphy (In the Chair)
Councillor Donald Balsillie
Councillor Martha Benny
Councillor Dave Clark
Councillor Kenneth Earle
Councillor 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

IN ATTENDANCE

Garry Dallas, Strategic Director
Stuart Crickmar, Strategic Director
Anne Pearson, Chief Education Officer
Celia Grey, Chief Social Work Officer
Paula Tovey, Chief Accountant (Interim)
Cherie Jarvie, Strategy and Performance Manager
Ian Fraser, Strategic Policy Manager
Lindsay Thomson, Service Manager (Legal and Democracy) (Clerk to the Council)
Gillian White, Committee Services (Legal and Democracy)

CC.156 APOLOGIES

Apologies were received from Councillor Chris Dixon, Councillor Phil Fairlie and Councillor Mike Watson.

CC.157 DECLARATIONS OF INTEREST

None.

**CC.158 MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL
23 AUGUST 2018**

The minutes of the meeting of the Clackmannanshire Council held on 23 August 2018 were submitted for approval.

Decision

The minutes of the meeting of the Clackmannanshire Council held on 23 August 2018 were agreed as a correct record and signed by the Provost.

CC.159 MINUTES OF MEETING OF THE SCRUTINY COMMITTEE 14 JUNE 2018

The minutes of the meeting of the Scrutiny Committee held on 14 June 2018 were submitted for approval by Council as the Scrutiny Committee was disestablished on 23 August 2018.

Decision

The minutes of the meeting of the Scrutiny Committee held on 14 June 2018 were agreed as a correct record and signed by the former Chair, Councillor Bill Mason.

CC.160 COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL MEETING ON 23 AUGUST 2018

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 23 August 2018.

- (i) People Committee on 30 August 2018
- (ii) Place Committee on 13 September 2018
- (iii) Local Review Body on 13 September 2018
- (iv) Partnership and Performance Committee on 27 September 2018
- (v) Special Meeting of the Audit Committee on 27 September 2018
- (vi) Licensing Board on 4 September 2018 & 2 October 2018
- (vii) Audit Committee on 11 October 2018

CC.161 COMMITTEE RECOMMENDATIONS REFERRED TO COUNCIL

The report, submitted by the Chief Executive, sought Council approval of recommendations which had been made by the Place Committee of 13 September 2018 and the Partnership and Performance Committee of 27 September 2018

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Kenneth Earle. Seconded by Councillor Ellen Forson

Decision

The Council agreed:

1. from the **Place Committee of 13 September, 2018** in relation to the report entitled "*The Removal of Charges for Children's Burials*"
 - (a) to cease charging for child burials (the deceased being age 17 and under) from September 2018; and
 - (b) to continue to charge an interment and maintenance fee together with, if applicable, any headstone fees in the event of any subsequent adult burials in the same lair.
2. from the **Partnership and Performance Committee of 27 September, 2018** in relation to the report entitled "*Clackmannan Regeneration Project – Community Enterprise Hub*"
 - (a) to endorse that £85,718 is committed from the Council's capital programme to enable the development of the Community Enterprise Hub, subject to approval by Council on the 25 October, 2018.

Action

Chief Executive

CC.162 DRAFT CORPORATE PLAN 2018-22

The report, submitted by the Strategic Director, Partnership and Performance, sought Council approval to undertake a public consultation on the Council's vision and priorities for 2018 to 2022 as set out in the draft Corporate Plan, provided as Appendix 1 to the report.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Helen Lewis.

Decision

Having commented and challenged the report, the Council agreed to undertake a public consultation on the draft Corporate Plan (provided as Appendix 1 to the report), covering the period 2018 – 2022.

Action

Strategic Director, Partnership and Performance

CC.163 BUDGET STRATEGY UPDATE

The report, submitted by the Chief Accountant (Interim), maintained Council's regular update on the approved Budget Strategy. The report provided an update on the fiscal outlook; the 2019/20 Budget Challenge and an overview of the current financial position.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Helen Lewis. Seconded by Councillor Ellen Forson.

Decision

The Council agreed to note:

1. The Office for Budget Responsibility (OBR) – July Fiscal Sustainability Report;
2. The CIPFA index and Financial Resilience assessment;
3. The Bank of England interest rate change;
4. The CoSLA update;
5. Brexit planning arrangements;
6. The 2019/20 budget challenge update;
7. That the forecast outturn to 31 March 2019 for the Council is currently an overspend of £0.087m;

8. That the forecast outturn to 31 March 2019 for the Health and Social Care Partnership (H&SCP) is currently an overspend of £1.485m;
9. Savings achievement estimated improvement; and
10. Service Actions to identify in year savings to minimise the overspend and support the 2019/20 budget setting process.

**CC.164 BRITISH SIGN LANGUAGE (BSL) PLAN FOR CLACKMANNANSHIRE
2018 - 2024**

The report, submitted by the Strategic Director, Partnership and Performance, presented for approval the Council's first BSL Plan. The Plan had been developed over the past 5 months, in line with statutory guidance published by the Scottish Government, and the Scottish Government's National BSL Plan 2017-2023. BSL Plans are required to be agreed and published by 31st October 2018.

Motion

That Council agrees the recommendations set out in the report.

Moved by Councillor Helen Lewis in BSL. Seconded by Councillor Graham Lindsay..

Decision

Having challenged and commented on the report, the Council agreed the BSL Plan for Clackmannanshire and agreed it will be submitted to the Scottish Government and published on our website in both English and BSL.

Action

Strategic Director, Partnership and Performance

CC.165 BREXIT UPDATE REPORT

The report, submitted by the Strategic Director, Partnership and Performance, summarised the latest developments in Brexit negotiations, and highlighted the high level implications for Scotland and Clackmannanshire. Given the critical stage of the EU Withdrawal negotiations, it was advised that regular future briefings will be prepared to ensure Council is kept updated on developments.

Motion

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

Moved by Councillor Ellen Forson. Seconded by Councillor Helen Lewis.

Decision

Having challenged and commented on the report, the Council agreed to note that future update briefings on EU Withdrawal negotiations will be brought to Council at least until 29 March 2019.

CC.166 COMMITTEE AND EXTERNAL BODY APPOINTMENTS

The report, submitted by the Senior Manager, Legal and Democracy, sought Council authority for a change to the membership of the Regulatory Committee and a change to one of the Clackmannanshire Council nominations to the Board of the South East Scotland Transport Partnership (SEStran).

Motion

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

Moved by Councillor Darren Lee. Seconded by Councillor Bill Maston.

Decision

The Council agreed that:

1. Councillor Lee will replace Councillor Watson on the Regulatory Committee; and
2. Councillor Watson will replace Councillor Lee as one of the Clackmannanshire Council nominations to the Board of SEStran.

Action

Senior Manager, Legal and Democracy

Councillor Ellen Forson, Leader of the Council, gave notice under Standing Order 20.7 that proposals to amend standing orders would be brought before the next meeting of Council on 20 December 2018.

CC.167 STANDING ORDERS

The report, submitted by Councillor Dave Clark, proposed fixing a date for the setting of the budget for financial year 2019/20 and it also proposed a number of Changes to Standing Orders. The proposed changes related to the budget setting process.

Motion

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

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

Voting

For the motion	5 votes
Against the motion	10 votes
Abstain from voting	0 votes

Decision

On a division of 5 votes to 10, the Council agreed not to support the recommendations as set out in the report.

CC.168 NOTICE OF MOTION IN TERMS OF STANDING ORDER 16.0 – PUBLIC PETITIONS

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

Motion

“That this Council reviews its policy on public petitions.”

Moved by Councillor Dave Clark. Seconded by Councillor Derek Stewart.

Decision

The Council agreed to review its policy on public petitions.

Action

Senior Manager, Legal and Democracy

Ends: 11:50 am

Report to: Clackmannanshire Council

Date of Meeting: 20 December, 2018

Subject: Committee Recommendations Referred to Council

Report by: Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Audit Committees of 11 October, 2018 and 6 December, 2018.
- 1.2. Under the Council's decision-making framework, Council has delegated certain matters to committees and has reserved certain powers. Included in the latter are the approval of main policies and strategies (Scheme of Delegation 3.2), the approval of budgets (Scheme of Delegation 3.19) and the spending of money not budgeted for (Scheme of Delegation 3.20).
- 1.3. Standing Order 8.4 requires that where a Committee passes a report to Council, the full Committee report shall not be included again on the Council agenda and that officers should prepare a brief report that refers to the relevant Committee report and recommendation(s).

2.0 Recommendations

- 2.1. It is recommended that Council:
 1. from the **Audit Committee of 11 October, 2018** in relation to the report entitled "*Audit Committee Forward Plan 2018/2019*"
 - (a) Endorses the forward plan as set out at Appendix 1 of the above report.
 2. from the **Audit Committee of 6 December, 2018** in relation to the report entitled "*Local Government Pension Scheme – Consultation on Scheme Structure*"
 - (a) Ratifies the Committee's decision to agree the Falkirk Council Pension Fund response as set out at Appendix 1 of the above report.
- 2.2. The minutes and reports relating to these items are available on the Council's website.

3.0 Sustainability Implications

3.1. N/A

4.0 Resource Implications

4.1. *Financial Details*

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

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

4.4. *Staffing*

5.0 Exempt Reports

5.1. Is this report exempt? No

6.0 Declarations

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

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

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)

7.0 Equalities Impact

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

8.0 Legality

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

9.0 Appendices

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

None.

10.0 Background Papers

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

Yes ☒ (please list the documents below) No ☐


a) Agenda, together with Minute of the Audit Committee of 11 October, 2018.

b) Agenda, together with Minute of the Audit Committee of 6 December, 2018.

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	

Report to Clackmannanshire Council

Date of Meeting: 20 December 2018

Subject: Budget Strategy Update

Report by: Chief Accountant (Interim)

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 2019/20 Budget Challenge and an overview of the current financial position.

2.0 Recommendations

- 2.1. It is recommended that the Council notes, comments and challenges as appropriate:
- The Fiscal Outlook update
 - Revision of the budget gap 2019/20 - 2021/22
 - Budget Challenge update
 - That the forecast outturn to 31 March 2019 for the Council is currently an overspend of £0.653m (June £0.087m)
 - That the forecast outturn to 31 March 2019 for the Health & Social Care Partnership (H&SCP) is currently an overspend of £1.542m (June £1.485m)

3.0 Considerations – Fiscal Outlook Update

3.1 Budget dates

On 29 October the UK government announced its budget and was accompanied by the Office for Budget Responsibility latest economic and fiscal outlooks.

- 3.2 The key message is that significant decisions on how to fund future pressures will probably wait until after the 2019 Spending Review and after the terms of the Brexit deal are better understood.
- 3.3 An overview of the Institute of Fiscal Studies (IFS) analysis shows that future UK funding remains uncertain, alongside on-going pressures. This is due to a combination of increasing pressures over time from an ageing population,

especially in terms of big budgets like health and pensions and slower than expected economic and revenue growth before considering potential Brexit outcomes. Ultimately difficult decisions will need to be taken and may not be clear at the time of the 2019 Spending Review.

- 3.4 The Scottish budget date is now set for 12 December and will be accompanied by the Scottish Fiscal Commissions latest economic and fiscal outlooks for Scotland. The Council's individual settlement will not be publicised until 19 December, immediately prior to the next Council meeting on 20 December.

3.5 COSLA update

COSLA launched its lobbying document *Fair Funding for Essential Services (FFfES)2019/20* in early November and sets out some stark messages around the pressures building within Local Government. The link to the document is below:

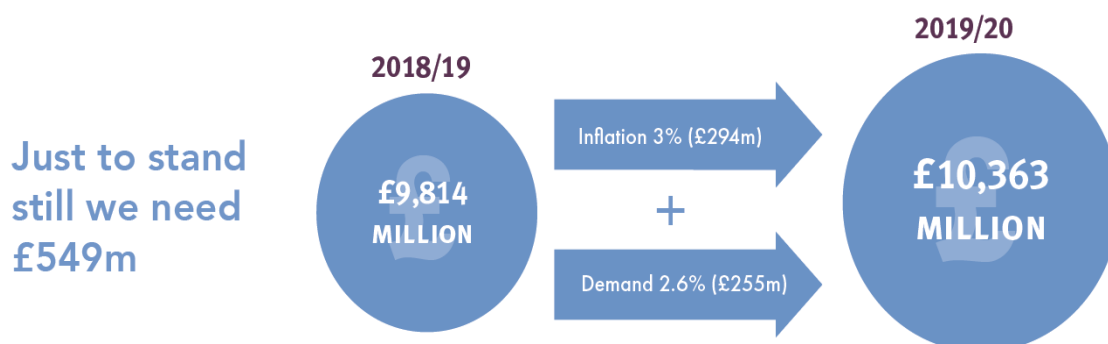
http://www.cosla.gov.uk/sites/default/files/documents/fairfundingforessentialservices2019-20v2_1.pdf

- 3.6 Key analysis from the FFfES are shown below:

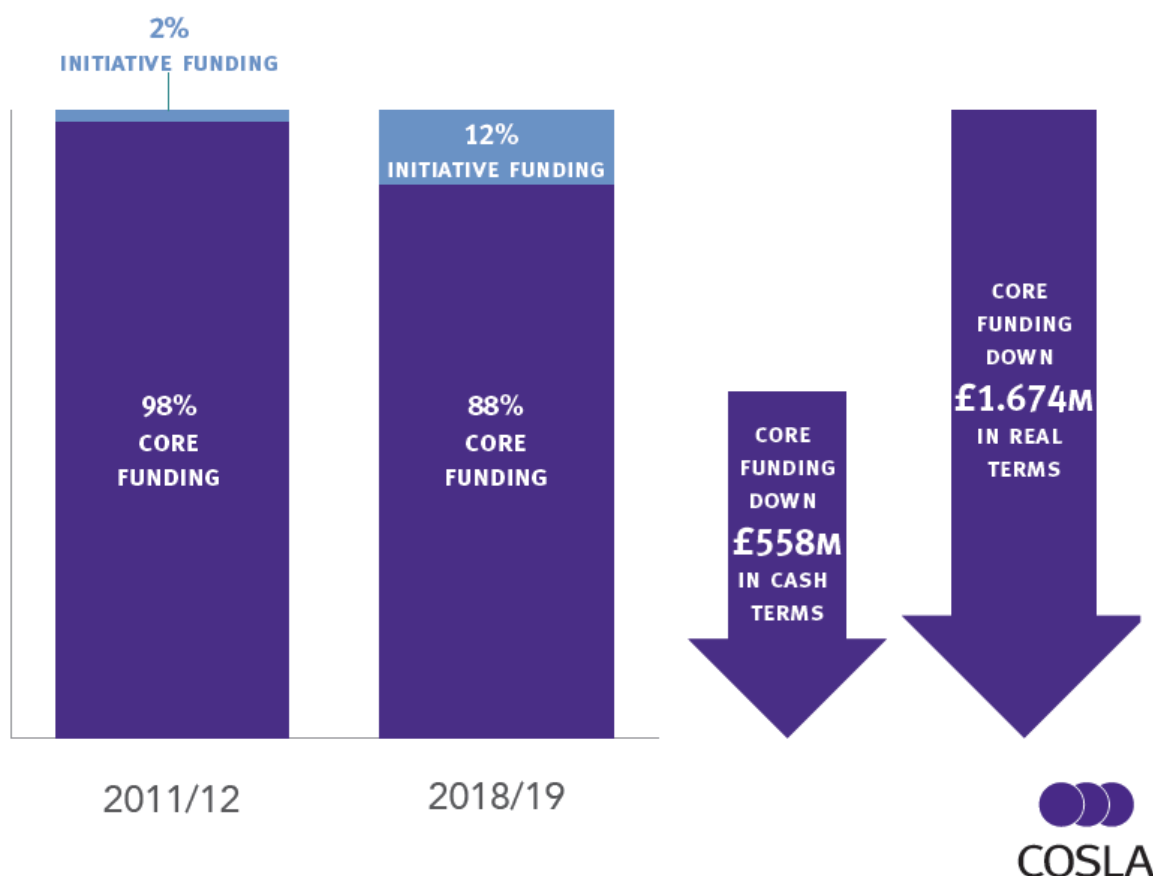
In the last 5 years, the Scottish budget has reduced in real terms by 0.4%, Local Government budgets have reduced by 4%.



- 3.7 Pressure does not only come from tight financial settlements, but also significant demand and inflationary pressures.



- 3.8 At the same time funding has been removed from the core grant and ring fenced for initiatives, giving Local Government less flexibility on how it provides essential services.



3.9 The report goes on to list a number services that have been cut or drastically reduced, as the funding issues get tighter. The increasing difficulty to find savings is one of the key messages, along with the continued need to find significant savings to remain sustainable.

3.10 Barnett consequentials

We now have the Treasury allocations to Scotland for 2019-20 and a list of Barnett consequentials through to 2020-21. Scotland has received an additional £950m in Barnett consequentials over the three year period 2018-21.

The latest Scottish allocations from Treasury are presented in the following table.

Scottish Treasury allocations (real terms, 2017-18 prices)£ million	2018-19	2019-20	% change
Resource	26,500	26,690	0.7%
Capital	3,457	3,817	10.4%
Total	29,957	30,509	1.8%

3.11 This represent an improvement on the position at the last UK fiscal event, with resource spending now expected to grow after inflation by 0.7% next year. Capital spending will grow by 10.4% in real terms in 2019-20.

The £959.7m is split over 3 years, with the majority coming in 2019/20:

Scottish Government				
£ million	2018-19	2019-20	2020-21	Total
Barnett Consequentials (Inc. from Reserve)				
RDEL	123.0	719.5		842.6
CDEL	91.1	4.3	7.8	103.1
CDEL-FTs	0.0	0.0	14.0	14.0
TDEL (Barnett)	214.1	723.8	21.8	959.7
Other (not included in Barnett totals)				
Network Rail (RDEL)	0.0	40.0		40.0
Network Rail (CDEL)	0.0	201.0	388.0	589.0
FT Reprofile	-87.0	0.0	87.0	0.0
City Deals (CDEL)	18.0	28.0	28.0	74.0
EMFF	0.0	0.5		0.5
TDEL (ALL)	232.1	751.8	49.8	1,033.7

RDEL = Revenue Departmental Expenditure Limits

CDEL = Capital Departmental Expenditure Limits

4.0 The Revised budget gap

- 4.1. During November a full review of the budget gap has taken place. The budget pressures have been refreshed and the likely funding streams have been assessed based upon current knowledge within the sector. This has also been informed by reviewing a range of external finance planning assumptions in respect of: NDR: Council Tax income, Pay and General inflation.
- 4.2. The first part of building up the 2019/20 budget is reviewing the 2018/19 budget as a base. Rolling this forward as a 2019/20 starting position, shows us that we currently spend more than our recurring funding and so the starting position for 2019/20 is a **£2.2m underlying deficit**. So we would need £2.2m of savings to breakeven, even before we add pay inflation and other budgetary pressures.
- 4.3. The table below sets out the revised scenarios, as explored at the budget challenge briefing last month and appendix 2 sets out the full detail behind each:

LOW

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net expenditure	123,342	128,926	134,567
Net Funding	(119,012)	(119,033)	(119,477)
Annual Indicative Funding Gap	4,330	9,893	15,090
Movement in annual gap	4,330	5,563	5,197

Assumptions

Flat cash settlement	-	-	-
council tax increase annually	3.0%	3.0%	3.0%
staff reduction annually	0.0%	0.0%	0.0%
Demand pressures inflation	3.0%	3.0%	3.0%
Contract Inflation	3.0%	3.0%	3.0%
HSCP inflation and demand	4.0%	4.0%	4.0%
Teachers pay funded first yr			
Teachers pension funded			
Non teachers pay not funded			

4.4. The above indicates that the potential gap, assuming the best case scenario, ranges from £4.3m to £15.1M. This scenario assumes very favourable demand pressures (including HSCP), a flat cash settlement and that the Scottish Government fund the teachers pay increases in 2019/20.

4.5 If we look at the worse case scenario the range is £13.8m to £35.3m:

HIGH

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net expenditure	125,551	132,811	140,313
Net Funding	(111,739)	(107,849)	(104,996)
Annual Indicative Funding Gap	13,812	24,962	35,317
Movement in annual gap	13,812	11,150	10,356

Assumptions

Settlement reduction	-3.5%	-3.5%	-3.5%
council tax increase annually	3.0%	3.0%	3.0%
staff reduction annually	0.0%	0.0%	0.0%
Demand pressures inflation	3.5%	3.5%	3.5%
Contract Inflation	5.0%	5.0%	5.0%
HSCP inflation and demand	9.5%	9.5%	9.5%
Teachers pay not funded			
Teachers pension not funded			
Non teachers pay not funded			

The biggest factors which affect the range are around the grant funding assumptions and the likely demand pressures. In this case its is assumed that the Health and Social care partnership has 4.5% inflation and a 5% increase in demand, the pay awards are not being funded and the settlement reduces by 3.5%.

4.6 The mid range is in line with previously reported figures with a minimum of £10.8m to a maximum £26.7m by 2021/22, if corrective action is not taken:

MEDIUM

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net expenditure	124,273	130,435	136,704
Net Funding	(113,449)	(111,392)	(109,958)
Annual Indicative Funding Gap	10,824	19,042	26,745
Movement in annual gap	10,824	8,218	7,703

Assumptions			
Settlement reduction	-2.0%	-2.0%	-2.0%
council tax increase annually	3.0%	3.0%	3.0%
staff reduction annually	0.0%	0.0%	0.0%
Demand pressures inflation	3.0%	3.0%	3.0%
Contract Inflation	4.0%	4.0%	4.0%
HSCP inflation and demand	6.0%	6.0%	6.0%
Teachers pay not funded			
Teachers pension not funded			
Non teachers pay not funded			

- 4.7 The mid range is currently our best estimate of what is likely to happen and takes into account a 2% reduction in the general revenue grant. This is an improvement on previous estimates as our baseline income assumptions have improved. These estimates will be updated as future funding assumptions become clearer.
- 4.8 Although the gap has reduced, this still leaves the Council in an extremely challenging financial position. The above assumes that 2018/19 breaks even and an additional deficit does not roll into 2019/20. At this point that assumption is at risk.
- 4.9 The Scottish budget will be announced in December and this should give a much clearer position on HSCP and pay award funding.

5 Budget Challenge 2019/20 Update

- 5.1 A number of budget challenges and briefings have taken place, with the Budget Challenge 2 sessions being held on the 5th November. The joint presentation set out the challenges across the 3 divisions and the first tranche of savings proposals for 2019/20 and beyond.
- 5.2 These savings plans are now being costed and verified, and the related demand pressures collected. Initial indications suggest that the plans identified to date are not sufficient to cover the mid-range 2019/20 budget gap. Additionally there are insufficient General Fund Uncommitted reserves available to cover the gap, should the required savings levels not be reached. Other reserves will need to be used and further savings identified before a balanced budget can be agreed,

6 Forecast Outturn March 2019

- 6.1 The People, Place and Partnership & Performance committees each receive a detailed finance report, for their area setting out the outturn and savings position.

The Audit Committee receives the overall finance report for the same period, which addresses the forecast outturn, savings updates, capital spend and progress on the Housing Revenue Account. The individual committee reports are on the Councils website.

6.2 The outturn reported within these individual reports is summarised below and reports that the Council overspend is £0.653m, for the August forecast. Council will recollect that formal spending restraint measures were put in place in October and the impacts still require time to work through into the outturn.

6.3 The outturn reported for Health and Social Care Partnership is an overspend of £1.542m shown below.

6.4 The forecast outturn to March 2019 (August):

People Service	Over/ (underspend) £000s
People Underspend	(507)
Performance Underspend	(336)
Place Overspend	825
Corporate Services	671
Council Overspend	653

Partnerships	Over/ (underspend) £000s
Health & Social Care Partnership	
Partnerships Total Overspend	1,542

6.5 Accountancy staff are working with budget holders to ensure that this position is regularly reviewed and that all actions are being taken to recover the position in-year. If the overspend is not brought back into line, the Council may breach its reserve policy by the year end.

6.6 The H&SCP are looking at in-year means to reduce the overall £3.4m forecast overspend and are working across the 2 Councils and NHS to agree these. Clackmannanshire's overspend is currently £1.542m, on a risk share basis this could reduce to £850k. However the HSCP are confident that the above number will come down as the savings plans start to show progress.

7 Budget Engagement

7.1 The budget engagement process is ongoing. The public consultation on corporate priorities indicated broad support. The communications team have produced a leaflet setting out the difficult challenges faced by the Council as well as outlining key savings policy themes and proposals that form the basis of the budget engagement. The budget engagement will take place over January 2019. The themes are particularly important in engaging views on our medium term financial planning.

7.2 The engagement will be accessible on-line, and there is a targeted programme of face to face engagement with affected groups, particularly where there are

potential equality, community, special interest or poverty impacts. The Engagement will conclude on 1 February 2019. Outputs will be shared with elected members prior to the budget meeting.

8 Sustainability Implications

8.1 The Councils **financial sustainability remains a high risk.**

9 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 has agreed the financial implications as set out in the report. Yes ☒

10 Exempt Reports

10.1 Is this report exempt? No

10.0 Declarations

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

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

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all	<input type="checkbox"/>
Our families; children and young people will have the best possible start in life	<input 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)

11.0 Equalities Impact

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

12.0 Legality

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

13.0 Appendices

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

Appendix 1 Budget Timeline (up dated)

Appendix 2 Low, Medium & High Budget gap assumptions

14.0 Background Papers

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

Scottish Government Draft Budget 2018-19 :
<http://www.gov.scot/Resource/0052/00529171.pdf>

Scottish Government Five Year Financial Strategy :
<https://beta.gov.scot/publications/scotlandsfiscal-outlook-scottish-governments-five-year-financial-strategy/>

Office of Budgetary Responsibility Fiscal Forecasts :
https://cdn.obr.uk/EFO_October-2018.pdf

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Paula Tovey	Chief Accountant (Interim)	2078

Approved by

NAME	DESIGNATION	SIGNATURE
Paula Tovey	Chief Accountant (Interim)	
Stuart Crickmar	Strategic Director Partnership & Performance	

Budget Timeline (revised)
Appendix 1

Task/ milestone	Timing	Stakeholders/ attendees	Output	Completed
SAVINGS IDENTIFICATION AND BUDGET CHALLENGE				
2019/20 Savings	May to June 2018	Heads of Service	First tranche for proposed savings 2019/20: populate template	Completed
Service Portfolio Meetings	May to June	Administration Portfolio Holders; Head of Service; Senior Management Team; Service Accountants	Determine priorities and propose savings	Completed
Budget Challenge Sessions	August 2018	Administration, EX SLG, Service Management Teams, Chief Accountant, Team Leader (Accountant)	Challenge on first tranche of proposals	Cancelled due to restructure
Business case development	September 2018	SLG; Chief officers, Chief Accountant, Team Leader (Accountancy)	Business cases incorporating options appraisals; saving proposals, investment requirements and timescales.	Ongoing
Budget Challenge 2 Session	October 2018	EX SLG, (Group Leaders or Admin Group)	Redesign options and models Vision and values refinement	Completed 5 November
SLG/ Council	December 2018	SLG/ elected members	Budget, savings and Workforce plan	
CONSULTATION WITH ELECTED MEMBERS				
Members Briefing	August 2018	All elected members, SLG	Reaffirmation of objectives, principles and processes	Completed
Elected Member Forum	September 2018	Elected members, SLG, Chief Accountant, Service representatives	Budget gap and saving update	Completed

Task/ milestone	Timing	Stakeholders/ attendees	Output	Completed
Member dialogue on budget preparation	September 2018	Administration and political grouping as appropriate	Indicative budget including necessary savings proposals, policy decisions and prioritisation	Completed
Elected Member Forum	November 2018	Elected members, SLG, Chief Accountant, Service representatives	The budget gap	
Elected Member Forum	December 2018	Elected members, SLG, Chief Accountant, Service representatives	Draft budget proposals with business cases	
Elected member Forum	January 2019	Elected members, Executive Team, Chief Accountant, Service representatives	Indicative potential savings Draft capital bid proposals Elected member feedback	
CONSULTATION WITH UNIONS				
TU Briefing	August 2018	TU reps, SLG, Chief Accountant	Setting out the budget gap and high level messages around requirements for 2019/20	Completed
Trade Union Forum	September 2018	TU reps, SLG, Chief Accountant	Setting out the budget gap and savings position to date	Completed
Trade Union Forum	November 2018	TU reps, SLG, Chief Accountant	The budget gap	Cancelled
Trade Union Forum	December 2018	TU reps, SLG, Chief Accountant	The savings plans to date with business cases	
Trade Union Forum	January 2019	TU reps, SLG, Chief Accountant	Tbc	

Task/ milestone	Timing	Stakeholders/ attendees	Output	Completed
CONSULTATION WITH PUBLIC				
Budget consultation: Outline approach internally and externally	November 2018	Chief Officer Performance, Chief Executive, Team Leader (Communications), Chief Accountant	Establish consultation outline approach and action plan	On going
External consultation and engagement	November 2018	Chief Officer Performance, Chief Officers, Team Leader (Communications), Chief Accountant	Issued - areas of business case development and emerging options Feedback	
Consultation Outcome	December 2018	Chief Officer Performance, Team Leader (Communications), Chief Accountant	Aggregated Consultation responses from stakeholders for inclusion in the Budget	
CAPITAL BID DEVELOPMENT				
Capital Plan update	September 2018	EX SLG, Chief Accountant	Review of school estate plans	Completed
Capital Bid process	November 2018	Capital Investment Group (officer operational group)	Draft capital bid preparation	Ongoing
Capital Plan/Strategy update	November	EX SLG	Review of capital plan informed by review of divisional future service provision	Ongoing
Capital Bid Corporate Round Table	End November 2018	EX SLG, Chief Accountant	Draft Capital bids	
Draft Capital Strategy	April 2019	EXSLG, chief accountant	Draft Strategy	

Task/ milestone	Timing	Stakeholders/ attendees	Output	Completed
HSCP				
HSCP Strategic Plan: Review of Priorities and Funding	September 2018	HSCI Chief Officer, IJB, Chief Executive, Leader and Chief Accountant	HSCI Strategic Plan priorities linked to resource transfer and savings requirement Demand pressures Service/ locality impact assessment	Completed
HSCP Resource Transfer	December 2018	HSCI Chief Officer, IJB, Leader of the Council and Chief Executive, Chief Accountant	Completion of draft resource transfer figure linked to agreed Strategic Plan priorities	
HSCP Resource Transfer	Early January 2019	HSCI Chief Officer, IJB, Leader of the Council and Chief Executive, Accountant	Resource transfer position consolidated for integration with Council budget	
INCOME & CHARGING				
Income and Charging Strategy Refresh	Mid November 2018	Chief Accountant, Accountancy Team Leader, Chief Officers/ services	Income and Charging Strategy proposals/revisions	Started: group working through the programme
Income and Charging Strategy Refresh	Start December 2018	Chief Accountant, Team Leader (Accountancy)	Refreshed Income and Charging Strategy scenarios	
Income and Charging Strategy	Early January 2019	SLG, Chief Accountant	Finalised schedule of charges and refreshed Strategy.	
DEMAND PRESSURES				
Demand Pressures	End November 2018	Chief Accountant, Accountancy Team Leader, SLG	Collate draft demand pressures	On going

Task/ milestone	Timing	Stakeholders/ attendees	Output	Completed
Draft Demand pressures review	Mid December 2018	SLG	Refined schedule of demand pressures, clarification query schedule	
Finalise demand pressures	Early January 2019	SLG	Finalised demand pressures to incorporate within budget	
FINAL BUDGET				
Pre consultation draft Budget	January 2019	Administration, EX SLG, Chief Accountant	Draft Budget subject to consideration of consultation responses.	
Budget setting	February 2019	Special Council	Final Budget	

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

Appendix 2 Budget Gap: Low, Medium & High

LOW

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net expenditure	123,342	128,926	134,567
Net Funding	(119,012)	(119,033)	(119,477)
Annual Indicative Funding Gap	4,330	9,893	15,090
Movement in annual gap	4,330	5,563	5,197

Base budget			
Expenditure	116,201	123,342	128,926
Pay inflation	3,250	3,217	3,197
Teachers pensions	1,300	-	-
Staff reduction	0	0	0
	120,751	126,560	132,123
Demand pressures	1,097	1,130	1,164
HSCP Demand	954	680	707
Contract inflation	540	557	573
	123,342	128,926	134,567
Funding	(114,048)	(117,609)	(118,283)
Council tax increase	(654)	(674)	(694)
Settlement (increase)/ Decrease	0	0	0
New money (baselined)	0	0	0
Non teachers pay	0	0	0
Teachers pay	(1,607)	0	0
Teachers pensions	(1,300)	0	0
Baseline	(117,609)	(118,283)	(118,977)
New money (not baselined)	(528)	0	0
From reserves	(375)		
Capital receipts	(500)	(750)	(500)
Not baselined	(119,012)	(119,033)	(119,477)
Assumptions			
Flat cash settlement	-	-	-
council tax increase annually	3.0%	3.0%	3.0%
staff reduction annually	0.0%	0.0%	0.0%
Demand pressures inflation	3.0%	3.0%	3.0%
Contract Inflation	3.0%	3.0%	3.0%
HSCP inflation and demand	4.0%	4.0%	4.0%
Teachers pay funded first yr			
Teachers pension funded			
Non teachers pay not funded			

MEDIUM

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net expenditure	124,273	130,435	136,704
Net Funding	(113,449)	(111,392)	(109,958)
Annual Indicative Funding Gap	10,824	19,042	26,745
Movement in annual gap	10,824	8,218	7,703

Base budget			
Expenditure	116,201	124,273	130,435
Pay inflation	3,250	3,217	3,197
Teachers pensions	1,300	-	-
Staff reduction	0	0	0
	120,751	127,491	133,632
Demand pressures	1,097	1,130	1,164
HSCP Demand	1,704	1,065	1,129
Contract inflation	720	749	779
	124,273	130,435	136,704
Funding	(114,048)	(112,421)	(110,892)
Council tax increase	(654)	(674)	(694)
Settlement (increase)/ Decrease	2,281	2,203	2,128
New money (baselined)	0	0	0
Non teachers pay	0	0	0
Teachers pay	0	0	0
Teachers pensions	0	0	0
Baseline	(112,421)	(110,892)	(109,458)
New money (not baselined)	(528)	0	0
From reserves	0	0	0
Capital receipts	(500)	(500)	(500)
Not baselined	(113,449)	(111,392)	(109,958)
Assumptions			
Settlement reduction	-2.0%	-2.0%	-2.0%
council tax increase annually	3.0%	3.0%	3.0%
staff reduction annually	0.0%	0.0%	0.0%
Demand pressures inflation	3.0%	3.0%	3.0%
Contract Inflation	4.0%	4.0%	4.0%
HSCP inflation and demand	6.0%	6.0%	6.0%
Teachers pay not funded			
Teachers pension not funded			
Non teachers pay not funded			

HIGH

	2019/20 £'000	2020/21 £'000	2021/22 £'000
Net expenditure	125,551	132,811	140,313
Net Funding	(111,739)	(107,849)	(104,996)
Annual Indicative Funding Gap	13,812	24,962	35,317
Movement in annual gap	13,812	11,150	10,356

Base budget			
Expenditure	116,201	125,551	132,811
Pay inflation	3,250	3,217	3,197
Teachers pensions	1,300	-	-
Staff reduction	0	0	0
	120,751	128,768	136,008
Demand pressures	1,280	1,325	1,371
HSCP Demand	2,619	1,773	1,941
Contract inflation	901	946	993
	125,551	132,811	140,313
Funding	(114,048)	(110,711)	(107,649)
Council tax increase	(654)	(674)	(694)
Settlement (increase)/ Decrease	3,992	3,735	3,497
New money (baselined)	0	0	0
Non teachers pay	0	0	0
Teachers pay	0	0	0
Teachers pensions	0	0	0
Baseline	(110,711)	(107,649)	(104,846)
New money (not baselined)	(528)	0	0
From reserves	0		
Capital receipts	(500)	(200)	(150)
Not baselined	(111,739)	(107,849)	(104,996)
Assumptions			
Settlement reduction	-3.5%	-3.5%	-3.5%
council tax increase annually	3.0%	3.0%	3.0%
staff reduction annually	0.0%	0.0%	0.0%
Demand pressures inflation	3.5%	3.5%	3.5%
Contract Inflation	5.0%	5.0%	5.0%
HSCP inflation and demand	9.5%	9.5%	9.5%
Teachers pay not funded			
Teachers pension not funded			
Non teachers pay not funded			

Underlying deficit brought forward 2,153

2,153

2,153

Report to: Council

Date: 20 December 2018

Subject: Treasury Management Update at 30th September 2018

Report by: Chief Accountant (Interim)

1.0 Purpose

- 1.1 The purpose of this report is to present an update of Treasury Management activity for the period to 30th September 2018.

2.0 Recommendations

- 2.1 It is recommended that the Council note, comment and challenge as appropriate the mid year review of the Council's Treasury Management activities.

Considerations

- 3.1 The Treasury Management Strategy Statement (TMSS) for 2018/19 and the Prudential Indicators for 2018/19 to 2022/23 were approved by the Council on 8th March 2018. No changes to the TMSS are proposed in this report.
- 3.2 The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that Council be updated on treasury management activities regularly (Treasury Management Strategy Statement, annual and midyear reports). This midyear report therefore ensures the Council is implementing best practice in accordance with the Code.
- 3.2 The report covers the following:
- The Economy and Interest Rates
 - Interest Rate Forecast
 - Investment Outturn for 2018/19
 - Borrowing Requirement and Debt
 - Borrowing Outturn for 2018/19
 - Compliance with Treasury and Prudential Limits

The Economy and Interest Rates

- 3.3 The economy saw modest growth in the first half of 2018/19 after a slow start during January to March 2018. Growth was driven mainly by the services sector, although the construction sector also had a notable positive contribution. Growth is forecast to be around 1.5% for 2018 increasing to 1.8% in 2019.
- 3.4 The Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target. At its meeting of 1st August 2018, the MPC voted unanimously to increase Bank Rate by 0.25% to 0.75%. The MPC's updated projections for inflation and activity in the August Inflation Report are were broadly similar to its projections in May.

The continued low unemployment, high level of vacancies and negligible growth in total employment numbers indicates that employers are now having difficulties filling job vacancies with suitable staff. This has lead to wage inflation at around 3%. The MPC views wage inflation as an increasing inflationary pressure in the UK economy.

Interest Rate Forecast

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

Table1: Investment Forecast provided by Link Asset Management

	Dec 18	Mar 19	Jun 19	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20	Dec 20	Mar 21
Bank Rate	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

- 3.6 The MPC increased the bank rate in August 2018 to 0.75%. At it's meeting on 1st November 2018, the MPC anticipated that any future increases in Bank Rate were likely to be at a gradual pace and to a limited extent. However, its also estimates that the bank rate will need to rise to 1.5% by March 2021, in order to meet the inflation target.

Investment Outturn for 2018/19

- 3.7 The Treasury Management Strategy Statement (TMSS) for 2018/19 includes the Annual Investment Strategy, which sets out the approved upper limits of investments with fixed and variable interest rates. It can be confirmed

that these limits were not breached during the six months ending 30th September 2018.

- 3.8 As at 30th September 2018, the Council held immediately available cash balances of £22.6m (£19.7m at 31st March 2018). The average level of funds available for investment during the period to 30th September 2018 was £19.1m. These funds were available on a temporary basis and are dependent on a number of factors including cash flow and the borrowing strategy.

In order to maintain the availability of cash, mainly for the significant expenditure within the capital programme, use has been made of the Bank of Scotland instant access account. One deposit of £5m has invested in a Bank of Scotland 175 day call account. This has affected the investment return as investments with higher liquidity generally have lower yields. This is in line with the Councils' investment priorities which are security first, liquidity second and then return.

- 3.9 The benchmark investment returns over the 6 months ended 30th September 2018 are illustrated in the undernoted table:

Table 2: Benchmark Investment Returns 2018/19

Benchmark	Benchmark Return
7 day	0.44%
1 month	0.47%
3 month	0.61%
6 month	0.71%
12 month	0.94%

- 3.10 The Council's budgeted cash investment return for 2018/19 is 0.8%. The Council achieved an actual investment return of 0.54% (£41k) for the period ended 30th September 2018 which is less than budgeted. This is a composite rate of all investments which is a mixture of instant access balances and investments with maturity dates in excess of six months. One six month investment of £5m, with a return of 0.75%, matured in August 2018. This marginally outperformed the 6 month benchmark by 0.04%. A return of 0.40% was achieved on everyday cash balances, which was marginally less than the benchmark return of 0.44% for 7 day investments.

The budgeted cash investment return for 2018/19 of 0.8% was set with reference to a forecast bank rate of 0.75% in June 2018, rising to 1% in December 2018. The current forecast anticipates the rate will not rise to 1% until September 2019. The increase in the bank interest rate may increase opportunities to maximise investment income for the remainder of the year, depending on how the banks react to the increased bank rate and if they transfer the increase to customers.

As shown by the interest rate forecast in paragraph 3.5, it is a very difficult investment market in terms of earning interest, as rates are very low and generally in line with the current 0.75% bank rate.

Borrowing Requirement and Debt

3.11 The Council's underlying need to borrow to finance capital expenditure, termed the Capital Financing Requirement (CFR) is shown below. This shows a reduction in the General Fund CFR from budgeted, due to the net effect of:

- re-phasing of spend in the capital programme to future years and
- an increase in the HRA CFR due to slippage carried forward from 2017/18 increasing the capital spend in 2018/19.

Overall this results in a net reduction from the budgeted CFR.

Table 3: Borrowing Requirement (CFR) 2018/19

	31 March 2018 Actual £000	31 March 2019 Estimate £000	31 March 2019 Projected as at 30th September 2019 £000
CFR General Fund	119,616	125,216	120,697
CFR HRA	25,172	26,917	30,635
Total CFR	144,788	152,132	151,332

3.12 Borrowing Outturn for 2018/19

New Borrowing

- 3.13 During the period to 30th September 2018, the Council repaid a maturing PWLB loan of £5.0m and £31k of principal on the Salix interest free loan.
- 3.14 The budgeted capital spend was funded from internal borrowing (cash balances) with no additional external borrowing being undertaken for the first 6 months of the year. The need for external borrowing will be reviewed during the remainder of the financial year.
- 3.15 Repayments of £0.484m were also made in the first six months of the year toward the Council's PFI and finance lease.
- 3.16 The Council's external borrowing position as at 30th September 2018 and expected year end position is illustrated in the undernoted table:

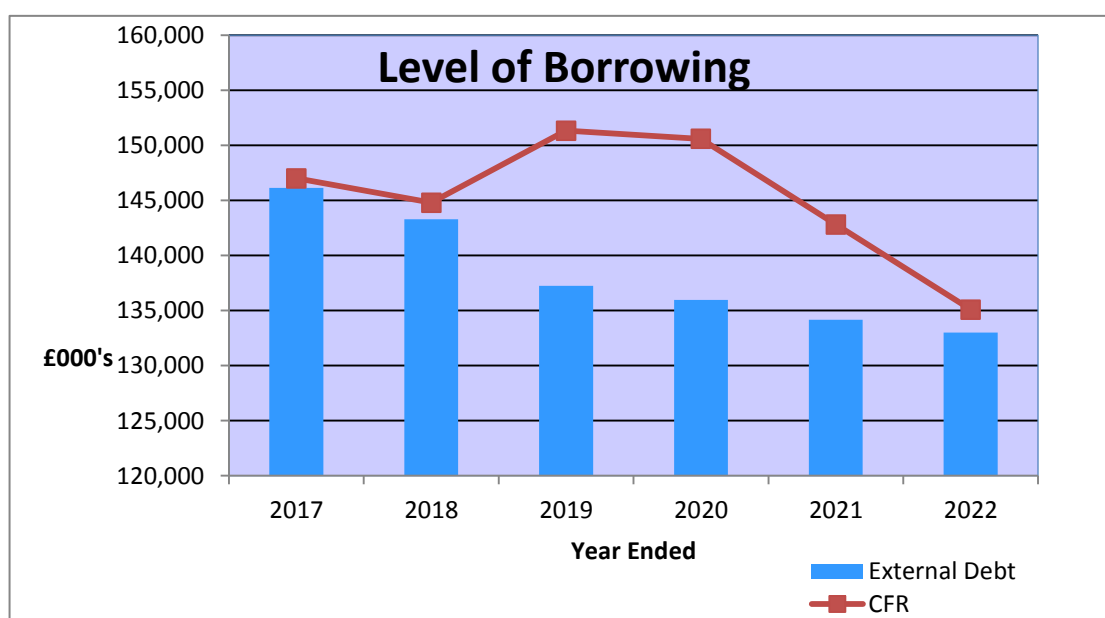
Table 4: External borrowing at 2018/19

	Actual March 2018 £000	Actual September 2018 £000	Projected March 2019 £000
Public Works Loan Board	77,515	72,514	72,513
Market Loans	18,993	18,997	19,000
LOBO Loans	5,000	5,000	5,000
Other long term liabilities	438	406	375
Temporary Loans (<1 year)	0	0	0
Long term Liabilities under Finance Lease	41,342	40,858	40,374
Total	143,288	137,775	137,262

- 3.17 The Capital Programme has been set in line with the Council's strategy to reduce long term debt. The level of borrowing is set to marginally reduce by the end of 2019, providing no new external borrowing is undertaken during 2018-19. However the Council has significant capital projects, including Tullibody South Campus and the Kilncraigs final payment, which may require new external borrowing to be undertaken.

This is illustrated in the following chart, demonstrating actual and forecast level of debt up to the end of 2021/22. In addition to programme capital spend, repayment profiles of debt maturity mean there are variations in annual change in debt year on year.

Table 5: External debt and Capital Financing Requirement (actual and forecast)



- 3.18 Overall there is a forecasted reduction in cumulative external debt of 14% since 2015, showing that over the longer term the Council is not increasing its level of debt, to finance its capital programme. Repayments towards PFI and finance leases also continue to reduce the Council's overall level of external debt on an annual basis.

The total external debt of £137m is less than the Operational Boundary for External Debt (£155m) and the Authorised Limit for External Debt (£165m)

Borrowing in advance of need

- 3.19 The Council has not borrowed in advance of need in the six months ended 30th September and has no intention to borrow in advance in 2018/19.

Debt Rescheduling

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

Compliance with Treasury and Prudential Limits

- 3.21 It is a statutory duty for the Council to determine and keep under review the affordable capital expenditure limits. The Council's Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy Statement.
- 3.22 All other treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement have been complied with in, the financial period to 30th September 2018. The prudential and treasury Indicators are shown in Appendix 2.

4.0 Conclusions

- 4.1 Cash balances have increase by £3.0m over the first six months of the year however, it is anticipated to that this will reduce during the remainder of the financial year, as the capital programme is delivered.
- 4.2 The Council has repaid £0.484m towards PFI and Finance leases.
- 4.3 The Councils return on investments has been close to the benchmarks for the first six months of the financial year. Scope for 6 and 12 months investments are considered limited. Cash balances are at a level of £22.6m which contributes to supporting the Council's capital financing requirement internally.

5.0 Sustainability Implications

- 5.1 None

6.0 Resource Implications

6.1 *Financial Details*

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

Yes ☒

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

Yes ☒

- 6.4 Staffing

- 6.5 None

7.0 Exempt Reports

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

8.0 Declarations

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

- (1) **Our Priorities** (Please tick ☒)

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

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

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

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



Council Policies (Please detail)

Treasury Management Policy Statement and Practices

9.0 Equalities Impact

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

N/A Yes ☐ No ☐

10.0 Legality

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

11.0 Appendices

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

Appendix 1 – Investment Portfolio as at 30th September 2018

Appendix 2 - Prudential and Treasury Indicators as at 30th September 2018

12.0 Background Papers

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

Yes ☒ (please list the documents below) No ☐

Treasury Management Strategy 2018/19 - report to Council March 2018

Author

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Corporate Accountant	
Ashley MacGregor	Corporate Accountancy Team Leader	

Approved by

NAME	DESIGNATION	SIGNATURE
Paula Tovey	Chief Accountant (Interim)	
Stuart Crickmar	Director of Partnership & Performance	

APPENDIX 1: Investment Portfolio as at 30 September 2018

Borrower	Principal (£000)	Interest Rate	Start Date	Maturity Date
Bank of Scotland Plc	5,000	1.00% fixed	175 day call account	
Bank of Scotland Plc	11,891	0.65% variable	Instant Access	
Royal Bank of Scotland Plc	2,852	0.15% variable	Instant Access	
Other Accounts	2,901	-		
Total Cash and Cash Equivalents	22,644			

Short Term Investments	Principal (£000)
CSBP Developments	0.3
Total Short Term Investments	0.3

Long Term Investments	Principal (£000)
CSPB Investments	1
Clackmannanshire Regeneration	4,906
Coalsnaughton NHT Project	4,357
Total Long Term investments	9,264

TOTAL INVESTMENTS	31,908
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APPENDIX 2: Prudential and Treasury Indicators as at 30 September 2018

Treasury Indicators	2018/19 Estimate £'000	Actual as at 30 th September 18 £'000
Authorised limit for external debt	165,000	165,000
Operational boundary for external debt	155,000	155,000
Gross external debt	149,135	137,775
Investments (as at 31/03/2018)	28,917	31,908
Net borrowing	120,218	105,867

Maturity structure of fixed rate borrowing - upper and lower limits (excluding PFI and Finance Leases)	Upper and Lower Limits	Fixed Rate Borrowing as at 31 st March 2018 £'000	% of Total Fixed Rate Borrowing
Under 12 months	25% - 0%	5.063	5.0%
12 months to 2 years	25% - 0%	63	0.1%
2 years to 5 years	50% - 0%	3.545	3.5%
5 years to 10 years	75% - 0%	5.769	5.7%
10 years and above	100% - 0%	87.506	85.7%

APPENDIX 2: Prudential and Treasury Indicators as at 30 September 2018

Prudential Indicators	2018/19 Estimate £'000	2018/19 Outturn Projected as at 30 th Sept 17 £'000
Capital expenditure - General Fund Services	18,792	18,792
Capital expenditure - Housing Revenue Account	7,944	7,519
Capital Financing Requirement (CFR) - General Fund	125,216	120,697
Capital Financing Requirement (CFR) - HRA	26,917	30,635
Annual change in CFR - General Fund	1,576	5,680
Annual change in CFR - HRA	1,360	864
In year borrowing requirement	5,668	0
Ratio of financing costs to net revenue stream - General Fund	8.34%	8.35%
Ratio of financing costs to net revenue stream - HRA	15.11%	14.78%

Report to: CLACKMANNANSHIRE COUNCIL

Date of Meeting: 20 December 2018

Subject: Corporate Plan 2018/22

Report by: Strategic Director: Partnership & Performance

1.0 Purpose

- 1.1. The report presents the Council's Corporate Plan 2018-22. The plan, entitled *Be the FUTURE*, sets the vision, values and strategic direction for the Council over the next four years.
- 1.2. The purpose of this report is to inform Council of the outcome of a public consultation on the draft and to seek approval of a final Corporate Plan for the period 2018-22.

2.0 Recommendations

- 2.1. It is recommended that Council:
 - 2.1.1. Note the outcome of the consultation on the draft Corporate Plan; and
 - 2.1.2. Agrees to adopt the plan attached at Appendix 1, *Be the FUTURE*, as its Corporate Plan for the period 2018-22.

3.0 Considerations

- 3.1. On 25 October 2018, Council agreed to undertake a public consultation on its draft corporate plan 2018-22. The consultation ran from 25 October through to the 22 November, attracting 80 responses. Feedback was also sought from partner organisations and local interested groups. In addition, the Extended Senior Leadership Group attended a facilitated workshop in early November to further develop organisational vision and values.
- 3.2. Overall, 70% of respondents agreed with the priorities as set out in the draft plan, with 10% responding that they did not agree. Reducing child poverty (83%), raising attainments (85%) and ensuring sustainable health and social care services (88%) were the most supported priorities. Organisational transformation (68%), inclusive growth (70%) and supporting families and communities (71%) were less well supported; however, overall, these proportions indicate relatively favourable support for these as Council priorities. As such, all priorities as set out in the draft are retained.

- 3.3. The Plan's outcomes are aligned with Clackmannanshire's LOIP, and as such, subject to approval, it represents the Council's intent by way of contribution to stated community planning partnership outcomes.
- 3.4. The vision and values (already the subject of extensive employee engagement over summer 2018) have been sharpened and refined. A strategic performance framework has also been added for the purposes of contribution management and accountability through business planning and Performance Review and Development processes deployed and reviewed on an annual basis.
- 3.5. It is intended that the values (outlined on page 6 of Appendix 1) subject to approval, will shape organisational workforce planning, including leadership development activity. The Corporate Plan should also influence all Council plans, strategies and resourcing decisions over the period 2018-22.

Conclusion

- 3.6. The proposed Corporate Plan 2018-22 has been shaped by feedback from a range of key stakeholders over recent months. Whilst a number of refinements have been made since the draft was presented to Council in October 2018, given the priorities consulted on attracted substantially favourable levels of support, it is recommended that Council adopt these.

4.0 Sustainability Implications

- 4.1. Corporate priorities will guide resource allocation and decision-making for the next 4 years, therefore they are integral to the Council's long term sustainability. A positive impact from this plan is assessed on all best value sustainability indicators.

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 – the Corporate will affect all Council employees. Subject to approval, an organisational communication exercise will be essential.*

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 ☒
Reducing inequalities in Clackmannanshire is a fundamental objective of the Corporate Plan.

9.0 Legality

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

10.0 Appendices

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

Appendix 1- *Be the Future*, Corporate Plan 2018-22

11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	
Nikki Bridle	Chief Executive	



Corporate Plan

2018-22

**Be the
FUTURE**



FOREWORD

Clackmannanshire has much to be proud of. Its long history and rich heritage; its stunning scenery and places to visit; its welcoming communities and strong and proud local identity; its central location and digital infrastructure; and its traditions of public service. These strengths make Clackmannanshire a good place to raise a family and feel part of the community.

The area is benefiting from investment through the Scottish Attainment and Pupil Equity Funds and stands to realise significant investment opportunities through the City Region Deal. With our partners we want to continue to seek out opportunities to bring additional investment to Clackmannanshire to enable inclusive growth and to improve outcomes.

We recognise that there are areas where Clackmannanshire needs to catch up with other parts of Scotland. Post-industrial impacts remain deep-rooted, and some of our communities bear the scars and symptoms of poverty and inequality. With an anticipated population decline, which is ageing, and acute pressures on public service funding, our present challenges are unprecedented in recent times. Ensuring sustainability of the Council's finances in a difficult and uncertain economic and financial climate is likely to be one of our toughest challenges.

Clackmannanshire has shown resilience in the past, and we must do so again. There are no easy choices, but we can create opportunities to be nurtured and developed. There is need for significant change in the way the Council operates in the short, medium and long term, presenting challenges for everyone: councillors, Council staff, our partners, customers and our communities. Despite the difficulties on the road ahead, we must strive to work together in meeting these challenges and in delivering improved outcomes for our citizens.

When this plan expires in 2022, the Council will be a substantially different organisation to the one it is now. And, whilst things will be different, our clear ambition and intent is that it will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, in order to improve the quality of life for every person in Clackmannanshire.



Ellen Forson,
Leader of the Council



Nikki Bridle
Chief Executive

THE CORPORATE PLAN 2018-22,

Be the FUTURE - OVERVIEW

Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all. ● Our communities will be resilient and empowered so that they can thrive and flourish. ● Our families, children and young people will have the best possible start in life. ● Women and girls will be confident and aspirational, and achieve their full potential. 	
Our Priorities	Inclusive Growth, Jobs & Employability	Reducing Child Poverty
	Raising Attainment	Sustainable Health & Social Care
	Empower Families & Communities	Organisational Transformation
Our Values	Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity.
	Be the TEAM	Respect each other and work collectively for the common good.
	Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
	Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

STRATEGIC CONTEXT

The context in which Clackmannanshire Council operates will remain very challenging in the short to medium term. At a national level, the outlook for the UK economy is uncertain, and will likely remain so as Britain exits the European Union. There is little sign that the pressures on public sector spending will let up for the foreseeable future. This is at a time when demands on services are increasing. We expect to see the costs of health and social care rise significantly over time with the proportion of our older people set to increase by 32%. At the same time, our working age population is set to decrease by over 12%. With around 27% of children in Clackmannanshire living in poverty, and 2700 workless households, changes to the benefits system will continue to contribute to our financial pressures.

This context means that ongoing public sector reform is essential to ensure the sustainability of essential services; these changes will undoubtedly have a considerable impact on our customers, our communities and our employees.

A combination of increased demand for services and reductions in public spending means that the Council can't carry on doing everything it currently does in the same way it currently does. The level of income we receive is unlikely to match the cost of the current services we provide and the Council by law has to balance its budget.

Since 2011 Clackmannanshire Council has had to make savings in excess of £40 million and has used £15 million of reserves to smooth the transition, but our context means we now have further significant savings required over the next 3 years to bridge our funding gap. This will inevitably require further difficult decisions as well as substantial organisational transformation.

Times are undoubtedly challenging, however, local government will remain a major employer in Clackmannanshire, striving to provide valued public services. Despite pressures on our funding, working with partners, there remains major opportunities to transform services to improve outcomes for our residents. A key shift in emphasis for Clackmannanshire is building a strong economy through inclusive growth. Working with strategic partners such as Stirling University, we aim to build Clackmannanshire's reputation to one that is synonymous with innovation in the fields of social care and the environment. Our capital programme provides ongoing opportunities to improve sustainability and enable growth, community regeneration and transformation in the way local services are delivered, including through improved information management, increasing use of digital technologies and exploiting the potential of procurement and collaboration.

THE WAY FORWARD

– OUR VISION, PURPOSE & PRIORITIES

This plan:

- Sets the strategic direction for the Council to 2022
- Describes the priorities that we believe will deliver better outcomes
- Describes what we will do and how we will measure progress

Our Vision - Be the Future

Where we will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire

Our Priorities

We will achieve our vision through prioritising:

- Inclusive Growth, Jobs & Employability
- Reducing Child Poverty
- Raising Attainment
- Sustainable Health & Social Care
- Empowering Families & Communities
- Organisational Transformation

Our Outcomes

These priorities are aimed at realising our vision, however, they also are the Council's contribution to delivering on better outcomes for Clackmannanshire in our Local Outcomes Improvement Plan (LOIP) 2017-27:

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

Strategic Framework

The Corporate Plan 2018 supports the delivery of Clackmannanshire's Local Outcomes Improvement Plan, and is supported by a number of core corporate strategies and plans, including the Transformation Programme, Workforce Plan, Digital Transformation Strategy and Budget Strategy.



Our Values

The strategic framework outlines what we must do, however, realising a vision is a collective effort that requires all staff to work together in unison for the common good.



Be the CUSTOMER

Listen to our customers, communicate honestly and with respect and integrity.



Be the TEAM

Respect each other and work collectively for the common good.



Be the LEADER

Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.



Be the COLLABORATOR

Work collaboratively with our partners and communities to deliver our vision and outcomes.



Be the INNOVATOR

Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.



Be the FUTURE

Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Be the FUTURE – OUR PRIORITIES

This section identifies actions that we will deliver under each of our priorities.

PRIORITY – Inclusive Growth, Jobs and Employability

Why is this important?

Clackmannanshire's job density, which is below the Scottish average and less than councils with similar deprivation profiles, combined with relatively high costs of travel outwith the county, means that there are often limited pathways out of poverty. That said, data also illustrates that firms based here are highly productive when compared to other parts of Scotland. Good productivity, combined with Clackmannanshire's central location, its vibrant communities and excellent environment make it a good place to do business.

A buoyant local economy, providing a range of employment opportunities is an essential component to improving outcomes in Clackmannanshire. This will provide a greater range of employment opportunities for local people and encourage inward investment and visitors to the county.

Inclusive growth is critical for Clackmannanshire. That is about enabling more people to both contribute to, and benefit from, economic success. In practice this requires better connections between interventions to create jobs and employment, with interventions to enable local people to access those opportunities.

To achieve this priority our primary aims are to:

- Establish Clackmannanshire as a centre for social policy and environmental innovation
- Increase job density in Clackmannanshire
- Enable affordable transport and improved infrastructure
- Enable affordable and active transport
- Increase house building
- Improve digital infrastructure
- Increase average hourly pay, particularly for women
- Improve qualifications & skills
- Improve labour mobility
- Increase local procurement expenditure

Enabling strategies:

- Regional City Deal Programme
- National Improvement Framework for Education
- Developing Scotland's Young Workforce Strategy
- Growth Strategy
- Strategic Housing Investment Plan
- Digital Transformation Strategy
- Local Development Plan
- Local Transport Strategy
- Procurement Strategy

Enabling Business Plans

- People
- Place
- Partnership & Performance

PRIORITY – Reducing Child Poverty

Why is this important?

Currently 27% of Clackmannanshire's children live in poverty; we will need bold action to reduce this to less than 10% by 2030. Mitigating the impact of poverty on families through ensuring we maximise income, both in benefits uptake and through employment opportunities, will provide sustainable pathways out of poverty for our children and their families, now and in generations to follow.

Working with our partners and with local communities to provide routes out of poverty is critical. Empowering communities to develop and co-produce local solutions that work to help local people into pathways from poverty will be a key focus of our efforts. Ensuring that local people living in poverty are 'connected' into opportunities and support will be an important enabler of change in Clackmannanshire.

To achieve this priority our primary aims are to:

- Increase hours worked per household
- Maximise benefit take-up
- Enable access to affordable credit and debt advice
- Increase hourly pay, particularly for women
- Reduce food and fuel poverty
- Enable affordable transport
- Enable affordable childcare
- Enable affordable housing
- Improve attainment
- Enable affordable internet access

Enabling strategies:

- Children's Services Plan
- Child Poverty Action Plan
- National Improvement Framework for Education
- Developing Scotland's Young Workforce Strategy
- Growth Strategy
- Strategic Housing investment Plan
- Digital Transformation Strategy
- Corporate Parenting Strategy
- Community Justice Improvement Plan
- Community Learning and Development Plan
- Community Empowerment Plan

Enabling Business Plans

- People
- Place
- Partnership & Performance

PRIORITY - Raising Attainment

Why is this important?

Our vision is that all people have an equal chance and opportunity to live fulfilled lives. Achieving this vision starts with our children and young people. We want all our children and young people to leave education skilled and well prepared for life, work and future learning, with a bright, positive future ahead of them. If we get this right we know that we will be investing in our future generations and making a real sustainable impact on reducing inequality in Clackmannanshire.

We know that children living in poverty experience poorer life long outcomes. We know that some children are born into circumstances and live in environments where they do not flourish. Addressing this inequality of opportunity, and raising attainment for all children and young people in Clackmannanshire is key to our focus.

To achieve this priority our primary aims are to:

- Improve attainment - numeracy & literacy
- Close the attainment gap
- Improve children and young people's health and wellbeing
- Improve skills and positive destinations
- Improve community and learning environments
- Minimise the impact of child poverty and inequality.

Enabling strategies:

- Children's Services Plan
- National Improvement Framework for Education
- Child Poverty Plan
- Developing Scotland's Young Workforce Strategy
- Community Learning and Development Plan
- Sport & Active Living Framework
- Local Transport Strategy

Enabling Business Plans

- People
- Place



Why is this important?

The way we provide care needs to change in order to meet both current and future challenges and demands. If we do nothing, health and care services as they are will not be able to deliver the high quality service we expect. Clackmannanshire is facing an unprecedented rise in our older people demographic profile and it is essential that we develop services that both meet the demand and nature of services that will be required in decades to come.

There are opportunities to make better use of our resources, and to think about shaping our resources differently in years to come. This will include innovative approaches for developing more integrated care approaches and delivery models and opportunities to explore sector leading services to support people living with a wide range of needs. This work will be taken forward through the Clackmannanshire and Stirling Health and Social Care Partnership.

To achieve this priority our primary aims are to:

- Enable self care, so that people look after their own care, health and wellbeing
- Enable community supports so that people can live at home as long as possible
- Enable safety so that people are safe and live well for longer
- Focus on Child Poverty, Attainment and Inclusive Growth as part of an integrated approach to prevention & early intervention

Enabling strategies:

- Health & Social Care Strategic Plan
- Strategic Housing Investment Plan
- Sport & Active Living Framework
- Community Learning & Development Plan
- Community Empowerment Plan
- Growth Strategy

Enabling Business Plans

- People
- Place



PRIORITY - Empowering Families and Communities

Why is this important?

We know that poverty and inequality limits choices, opportunities and quality of life. For decades families in Clackmannanshire have experienced persistently high proportions of a range of social issues connected to poor outcomes. Alcohol and substance misuse; poor mental health and high rate of suicides; domestic abuse; teenage pregnancy and childhood trauma affect a disproportionate number of families in Clackmannanshire when compared with many other areas in Scotland.

Tackling the causes and consequences of poverty is essential. We want safe, strong and resilient communities where local people are engaged and connected to opportunities and the support that they require. We want to ensure that early, collaborative and preventative interventions are in place that gives all families and communities the best possible opportunities. We want women to be aspirational and to access opportunities and support that provide routes out of poverty. We want children, young people and adults to have access to the support they need to be resilient in the face of childhood trauma and to achieve positive outcomes in spite of difficult and challenging life circumstances.

To achieve this, we know that we need to work with communities to develop and co-produce local solutions that meet the needs of local families and communities. How we work with communities and the third sector to empower local people and families will be critical to improving outcomes in Clackmannanshire.

To achieve this priority our primary aims are to:

- Improve community safety, including design of new housing developments
- Improve community justice outcomes
- Reduce gender based violence
- Increase use of third sector commissioning, where appropriate, to provide opportunities for inclusive growth
- Increase community and third sector participation in decision-making
- Maximise the potential of community regeneration, learning and empowerment in our most deprived communities
- Increase usage of community schools and community resources
- Improve cycle and walking infrastructure to promote active travel, health benefits and opportunities for tourism
- Increase equal access to sport and active living opportunities

Enabling strategies:

- Community Justice Outcomes Improvement Plan
- Community Safety Strategy
- Digital Transformation Strategy
- Regeneration Strategy
- Local Transport Strategy
- Local Development Plan
- Sport & Active Living Strategy
- Violence Against Women Strategy
- Child Poverty Action Plan
- Community Learning and Development Plan

Enabling Business Plans

- People
- Place
- Partnership & Performance

PRIORITY - Organisational Transformation

Why is this important?

How and what services we deliver is fast changing and we must enable significant organisational transformation in the next four years. Demands from our residents and advances in technology mean that we must collaborate and cooperate with other public and third sector bodies to deliver joined up services in an efficient and cost effective manner as possible and enabling digital services that our customers use in other aspects of their lives.

Robust financial planning builds a strong foothold for organisational sustainability, and effective corporate governance enables sound systems and processes for control and organisational efficiency.

To achieve this priority our primary aims are to:

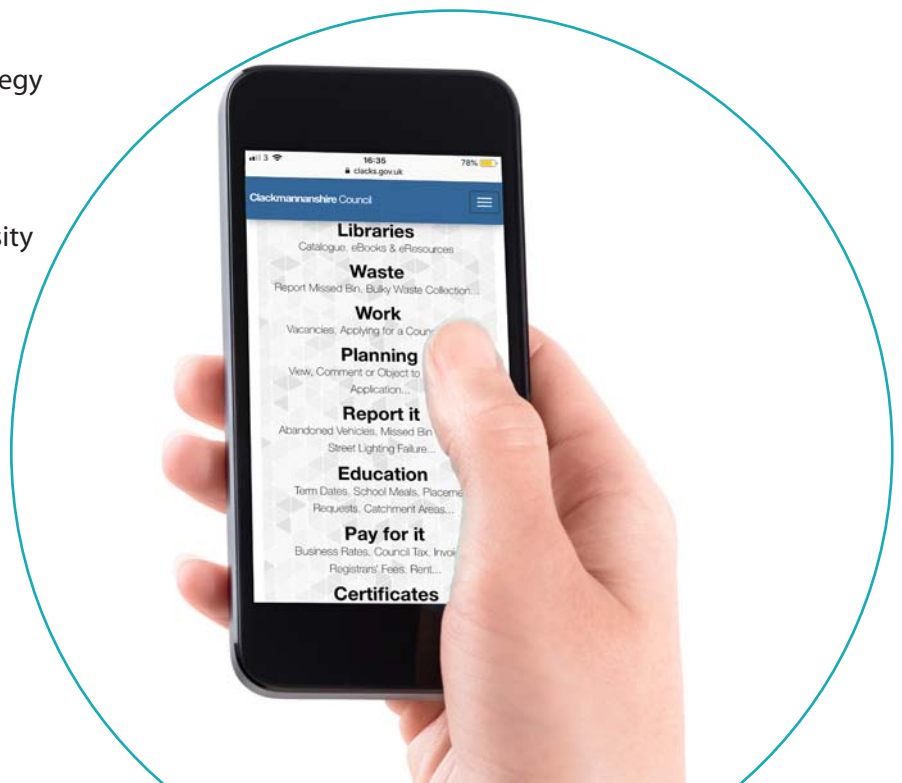
- Live our vision and values
- Enable an efficient, well led, safe workforce
- Enable a significant shift to digital
- Enable public service integration and increased collaboration
- Reduce our carbon footprint and cost of physical infrastructure

Enabling strategies:

- Transformation Plan
- Budget Strategy
- Workforce Plan
- Digital Strategy
- Procurement Strategy
- Capital Asset Management Strategy
- Risk Strategy
- Revenues Strategy
- Mainstreaming Equality & Diversity Action plan
- Sustainability & Climate Change Strategy

Enabling Business Plans

- Partnership & Performance
- Place
- People



OUTLINE OF STRATEGIC PLANNING FRAMEWORK

Our strategic planning framework is outlined as follows:

Local Outcomes Improvement Plan 2017-27		
Corporate Plan 2018-22		
Transformation Plan		
People Business Plan	Place Business Plan	Partnership & Performance Business Plan
Children's Services Plan	Local Development Plan	Budget Strategy
Corporate Parenting Plan	Community Safety Strategy	Digital Strategy
National Improvement Framework for Education	Local Transport Strategy	Workforce Plan
Developing Scotland's Young Workforce Strategy	Regeneration Strategy	Capital Asset Management Strategy
Community Learning & Development Plan	City Region Deal Programme	Procurement Strategy
Sport & Active Living Framework	Strategic Housing Investment Plan	Risk Strategies
Community Justice Outcomes Improvement Plan	Sustainability & Climate Change Strategy	Mainstreaming Equality & Diversity Action Plan
Child Poverty Action Plan		Revenue Strategy
Violence Against Women Strategy		LOIP

STRATEGIC PERFORMANCE FRAMEWORK

Targets will be set annually in Business Plans to ensure that by 2021/22 we have maintained current performance levels or improved to performing at least as well as the Scottish average in all areas (whichever is more challenging). In some cases, trends are currently declining nationally, therefore, targets may aim to slow the rate of decline, where reversing it may not be a realistic goal.

*If 17/18 values or Scottish averages are not available, the most recent value is given

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

Outcome Measures	2017/18 Value	Scottish Average
Employment rate (working age residents)	73.1%	74.3%
Businesses surviving for more than 3 years (Forth Valley overall, not local authority)	60.0%	62.1%
Working age residents with low or no qualifications	10.7%	10.8%
Street cleanliness score (% 'acceptable')	93.5%	92.2%
Roads that should be considered for maintenance treatment	36.4%	-
No. of visits to libraries	326,850	-
Residents who agree that the area has a good physical environment	*74%	-
Average weekly wage (calendar year)	£514	£548
Job density rate: jobs available as proportion of working age population (calendar year)	0.50	0.80

Organisational Efficiency	2017/18 Value	Scottish Average
Cost per local planning application	£6,598	£4,819
Average weeks to process commercial planning applications	8.2	9.3
Cost of Economic Development & Tourism per 1,000 population	£55,335	£91,806
Cost of parks & open spaces per 1,000 population	£13,955	£19,814
Cost of street cleaning per 1,000 population	£13,081	£15,551
Cost of refuse collection per premise	£56	£66
Cost of refuse disposal per premise	£98	£98
Household waste composted or recycled	59.5%	45.6%
Cost of maintenance per kilometre of road	£17,697	£10,547
Invoices paid within 30 days	89.8%	93.2%
Cost per visit to libraries	£0.93	£2.08

Organisational Quality	2017/18 Value	Scottish Average
Unemployed people assisted into work via Council employability programmes	12.5%	14.4%
Business gateway startups per 10,000 population	21.8	16.8
Satisfaction with parks & open spaces (3 year average)	87.0%	85.7%
Satisfaction with street cleaning (3 year rolling average)	62.7%	69.7%
Satisfaction with refuse collection (3 year rolling average)	77.0%	78.7%
Procurement spend with local businesses	14.0%	27.4%
Satisfaction with libraries (3 year average)	82.0%	73.0%

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

Outcome Measures	2017/18 Value	Scottish Average
4th year pupils gaining 5+ awards at level 5 or above	51%	62%
5th year pupils gaining 5+ awards at level 6 or above	24%	34%
4th year pupils from deprived areas gaining 5+ awards at level 5 or above	31%	42%
5th year pupils from deprived areas gaining 5+ awards at level 6 or above	9%	16%
Pupil Survey - 'I enjoy learning at school'	74%	-
Pupil Survey - 'I enjoy my life'	77%	-
School leavers entering positive destinations	*86.9%	*93.7%
16-19 year-olds participating in employment, education or training	89.3%	91.8%
Children living in poverty (after housing costs)	25.1%	*18.4%
Rate of Looked After Children (per 1,000 children)	*24.6	*14.5
Children meeting expected developmental milestones at 27-30 month health review	*60.8%	*66.1%

Organisational Efficiency	2017/18 Value	Scottish Average
Cost per pre-school education registration	£5,509	£4,463
Cost per primary school pupil	£4,852	£4,974
Cost per secondary school pupil	£7,468	£6,879
Child Protection re-registrations within 18 months	0.0%	*6.5%
Cost of Looked After Children in residential care per child per week	£2,861	*£3,404
Cost of Looked After Children in the community per child per week	£336	*£313
Looked After Children being cared for in the community	93.8%	*89.9%
Looked After Children with more than 1 placement in the last year	16.1%	*21.2%

Organisational Quality	2017/18 Value	Scottish Average
Funded Early Years provision graded good or better	94.7%	91.0%
School attendance - all pupils	*92.9%	*93.3%
School attendance - Looked After Children	*94.0%	*91.0%
School exclusions - all pupils (per 1,000 pupils)	*29.9	*26.8
School exclusions - Looked After Children (per 1,000 Looked After Children)	*46.9	*79.9
Satisfaction with schools (3 year average)	78.0%	72.3%

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

Outcome Measures	2017/18 Value	Scottish Average
Average weekly wage - Male	£579	£580
Average weekly wage - Female	£384	£498
Female modern apprentices	*36.1	39.8
School leaver destinations – females (discussing with Skills Development Scotland)	NOT YET AVAILABLE	
16-19 year-olds participating in employment, education or training - females	*89.5%	*91.0
Teenage pregnancies under 16 years (3 year avg rate per 1,000 females aged 13-15)	*6.9	*4.0
Teenage pregnancies under 20 years (3 year avg rate per 1,000 females aged 15-19)	*45.8	*32.4
Domestic abuse incidents reported to the Police (no target as incidents are under-reported so, while the aim is to reduce the occurrence of incidents, there is an additional aim of increasing the reporting of incidents to the police)	829	-

(See also Life Expectancy for females in Outcome 4a)

Organisational Efficiency	2017/18 Value	Scottish Average
Women in the highest paid 5% of Council earners	55.4%	54.6%
Gender pay gap (Council employees)	1.6%	3.9%

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

Outcome Measures	2017/18 Value	Scottish Average
Drug use prevalence (per 100 population aged 15 to 64)	*1.8	*1.7
Residents who rate their neighbourhood as a good place to live	*91%	-
Residents who feel Clackmannanshire has a strong sense of community	*49%	-
Suicide rate (5 calendar year average, per 100,000 population)	*21.0	*13.3
Life expectancy age for males (at birth)	*77.2	*77.1
Life expectancy age for females (at birth)	*80.2	*81.1

Organisational Quality	2017/18 Value	Scottish Average
Council housing meeting all Scottish Housing Quality Standard criteria	97.7%	93.9%
Council houses that are 'energy efficient' (SHQS)	100.0%	97.2%
Satisfaction with leisure facilities (3 year average)	78.7%	72.7%
Self-directed Support spend on adults as % of social work spend on adults	2.2%	6.7%
People aged 65+ with intensive long-term care needs receiving care at home	71.4%	61.7%
Adults rating care as good or excellent	74.8%	81.0%
Adults agreeing support improved or maintained quality of life	76.3%	80.0%

Priority 6: Organisational Transformation

(While the other 5 Corporate Priorities link directly to the outcomes listed above, the Council must also manage performance in relation to a number of other internal factors relating to Organisational Transformation)

Workforce Measures	2017/18 Value	Scottish Average
Average working days lost through sickness absence per teacher	9.1	5.9
Average working days lost through sickness absence per local government employee (excluding Teachers)	16.8	11.4
Staff RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) cases reported – all Council services	11	-
Staff survey response rate (no current baseline data – new survey in progress)	-	-

Service & Asset Measures	2017/18 Value	Scottish Average
Cost of Environmental Health per 1,000 population	£13,158	£15,496
Cost of Trading Standards per 1,000 population	£2,430	£5,890
Rent loss due to empty (void) properties	0.99%	0.89%
Rent arrears as a % of rent due in the year	9.06%	6.75%
Adult Care as % of total expenditure	18.7%	20.8%
Cost per attendance at sports facilities	£1.00	£2.71
Older people's (65+) home care costs (expenditure) per hour	£13.28	£23.76
Older people's (65+) residential care costs (expenditure) per resident per week	£353	£386
Council buildings in satisfactory condition (by floor area)	97.6%	86.3%
Operational buildings suitable for current use	85.5%	81.0%
Income due from Council Tax collected within year	96.1%	96.0%
Cost of Council Tax collection (per dwelling)	£2.90	£7.35
Support services as % of total expenditure	6.9%	4.5%





**Clackmannanshire
Council**

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Comhairle Siorrachd
Chlach Mhanann



Report to Clackmannanshire Council

Date of Meeting: 20 December 2018

Subject: Petitions Policy

Report by: Monitoring Officer Partnership & Performance

1.0 Purpose

- 1.1. This report addresses the Council's motion to review the petitions policy which was agreed in October 2018.

2.0 Recommendations

- 2.1. It is recommended that Council
- 2.1.1. agrees that the petitions policy is revised in accordance with this report and as set out in appendix 1.
- 2.1.2. notes that work is ongoing to identify an online solution to accommodate petitions

3.0 Considerations

3.1. *Clackmannanshire Council current approach*

- 3.2. So far in 2018 there have been six petitions received. These have concerned parking charges, Sauchie Hall, Sauchie Active 8, Cochrane Hall, speed calming measures and the Alva hub. Each petition is required to meet the criteria in the current petitions policy which is set out in appendix 1.

Of those petitions received only two have met the criteria in the current policy. Some of them failed for multiple reasons. The issues have been:-

- The petitions requested the reversal of a decision approved by Council in the last 6 months
- The identity of the main petitioner was not clear. The main address and postcode was also not provided
- The petition failed to describes action taken to date.

- It was not possible to establish how many of the signatories lived in Clackmannanshire – this was the case for both online petitions using petition website such as change.org.
- The sheets of the petition submitted were not properly titled so it was not clear that signatories knew what they were signing.
- The number of petitioners was too small (27 signatories for a matter which required the support of 10% of the local ward)

Where petitions did not meet the criteria as a result of information which had been missed, the Senior Manager Legal and Democracy contacted the petitioners and invited them to provide the information so that the petition would be considered. Even where the petition could not be assessed as competent, for example if the decision which was the subject of the petition was a Council decision within the last 6 months, the petitioners were advised of the reason that their petition was not accepted. Three of the petitions (including one which did not meet the criteria but had substantial support) were made available to members as part of the budget consultation response.

It is also worth noting that the larger paper petitions are quite resource intensive, given the requirement to manually review and count the signatories.

Residents of Clackmannanshire who would like to raise a petition are able to access guidance and petition template which complies with the criteria on the Council website <https://www.clacks.gov.uk/council/publicpetitions/>

3.3. Other local authorities

- 3.4. Some research has been carried out on the petition process for the smallest local authorities and neighbouring authorities. Of the 16 local authorities considered it appears that eight of them do not have a formal petition process or at least do not have a process which is easily accessible to members of the public on their website. One of these authorities is Falkirk Council who is in the process of considering their approach following a recent Council decision to develop this area.
- 3.5. A number of the local authorities have incorporated their petitions process into standing orders but this approach is not recommended. The petition process should be user friendly and a stand alone document is considered to be more accessible.
- 3.6. Only one of the smaller local authorities appears to have an online process – Inverclyde Council, although it is understood that some of the larger local authorities also have an online system, as does the Scottish Parliament. The others all appear to rely on paper petitions.
- 3.7. Proposed way forward
- 3.8. It is proposed that the current policy is revised to reflect the experience to date, by clearly expressing what are absolute requirements for a petition to be valid and what is good practice. It is recommended that the distinction between individual and business petitions is maintained. Finally it is also proposed that the petitions are no longer required to be on paper to allow for

the development of an online system and that the number of petitioners required for each petition is substantially reduced.

- 3.9. The draft policy proposes that the following elements of the current policy are retained as absolute requirements:-

3.9.1. Individual petitions

3.9.1.1. Full name of petitioner and an address in Clackmannanshire

3.9.1.2. All individual signatories must live in Clackmannanshire

3.9.2. Business petitions

3.9.2.1. Business address registered in Clackmannanshire

3.9.2.2. Five other supporting businesses, with a registered address in Clackmannanshire

3.9.3. All petitions

3.9.3.1. Clear statement of the action required which appears on the top of every page of any paper petition

3.9.3.2. Must have some interest or issue in Clackmannanshire

3.9.3.3. All current exclusions (as set out in the current policy)

- 3.10. It also proposed that the following elements of the policy are removed or amended

3.10.1. Any requirement which refers only to the option of submission of petitions in paper form

3.10.2. The current signatory requirements are 1000 signatories for Clackmannanshire wide issues and 10% of registered electors in a geographical area.

The research has indicated that Clackmannanshire Council's requirements are significantly higher than other areas, therefore it is recommended that the number of signatories required is reduced to 250 and that the percentage approach is discarded. The percentage approach currently introduces some unfairness as our smallest polling district is 142 people whereas the largest one has 3974.

3.11. New process

- 3.12. The current process requires that petitions be addressed to the Deputy Chief Executive with the Monitoring Officer then carrying out the assessment of validity and the committee team carrying out the required administration. It is proposed that this is amended so that petitions should be directed to a single specific email address giving managed by the committee team in the same way that Education Appeals and the Local Review Body processes are managed. In streamlining the process it would give members of the public a single point

of contact for petitions, and committee officers would then be able to ensure that each petition was brought to the attention of the Senior Leadership Group's agenda. It is also recommended that if a petition is received covering a particular ward that all members of that ward are informed on receipt of the petition.

3.13. Systems

3.14. We currently use the Citizen Space system for our consultations. Work is underway to establish whether this could be used for local people to lodge petitions. We currently have a limited number of licences for the use of this system and any development of the system could not incur any additional licence or development costs as these are currently unbudgeted. If there was a move to an online system of petitions we would need to develop an appropriate privacy notice for signatories and ensure that retention of data is properly addressed.

3.15. Benefits

3.16. Many of the local authorities who operate petitions processes recognise the benefit of the petition process in terms furthering involvement of local people in decision making, increasing transparency, broadening debate and facilitating positive change for communities.

4.0 Sustainability Implications

4.1. TBC

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: Current Petitions Policy

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
Lindsay Thomson		2084

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Monitoring Officer Partnership & Performance	

Stuart Crickmar	Strategic Director Partnership & Performance	
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Appendix 1 – Current petitions policy

Matters To Consider Before Submitting A Petition

There are various ways you can put your views to the Council before taking the step of submitting a petition. For instance, you can:

- Contact the relevant Council service to discuss your concern or request.
- Make a comment or complaint via the Council's comments and complaints procedure.
- Contact one of your local ward Councillors to bring the matter to their attention.

Drawing Up Your Petition

If you have used these routes and feel that you still want to submit a petition you must follow the guidance set out below.

Submitting a Petition as an Individual or Organisation

- Petitions must include details of the person or organisation (eg a company, partnership, unincorporated association or group, if applicable) raising the petition.
- Details should include the full name of the principal petitioner, address and contact details (email and phone number).
- An individual raising a petition must live in the Clackmannanshire Council area.
- If the petition is raised by an organisation or group, that organisation or group must have a registered or service address in Clackmannanshire.
- A template (Form A) for completion by individuals or organisations is available on the Council's website. It is advisable to use the template as it covers all of the matters covered in this guidance.

Submitting a Petition as a Business

- Petitions must include details of the business (e.g. company, partnership, sole trader) raising the petition.
- Details should include full name of the principal petitioner, business name, address and contact details (e-mail and phone number).
- The business must have a registered or service address in Clackmannanshire.
- There must be at least 5 other registered Clackmannanshire businesses or businesses having a place of business in Clackmannanshire supporting the petition.

- A template (Form B) for completion by business(es) is available on the Council's website. It is advisable to use the template as it covers all of the matters covered in this guidance.

Signatories

- Individual signatories to a petition must live in the Clackmannanshire Council area.
- For issues relating to Clackmannanshire as a whole, petitions will require at least 1000 individual signatories before they will be considered by the Committee.
- For issues relating to individual geographic areas within Clackmannanshire or which do not impact on the whole of Clackmannanshire, a smaller number of signatories will be required. The number of signatories required will be 10% of registered electors in the geographical area to which the petition relates.

Content

- The petition should be titled and include a short, clear and concise statement (no more than 250 words) which covers the main subject of the petition and details of action which the petitioner wishes the Council to take.
- The top of every page of signatories must have the title of the petition and the petition statement which people are supporting.
- Only petitions regarding some interest or issue within Clackmannanshire will be considered by the appropriate Committee.
- Petitions must not contain language which is offensive, for example swear words, inflammatory, sarcastic or provocative language or other terms that could reasonably be considered as offensive by the reader.
- petitioners must ensure that information is submitted in good faith and does not include:
 - false or defamatory statements
 - information which is protected by an interdict or court order
 - material which is commercially sensitive, confidential or which may cause personal distress or loss
 - reference in the petition statement to the names of individuals.

Exclusions

Petitions should not be submitted (and will not be accepted by the Council) where they:

- challenge a decision if there is recourse to a legal remedy (such as the right of appeal to the Sheriff, recourse to the Lands Tribunal)

- relate to objections to Planning applications as these will be considered through separate guidelines governed by the appropriate legislation.
- relate to decisions which could result in court action
- refer to an issue where there is recourse to the complaints procedure or to the Ombudsman available
- relate to any situation where litigation may be involved
- request the direct reversal of a decision/action approved by Council in the last six months.
- are related to a subject that is the same or similar to a petition considered within the last 12 months.

Report to Clackmannanshire Council

Date of Meeting: 20 December 2018

**Subject: Governance Arrangements for Community Asset Transfer
Under the Community Empowerment (Scotland) Act 2015**

Report by: Senior Manager, Partnership and Performance

1.0 Purpose

- 1.1.** To agree the governance arrangements for applications and review/appeals for Community Asset Transfer requests made by a community transfer body under the Community Empowerment (Scotland) Act 2015.

2.0 Recommendations

Council is asked to:

- 2.1.** Agree that decisions on applications for Community Asset Transfer (CAT) are made by the Place Committee;
- 2.2.** Agree to establish a Community Asset Transfer Review Body to review any appeals or requests for review of any CAT requests;
- 2.3.** Make consequential changes to the Scheme of Delegation and Standing Orders to reflect the decision taken at recommendation 2.1 and 2.2 which will be brought to Council for approval as part of the wider review of Standing Orders and Scheme of Delegation in February 2019; and
- 2.4.** Note that the governance arrangements should also be able to accommodate the transfer of Housing Revenue Account (HRA) assets which may be the subject of a CAT request.

3.0 Considerations

- 3.1.** The Council set out the process by which Clackmannanshire Council will manage asset transfer in its Community Asset Transfer Guidance dated March 2017. The Guidance aims to inform the public of the process to ensure it is open and transparent. It was published on the Council's website and has been circulated to local community groups. One aspect of the guidance is that decisions on applications were to be taken by the full Council.

- 3.2.** Since publication, it has been identified that a decision cannot be made by the full Council as this does not allow for an appeal route. In order to process a CAT request smoothly and in accordance with the statutory guidance, the governance arrangements will have to be amended accordingly.
- 3.3. Decision on CAT requests:** In terms of who can make the decision on the CAT request, the guidance from the Scottish Government advises that each relevant authority will need to establish its own procedures for obtaining approval of decisions at an appropriate level, within the time limit required.
- 3.4. Reviewing Decisions:** The legislation requires that any review of a CAT decision must be carried out by elected members and cannot be delegated to officers. This precludes any decision on a Community Asset Transfer request being made by the full Clackmannanshire Council as there must be at least a sufficient number of elected members free from involvement in the original decision to ensure that there is scope for an independent review.
- 3.5.** Therefore our process must provide for both:
- a. Original decisions on CAT requests not to be made by full Council; and
 - b. Any review of a CAT decision to be made only by elected members.
- 3.6.** In addition, the decision-making structures responsible for CAT decisions and reviews would require to be given formally the appropriate delegated authority.
- 3.7. Decision Making on Community Asset Transfer Requests**

Officers have reviewed the alternatives to a full Council decision and consider that the best option is that the Place Committee are given delegated authority to take responsibility for this decision making. The Place Committee is the best fit in terms of its current remit as CAT requests relate to the transfer of Council assets and this links with the Place Committee's responsibility for determining policies for Council assets. It is however necessary for there to be an explicit delegation of the decision making function in relation to CAT requests

The alternatives considered by officers included creating a new committee for this process, which is considered to be disproportionate when the Place Committee's remit could be extended to incorporate this decision making. Officers also considered whether this decision making could be delegated to officer level but this did not seem the most appropriate way forward given the significance of some of the CAT requests. It is still anticipated that before the request is referred to the Place Committee for decision that a lead officer would bring together officers with relevant responsibilities within the Council including property, legal and those with a focus on community development and community engagement to prepare a report for the Committee prior to decision.

3.8. Reviewing/Appealing a Decision on a Community Asset Transfer Request

A community transfer body can seek a review or appeal if:

3.8.1. Their request is refused;

3.8.2. The request is agreed, but the terms and conditions in the decision notice are significantly different from those in the request; or

3.8.3. No decision notice is issued within the required period.

3.9. Following an initial CAT decision, should an applicant appeal the decision, it would be referred to a separate Community Asset Transfer Review Body made up of elected members and dealt with through a process similar to that of the Local Review Body. This review body will have to be established for the purpose. Elected members who are also members of the Place Committee would not be part of any review body. In addition, elected members in whose ward the asset is situated would also be exempt from the independent review.

4.0 Sustainability Implications

4.1. None.

5.0 Resource Implications

5.1. *Financial Details*

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

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

5.4. *Staffing*

6.0 Exempt Reports

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

7.0 Declarations

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

(1) **Our Priorities** (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".
None

11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Lesley Baillie	Strategy and Performance Adviser	2012

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Senior Manager, Partnership and Performance	
Stuart Crickmar	Strategic Director, Partnership and Performance	

Report to Council

Date of Meeting: 20 December 2018

Subject: Local Governance Review

Report by: Strategy and Performance Manager

1.0 Purpose

- 1.1. The purpose of this report is to provide Council with an update on the Local Governance Review jointly launched by COSLA and the Scottish Government in December 2017. This report sets out the key activities taken forward under the review; the emerging themes and the expected next steps in early 2019.

2.0 Recommendations

- 2.1. It is recommended that Council:
- note, comment and challenge the report as appropriate:
 - note the expected next steps of the review and agree to a further paper being brought back on findings and recommendations from the review early 2019.

3.0 Considerations

- 3.1. The Local Governance Review was launched jointly by local and national government in December 2017, as part of preparations for a new Local Democracy Bill set out in the Programme for Government 2017/18. The review is part of a long-term commitment by national and local government to place based reform and a more local approach to decision making in Scotland. Joint oversight for the Local Governance Review is provided by the Cabinet Sub-Committee on Public Service Reform Delivery and COSLA's Political Leadership Team.
- 3.2. The review focuses on all public services in Scotland and both the local and national spheres of government. It explores what might be achieved to strengthen local decision making and democratic governance in ways that improve outcomes, grow Scotland's economy for everyone's benefit, support communities to focus on their priorities and help new ideas flourish. In doing so it brings a wide range of Scotland's public services into scope and includes powers and functions currently held at national level.

- 3.3. The review is being conducted through two key strands. Strand 1 focuses on a programme of engagement events, called 'democracy matters', with a range of organisations from public services, the third sector and wider civic Scotland. The aim of Strand 1 is to engage with communities to explore how the review can strengthen participation and involvement in decision making, and reflects the commitment to community empowerment, building on the work already done to give people a direct say over the decisions that matter the most to them and their communities.
- 3.4. The focus of Strand 2 is around proposals to governance, powers, accountabilities or ways of working that could improve outcomes, reduce inequalities and improve democracy locally. This part of the review is consistent with Christie Commission principles and the principle of subsidiarity. This strand has focussed on three broad themes: community empowerment, functional empowerment and fiscal empowerment.
- 3.5. A series of engagement events have been held throughout Scotland in recent months to consider the three key themes and explore opportunities and ideas under both strand 1 and 2 activities. These sessions have been both generic and bespoke featuring on specific topics including a Single Public Service Authority; SOLAR; Fiscal Empowerment and Participatory Budgeting. This mix of workshops has resulted in 18 sessions on strand 2 activities being held in all, and 7 regional events held to look at opportunities under Strand 1 activity. 87 community groups have been funded to hold engagement events as part of stage 1 'democracy matters' activities.
- 3.6. From the review activities held to date, 6 initial key themes have been identified and have helped shape discussions with public sector organisations as part of the review. These themes are:
- 3.7. **Asymmetric and Permissive approaches to governance:**
- Which recognises the diversity of communities and the importance of public services meeting that diversity;
 - Which recognises the ability to explore different models of governance for different communities (including city powers, islands governance and single public authority models);
 - Which recognises that enabling/permissive legislation could create the conditions and capabilities to provide locally sensitive services.
- 3.8. **Collaboration and integration across public services and councils, including:**
- Collaboration and integration across neighbouring authorities or those with similar needs and/or interest;
 - Collaboration with other public bodies including Community Planning Partnerships and with social enterprises, the third sector and community models;

3.9. Subsidiarity, Empowerment and Participation, including:

- Devolution of power, and rebalancing the relationship between national and local government and communities
- Maximising opportunities for greater local democratic control of other public services beyond local government;
- The roles, functions and capabilities of Area Committees, Community Planning Partners and other arrangements;
- Building participatory budgeting, community engagement and the need to push down power and resources beyond local government to communities;
- Addressing the role of community councils, as well as the future relationship between representative, participatory and deliberative democracy;

3.10. Scale:

- Developing public services at the right scale ie in relation to regional collaborations, existing council or CPP levels, and community level.
- Capturing economies of scale or scope, but in ways that enable local government and communities to deploy this according to local circumstances and priorities.

3.11. Fiscal Empowerment, including:

- Greater financial autonomy over the resources available to provide services;
- The consideration of specific measures such as a transient visitor tax
- Reviewing the ways in which financial measures are used for central policy initiatives or specific input measures;
- Other opportunities such as budget sharing within CPPs and across specific public services;
- The control of increasing demand for services, significant perceived constraints on local financial flexibility and reductions in grant.

3.12. Next Steps

All public services have been requested to provide submissions on proposals under Strand 2 by 14th December, however where additional time is required this will be accommodated on request. Some proposals are at a fairly advanced stage, for example those Island authorities who wish to establish a single authority model of delivering local services following commitment set out in the Programme for Government 2017/18. COSLA's draft submission will be shared with Leaders at their meeting in January 2019. This is expected to be presented under the 3 inter-related themes across community empowerment, functional empowerment and fiscal empowerment, and reflect the high level findings from the review. Professor James Mitchell has been appointed to work on behalf of COSLA to build its submission.

3.13. The initial engagement period of the Local Governance Review is nearing completion. The broad emerging themes identified so far are clearly in line

with Council's medium term ambitions around options for new service delivery models. These reflect opportunities around collaboration and integration recognising that our scale provides opportunity here, as well as opportunities provided through alternative financial models to provide services that matter most locally.

4.0 Sustainability Implications

- 4.1. The Local Governance Review is focussed on how services will be delivered by local and national government going forward, and how outcomes, specifically tackling inequality and ensuring inclusive growth will be achieved. This review, and a Local Democracy Bill should it be required, will be one of the most critical programmes of work for local government and governance in Scotland affecting how we do every part of our business. The scope of the review should provide a positive impact on the Council and our communities, resulting in more local decision making and flexibility to deploy resources to meet local needs, circumstances and priorities.

5.0 Resource Implications

- 5.1. There are no financial or staffing implications resulting from this paper.

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	<input checked="" 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 checked="" type="checkbox"/>
Our communities will be resilient and empowered so that they can thrive and flourish	<input checked="" type="checkbox"/>

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

8.0 Equalities Impact

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

9.0 Legality

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

10.0 Appendices

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

None

11.0 Background Papers

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

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Cherie Jarvie	Strategy and Performance Manager	452365

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director Partnership & Performance	
Nikki Bridle	Chief Executive	

Report to Council

Date of Meeting: 20 December 2018

Subject: Corporate Parenting Plan 2018-2021

Report by: Head of Social Services and Chief Social Work Officer

1.0 Purpose

- 1.1. The Children and Young People (Scotland) Act 2014 introduced a number of important changes for Looked After Children and Care Leavers in Scotland
- 1.2. Corporate Parenting responsibilities are set out under section 58 as a duty of every Corporate Parent, in so far as consistent with the proper exercise of its other functions –
 - (a) to be alert to matters which, or which might, adversely affect the wellbeing of children and young people to whom this Part applies,
 - (b) to assess the needs of those children and young people for services and support it provides,
 - (c) to promote the interests of those children and young people,
 - (d) to seek to provide those children and young people with opportunities to participate in activities designed to promote their wellbeing,
 - (e) to take such action as it considers appropriate to help those children and young people-
 - (i) to assess opportunities it provides in pursuance of paragraph d and
 - (ii) to make use of services and access support which it provides and
 - (f) to take such other action as it considers appropriate for the purposes of improving the way in which it exercises its functions in relation to those children or young people.

2.0 Recommendations

- 2.1. Council are asked to endorse the Corporate Parenting Plan 2018-2021 and as Corporate Parents ensure the legislative duties are met.

3.0 Considerations

- 3.1 Under section 59 of The Children and Young People (Scotland) Act 2014 a Corporate Parent must prepare, keep under review, and publish a Corporate Parenting Plan. This plan must set out how the Corporate Parent proposes to fulfil its corporate parenting responsibilities (as set out in section 58 of the Act and replicated above).
- 3.2 The Corporate Parenting Plan 2018- 2021 has been co-produced with looked after young people, in partnership with
- Clackmannanshire Council
 - NHS Forth Valley
 - Scottish Children's Reporters Administration
 - Skills Development Scotland
 - Scottish Fire and Rescue
 - Forth Valley College
 - Who Care's? Scotland
 - Police Scotland
- 3.3 Corporate Parents are working together to make sure they meet the priorities of the Corporate Parenting Plan and that children and young people in Clackmannanshire are :
- Safe from harm
 - Have the best possible start in life
 - Grow up healthy, confident and resilient
 - Have skills for life, work and learning
- 3.4 The plan sets out the priorities and the Corporate Parent Champions for each priority, and the Outcomes to be achieved and performance measures
- 3.5 Under section 61 a Corporate Parent must report annually on how it has exercised its corporate parenting responsibilities. Corporate parenting reports will include information about standards of performance, and the outcomes achieved for looked after children and young people.

4.0 Sustainability Implications

- 4.1. Under section 59 of The Children and Young People (Scotland) Act 2014 a corporate parent must prepare, keep under review, and publish a Corporate Parenting Plan. This plan must set out how the corporate parent proposes to fulfil its corporate parenting responsibilities (as set out in section 58 of the Act).

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. No ✓

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. No ✓

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 – Clackmannanshire Corporate Parenting Plan 2018 -2021

11.0 Background Papers

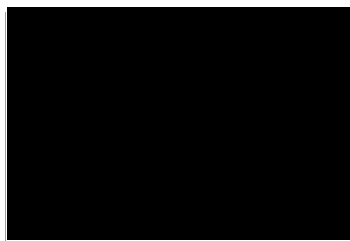
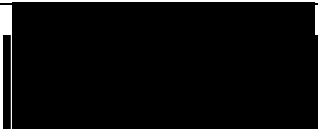
11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☐ (please list the documents below) No ☒

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Celia Gray	Head of Social Services	01259 225017

Approved by

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



Clackmannanshire's Corporate Parenting Plan 2018-2021

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Foreword

We are your corporate parents and this plan is for you – our looked after and care experienced children and young people, wherever you live. You have helped us to write this plan by being honest with us and telling us about what has worked well for you and what needs to be better.

We have a collective responsibility for looked after and care experienced young people. For this to work, it requires everyone, from senior managers to staff who work directly with you, to understand and act on their responsibilities.

We are working to make sure that all of Clackmannanshire's children and young people:

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

This plan tells you how we will make this happen for you.

At different times of your lives, you may need some extra help and support. We will work together to help you overcome any barriers you may face and to celebrate your achievements.

Thank you to all of you and to everyone from the following organisations who have helped to write this plan:

Clackmannanshire Council
NHS Forth Valley
Police Scotland
Scottish Fire and Rescue
Scottish Children's Reporters Administration
Skills Development Scotland
Forth Valley College
Who Cares? Scotland

There are 24 organisations in Scotland who have the role to be your corporate parents. You can see a full list of all your corporate parents at Appendix 3.

Signed off by Chair of CPP and Elected Member Champion for Corporate Parenting

1. Corporate Parenting: An Introduction

1.1 What's it all about?

As corporate parents, our job is to look out for you and care about you in the same ways as other parents do. This includes making sure your rights are protected and caring about you as you grow up. This means caring about your health, wellbeing, your education and your future. It is also important that you know our duties and responsibilities extend to all looked after children, young people and care leavers aged 0-26 years.

“Our ambitions for looked after children should be no less than those for our own children.”

Scottish Government,
Care and Permanence
Planning for Looked after
Children

Scottish Government Guidance tells us about our duties as your corporate parents:

“uphold the rights and safeguard the wellbeing of a looked after child or care leaver, (to promote their) physical, emotional, spiritual, social and educational development”

Scottish Government, 2015

You can find out more information about the law and legal guidance at Appendix 2, page X of this plan.

When we wrote this plan, we looked at what we know about the children and young people who are looked after. We've listened to you talk about your lives and what is important to you.

We used this information to develop the priority areas for improvement. We have Corporate Parenting Champions for each priority. The promises and actions contained in this plan are linked to these priorities. Our Corporate Parenting Champions are responsible for making sure that we keep these promises to you.

“ Being a corporate parent equates in many ways to being a birth parent. You have the overall responsibility for ensuring that looked after children and young people and care leavers grow up to be successful, confident and responsible citizens.”

The Scottish Government (2008) *These are our Bairns: a guide for community planning partnerships on being a good corporate parent.*

1.2 Your Views

We want you to shape and influence the parenting that you receive from your corporate parents. We want your ideas about how we can improve the services and supports that are important for you or would have made a difference to you.

Some of you are working with us to help us engage with looked after and care experienced young people and get their views heard.

There are groups in schools, at college and groups of looked after young people who have worked with the Scottish Children's Reporter's Administration and shared their opinions and views.

We have worked with Who Cares? to develop a participation group, which is known as *Oor Clacks Voices*.

“Oor Clacks Voices is a group of local care experienced young people. We meet every couple of weeks. We play a part in making change happen. We look at the issues affecting the care journey and we engage with corporate parents to do this. All while having fun.”

Oor Clacks Voices, July 2018.



We worked with *Oor Clacks Voices* and asked for the views of other looked after and care experienced children and young people when we were writing this plan.

We know that it is important to find ways to hear the views of all looked after children and young people and we know that we have more to do to achieve this. Who Cares? worked with some representatives from our corporate parents to establish

another participation group for younger people to increase the number of young people who are engaged in this way. We are also investigating more innovative digital solutions to accessing the views of looked after and care experienced young people.

We know that it is important to find ways to hear the views of all looked after children and young people including those who do not live in Clackmannanshire and we know that we have more to do to achieve this.



speaking out for young people in care

Clackmannanshire Advocacy Service

We asked *Oor Clacks Voices* what the most important things that they would want a corporate parent to do. This is what they told us:

**"CARE for us,
UNDERSTAND
us"**

**"LISTEN to me.
Just because I am
a child my opinion
is still valid"**

**"take TIME to
build a
RELATIONSHIP
with me"**

**"help us to arrange to
see family members
and to keep in
contact with them"**

**"help us to
LEARN useful
things"**

**"RESPECT
us"**

**"don't treat me
differently in school.
Think about how you
can support me without
taking me out off
classes for meetings"**

**"I want to get to know
people and be able to
trust them. Please
think about this
before you change
my social worker or
support worker"**

**"make
sure we
are SAFE
and
SECURE"**

**"Make sure I
have a safe and
stable place to
stay when I
leave care"**

**"The person I
am with may not
be my mother or
father, think
about it!"**

**"help us to
get the right
advice and
support"**

**"Get to
know me as
a PERSON"**

**"it takes one
person to
make all the
difference –
DO IT!"**

**"offer me the
chance to volunteer,
and to get work
experience, training
and employment"**

**"make sure
that we don't
feel alone
when we are
struggling"**

**"spend TIME
doing FUN
things with
us"**

**"Take time to understand
what it is like to be care
experienced. If you are a
manager, make sure you
staff have training"**

We also people who work in education, social work, health services, housing and other organisations what they think it means to be a corporate parent. This is what they told us:

"it's about collective responsibility"

"having pride in their achievements"

"it's about believing in our children and young people and being willing to fight for them"

"being a champion"

"taking time to get to know them"

"asking children and young people what they want to happen"

"being an advocate"

"Responsibility & accountability for the wellbeing and future prospects of children in care ultimately rest with the corporate parent"

"It's an opportunity to make being in care a positive experience, one that gives young people, the care, stability, and opportunities that every child deserves"

"stable and supportive relationships are crucial"

In August 2018, we held an event at the Town Hall in Alloa, called *These are Oor Bairns*. We were delighted that some of the young people from *Oor Clacks Voices* took part in the event. Ellen Forson, the Council Leader, opened the event.



It was great that so many people came along. This included elected members from Clackmannanshire Council, senior managers and staff from across the Council, NHS Forth Valley, Stirling University, Police Scotland, the Scottish Children's Reporter's Administration and representatives from Who Cares?, Clackmannanshire Third Sector Interface and other voluntary organisations. We heard from Kenny McGee CELCIS, the Centre for Excellence for Looked after Children in Scotland, based at the University of Strathclyde and from Shumela Ahmed from the Resilience and Learning Partnership about her personal experiences and what made a difference. Morag Cantwell, Advocacy and Participation Worker with Who Cares? interviewed a local care experienced young person, which gave everyone present a really helpful insight into what it means to be care experienced.

This is what people told us at the end of the event:

Please give us one word to describe today's event!

Mentimeter



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The event raised awareness of corporate parenting across Clackmannanshire and for corporate parents. Everyone in attendance was invited to sign up to make a pledge to our care experienced young people. Thirty six people made pledges at the event and in follow up to the event there has been a commitment from agencies including the Fire and Rescue Service and Clackmannanshire Council HR Service to identify new ways in which they can fulfil their corporate parenting responsibilities.

These were some of the pledges that individuals attending the Corporate Parenting Event signed up to:

- I pledge to look at you as a person, not a label
- I pledge to provide training for staff in the care experience journey
- I pledge to offer care experienced young people training, work experience or employment.
- I pledge to offer volunteering opportunities to care experienced young people.
- I pledge to be imaginative and innovative when engaging with care experienced children and young people.
- I pledge to take action which will pursue advantage or benefit for care experienced children and young people.
- I pledge to ensure that I am fully aware of my Corporate Parenting responsibilities.
- I pledge to provide activities/outings to promote the wellbeing of care experienced children and young people.
- I pledge to acknowledge that you have a valid opinion.

These were some of the comments from corporate parents at the end of the event:

For those of you who are corporate parents,
how do you feel now about this?

Mentimeter



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2. Corporate Parenting- What's happening now?

2.1 What do we know about our looked after children and young people?

The rate of looked after children Clackmannanshire is above the Scottish average.

At the end of June, 2018:

- The number of children and young people looked after by Clackmannanshire Council was 219.
- As a rate per 10,000 children under 18 years old, Clackmannanshire has more looked after children than most other Scottish Local Authorities. In 2016-2017, Clackmannanshire had the sixth highest rate across Scotland.
- The number of children and young people looked after away from home was 141, 64% of the total number of looked after children.
- The number of children and young people looked after at home was 78, 36% of the total number of looked after children.
- The number of looked after children being cared for by relatives was 55, 25% of the total number of looked after children and 39% of the number of accommodated children.
- The number of children in foster care was 66 (22 in local authority provided foster care and 44 in purchased foster care). Children in foster care are 30% of the total number of looked after children and 47% of the number of accommodated children.
- The number of children in residential units/schools was 12, 5% of the total number of looked after children and 9% of the number of children looked after away from home.
- There are 14 young people who continue to be in continuing care placements after the age of 16.

We have been working hard to improve the outcomes for looked after children and young people:

- We have been successful over the last year in supporting an increasing number of our looked after children and young people to return from residential care to live with their own family or in more homely settings in Clackmannanshire.

In 2017-2018, 52% of looked after children remained at home or in a kinship placement, we are using intensive support services, Family Group Decision Making and Functional Family Therapy to increase the number of those who are supported to live at home or with relatives

- We have kept the number of placements for children and young people changes to a minimum

In 2016-2017, 17.4% of looked after children and young people had more than one placement. We have consistently improved our performance ... reducing the number of moves for children and young people. We want to continue to do better, while supporting children and young people wherever possible to return to their own community.

- We are working to increase the proportion of children and young people who are cared for by Clackmannanshire Council foster carers. In 2017-2018, 31% of children who were with foster carers were with carers provided by the Council and 69% were with external foster carers purchased by the Local Authority.

Educational outcomes have been improving for looked after children and young people

- School attendance is improving
- School exclusions are reducing
- Attainment and achievement are improving
- More looked after young people are going on to college

- School attendance rates for looked after children have been consistently high for the last three years and were 94% in 2016-2017.
- **62%** of looked after children achieved 1 or more SCQF Level 5 in 2018 (This was **higher** than National Average in 2017 which was 44%)
- There was *an increase* in number of looked after young people achieving National 5 & Higher English 2018
- There was *an increase* in number of looked after young people achieving Higher Maths in 2018

Some of our care experienced young people are sharing their experiences and contributing to improving services for other children and young people in schools, colleges and in other settings. Some are being supported to look at career options through volunteering and shadowing opportunities and through going to college and university.

These are some of the achievements of our young people over the last year:

- Volunteering with the Children and Families Services
- Working as modern apprentices with Clackmannanshire Council
- Investigating work based opportunities with local employers including the Council and Police Scotland
- Completing their final year at College
- Attending summer schools at University
- Studying at University
- Sharing their lived experience as part of training for corporate parents
- Meeting the First Minister and the Children's Commissioner contributing to the Independent Care Review
- Being a crew member on one of the Tall Ships
- Achieving Duke of Edinburgh Awards, John Muir Trust Awards and Youth Achievement Awards
- Gaining Saltire Awards for Volunteering

These are some of the messages that looked after and care experienced children and young people told us about their experiences:

"I know where to go for help, if I make a mistake, the first thing I do is phone my through care worker"

"My experience has been very positive...I'm living (with a) supported carer at the moment, I'm now at university...I am settled and happy."

"lots of changes of placement did not work well for me, I wanted to know that there was a constant person there for me"

We are proud of your successes and achievements, but we know that we need to do more to make sure that the outcomes for all of our looked after children and young people improve.



3. Corporate Parenting – What do we plan to do?

3.1 Priority Areas for Improvement

We have agreed the following priorities for our Corporate Parenting Plan. Corporate Parenting Champions have agreed to be responsible for each priority. We will tell you more about these priorities in the next sections.

Priority:	This is the corporate parenting champion who will make this happen
Rights and Participation	Council Chief Executive - Nikki Bridle
Skills for life, work and learning	Chief Education Officer - Anne Pearson
Being Safe and Belonging	Chief Social Work Officer and Head of Children and Families and Justice - Celia Gray
Health and Wellbeing	NHS Forth Valley Health Board Director with responsibility for looked after children and young people- Professor Angela Wallace
Continuing Care, Support and Stability	Chief Officer in the Council with responsibility for Housing -

As a corporate parenting steering group, we want to do the best job we can to be good parents to each of you.

Each champion will ensure that reporting arrangements are in place for the Corporate Parenting Group to receive information about progress in each priority area. The champions will make sure that the people who work with you on a day-to day basis understand their role and responsibilities to you as your corporate parents.

The champions will work together, recognising the importance of the links between the different priorities. For example, we know that the age at which young people leave care is a very significant factor in improving educational attainment and helping young people to stay in employment. So ensuring that young people have stable placements and are able wherever possible to benefit from continuing care is vital to support improved educational outcomes.

The champions will also make sure that the corporate parenting steering group gets the information it needs to can make the right decisions. We will get your views, from those who work directly with you and people who care for you, and we will use performance information about what is making a positive difference and what is working less well to help us to understand what we are doing well and what we need to do differently in the future.

3.2 Our Promises to you

Rights and Participation

We'll spend time getting to know you to work out what you need and how we can help you. We will give you time and space to talk about what matters to you. We'll give you information about what is happening and about any decisions that are made. The team of people who are working with you will make sure that your views are listened to and that you are taken seriously. You will be given a chance to record your views. A rights-based approach to support and services for care leavers is promoted to take full advantage of enabling legislation and policy.

We can only make the changes to services that we need to make through partnership with you and involving you in decision-making at all levels. We will find more creative ways to increase the opportunities for you to contribute to service change. This will include extending the opportunities for participation, building on our current work together with Who Cares? Scotland and using established channels for gaining the views of children and young people and youth participation in Clackmannanshire.

We promise to talk to you about your rights, choices and what you are entitled to

We promise to promote your rights and help you take your part in decisions about you

We promise to learn from you about what we are doing that is working well and what you think we could do better

We promise to involve you in how we are changing our services and the design and delivery of our services

We value your ideas and opinions



“You have the right to be looked after well, to feel safe and to have your say in decisions that are made about you. Adults are responsible for promoting and safeguarding your rights. If you feel the rights that you are entitled to are being denied, you can challenge this and get support to do so.”

Scottish Government, (2014) Rights and Information for Looked after Children and Young People who are looked after away from home

“We firmly believe that care experienced young people have a wealth of experience, insight, energy, compassion and commitment to contribute – if only they are given the space and support to do so.”

Life Changes Trust

<https://www.lifechangestrust.org.uk/care-experienced-young-people/champions-boards>

Skills for life, work and learning

If you need extra support in school because of any difficulties or challenges you face, then we will make sure you get help. We will recognise your strengths and interests. We will support you to take part in activities, to get new skills and to help you become more confident and celebrate your achievements. This might include when you do well at a hobby, sport or activity, in a volunteering role, in school, further education or in a work setting.

We are ambitious for you. We will encourage you to dream big

We will support you to achieve the best that you can in school

We will celebrate your successes. This may include musical, sporting, academic, volunteering, employment achievements or other skills or qualifications that you achieve

We promise to help you access meaningful opportunities for further education, college, university, training and work

We will work with each other and with other local employers to create more opportunities in your local community. This will include work placements, job shadowing and employment opportunities



Research shared at the Scottish Care Leavers Covenant first Annual Conference identified that education is a massive predictor of doing well in adulthood.

“Wider benefits of school, such as new opportunities, friends, leisure and other activities outside of care, are often downplayed. Education can help young people (to make) a leap from a care identity to a common identity.”

[SCLC, Report of Annual Conference, 2017](#)

We have been working hard to improve educational outcomes and we recognise where you may need some extra support to help you.

There are some really positive examples of where you are doing well in school and at college, getting involved in volunteering or other activities in your local community. But we know we need to do more to help you to achieve your potential. In particular, we want to do more to help you get the skills and opportunities you need as you move on from school, so that you get the support you need to sustain work placements or jobs, attendance and achievement at college and university. This will include developing opportunities for mentoring and job-based support for looked after and care experienced young people. We will work closely with Skills Development Scotland, Forth Valley College and Universities and other local employers to build on what we are doing well already and making sure we listen to you about what support you need.

Here are some key statistics...

62% of looked after children achieved 1 or more SCQF Level 5 in 2018 (**higher** than the national average in 2017 - 44%)

Pass rate for both National 5 and Higher in 2018 is **higher** than in 2017

Pass rate for National 5 for looked after children is the **same** as the Clackmannanshire overall average

The average school attendance rate for looked after children is **93%**. This is **higher** than the national average for in 2016/17 - 91%

The exclusion rate for looked after children in 2017/18 **significantly lower** than in 2016/17 – There were only 4 exclusions

66% of looked after children leaving school entered an initial positive destination in 2016/17

Young people who are looked after tend to do less well at school than other young people, and they are leaving school when they are younger. It can also prove difficult for them to sustain attendance at college and university or at work placements :

"Looked after children are less likely to go on to positive destinations than all school leavers (77% compared to 93%), particularly higher education (4% compared to 39%). The positive destination is also less likely to be sustained after nine months for looked after leavers than for all school leavers."

Scottish Government, 2016, *Education outcomes for looked after children 2014/15*.

Being Safe and Belonging

We know that if you are looked after at an early age you are likely to have had difficult things to deal with at the start of your life. This can affect your future development. You need people around you who will look after you and make sure that you are safe and that you can thrive. Where possible, we will support your parents or carers to do this. We will work with you and your family, including members of your wider family, to help you have a loving and stable home.

“Unless there are clear reasons why placement within the family would not be in the child’s best interests, care within the wider family and community...will be the first option for the child”

Scottish Government, 2007, Getting it Right for Every Child in Kinship and Foster Care

Some of you may need to be cared for away from your family home for short or longer periods of time. For some children and young people, members of their family or family friends may be able to provide a stable long term home with the right help and support. This may be through a kinship care placement. For some children and young people, foster carers can play a valuable role in providing a stable home. Some children and young people will live with foster carers for a short period of time, for others they may stay with foster carers into adulthood. For other children and young people, a residential placement may be needed. For some children who are unable to live with their family in the long term, the best way forward may be adoption.

“I believe it’s really key to have a secure unit around you that loves you and helps you navigate the world and understand yourself and the world around you”

Pandora Christie, KISS FM DJ, discusses her experiences of growing up in care in The Fostering Network , Foster Care Magazine, Summer 2018, p.22

We promise to work with your parents to support to remain at home wherever possible and when it is safe for you to do so. We have developed a range of intensive support services that will help this to happen and we will continue to develop new ways of getting help to you at the right time

We promise to reduce the number of moves that you will experience between different carers

We will seek and take your views into consideration



We promise to always look for ways to find a safe and secure place for you to live. This will be through either returning you home, securing a home for you with someone in your wider family, through a permanent placement or through adoption

We promise to reduce the length of time it takes to secure a home for you, where you belong and will remain

“Children and young people have a basic need for belonging and connection, for ‘felt’ security and a need to be claimed especially if, and when, a return home isn’t possible”

SCLC Conference Report, 2017

“All partners and decision makers with corporate responsibilities for a child need to be aware of the damage that multiple placements can have and the need to secure permanency at an early age.”

Scottish Government, Care and Permanence Planning for Looked after Children

Health and Wellbeing

Health and wellbeing is important for everyone. Some of your experiences may have been different to other children and young people and this may affect your health and development. Your carers may need extra advice and assistance so that they can help you.

We will make sure that your family or carers have the skills and confidence that they need to help you. We have a dedicated Health Team for looked after children. This team will work with you to identify any health needs you may have.. If you need extra support, there is a wide range of health and social care professionals, support workers and education staff who can meet with you, in a place you feel comfortable, and help you to get the support you need. This includes school guidance staff, school nurses, school based counsellors, Child and Adolescent Mental Health Services (CAMHS), other specialist health staff and Educational Psychology Services. We are working to implement the new role for School Nursing in line with the national vision and this includes having a focus on the needs of looked after children.

We are aware you may be distressed at times, especially if you are living away from family for the first time. Whilst this is normal, a range of supports and advice will be made available for you and your carers to help you cope better. This may include advice on sleep, diet and exercise and mental health and wellbeing.

We can also help you to make safe, informed choices around relationships. Our Sexual Health Clinics offer a Fast Track Service to you so you don't have to wait to be seen. We also offer free training to your carers and to staff who support you, so that they can better support you with questions you may have around relationships, sexual health and parenthood.



We will make sure that you have opportunities to take part in activities that help you to feel good about yourself

We promise to listen to you to understand the issues which affect your health and wellbeing and will make sure you get the right support when you need it

We want you to thrive and to be as healthy and active as you can be

We will ensure you can participate in a health needs assessment which will allow you to focus on your health and give you any help that you need

We will improve the ways we communicate with you about your health and wellbeing . This will include using technology so that you can communicate with us easier. We will ask you what you think about this.

“Health in the earliest years—beginning with the future mother’s well-being before she becomes pregnant—strengthens developing biological systems that enable children to thrive and grow up to be healthy adults.”

<https://developingchild.harvard.edu/resources/inbrief-the-foundations-of-lifelong-health/>, accessed 05/08/2018

Continuing Care, Support and Stability

Where you are in a care placement, we will work with you to support you to remain there after your 16th birthday. Young people have a right to request to remain in their care placements until they are 21. Unless there are exceptional circumstances, local authorities have a legal duty to provide this.

To support the need for 'felt security' and belonging, and improved emotional wellbeing, care plans should be proactive in 'claiming' children and young people, and expect staying put/continuing care to be the default position. Young People should be encouraged, enabled and empowered to stay put (Scottish Government, 2013) where a return home is not possible.

Your care team will ensure that there's a plan in place for you to move on when the time is right for you, and that you have the skills you need to do this successfully. We understand this can be hard. We will be there for you if you when and if you need extra help. We will start planning at an early stage and we will "stick with you" to make sure that the plan works for you. This will include providing those of you who are eligible with after care support up to the age of 26.

We promise to work in partnership to make sure you have a safe and secure place to live

We will work together to support you to continue to live in safety and security. This will include supporting you to maintain positive relationships and to gain skills to be involved in your local community and live inter-dependently

We will encourage, enable and empower looked after young people and care leavers to remain in a positive care placement until they are ready to move on.

We will actively encourage and enable you to benefit from 'Staying Put' arrangements, supporting them to remain in positive care settings, for example foster care, until you are ready to move on

We will work together to ensure that you are receive services, support and opportunities, up to your 26th birthday, where you are leaving care and moving on to more independent living

"Care leavers often struggle on their journey into adulthood. For many the leap from care to independence is just too great, and too many continue to experience problems that lead to much poorer outcomes than the general population."

Scottish Care Leavers Covenant, 2015

"Relationships are the 'golden thread' of good practice. Corporate parents will demonstrate that priority is given to relationship-based practice, based on understanding, empathy, respect, and 'stickability'". Scottish Care Leavers Covenant, 2015



3.3 Our Action Plan

This action plan is designed to enable us to deliver on the priorities and promises set out in sections 3.1 and 3.2.

Rights and Participation

Outcome: Looked after children, young people and their families have an understanding of their rights and participate in decisions which affect them Corporate Parents meet their responsibilities and listen and respond to the voices of children and families and carers	
Activity	Who will make this happen?
The Corporate Parenting Champions will meet with looked after young people to talk with them about what matters to them and about the progress in each priority area	Chair of Corporate Parenting Steering Group
Work with “ <i>Oor Clacks Voices</i> ” to develop more ways of listening to and involving children and young people. Develop representation of care experienced young people on boards and decision-making forums.	Chair of Corporate Parenting Steering Group
Who Cares? Scotland will produce an annual report about their work with Clackmannanshire’s looked after and care experienced young people including the work with <i>Oor Clacks Voices</i> and on the use of advocacy services	Who Cares? Scotland
“Better Hearings” working group will work to improve the participation of children and young people within Children’s Hearings.	SCRA Children’s Hearings Scotland
Develop digital approaches to gaining the views of children and young people in a range of settings	Managers across all Children’s Services
Looked after children and young people are involved in interviews for key posts in Children’s Services	Managers across all Children’s Services
All staff who are corporate parents access training so that they understand their role and responsibilities	Senior Managers across all corporate parenting organisations
Clear accessible information on the choices and options open to looked-after young people preparing for or leaving care will be made available and accessible	Children and Families Social Work
How we will measure success	
<ul style="list-style-type: none"> ➤ Establish a Champion’s Board (Chair of Corporate Parenting Steering Group) by July 2019 ➤ Target of 75% of children and young people engaged and feedback from report from Who Cares? and Oor Clacks Voices (Who Cares?) ➤ Evidence of engagement by Corporate Parenting Champions (Who Cares? and Champions) ➤ 75% of looked after children and young people using advocacy (Who Cares? and Children and Families Social Work) 	

Skills for Life, Work and Learning

Outcome: Looked after children and young people have equality of opportunity and improved educational outcomes More looked after young people access and maintain positive post-school destinations	
Activity	Who will make this happen?
Target the use of the Scottish Attainment Challenge/ Looked After Children Fund interventions to improve attainment for looked after children and young people.	Children and Families Social Work and Education
Support foster and kinship carers in Clackmannanshire to assist them with children's learning and emotional wellbeing, including Parenting Programmes in Early Learning and Childcare	Education and Children and Families Family Placement Team
Deliver extended transition programmes to ensure progression and support as looked after young people move on in their education, learning or development. This will include mentoring programmes and activity agreements	Children and Families Social Work and Education
Skills Development Scotland will implement a partnership arrangement with the Through Care After Care Service that assists care experienced young people to directly access a Job Coach and Careers Advisor	Skills Development Scotland and Through Care After Care Service
Continue to work with Further Education and Higher and employers to improve opportunities our looked after and care experienced young people	Education and Children and Families Social Work
Continue to work with the Developing Young Workforce Regional Group to expand opportunities for work placements and skills development across all agencies and in partnership with local businesses. Develop and enhance supportive environments for the most vulnerable care leavers as a first step into the world of work.	Education and Children and Families Social Work and Senior Managers across all organisations with corporate parenting responsibilities
Enhance support and opportunities provided by Clacks Works for looked after and care experienced young people for training and employment.	Clackmannanshire Council Strategy and Performance and Clacks Works
Reduce any real or perceived barriers to accessing Modern Apprenticeships to ensure opportunities are aligned to care leavers' needs.	Senior Managers across all organisations with corporate parenting responsibilities
How we will measure success	
<ul style="list-style-type: none"> ➤ 50% of looked after children and young people achieving expected Curriculum for Excellence and levels in line with their age, stage and needs (Education) ➤ 50% increase in looked after young people achieving SCQF levels and award in Senior Phase in Education in line with their needs and circumstances (Education) ➤ 50% increase in attendance for looked after pupils in primary and secondary, where appropriate depending on need and circumstances (Education) 	

- 100% decrease in number of Looked After Pupils being excluded from school (Education)
- 100% decrease in number of Looked After pupils being excluded from school (Education)
- 50% increase in the participation rate for 16-19 year old care experienced young people (Skills Development Scotland)
- 100% increase in the number of Looked After young people in a positive destination (Education)

Being Safe and Belonging

Outcome: All transitions from birth to young adulthood will be well planned Looked after children and young people will be safe and secure and will experience as few moves as possible	
Activity	Who will make this happen?
<p>We will demonstrate that priority is given to relationship-based practice, based on understanding, empathy, respect, and 'stickability'.</p> <p>We will do this by minimising staffing changes and promoting consistency in workers, considering changes to services based on individual need rather than age. We will support young people to maintain positive relationships and attachments with previous carers and professionals throughout their care experience and beyond.</p>	Children and Families Social Work
Revised approach to GIRFEC assessments will deliver better quality outcomes focused assessments and plans	Children and Families Social Work with partners
Deliver the Permanence and Care Excellence (PACE) Programme and agree an action plan around local needs to improve decision-making about future care for looked after children and young people	Children and Families Social Work
Provide parents with high quality intensive parenting support services.	Children and Families Social Work
Family Group Decision making is offered to families to ensure alternatives are considered at an early stage and in every case where a child or young person is at risk of becoming accommodated	Children and Families Social Work
Introduce Life Long Links in Clackmannanshire, a programme that uses on-line tools and other methods to find family members and other adults, who are connected to a child who is in care, and are willing to make a life long commitment to them	Children and Families Social Work
Continue to deliver a high profile foster carer recruitment campaign to increase number of local authority carers and involved care experienced young people in recruitment campaigns	Children and Families Social Work
Design and deliver post adoption support services and develop work to support continuing care provision with carers	Family Placement Team, Children and Families Social Work

How we will measure success

- Positive performance and trends in the balance of care (increase in the percentage of looked after children and young people who live with their own family and the percentage who are cared for in a community setting) (Children and Families Social Work)
- Reduce by 20% looked after children and young people living outside of Clackmannanshire (Children and Families Social Work)
- Increasing numbers by 10% children and young people secured through Kinship Care Orders (Children and Families Social Work)
- 30% of Clackmannanshire Council Foster Care Placements v External Care Placements (Children and Families Social Work)

Health and Wellbeing

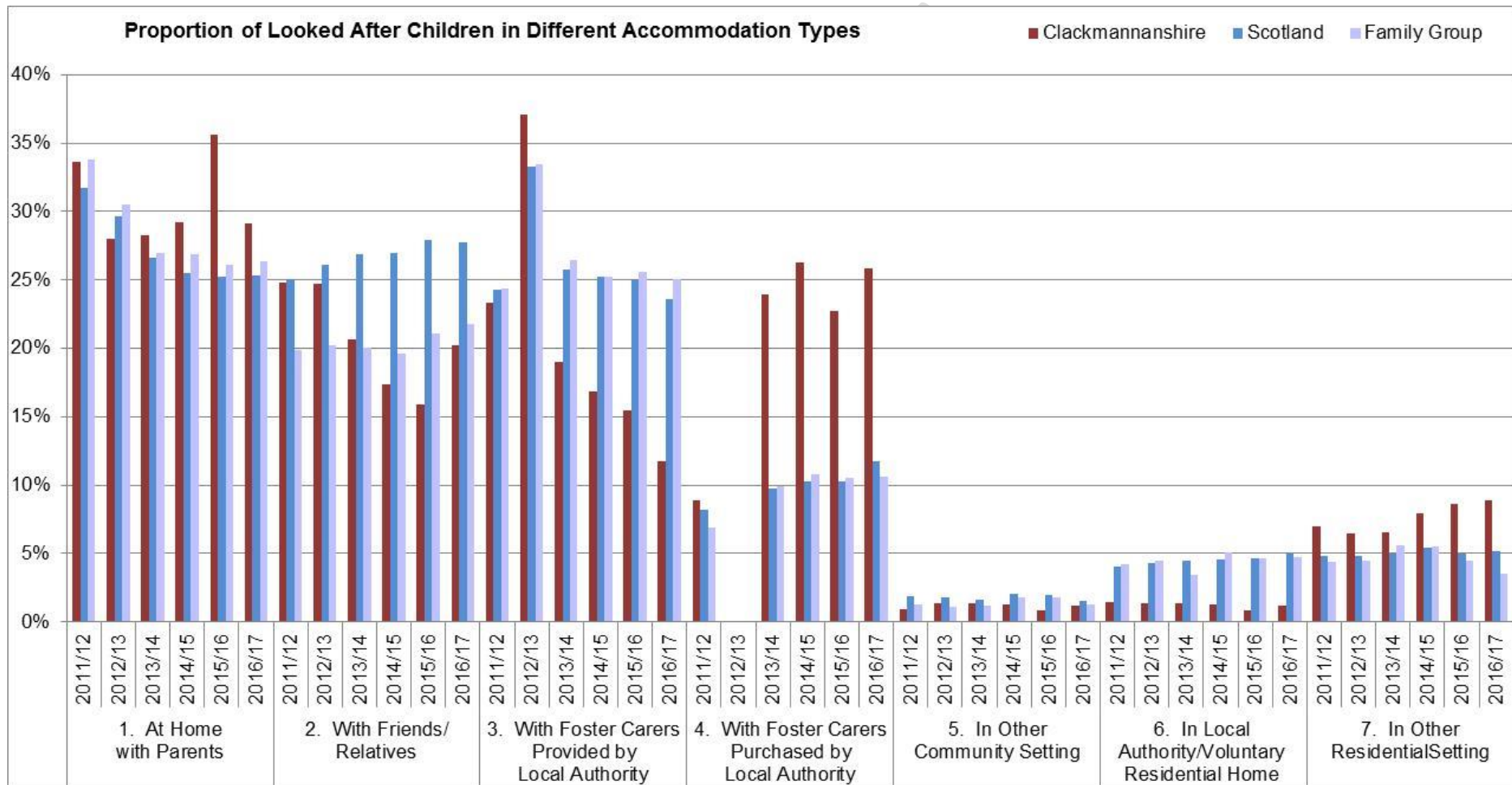
Outcome: Looked after children and young people are supported to improve their physical, emotional and mental health and wellbeing Health outcomes for looked after children will improve	
Activity	Who will make this happen?
Ensure that notifications for looked after children and young people are sent to NHS Forth Valley within 5 days	Children and Families Social Work
All health assessments will be completed within 28 days of notification by the local authority	Looked After and Accommodation Children nursing team
Take action to reduce social exclusion and isolation, which impact on mental and physical health and emotional wellbeing by reviewing arrangements to support access to sport and leisure facilities for all looked after young people and care leavers. This will include considering discounts/free passes.	Clackmannanshire Council Leisure Services
Child and Adolescent Mental Health Services will provide targeted training on risk assessment and support other colleagues across services to support looked after children and young people.	CAMHS
Child and Adolescent Mental Health Services and Adult Mental Health Services will provide access to advice and consultation with adult mental health professionals for those involved in supporting care leavers with complex and/or challenging mental health, emotional and behavioural needs.	NHS Forth Valley
Corporate parents will ensure that looked after children and care leavers are able to access mental health services and/or alternative support services to support their mental wellbeing.	All Corporate Parents
Review arrangements for providing medical advisor to the Fostering and Adoption Panel	NHS Forth Valley and Family Placement Team
The Readiness for Learning "R4L" approach will provide a model of support for education staff and other colleagues through targeted intervention to help support the social and emotional development and attainment of children and looked after children and young people. This includes looked after children and young people.	Education Service
Evaluate the current sports and activities programmes in school holidays aimed at increasing participation by our looked after children and young people	Sports Development Service and Children and Families Social Work
How we will measure success	
<ul style="list-style-type: none"> ➤ 100% of referrals for health assessments completed within timescale (Children and Families Social Work) ➤ 100% of health assessments completed within timescale (NHS Forth Valley) ➤ 50% increased participation in Sports and CLD activities by looked after children and young people (Education and Children and Families Social Work) ➤ Increased participation by looked after children in Education Community Learning and Development programmes (Community Learning and Development) 	

Continuing Care, Support and Stability

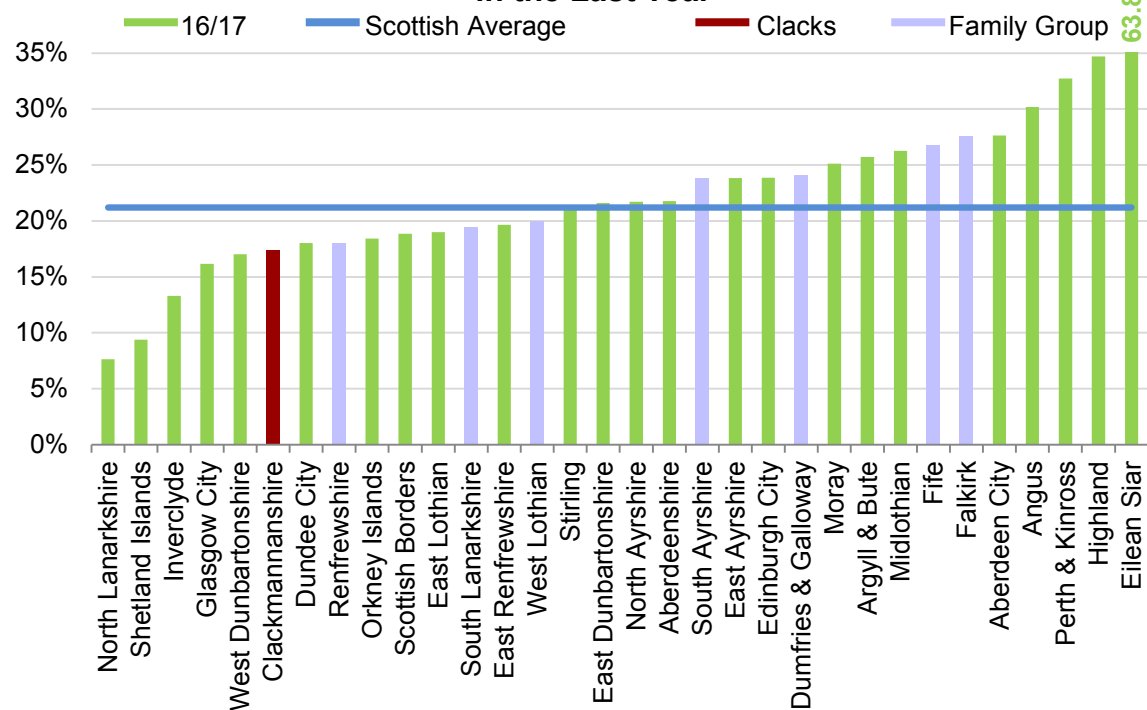
Outcome: More looked after young people access and sustain accommodation that meets their needs when they move on from being looked after More looked after young people choose continuing care as an option	
Activity	Who will make this happen?
Implement a Housing Options Policy for all care leavers. As part of this, we will take action to ensure that care leavers do not have to make a 'homeless application' in order to access suitable accommodation/housing.	Clackmannanshire Council Housing and Children and Families Services
Design and deliver a range of accommodation options with support packages for young care leavers	Clackmannanshire Council Housing and Children and Families Services
Target recruitment for supported carers for care experienced young people. Supported Carers: Converting foster care placements to supported carer placements becomes established practice where appropriate and supported carer placements are made available to those young people who are not yet ready to transition to greater independence.	Family Placement Team, Children and Families Social Work
Promote "Continuing Care" so that all eligible young people are aware that they can stay in their placements.	Through Care After Care, Children and Families Social Work
How we will measure success	
<ul style="list-style-type: none"> ➤ By April 2019 no looked after young people and care leavers will take homelessness route to access accommodation (Housing and Children and Families Social Work) ➤ 75% of eligible young people who are offered and choose to take up Continuing Care after the age of 16 (Children and Families Social Work) ➤ 75% of eligible young people who have a pathway plan (Children and Families Social Work) 	

Appendix 1

dd data and create infographics in the main body of the plan



CHC 04 - Looked After Children with More than 1 Placement in the Last Year



Appendix 2

Legal Definitions:

Corporate Parenting is defined in law in the Children and Young People (Scotland) Act 2014, as ***“the formal and local partnerships between all services responsible for working together to meet the needs of looked after children, young people and care leavers”***

Corporate parenting exists to improve the outcomes for looked after children and young people and to increase the respect that people have for the rights of care experienced and looked after children and young people.

Part 9 of the Children and Young People (Scotland) Act states that corporate parents must:-

1. Be alert to matters which might adversely affect the wellbeing of looked after children and young people
2. Assess the needs of looked after children and young people for their services and support
3. Promote the interests of looked after children and young people
4. Provide looked after children and young people with opportunities to participate in activities designed to promote their wellbeing
5. Take any action to help children and young people access opportunities to promote their wellbeing and to make use of services and access supports
6. Take action to improve as a corporate parenting

Corporate parenting applies to every child who is looked after by a local authority. This includes children and young people, who are:

- In residential care
- In foster care
- In kinship care, who live with a family member who is not their parent
- Looked after at home, including those who are cared for away from home for short periods.

The 2014 Act introduced new provisions for Continuing Care and Aftercare and placed new duties on local authorities. All young people in residential, foster or kinship care born after April 1999 will have a right to stay in foster, kinship or residential care until the age of 21. This is known as a “Continuing Care”. The right to aftercare support, and all corporate parenting duties, is available to all care leavers and extended to all until their 26th birthday.

We use the words: **looked after children and young people** to mean children and young people who are cared for in any of these settings. The right to aftercare support and to corporate parenting is also available for all care leavers up to the age of 26.

Who are your corporate parents?

1. The Scottish Ministers
2. A local authority
3. The National Convener of Children's Hearings Scotland
4. Children's Hearings Scotland
5. The Principal Reporter
6. The Scottish Children's Reporter Administration
7. A health board
8. A board constituted under section 2(1)(b) of the National Health Service (Scotland) Act 1978
9. Healthcare Improvement Scotland
10. The Scottish Qualifications Authority
11. Skills Development Scotland
12. Social Care and Social Work Improvement Scotland
13. The Scottish Social Services Council
14. The Scottish Sports Council
15. The Chief Constable of the Police Service of Scotland
16. The Scottish Police Authority
17. The Scottish Fire and Rescue Service
18. The Scottish Legal Aid Board
19. The Commissioner for Children and Young People in Scotland
20. The Mental Welfare Commission for Scotland
21. The Scottish Housing Regulator
22. Bòrd na Gàidhlig. Bòrd na Gàidhlig works to promote the Gaelic language across Scotland.
23. Creative Scotland
24. A body which is a 'post-16 education body' for the purposes of the Further and Higher Education. This means colleges and universities.

Appendix 4

A Profile: Looked after Children Educated in Clackmannanshire Schools

Main Findings

62% of LAC achieved 1 or more SCQF Level 5 in 2018 (**higher** than LAC National Average in 2017 - 44%)

Pass rate for both National 5 and Higher in 2018 is **higher** than in 2017

Pass rate for National 5 for LAC is the **same** as the Clacks overall average

LAC average attendance rate **93%** - **higher** than LAC National Average in 2016/17 - 91%

LAC exclusion rate in 2017/18 **significantly lower** than in 2016/17 - only 4 exclusions

66% of LAC school leavers entered an initial positive destination in 2016/17

- * **29** young people presented for **111 Scottish Qualifications** in our authority in 2018 (82% overall pass rate)
- * 18 young people 'looked after' away from home; 11 'looked after' at home
- * **Slight fall** compared to 2017 where 32 young people presented for 148 Scottish Qualifications - 84% pass rate
- * **62%** of LAC achieved 1 or more SCQF Level 5 in 2018 (higher than National average in 2017 - 44%)
- * Qualifications ranged from SCQF Level 3 to Advanced Higher
- * Subjects ranged from Accounting to Science in the Environment

- * Pass Rate for Higher: **67%** - **higher than 2017** (Clacks average: 73%)
- * Pass Rate for National 5: **68%** - **higher than 2017** (Clacks average: 68%)
- * No. of National 4 awarded: 32 - *less than 2017*
- * No. of National 3 awarded: 16 - *less than 2017*
- * No. of National 2 awarded: 4 - *higher than 2017*
- * *Increase* in number of LAC achieving National 5 & Higher English 2018
- * *Increase* in number of LAC achieving Higher Maths in 2018 (no LAC achieved Higher Maths in 2017)

- * 38% of LAC are looked after 'at home'
- * 61% of LAC 'home' live in SIMD 1&2
- * Represents 32% of total number of SCQF presentations
- * LAC 'home' SCQF pass rate: **89%**
- * Achieved
 - National 2: 1
 - National 3: 5
 - National 4: 12
 - National 5: 90% pass rate
 - Higher: 63% pass rate

- * 62% of LAC are looked after 'Away' from home
- * Represents 68% of total number of SCQF presentations
- * LAC 'away' SCQF pass rate: **79%**
- * Achieved
 - National 2: 3
 - National 3: 11
 - National 4: 20
 - National 5: 60% pass rate
 - Higher: 70% pass rate

- * **Two thirds** of LAC school leavers entered a positive destination upon leaving school. This is a **decreasing trend** over the last 3 years
- * Almost 40% of LAC school leavers started College
- * No LAC school leavers left to go to University in 2017

Report to Council

Date of Meeting: 20 December 2018

Subject: Chief Social Work Officer's Annual Report 2017-2018

Report by: Head of Social Services and Chief Social Work Officer

1.0 Purpose

- 1.1. The Chief Social Work Officer's Report provides an overview of the key priorities, challenges and achievements related to the delivery of the social work and social care services in Clackmannanshire in 2017-2018. This report also meets the statutory requirement to report annually on Social Services complaints.
- 1.2 The Chief Social Work Officer's report is submitted annually to Council for its consideration and for information.

2.0 Recommendations

- 2.1. Council is asked note the report as set out in Appendix 1 and provide comment and challenge as appropriate.

3.0 Considerations

- 3.1. The role of the Chief Social Work Officer is to provide professional governance, leadership and accountability for the delivery of social work and social care services. The Chief Social Work Officer role is pivotal at both local and national levels in leading, influencing and contributing to policy and practice change within social work and social care services.
- 3.2. This report is completed using the standard template produced by the Office of the Chief Social Work Adviser. This is designed to enable a consistent approach across Local Authorities.
- 3.3. The report reflects the Chief Social Work Officer's evaluation of the delivery and performance of adults, children's and criminal justice social work services
- 3.4. The report draws on self-evaluation and internal and external scrutiny. The report describes some of the key achievements and challenges for 2017-2018 and sets out the priorities the Chief Social Work Officer will be taking forward in 2018-2019. It also provides an overview of the specific activities of the Chief Social Work Officer in respect of leadership, values and standards and decision making.

- 3.5. Redesign work continued in 2017-2018 in children's and criminal justice services in conjunction with partner organisations and in adult services through the Clackmannanshire and Stirling Health and Social Care Partnership. There continued to be a focus on "*shifting the balance of care*" and supporting people, wherever possible, to remain in their local community, promoting social inclusion and rights based approaches to service delivery.
- 3.6. Significant progress was made in shifting the balance of care and increasing the proportion of children and young people looked after safely in their own communities in 2017-2018, while reducing the proportion living in residential settings. This has been supported through the introduction of effective community based supports for children, young people and their families and a greater emphasis on kinship care. This family focus is securing better outcomes for children young people and we are seeing a shift in our expenditure towards early intervention, prevention and intensive community based resources rather than on residential placements.
- 3.7. In July 2017, responsibility for the operational management for Clackmannanshire's adult social care service transferred to the Chief Officer for the Health and Social Care Partnership. Performance reporting mechanisms have been enhanced and the Chief Social Work Officer has a key role in the developing work around clinical and care governance across the HSCP.
- 3.8. In April 2017, a new model for handling social work complaints was introduced across Scotland. Information about this is included in this report. Complaint enquiry figures across Social Services in Clackmannanshire rose by 67% from 24 in 2016-2017 to 40 in 2017-2018. This is linked to the introduction of the new model. All complaints enquiries are now dealt with on a formal basis and the majority of complaints (33) were resolved at an early stage in the process.

4.0 Sustainability Implications

- 4.1. This report does not relate to a Plan, Policy, Programme or Strategy therefore Strategic Environmental Assessment does not apply.

5.0 Resource Implications

5.1. Financial Details

- 5.2. There are no financial implications associated with the recommendations. Where appropriate, 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 ✓

5.4.1 Staffing

There are no staffing implications that directly arise from the contents of this report.

6.0 Exempt Reports

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

7.0 Declarations

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

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

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

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

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

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

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

None identified.

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?

The report does not in itself recommend changes to policies, plans or strategies. The day-to-day work of Social Services is to provide a positive impact on vulnerable sections of the community. It does not fall into any of the prescribed requirements for an EQIA.

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 – Chief Social Work Officer Annual Report 2017-2018

11.0 Background Papers

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

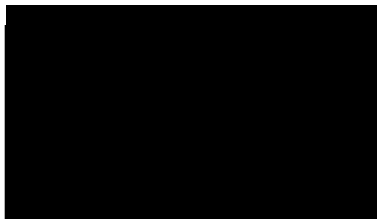
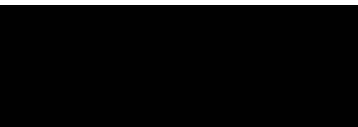
Yes ☒ (please list the documents below) No ☐

Clackmannanshire and Stirling Health and Social Care Partnership Annual Performance Report 2017-2018

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Christine Sutton	Service Manager	x 5031

Approved by

NAME	DESIGNATION	SIGNATURE
Celia Gray	Head of Social Services / CSWO	
Nikki Bridle	Chief Executive	



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann



CHIEF SOCIAL WORK OFFICER **REPORT 2017-2018**

The Chief Social Work Officer Function

Every local authority must appoint a professionally qualified Chief Social Work Officer (CSWO) as set out in Section 45 of the Local Government (Scotland) Act 1994.

The CSWO provides professional governance, leadership and accountability for the delivery of social work and social care services, whether directly provided or delivered by the private or voluntary sector on behalf of the local authority. The role assists the local authority to understand the responsibilities and the complexities involved in the delivery of social work services. The CSWO has a key responsibility for performance management and the identification and management of corporate risk, as it relates to the delivery of all social work services. The CSWO is required to ensure that all social services workers meet the requirements of the Scottish Social Services Council (SSSC) Code of Practice.

The CSWO is required to complete an annual report in accordance with Scottish Government guidance.

CONTENTS

Foreword

1. Summary - Key Challenges and Developments during the past year

2. Partnership Structures/Governance Arrangements

3. Social Services Delivery Landscape

4. Resources (Finance)

5. Service Quality and Performance Including Delivery of Statutory Functions

6. Statistical Information

7. Workforce Planning and Learning and Development

9. Conclusion

Appendix One: Statutory Social Work Complaints – Annual Report

Foreword



Welcome to my second Chief Social Work Officer's Annual Report. Thank you for taking the time to read my report. I hope that it gives you an understanding of some of the excellent work that is taking place across Clackmannanshire and an insight into some of the challenges that we face.

Over the last year, there has been ongoing change across social work services across Scotland and in Clackmannanshire, including the implementation of new legislation and policies, ongoing financial pressures and organisational change. In this context, I have maintained a focus on improving outcomes for people through relationship based and person-centred approaches to service redesign and delivery.

This report evidences the contribution of social work services to the delivery of positive outcomes for the people of Clackmannanshire. I have included examples of work in different areas, highlighting some of the complexities of delivering social work services. In the case studies, names and some individual details have been changed to preserve anonymity.

My report provides an overview of Social Services activity, challenges and achievements across all care groups. It is organised in line with the template produced by the Scottish Government's Chief Social Work Adviser. This report also meets the statutory requirement to report annually on Social Services complaints. I attach the complaints report as an appendix to my main report.

I would like to take this opportunity to thank everyone who works in social work services across Clackmannanshire, whether working directly for the Council, or for the third and independent sectors. I would also like to thank all of our partners who work alongside us to deliver and develop services. This includes unpaid carers, kinship carers, foster carers and staff who work in partner organisations.

Thank you to each of you who use our services for your engagement, participation and feedback over the last year. And a special thank you to *Oor Clacks Voices* for their role as a reference group for the Children and Families Service. The input from each of you helps us to know what we are doing well and what we need to improve.

Celia Gray, Head of Social Services and Chief Social Work Officer

1. Summary - Key Challenges and Developments during the past year

In 2017-2018, there were a number of strategic and operational developments and demands across the range of social work services, which placed requirements on the Chief Social Work Officer. These included:

- Rising demand. There continues to be an increase in demand for services, while finances are still significantly constrained. Service redesign has continued across social work services, focused on maintaining and supporting front line delivery while introducing more sustainable service models.
- Legislative Change. This included planning for the April 2018 implementation of the Carers (Scotland) Act 2016; the ongoing implementation of the Community Justice (Scotland) Act 2016 and of the Children and Young People (Scotland) Act 2014.
- Inspection. A strategic inspection of the Clackmannanshire and Stirling Health and Social Care Partnership took place between January and June 2018 and is due to be published in early Autumn 2018. Over the last year, a number of inspections took place of registered services. These inspections identified many areas of strength as well as some areas for development
- Between September and November, 2017, Audit Scotland completed a Best Value Audit of Clackmannanshire Council. Their report was published in January 2018. Audit Scotland identified that Clackmannanshire Council used the end of the Shared Service arrangements with Stirling Council, as an opportunity to redesign both Social Work Services and Education Services *“with early signs of improvement”* (Audit Scotland, Best Value Assurance Report, 2018). The report also identified significant challenges with the pace and scale of redesign across the whole Council, which presented further demands across service and on the Chief Social Work Officer.

These were some of the key successes and improvements that were achieved across Clackmannanshire’s Social Work Services in 2017-2018:

- Progress in shifting the balance of care and increasing the proportion of children and young people looked after in their own communities, while reducing the proportion living in residential settings. This was supported by the development of a range of community based supports for children, young people and their families:
 - i) Intensive Family Support Services at Alloa Family Centre. This new service is delivered in close partnership with other statutory and third sector services. It focuses on prevention, early intervention and the delivery of intensive family support.

- ii) Functional Family Therapy. This intensive support service has helped to deliver better outcomes for young people.
 - iii) Increased focus on supporting Kinship care. Kinship care arrangements have increased from 25 carers caring for 33 children at end of March 2017 to 41 carers caring for 55 children at the end of March 2018.
 - iv) Introduction of Family Group Decision Making enabling families including extended families to make their own decisions about children's futures and to be more involved in finding solutions.
- We continued our recruitment campaign for foster carers. Some applicants are now registered as foster carers and others are continuing through the assessment process.
 - The Children and Families Service initiated and led on work to revise the GIRFEC integrated assessment framework with partner organisations across Forth Valley to develop more child and family friendly models and documentation.
 - Work with Who Cares? Scotland increased our advocacy provision for looked after and accommodated children and young people and supported us to develop more imaginative and innovative approaches to participation.
 - We further developed the Community Justice Model and local Community Justice Improvement Plan. We hosted two very successful conferences "Resilience in the Face of Adversity" and the first Clackmannanshire Youth Community Justice Conference.
 - Social Services made a successful transition to the new complaints handling model and now operate under a standardised 2 stage corporate procedure.
 - In July 2017, responsibility for the operational management for Clackmannanshire's adult social care service transferred to the Chief Officer for the Health and Social Care Partnership. Performance reporting mechanisms have been further developed and established across the Partnership.
 - Significant redesign work has progressed across adult mental health and learning disability services and will continue in 2018-2019. Commissioning plans are in place for these service areas.
 - Local care homes across the statutory and independent sectors engaged with the Care Inspectorate's improvement initiative, Care about Physical Activity.
 - The Health and Social Care Partnership's Annual Audit Report conducted by Audit Scotland and published in September 2017, highlighted the open and transparent in which the Integration Joint Board conducted its business.
 - Improvement work has focused on ensuring a common understanding of the thresholds for Adult Support and Protection across partner organisations, with a particular focus on the care home sector.
 - In November 2017, an Adult Protection Conference was held at Stirling Community "Balancing Rights and Risks".

- Our first Adult Support and Protection event for service users took place in November, 2017. The theme was “Working Together to Protect You from Financial Harm” and the delegates included service users and practitioners.

The key challenges, opportunities and areas for development for 2018-2019 include:

- In January, 2018 the Best Value Assurance Report identified significant challenges for the Council in making the necessary transformational changes to secure its financial position. While there has been clear progress in 2017-2018 in addressing some of the pressures across social work services, sustained effort and focused leadership is required to sustain and embed this improvement. For adult social work services, this will be progressed through the Health and Social Care Partnership and will require extensive collaboration and co-production.
- Operational redesign across the Council and the implications for Children and Families and Criminal Justice Social Work Services and the role and function of the Chief Social Work Officer
- Tackling the impact of poverty across Clackmannanshire. The Local Authority has the eight highest concentration of deprivation of the 32 Scottish Local Authorities with 27% of children living in poverty. Social Work Services will play a key role in developing our local action plan to address this in response to the Child (Poverty) Scotland Act 2017.
- Some of our looked after children are waiting too long to secure a settled and permanent home. In 2018-2019, we will start with the Centre for Excellence for Looked after Children in Scotland’s Permanence and Care Excellence team. This will help us to embed effective permanence processes across our children and families service focused on the needs of each child.
- Continued awareness raising to develop the commitment to Corporate Parenting across the Council and partner organisations.
- Pilot the revised GIRFEC assessment and review framework to introduce more child and family friendly documentation.
- Ongoing work to recruit and retain Clackmannanshire Council Foster Carers.
- Further development of Intensive Family Support Services. This will include the delivery of out of hours support in partnership with the third sector.
- Development of the ‘*Safe and Together*’ model of working with families experiencing domestic violence across Clackmannanshire
- Ongoing development of community based services for all adults care groups. This will include a redesign of day services with a view to establish integrated day assessment services and further extending the use of Self Directed Support.
- Work across service user groups to fully implement the Carers (Scotland) Act 2014 and develop improved identification of Carers and supports available
- Introduction of the new *duty of candour* across social work services.

2. Partnership Structures and Governance Arrangements

2.1 Overview

I report to the Chief Executive of Clackmannanshire Council as Chief Social Work Officer and Head of Service for Children and Families Social Work and Justice Services. I have responsibility for financial planning, identifying service pressures and developing the Annual Business Plan for Children and Families Social Work and Justice Services.

The Annual Business Plan sets out the priorities for the Service, and establishes the delivery plan and performance management arrangements for the coming year. It includes a service risk register. In 2017-2018, Social Services reported on the Business Plan to Clackmannanshire Council's Scrutiny Committee. The Service also reported on financial performance to Clackmannanshire Council's Audit and Finance Committee. This supports scrutiny and challenge by elected members and transparency about service performance.

The Service has arrangements in place to publicise plans and performance information and engage with those who use our services to obtain feedback. I receive assurance on the quality of social work practice and identify areas for improvement through reports on self-evaluation, learning reviews, case file audit, analysis of complaints data, engagement with front line staff and performance data. We make use of performance information available at a national level to support sharing good practice and benchmarking. The delivery of Social Services is also subject to scrutiny and regulation from the Care Inspectorate.

The following sections provide details of the current governance arrangements linked to Clackmannanshire Community Planning Partnership, as they relate to social work functions.

2.2 Adult Social Services and Health and Social Care Integration

Clackmannanshire and Stirling Health and Social Care Partnership and its governing Integration Joint Board are responsible for the strategic planning and delivery of community based health and social care services to adults and older people. The Integration Joint Board has 12 voting Members: 6 are NHS Forth Valley Board Members and 6 are Elected Members from the two Councils [3 from Clackmannanshire Council and 3 from Stirling Council]. The Integration Joint Board reviewed its committee structure in 2017- 2018. It has an Audit Committee and approved the establishment of a Finance Committee to improve scrutiny and financial governance.

The Board is supported in its work by the Strategic Planning Group has membership drawn from across the services including the third and independent sector, carers' organisations, the local Hospice and palliative care services, service users/patients and carers.

As Chief Social Work Officer, I am a non-voting member of the Integration Joint Board and a member of the Strategic Planning Group. I present the Chief Social Work Officer Report to the Integration Joint Board on an annual basis.

The Clinical and Care Governance Framework for the Health and Social Care Partnership reflects the role of the CSWO in providing social work advice to the Integration Joint Board and in relation to the governance of social work practice standards. I also have regular meetings to ensure a direct link with key staff undertaking statutory functions that are operationally managed through the Adult Health and Social Care Partnership, for example, quarterly meetings with Mental Health Officers.

2.3 Children's Services

I chair the **Children and Young People Strategic Partnership Group** (CYPSPG) with support from the General Manager of NHS Forth Valley Community Health Services as vice chair. Membership includes Council Services, NHS Forth Valley, Police Scotland, the Third Sector, Fire and Rescue, representation from the Alcohol and Drugs Partnership.

The CYPSPG has overall responsibility for delivery of the Clackmannanshire's Children's Services Plan 2017-2020, and contributes to the Clackmannanshire Alliance responsibility for delivery of the Local Outcome Improvement Plan for Clackmannanshire 2017 – 2027. It has a key role to play in removing barriers and securing better outcomes for the children and young people of Clackmannanshire.

2.4 Community Justice

2017-2018 was the first year of delivering community justice services within the framework of the Community Justice (Scotland) Act 2016 through the **Community Justice Partnership**. As Chief Social Worker, I chair this Partnership with support from the Clackmannanshire Third Sector Interface business manager as Vice Chair.

Clackmannanshire Council is represented on the Partnership by the Criminal Justice Social Work Service, Social services, Housing services, Education services and Strategy and Performance.

The approach in Clackmannanshire has focused on connecting the community with community justice and investigating the type of strategic changes which will make a difference in the years ahead. In 2017-2018, the partnership facilitated Communities of Practice and Communities of Interest to inform the new Community Justice Improvement Plan.

This new plan set out the following priorities:

- Developing healthy relationships, healthy minds and healthy attitudes to gender roles

- Enabling worthwhile work and financial inclusion - especially within Alloa South and East.
- Addressing misuse of alcohol and other substances.

2.5 Public Protection

The **Chief Officers Group (COG)** oversees all areas associated with public protection and operates across Clackmannanshire and Stirling Community Planning Partnerships. I attend this group in my role as CSWO. This key group provides oversight and scrutiny of the Child Protection and the Adult Support and Protection Committees, the Alcohol and Drugs Partnership, the strategic arrangements in respect of gender based violence and the Multi Agency Public Protection Arrangements (MAPPA). The COG provides governance and leadership and engages in discussion around strategy and innovation.

With the appointment of new Chief Officers, there have been changes over the year in the membership of the COG. Following from this work is planned for 2018-2019, in conjunction with the Care Inspectorate, to provide the opportunity for the COG to consolidate their understanding of their role and remit.

The **Child Protection and Adult Support and Protection Committees** operate across the Clackmannanshire and Stirling Council areas. The same independent chair is in place for both committees. The strategic support arrangements for the two Committees operate across the two local authority areas. I ensure that both the Adult Support and Protection Coordinator and Child Protection Lead Officer have a clear line of accountability to me as Chief Social Work Officer.

The overarching objective of **Multi Agency Public Protection Arrangements (MAPPA)** is to bring together key agencies to protect the public from harm. The Management of Offenders Etc. (Scotland) Act 2005 places a duty on Local Authorities, Police Scotland, the Scottish Prison Service and National Health Service to establish joint arrangements for the assessment and management of risk associated with Registered Sex Offenders, Restricted Patients and other Risk of Serious Harm offenders.

MAPPA is directed and overseen by the **Forth Valley MAPPA Strategic Oversight Group (SOG)**, consisting of senior representatives from each of the Responsible Authorities and Duty to Co-operate agencies. The group meets four times per year and is driven by strategic priorities and a business plan addressing the areas of responsibility identified in MAPPA National Guidance including performance data and the review of cases where there are considered to be significant operational or strategic implications. Supporting the work of the SOG is the MAPPA Operational Group (MOG), where operational managers involved in the delivery of MAPPA across Forth Valley come together to offer support and advice to senior officers. Both groups met on a quarterly basis.

Meetings about people subject to MAPPA take place in each Local Authority area at time intervals commensurate with the risks required to be managed. MAPPA Meetings are chaired by representatives from NHS Forth Valley, Police Scotland and Forth Valley's Local Authorities.

More information can be found in the Forth Valley MAPPA Annual Report, published every October and available from Local Authority websites.

3. Social Services Delivery Landscape

3.1 Overview

This section provides an overview of market provision and some of the challenges and opportunities for local commissioning. I have highlighted some of the key achievements and areas of progress in 2017-2018, as well as identifying ongoing areas for development.

Clackmannanshire is the smallest mainland local authority with a population of around 51,000. Clackmannanshire is one of the most deprived areas of Scotland with four of our data zones featuring in the 5% most deprived areas across the country (all located in Alloa). There are also very high levels of child poverty with 27% of children assessed as living in poverty.

Clackmannanshire has a relatively low level of in-house service provision in care at home, care home, day opportunities and children's residential care. Approximately 80% of adult and older peoples' care at home, day services and care home provision is provided by the independent and third sector. Intermediate care, including short-term assessment beds and care at home reablement provision, are primarily delivered through internal services.

Across third sector providers for all service user groups, we carried out a review to ensure providers are delivering high quality services, meet service user outcomes, are value for money and are continuously improving to meet the range and demand required. This included recommending and negotiating the decommissioning of one service.

Care and Support Services: In 2017-2018, we commissioned Care and Support for children, young people, adults and older people to ensure the provision of services that are outcomes based and are contractually compliant. All of the successful providers have achieved grades of 4 (Good) across all Care Inspectorate quality themes.

Scottish Living Wage: We worked with our providers to support the ongoing delivery of the Scottish Living Wage. The rate increased for 2018-2019. We have a transparent process to negotiate and agree rates increases with care providers.

As Chief Social Work Officer, I require assurance about the quality and effectiveness of externally commissioned services as well as our internally provided services. We monitor the quality of both our internal and external service delivery using a range of different approaches and work closely with providers where there is an identified need for improvement. Monitoring arrangements for all providers are risk based. This includes collating complaints data and working closely with the link operational manager and other front line staff to identify and address any areas of concern. There are close working relationships with the Care Inspectorate and other partner agencies, e.g. Fire and Rescue, to monitor improvement activity where this is required.

We work closely with the Care Inspectorate and others to review and monitor the quality of provision. Quarterly liaison meetings take place to share local knowledge and best practice as an early intervention mechanism to identify and act upon any intelligence gathered. We have also worked closely with Scotland Excel to identify opportunities for efficient, cost effective commissioning. This has included in the residential child care sector.

3.2 Adult Social Care Delivery Landscape

We have continued to improve our relationship with providers in 2017-2018 across the Health and Social Care Partnership. Joint Provider Forums are in place across the Health and Social Care Partnership to ensure dialogue and share information.

Clackmannanshire has a very low level of care home bed usage compared with other local authorities across Scotland. This balance of care has been maintained through the effective use of intermediate care services, both care at home and bed-based provision. There is recognition that increasing complexity of need is reflected in increasing demand for care home placements. The Health and Social Partnership closely monitors the trends in the number of care home placements to inform service planning and financial planning. This analysis will inform service redesign and the development or commissioning of alternative models, this is likely to include extra care housing.

In 2017-2018, we completed focused work in the following areas:

Market Position Statement: The Market Position Statement for the Clackmannanshire and Stirling Health and Social Partnership 2017-2020 was finalised with input from independent and third sector providers. It sets out key statistical information about current need, future need and how the partnership intends to foster market shaping activity. Further work is required to build on the market facilitation plan. This will recognise market changes and locality planning as this is advances.

Quick Step: In 2017, Social Services commissioned Quick Step, a responsive service for people who have been assessed as ready to be discharged from hospital, or following a crisis. This provides an intensive level of care for a short period.

Self Directed Support, Choice and Control: While the majority of care and support services continue to be commissioned by the Council, there has been a steady increase in the use of Option 1 under the Self- Directed Support legislation. In 2017-2018, there was a 33% increase in the use of Option 1.

3.3 Children and Families Delivery Landscape

From 2016-2018, the Children and Families Service took on the lead role in the Realigning Children's Services Programme, delivered in conjunction with

the Scottish Government and local partners. This programme was designed to improve our commissioning of children's services. The data gathered through the survey work helped us to get a fuller understanding of the strengths and possible concerns in the local child population and has helped us in decision making to meet those needs.

We used the data from the Realigning Children's Services and other sources of information including analysis of our looked after population to inform service planning. We used this to inform commissioning activity with the third sector and to support us in continuing to shift the balance of care and support more children to remain safely in their own homes and local communities. We will continue this work in 2018-2019 with a focus on needs relating to continuing care and supporting Clackmannanshire's care experienced young people in their communities up to the age of 26. This will include planning for housing with support needs. We will work in partnership across Children's Services to plan our delivery and commissioning of children's services and develop more imaginative and creative solutions to using our shared resources.

In 2017-2018, we completed focused work in the following areas:

Transitions from Children to Adults: There has been substantial work carried out to ensure that there is purposeful planned movement of young adults with chronic conditions from child centred to adult orientated care and support.

Children and Families Third Sector Provision: We established a better understanding of the local 'asset base' of third sector provision for children and families. We clarified what the private and third sectors could deliver by initiating discussions at an early stage of the commissioning process. We commissioned services from the third sector to complement internal intensive support services. This included Functional Family Therapy and out of hours services to support vulnerable children and their families.

4. Resources

Social Work gross expenditure across adults, children and families and criminal justice services amounted to £48.2m for 2017 -2018.

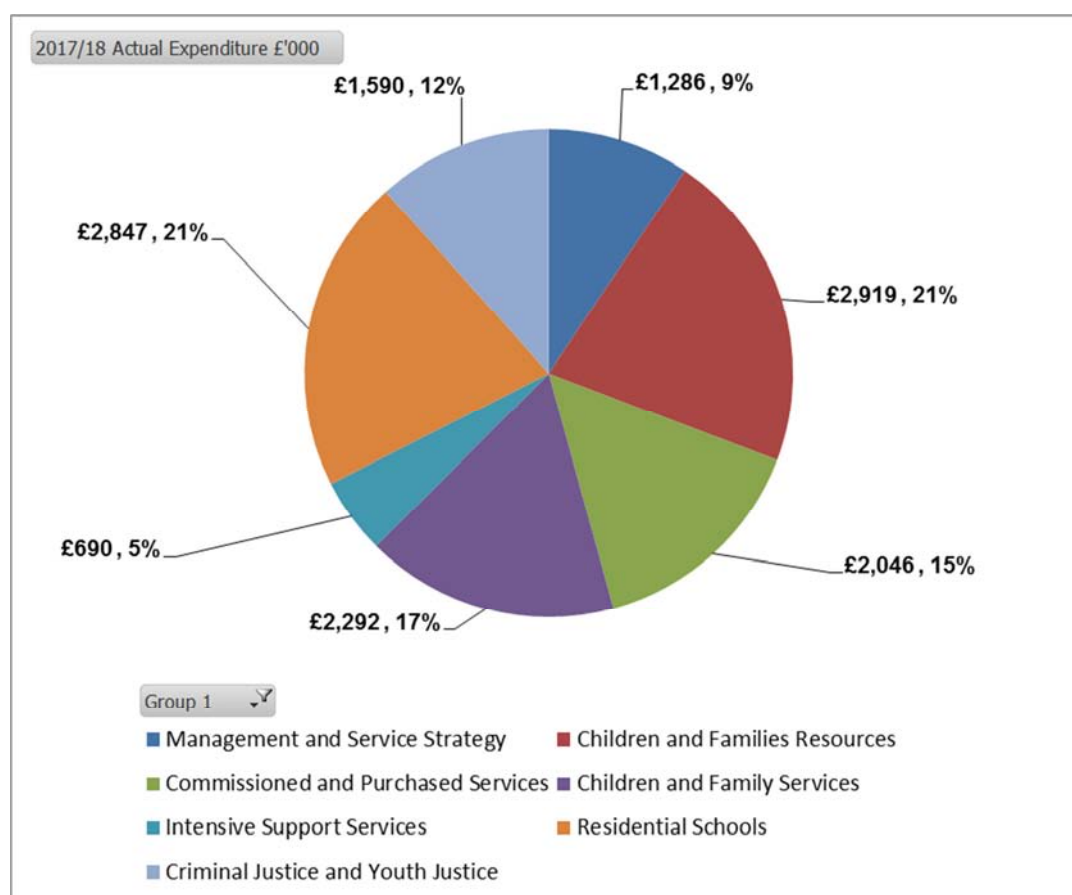
4.1 Children and Families Service:

The total expenditure in 2017 -2018 amounted to £14.5m with net expenditure of £13.7 million.

The most significant budget pressures in the Children and Families Service in 2017-2018 were the number of external foster care placements. Through the implementation and introduction of additional community based supports, the Service reduced the expenditure on external residential placements.

Monitoring arrangements and robust reviews of all external placements and the implementation of alternative support arrangements in line with the needs of children and young people brought improved outcomes for children and young people and secured more cost effective provision throughout the year.

The following table shows net expenditure allocated across the various service groupings.



During the financial year, the service reported regularly to the Finance and Audit Committee on the budget position and on the associated savings.

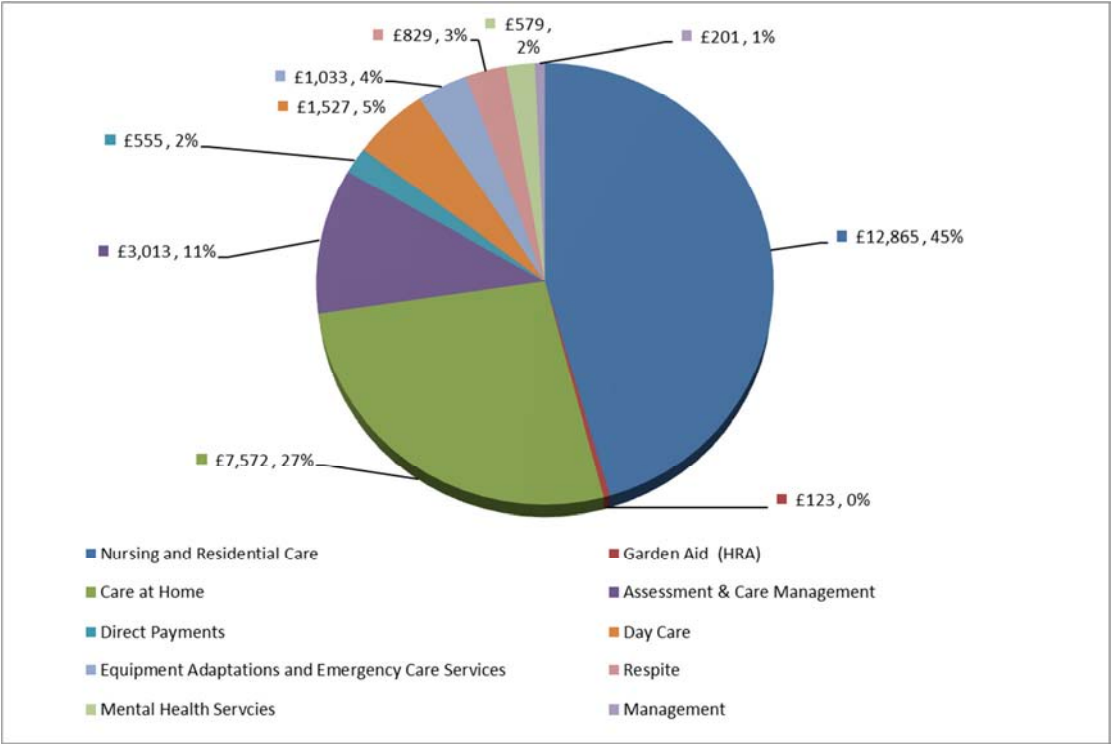
Managers at all levels continued to meet with finance accountancy throughout the year to maintain robust budget management arrangements

4.2 Clackmannanshire and Stirling Health and Social Care Partnership

Clackmannanshire Council and Stirling Council and NHS Forth Valley (the constituent authorities) delegate budgets, referred to as payments, to the Integration Joint Board which decides how to use these resources to achieve the objectives of the Strategic Plan. The Board then directs the partnership through the constituent authorities to deliver services in line with this plan.

Adult Social Work Services are delegated to the Clackmannanshire and Stirling Health and Social Care Partnership. Total Expenditure on Adult Social Work Services in 2017-2018 amounted to £28.2 m with income of £12.5m resulting in net expenditure of £15.7m.

The following table shows net expenditure allocated across the various service groupings.



Clackmannanshire Council and Stirling Council and NHS Forth Valley (the constituent authorities) delegate budgets, referred to as payments, to the Integration Joint Board which decides how to use these resources to achieve the objectives of the Strategic Plan. The Board then directs the partnership through the constituent authorities to deliver services in line with this plan.

Adult social work financial pressures related primarily to pressure on the care at home budget and increased use of long-term care placements for older

people. It is noted that the increased use of care home placements is in the context of a relatively low use of care home placements in Clackmannanshire Council area compared to the picture across Scotland.

5. Service Quality and Performance Including delivery of statutory functions

The statutory duties of the service arise from the Social Work (Scotland) Act 1968 (amended by subsequent pieces of legislation). The core legislative responsibilities focus on protection and support and improving outcomes for individuals with a range of needs across all ages and a wide range of settings. These responsibilities are expressed through the assessment and management of risk, the provision of direct support, advice and guidance across children and families, adult care and criminal justice services.

5.1 Children and families

5.1.1 The service has continued with the development of a range of community based supports for families and young people as part of the work in redressing the balance of care. This work is aimed at maintaining children and young people in their families and local communities where it is safe to do so. We have strengthened community based services and introduced evidence based programmes to support this in 2017-2018.



5.1.2 The improvements that have been secured have been recognised by the Council and subsequently received positive publicity in the Alloa Advertiser

Wednesday, September 5, 2018 www.alloaadvertiser.com

Major improvements in Clacks social work

Elected members are told of 'demonstrable improved outcomes' for Wee County families

By Rajmund Bakonyi
Reporter
rbakonyi@alloaadvertiser.co.uk

SOCIAL Services at Clackmannanshire Council has managed to turn around a negative trend, re-uniting families while saving millions of pounds of taxpayer money in the process.

A report tabled at the first-ever sitting of the new People Committee last week detailed the achievements, which received praise from all corners of the chamber.

Elected members last Thursday, August 30, heard how in 2016, Clackmannanshire saw the highest number of youngsters looked after away from home in Scotland.

Accordingly, the local authority had the highest spend in this field around the country – the net cost of children in residential schools was just over £4million in 2016-17.

However, successful schemes to bring children back from expensive placements, a drive to recruit more foster parents locally and the creation of a family support service brought the costs down to just around £2.5m in 2017-18.

Moreover, this financial year's forecast is projecting further improvements with estimates showing the money spent on residential placements will be down to just above £1.5m.

That amounts to a £2.5m shift over the two years in this one area of service delivery, in comparison the projected budget gap for the council is estimated to be £12.6m next year.

Papers at the local authority highlighted the weekly cost for a child in a residential school can rack up to as much as £4,000.

According to the report brought to council, the introduction of the Functional Family Therapy service in particular had a positive impact, working with some of the most vulnerable young people between the ages of 11 and 18.

It worked with a dozen families in the first half 2017 and none of the children or young people involved went into care.

The document said: "There have been demonstrable improved outcomes in relation to returning children home, improved attendance at school and retaining young people at home."

SNP Councillor Les Sharp moved the paper, hailing the budget savings, but saying the main concern was "getting families back together" so they can progress and become good citizens.

Labour opposition leader Cllr Dave Clark was happy to second the report.

Coming from a social works background himself, he said he was passionate about improving the lives of children, especially those from deprived backgrounds.

He added that "some risks" had been taken and the council now needs to stick by head of social services Celia Grey and "toughen it out with her".

The councillor also highlighted that having more children back in the county could increase costs elsewhere, adding: "Social works is half the battle, education is the other."

Their sentiment was echoed by Conservative representatives Cllrs Martha Benny and Darren Lee, both supporting the paper and applauding the good work done by civil servants.

The former highlighted achieving savings can be "challenging", but the staff are doing the job.

Delivered in partnership with Action for Children, the Functional Family Therapy service is staffed by four people, including two full-time therapists, and will cost just over £100,000 this year, compared to the millions of pounds saved.



SHIFT: Social work in Clackmannanshire has gone from being one of the worst performing areas of the council to showing some stark improvements

5.1.3 Functional Family Therapy was implemented in 2017 in Clackmannanshire. Family Functional Therapy is an evidence based programme aimed at improving outcomes for young people aged 11- 18. It is an intensive intervention programme which builds on the existing strengths of the family relationships. The programme works with some of the most vulnerable young people including those who are demonstrating significant behavioural difficulties, involvement in offending, violent behaviour and substance misuse. In the first half of 2017 Functional Family Therapy worked with 12 families and it is assessed that this intervention prevented young people from being accommodated. There have also been other benefits such as improved school attendance.

The following examples illustrate some of the success stories:

- *“Sean had been accommodated in an external Children’s Unit since 2015. He returned home in Feb 2018 and FFT have been supporting the rehabilitation plan.”*
- *“Over the course of FFT work John has increased attendance at school from 3 days per fortnight for 1.5hours to 100% attendance over a 4-week period with an increased timetable of 3.5 hours per day.”*
- *“During the period family have worked with FFT positive changes have been observed including; violence no longer being present within family, Claire remaining in the full time care of her parents, improvements in parental relationship, improvements in Claire’s relationship with her parents, increased family resilience, reduction in family negativity. Family are able to acknowledge the significant progress they have made.”*

5.1.4 Family Group Decision Making was introduced in Clackmannanshire in 2018. This model has been used in a number of areas worldwide since the 1990’s. The process emphasises a family’s strengths, seeks to be blame free and solution focused. Families are invited to host their own meetings to reach decisions that are safe for the children. This process has been introduced where children are at risk of becoming accommodated or being placed on the Child Protection Register. The service has trained two social workers to operate this model.

5.1.5 Intensive Family Support Team. We have redesigned our services and introduced an intensive family support service delivered from Alloa Family Centre. The service provides early intervention and more targeted specialist support to children, families and care leavers. This includes groups and outreach work to help parents develop skills needed for infants and young children to meet their milestones. Two social workers who are part of the team also undertake parenting capacity assessments and unborn baby assessments.

The team have piloted the *Thrive* programme in Clackmannanshire in conjunction with health colleagues. This will be further developed in 2018-2019. Over 2018-2019, the team also plan to develop a range of programmes to support families affected by domestic abuse.

Intensive Family Support service Case Study

The service worked with a care experienced young person. At the point of referral the young person was in crisis. We provided support two – three times each week to build up a trusting relationship. Practical supports were given to help with budgeting, benefits and housing applications. We helped the young person access appointments with other agencies. Through these interventions, we helped the young person to get involved with volunteering. The young person has also re-engaged with education and the situation with housing has stabilised and she feels much more positive about her future.

5.1.6 Foster Carers. As part of addressing the balance of care we have prioritised the recruitment of local Foster Carers and have looked at reducing the number of out of authority placements. Following a successful recruitment campaign 3 new Foster Carers have been registered and 5 are under going assessment and hope to progress to panel in the near future. This will provide placements for children and young people in their own communities.

There has also been an increase in the use of family based care when a child can no longer reside with his/her parents. This has saw Kinship care arrangements increasing from 25 carers and 33 young people in placement at end of March 2017 to 41 carers and 55 young people in placement at end of March 2018. To provide additional support to Kinship Carers a dedicated post has been created in our Family Placement team.

We have continued to review all external residential placements for young people and by using packages of support based on the needs of these young people have successfully reduced the number of young people placed in external residential resources. Over the year March 2017 to March 2018, there was a reduction of 13 residential placements out with the authority. This has helped to address the balance of care and ensure that young people are supported to return to their own communities with appropriate supports. This has had the additional benefit of reducing the budget challenges in this area.

5.1.7 Young Carers As part of the development of services to meet the requirements of the Carers (Scotland) Act 2016 we have engaged with Young Carers via our commissioned Carers Centre. This has facilitated the coproduction of a draft Young Carer Statement, guidance for those assisting young people in completing these and information materials for young people. We have worked with partner agencies to develop an implementation strategy and action plan to ensure we are meeting the requirements of the act. This was presented to and approved by Council in June 2018. In addition both single and multi-agency guidance and training have been put in place.

5.1.8 Advocacy services The service has extended independent advocacy services for young people who are looked after and additional funding has been provided to 'Who Cares?' to employ a full time advocacy support worker. This worker has been in post since November 2017 and has worked with young people in a variety of settings including Foster Care, residential schools and our local children's house. This work has included supporting them at Children's Hearings, LAAC reviews and a safety planning meeting.

As part of the work developing advocacy services, a participation group for care experienced young people has been formed called, 'Oor Clacks Voices'. This group has provided input into the development of the Corporate Parenting Plan and will continue to link with Corporate Parents to ensure the views of care experienced young people are listened to and acted upon. In my role as a Corporate Parent I have met with this group recently to gain their views and intend to continue to have close links with them.



'Oor Clacks Voices' have also created a Facebook page to provide information and access to surveys to young people who may not wish to engage directly with the group.

The group have been involved in training for NHS, Education and New panel members. The young people have taken part in Question time with the First Minister, Care Day Question Time with The First Minister and The Children's

Commissioner, Care Day Ceilidh, Young Person's input in Corporate Parenting Strategy, CHS Workshop, and the Youth Council.

In the future it is planned to have an identified Corporate Parent link to this group to gather views and provide information. This will ensure a direct link to the Corporate Parenting Steering Group and create a meaningful partnership with this group of care experienced young people.

5.1.9 Children and Families Registered services

Clackmannanshire has one children's house, Woodside Children's Unit. This has space for up to 5 young people age 11 to 18. The service was last inspected in December 2017 and received grades of 4 (good) for care and support, and staffing. Work has been completed in early 2018 with a focus on further improving recording and documentation.

"Young people appeared settled in their environment, benefiting from nurturing relationships with staff."

Woodside Children's Unit Care Inspectorate Report December 2017

At the most recent published inspection, The adoption service was graded as 4 (good) in respect of care and support and management and leadership and the fostering service received grades of 4 for care and support .

Further work took place throughout 2017-2018 to develop the Fostering and Adoption Panel and to enhance our support to kinship carers.

5.1.9 Child Protection In 2017-2018, the Child Protection Committee raised awareness of the National Framework for Missing persons in Scotland and the Scottish Government Trafficking and Exploitation Strategy both launched in 2017.

The Committee developed a Multi-Agency Action Plan in response to the joint Child Protection Committee and Alcohol and Drugs Partnership Multi-agency Audit of children affected by parental substance misuse. The Committee continued to consider multi-agency performance management information and is in the process of revising its performance management framework.

The Committee hosted one of a series of National Child Sexual Exploitation Workshops in Stirling in April, 2017 and the Child Protection Committee and Adult Support and Protection Committee held a joint Development Day in May, 2017 focused on Significant Case Reviews. A conference for young people across Forth Valley was held during the Sixteen Days of Action with the theme of Consent and Healthy Relationships.

5.2 Adult Social Services

5.2.1 Adult Social Work Services are delivered through the Health and Social Care Partnership. Locality profiles were established in 2016 and work is ongoing to further develop the data for the three designated localities within the Partnership. Clackmannanshire is one of the designated localities.

As part of the over arching programme work-streams specific to each of the localities and reflect their priorities have been developed and progressed in 2017-2018.

In Clackmannanshire there has been a lot of investment in the development and delivery of intermediate care services (both bed based and care at home provision). These services, which support people in their recovery, are key to the Partnership's approach to supporting effective discharge from hospital and preventing readmission. We know that life expectancy, linked to health inequalities, is lower for a wide range of Clackmannanshire's population than in other areas of Scotland and this is a priority area for action going forward.

We are reviewing our day support services for all care groups with a view to establishing integrated day assessment services and are working closely with Primary Care to support new ways of working. Initial work has also taken place to consider options for an integrated front door approach for health and social care services.

5.2.2 We have also celebrated some key achievements this year.

Clackmannanshire Council older people's residential care services celebrated 21 years of gold standard quality management ISO 9001. This is used to plan for service improvements, the involvement of service users and unpaid carers, other stakeholders and the wider community in the design and delivery of services.

Our adult social work services are engaged in a number of national initiatives. This has included the Care Inspectorate's **Care about Physical Activity Programme**. This has included inter-generational projects with local schools and improved links with local community groups. Benefits have included improved mental health and self esteem for residents and better sleeping patterns. We have also found that there has been increased physical activity amongst the staff group and better links between the care homes and local communities.



5.2.3 The Health and Social Care Partnership played a lead role in the effective implementation of **the Carers (Scotland) Act 2016** aimed at supporting Unpaid Carers. Work has been undertaken with Carers Centres to prepare for implementation of the Act, and we will continue this work over the next year. Work will continue on the identification of Carers and raising awareness of the supports available to Carers. In addition scoping work will continue with acute NHS services relating to the duty to involve Carers in discharge planning.

Carer Centres working in partnership:

The Care with Confidence programme was developed in partnership with carers and local health and social care professionals. Carer Support Workers now attend multi-disciplinary team meetings at Clackmannanshire Community Health Care Centre. Welfare Benefits Clinics have been developed for carers in partnership with local Citizens Advice Bureau.

(Clackmannanshire and Stirling Health and Social Care Partnership, Annual Performance Report, 2017-2018)

5.2.4 The service continues to use the money awarded by the **Technology Enabled Care Fund** to not only increase access to telecare and the range of equipment available to service users but also to support trials of new equipment including GPS tracking devices and digital telecare units which will enable the service to test and prepare for the switch from Analogue to Digital Telephony systems.

There were 231 new people who started to use the telecare services in Clackmannanshire between April 2017 and the end of March 2018.

Frank's Story - Technology Enabled Care TEC Fraser lives with a significant brain injury following a serious fall, and had previously used our Reablement and TEC services when he was discharged from hospital to stay with his parents. However, Fraser had expressed a wish to return to his own home, and so the service worked with him and his family to identify the appropriate personal outcomes to make this happen. The TEC service installed Just Checking as an environmental monitoring tool, following assessment and input from the Reablement team. This helped to build a picture of Fraser's daily routine, and reduced concerns raised by his family. By working together, the service was able to support Fraser to improve his confidence, reduce his risks and build his self esteem and relationships with care providers. This also supported his family to make this transition for his future.

5.2.5 Work has been undertaken relating to the redesign of community services to ensure best value and improved services. This has included a redesign of day care services and extending the use of self directed support to increase choice and control. Within **Learning Disability Services** work has been undertaken to improve transitions between Children and Family Social work and Adult Care services with creation of clearer transitions pathways.

Learning Disability Case Study

J age 16 was attended a specialist provision for young people with additional support needs in a local secondary school. It was identified that he would require an ongoing care package into adulthood by his Team Around the Child and links were made via the Children With Disability Team to Community Learning Disability Team.

5.2.6 In 2017-2018, the **Alcohol and Drug Partnership** has widened services involved in reviews of all local drug related deaths, including Social Care and Housing. Recent reviews have resulted in changes to Housing Policy in *relation to identifying vulnerable people at an earlier stage and linking them with support as appropriate.*

5.2.7 Registered adult social care services were inspected over 2017/2018, the majority of services are graded as 5 (very good) with one grade 3 (adequate).

Whins/Centre Space current provides an adult day service for adults with Learning difficulties, physical and or sensory disabilities and operates from a day centre with 4 additional bases in the community. In a recent inspection it achieved grades of 5 (Very good) for quality of environment, and management and leadership.

“We observed good relationships between staff and people attending. It was relaxed and friendly. Staff expressed positive attitudes and came across to us as motivated, enthusiastic and caring. “

Whins/Centre Space Care Inspectorate report January 2018

Clackmannanshire Council Adult Care registered services received one reduced grade of 3 (adequate) for quality of environment for Menstrie House when inspected by the Care Inspectorate. An action plan was formulated and improvements have been made and the service is awaiting re-evaluation following these actions.

Reablement and Technology Enabled Care. This service is based at Ludgate House and provides short term support at home to assist people in regaining confidence and independence through a reablement approach. The service is designed to support people who are being discharged from hospital or people who are at home who have had a decline in their health. The prevention of crisis as well as the promotion of independence remains the focus of this service. In addition TEC services are provided including community alarms and an emergency response team. The service can also

support people who require palliative care needs or who are at end of life to enable them to return to or remain at home.

“Peoples needs and wishes were understood and the service was very good at responding to changing circumstance.”

Clackmannanshire Reablement and Technology Enabled Care Service Care Inspectorate Report January 2018

Ludgate Resource Centre has 11 beds that are used flexibly for short term assessment, respite and joint assessment with NHS Forth Valley enhanced care team. Short term assessment gives individuals the opportunity to be supported to regain skills and confidence before making informed decisions on their future care and support needs. The assessment period can be up to 6 weeks with the aim where possible for people to return to their own homes as soon as they are safe to do so.

5.2.8 Adult Support and Protection. Development of a Thresholds Matrix has provided clarity and consistency in reporting adult protection incidents from Care Providers. It provides a framework for identifying priorities enabling us to use our resources most effectively to deliver proportionate care and support for adults at risk of harm.

Progress was made in ensuring prompt response to Adult Support and Protection concerns with an increase in adult protection discussions being held within 24 hours of referral. Although this is slightly below the 100% target there has been an increase from 88% in 2016/17 to 94% for 2017/18. The Adult Support and Protection Lead Officer continue to support operational managers to ensure consistency of practice in this area.

The development of a Self Assessment Framework provides opportunities for us to reflect upon the effectiveness of our work and identifies learning through monthly audit activity. This informs the development of new processes and procedures and enhances front line service delivery. The framework includes Service User Surveys which are progressed on our behalf by Forth Valley Advocacy Service to provide anonymised feedback of the quality of our services provided to our service users.

5.3 Community Justice and Criminal Justice Services

5.3.1 The Community Justice Partnership has progressed work in collaboration with a range of partners in 2017-2018 and has developed communities of practice with a focus on trauma informed practice. We are working with the Alloa Jobcentre to train local advisers in supporting pathways to safe and sustainable employment for those known to the Justice System.

The Clackmannanshire Third Sector Interface received funding to deliver 'test of change' projects linked to social services. This enabled third sector organisations to engage in small pilot projects with existing and new groups working within the community justice partnership or with people at risk of offending. This included befriending, skills development, healthy relationships, work placement and training, enterprise development, prison outreach, women's support. Some of these activities have developed into more substantial pieces of work including the befriending project for young people at risk. Evaluation of the projects is currently underway; in all cases the groups are now more able to inform, support and integrate people with convictions and those at risk of offending, better with their communities.

Two successful conferences were hosted in 2018 by the Community Justice Partnership, the Forth Valley Community Conference (attended by 220 people) and the Clackmannanshire International Women's Day event (attended by 80 people). The Women's Day event had Naomi Breeze as a speaker who highlighted issues around coercive control. This event enabled local women to identify some gaps in services and supports. We also hosted an Early System Change Event. This event brought 20 partner organisations together to discuss how to reduce the domestic violence in Clackmannanshire.

The Community Justice Partnership have also offered to participate in a pilot of the new inspection regime for Community Justice in line with the national Outcomes, Performance and Improvement Framework for Community Justice..

5.3.2 The Criminal Justice Social Work Service works closely with key agencies including Police Scotland, the Scottish Court Service, the Scottish Prison Service and the Procurator Fiscal's Office and in partnership with Clackmannanshire Community Justice Partnership.

The responsibilities of the Social Work Criminal Justice Service include:

- providing Courts with a range of alternatives to prison in appropriate circumstances;
- providing effective supervision of offenders in the community;
- challenging offending behaviour and helping offenders realise the impact of their behaviour on themselves, their families, the community and, most importantly, their victims;
- promoting community safety and public protection; and
- assisting with factors which may contribute to offending, for example, drug or alcohol misuse, relationship difficulties, mental health, gambling problems, anger management issues, problem solving difficulties, etc.

In 2017-2018, the Criminal Justice Social Work Service maintained and developed integrated working relationships with a number of partner agencies and connected to wider community organisations through Clackmannanshire Third Sector Interface (CTSI) under the umbrella of the Community Justice Partnership.

The Criminal Justice Social Work Service based in Glenochil Prison provides a national service funded by a memorandum of understanding with the Scottish Prison Service. The Service previously operated under a formal Service Level Agreement (SLA), however the Local Authority has been unable to commit to an ongoing SLA due to a significant resource gap in funding from the Scottish Prison Service taking into account the volume of work required. Due to changes in the composition and configuration of the prison population, there is a requirement for discussion with the Scottish Prison Service about the funding formula.

5.3.3 Youth Justice The youth justice service continues to engage with young people between the ages of 12-18 who are involved in harmful sexual behaviour, young people involved in significant violent behaviour or young people who have become engaged in a significant pattern of offending behaviour. The service works with young people in both the children's hearing and formal criminal justice systems.

The principle aim of the service is to engage with young people in the community, reduce levels of re-offending behaviour, and to minimise the risk that young people place themselves and the community at, resulting in improved public protection and better outcomes for the young person, families and the wider community.

The members of the team have specific skills in relation to formal risk assessment and intervention programmes to work with young people and to achieve positive outcomes. During 2017-18 the service received 10 Care and Risk Management referrals (CARM). These relate to young people who have been involved in harmful sexual behaviours or significant violent behaviours.

The service is committed to the principle and process of the whole systems approach, a key policy driver for the Scottish government in relation to reducing youth offending. The Scottish government has provided the local authority with 2 year additional funding to further develop the delivery of the whole systems approach in Clackmannanshire to support work with young people to the age of 21, and with the aspiration of young people to the age of 26 who are care leavers.

It is notable that no young person from Clackmannanshire has been placed in secure accommodation or in HMI Polmont on either remand or sentence, in the last year. There has also been an increase in the number of young people referred to the service by the Procurator Fiscal for diversion from prosecution; from 5 in 2017 to 13 in 2018.

6.0 Statistical information

6.1 Mental Health

Local Authority Mental Health Officers (MHOs) are appointed by the Chief Social Work Officer to undertake a statutory role with people with a mental disorder.

MHOs are social workers who have completed an accredited Masters level post-qualifying award including additional practice placements. They have a role in preparing applications, reports and care plans in relation to people who are or may be subject to compulsory care and treatment in hospital or in the community. Presenting reports and evidence at Mental Health Tribunals and to the Court represent a substantial proportion of Mental Health Officers' workload. MHOs also have a role in providing advice and support to the wider Social Work Service in respect to the complex interaction of mental health and incapacity legislation.

The service currently has 5 Mental Health Officers. A further MHO has completed her training. It is also planned for another worker to commence training, which will assist with future planning for the service.

There has been a sustained increase in statutory work over recent years, placing additional demands on the Mental Health Officer team.

Table 1 Rates of Detention under the Mental Health (Care and Treatment) (Scotland) Act 2003

Category of Detention	April 2016-March 2017	April 2017 - March 2018
Number of Emergency Detention Certificates	17	25
Number of Short Term Detention Certificates	36	50
Number of Compulsory Treatment Orders (new applications)	17	45

Where an individual is convicted of an offence for which the punishment is imprisonment, instead of imposing a prison sentence the court may detain the person in hospital using a Compulsion Order, or impose strict conditions, which would allow the person to receive treatment while living in the community. The Court can also add a Restriction Order. This may restrict the person's movement to the extent that s/he may not be transferred to another hospital or be granted leave from the hospital without the consent of the Scottish Ministers

Table 2 Total number of Orders for Mentally Disordered Offenders – Mental Health (Care and Treatment) (Scotland) Act 2003/Criminal Procedures Act (Scotland) Act 1995

	April 2016-March 2017	April 2017 - March 2018
Number of Compulsion Orders	3	3

6.2 Adults with Incapacity

Local Authorities have a duty, where someone over the age of 16 who has a mental disorder is deemed incapable of making decisions to safeguard his/her welfare and/or property or finances, to carry out an assessment and make recommendations as to whether someone else should be given the legal authority to make decisions on their behalf. Mental Health Officers undertake these assessments.

Any person with an interest in an individual's welfare including a family member may make an application to Court to be appointed as their guardian. Most welfare guardianships orders are private applications, where an adult with a relevant interest in the subject of the order e.g. a relative or friend, is appointed. Where there is no one who is willing or able to act, then the Chief Social Work Officer may be appointed to act as Welfare Guardian.

Table 3 Existing Guardianship Orders

	April 2016-March 2017	April 2017 - March 2018
Existing Guardianships Total (private and local authority)	87	118
Local Authority Existing Guardianships	21	25

The increase in Guardianship orders reflects a national trend. This may be linked to a greater awareness by families and individuals.

Table 4 Guardianship reports Completed

	April 2016- March 2017	April 2017 - March 2018
Local Authority	5	11
Private	15	21
All	20	32

6.3 Adoption

Securing early permanent alternative family-based care for children unable to remain with their birth family is one of the most important factors in their healthy emotional development. We also fully recognise that there can be positive alternatives to adoption for children, which can secure permanence, including permanence orders and kinship care arrangements. More collaborative working supports earlier matching of children to adoptive parents across Clackmannanshire Stirling and Falkirk Councils continue to share information about potential adoptive parents and about children requiring adoption.

In 2017-2018 we established our own Adoption & Fostering Panel and this has been in operation for a full year.

The numbers of adopters approaching Clackmannanshire Council continue to be relatively small in keeping with the size of the local authority. The PACS service (Post Adoption Central Support), with Barnardo's Adoption Service and the GAP Group for adopted people continue to work in partnership with the Council to ensure on-going support is available for those who need it.

Table 5 Adoption Figures

Adoption Figures	April 2016- March 2017	April 2017- March 2018
Number of children placed for Adoption	2	3
Number of children registered for Adoption at panel	9	5

As noted elsewhere in this report, the need to reduce the delay in permanence has been identified as an area for improvement. As part of this work we will be working with the PACE in 2018-2019.

6.4 Secure Accommodation

In prescribed circumstances, when children are, for example likely to abscond putting their own welfare at risk and are assessed as presenting a serious risk of harm, either to themselves or to others, the Chief Social Work Officer may authorise their detention in secure accommodation. The numbers for young people in secure care are generally low, sitting at less than 1% of all Looked After and Accommodated young people across Scotland.

In 2017-2018, there were no children or young people admitted to secure care by Clackmannanshire Council. This is the second year where no children or young people have required these measures to protect them. This demonstrates a positive achievement in identifying alternative ways of protecting their interests and providing them with support in alternative, less restrictive settings.

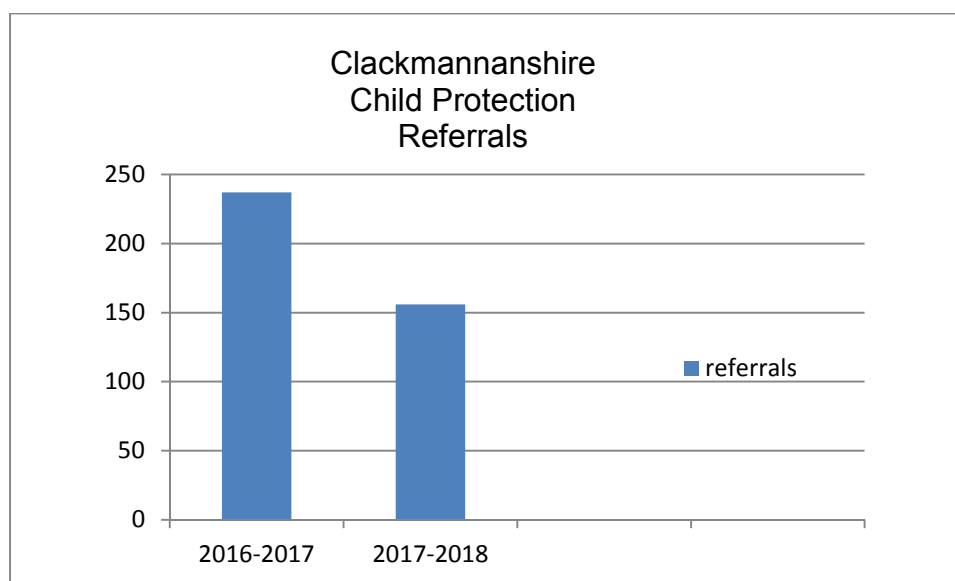
Table 6 Number of young people admitted to secure care

Admissions to secure care	2017	2018
Number	0	0

6.5 Child Protection and Looked After Children

Table 7

Category	Time period	Numbers
Number of referrals	April 2017-March 2018	156
Number of case conferences	April 2017-March 2018	95
Children on Child Protection Register	As at 31.3.18	40
Children looked after at home with parents	As at 31.3.18	74
Children looked after away from home	As at 31.3.18	116



In 2017-2018, Operational procedures have been reviewed and updated and further work has been undertaken across partner agencies around thresholds. This has helped ensure that referrals under Child Protection processes are appropriate.

6.6 Adult Protection

Table 8 Adult Protection Referrals

Year	Number	Rate (per 1,000)
2016/17	208	2.46
2017/18	94	2.22

Over 2017-2018, the number of referrals has decreased which is attributable to a more accurate way of distinguishing between adult concerns and adult protection. The Adult Support and Protection Co-ordinator has developed a thresholds matrix and has worked with providers to ensure more consistency in the recognition and reporting of Adult Protection concerns

Table 9 A summary of the volume and range of adult protection activity:

ASP activity	Year 2016-17	Year 2017-18
Referrals	208	94
Investigations	6	25
Case Conferences	1	3
Review Case conferences	0	0

There were 25 investigations in 2017-2018. The main type of harm investigated remain was physical harm (44%) followed by financial harm (36%). The majority of harm (88%) occurred within the adults own home. The proportion of investigations has increased from the previous year, it is assessed that this reflects an increased awareness and understanding of Adult Support and Protection.

6.7 Registered Care Services

Table 10

Care Inspectorate Quality grades

Service	Date inspected	Care and support	Environment	Staffing	Management and Leadership
Woodside Children's House	12.12.17	4 Good	Not assessed	4 Good	Not assessed
Whins/Centre Space	28.1.18	5 Very Good	Not assessed	5 Very Good	Not assessed
Ludgate House Resource Centre	16.1.18	6 Excellent	5 Very Good	Not assessed	Not assessed
Menstrie House	25.10.17	4 Good	3 Adequate	Not assessed	Not assessed
Clackmannanshire Adoption Service	26.6.16	4 Good	N/A	4 Good	4 Good
Clackmannanshire Fostering Service	26.6.18	4 Good	N/A	4 Good	Not assessed

6.7 Criminal Justice

Table 11
Offenders subject to statutory supervision in the community /2017-2018
(Previous years figures in brackets)

Type of Order	Male	Female	Total Numbers
Criminal Justice Social Work Reports (CJSWR) submitted to Court	352(358)	100(73)	452 (431)
Community Payback Orders	191(246)	49(45)	240(291)
Community Payback Orders with a Requirement of Unpaid Work	106(159)	16(30)	122(199)
Drug Treatment and Testing Orders imposed	4(3)	2(2)	6(5)
Bail supervision	5(10)	2(4)	7(14)
Number of individuals in custody 31/03/18 who will be subject to statutory supervision on release	42(37)	0(0)	42(37)
Number of individuals subject to Statutory Throughcare Licences/Orders in community 31/03/18	26(21)	0(1)	26(22)

In 2017 -2018, activity remained fairly consistent across most service areas, although the number of CPOs imposed reduced by 17.5% on the previous year. While the number of statutory throughcare cases in prison and in the community saw a small rise, those are likely to have related to higher tariff offences, hence less likelihood of a CPO being imposed in such cases. Of note is the increase in women placed on CPO with a requirement of unpaid work as this has nearly doubled on last years figures.

7. Workforce Planning and Learning and Development

In this section an overview of workforce planning is provided along with information on staff training and development over the past year.

7.1 Workforce Planning

Over the past year in Children and families and Justice Services, we progressed service redesign including restructuring first line management arrangements. We increased the complement of Team Leaders and removed the Assistant Team Manager roles to provide clear lines of accountability and improve the safety of decision making.

A similar change in frontline managerial arrangements for Criminal Justice Services has resulted in the deletion of the Assistant Team Manager role and the recruitment of two new Team Leaders to provide consistent supervisory support to staff.

Changes were also made in relation to the deployment of staff across the Children and Family Service with the movement of staff to create the new Intensive Family Support Service. We have also dedicated staff time to Family Group Decision Making and to support the development of our work with kinship carers. This shift in focus means that workers are empowering families to play a greater role in decision making and planning, with the aim for more children and young people to stay safely within their own families and communities.

Turnover of staff within the Children and Families Service decreased from 20.83% in 2016-2017 to 14.69% last year. The turnover last year in Social worker posts was 12.82% in Children and Families and 5.13% in Criminal Justice. The services also ended its use of frontline agency social work staff. Turnover across adult social work services has also improved in 2017-2018, as shown in the table below.

Health and Social Care Partnership	% Staff Turnover 2016-2017	% Staff Turnover 2017-2018
Adult Provisions	10.65%	8.13%
Assessment and Care Management	10.2%	4.83%
Partnership, Mental Health and Learning Disability	4.8%	6.08%

The Health and Social Care Partnership's Integrated Workforce Plan was refreshed in 2017-2018 to meet the evolving needs of the Partnership.

In considering the demographic of this workforce, future planning has begun to ensure the continuity of service provision in this area. We have focused initially on training social workers as Mental Health Officers and have increased capacity in this area, which will assist with meeting statutory requirements.

During 2017-2018 staff engagement events across the Health and Social Care Partnership started to focus more on the detail for operational delivery of the Transforming Care Programme. This has included sessions relating to Clackmannanshire Locality Service Planning and wider service innovation. Employees have also participated in consultation events alongside service users, families and partners within other agencies, to shape the future development of community mental health services.

7.2 Learning and Development

Social Services Learning and Development runs a programme of core training throughout the year. This ensures that we meet our registration requirements with the Scottish Social Services Council as an employer and that individual workers are able to access learning that develops to maintain professional registration.

The programme is designed to meet statutory requirements so that that all our staff members are briefed on changes in legislation and duties have the up to date knowledge and skills to fulfil their roles. This includes courses as diverse as food hygiene, risk assessment for child protection and moving and handling.

We are commitment to retaining staff and promoting continuing professional development and career progression. In addition to these core programmes, SSLD works in partnership with the wider service to promote continuous improvement and support service redesign activity across all service areas. Some of the fields of learning that are outside of the core programme, or where there are notable achievements by our employees, are identified below.

- In 2017-2018, we introduced a comprehensive five day training course in Child Protection for all qualified children and family social workers. This was well received by front line staff and their managers. The model of delivery has attracted interest from other Local Authorities.
- This year we supported four candidates to undertake SVQ Awards at varying levels in order to meet SSSC requirements and to promote and celebrate professional development.
- Two workers from the Children's and Families team successfully completed accredited training in Family Group Decision Making. This was fundamental to the development and introduction of this innovative service.

- A further four workers completed post-graduate accredited programmes in Adult Support and Protection, Child Welfare and Protection and Mental Health Officer training.
- We worked with Adoption and Fostering Alliance Scotland to create a bespoke programme of training to improve experiences for children who are looked after away from home, with a particular focus on improving permanence practice.
- Social Work Services are playing a key role in supporting the development of trauma informed practice, with the Community Justice Partnership hosting a conference, 'Resilience in the Face of Adversity', in November 2017. This drew 135 delegates.
- A conference is under development to look at the link between adverse childhood experiences on mental health in adulthood with consideration of approaches to prevention and recovery. This continues the work on trauma informed practice and builds on the partnership working between Children and Families and Adult Social Work Services.
- The service has worked closely with the Health and Social Care Partnership to provide training on 'Good Conversations' to 26 members of staff and the follow up, 'Making Good Conversations Even Better', to a further five staff. This training aims to embed close partnership working with service users and carers to ensure assessments identify and meet personal outcomes. This ethos is at the heart of social work and social care practice and aligns closely to the principles of self-directed support.
- The Health and Care Partnership worked in conjunction with Social Services Learning and Development and Macmillan Cancer Support to deliver training for trainers across local care homes, enhancing knowledge and practice skills in palliative care. This is in line with the objectives of the National Health and Social Care Delivery Plan and the local Partnership's Strategic Plan.
- In 2017-2018, the Service worked in partnership with a number of universities to provide high quality social work placements to four students.
- Both the Child Protection Committee and the Adult Support and Protection Committee continued to promote a range of multi-agency training for their respective staff groups, with the recognition that there are many common areas of practice and staff who will work with both vulnerable adults and children. The Committees support practitioner forums and delivered training on child sexual exploitation, children's rights, domestic abuse, hoarding and financial harm.

- The Public Protection Leads delivered *Keeping People Safe in Forth Valley*, which covers Adult and Child Protection, Gender Based Violence, MAPPA and Alcohol and Drugs.
- In a move to promote sustained cultural and practice change, the Service plans to commission training on the 'Safe and Together' model which aims to improve how child welfare and criminal justice systems respond to issues of domestic abuse. This training will engage practitioners and leaders from across disciplines to deliver a more coherent response to domestic abuse.

The model is based on 3 key principles:

- Keeping child safe and together with the non-offending parent
- Partnering with the non-offending parent as the default position
- Intervening with the perpetrator to reduce the risk of harm to the child

This is in response to the high prevalence of domestic abuse in Clackmannanshire compared to other areas of Scotland which is a key priority in Clackmannanshire's Local Outcome Improvement Plan.

In 2018-2019, we will focus on refreshing models of multi-agency training opportunities. We know that bringing staff from different disciplines together to share learning fosters mutual respect and supports effective collaboration. We will also continue to place an emphasis on staff engagement through quarterly *Whole Team Gatherings* across Children and Families Services and *Big Team Meetings* across the Health and Social Care Partnership. We will support more front line staff to lead on the delivery of training and learning and development. We will provide more opportunities for student placements including multi-agency placements, support volunteering, mentoring and job shadowing as learning opportunities. In the coming year, we will increase opportunities to hear from and involving people with lived experience in leading and contributing to staff learning and development.

8. Conclusion



My report identifies the challenges, complexity and opportunities associated with delivering social work services at a time of significant change. It highlights many positive developments across all areas of service provision in 2017-2018. I am proud of all that the social work services staff, including those who work in the Council and in independent and third sector services, have done over the last year to support and protect children, young people and adults in our communities.

We will continue to work together to make improvements, deliver high quality services and change and adapt the way we work to deliver services fit for the future.

APPENDIX ONE

Social Services Complaints 2017-2018

Purpose

This report provides information and analysis of Social Services complaints activity in Clackmannanshire over 2017-2018.

Introduction

In April 2017, the new Scottish Public Service Ombudsman's Social Work Complaints Handling Procedures came into force. This followed the publication of the Public Service Reform (Social Work Complaints Procedure) Order 2016, which abolished the previous arrangements for handling social work complaints. This alignment of procedures was designed to enable organisations to handle complaints flexibly, reduce the number of conflicting complaints procedures currently in operation and improve services to the public by ensuring that they receive a joined up response to all complaints wherever possible. The new model introduced a standard approach to handling complaints across local government and the NHS.

The new model reflects Clackmannanshire Council Social Work Service's commitment to valuing complaints and providing high quality services to service users, unpaid carers and the wider community. It is acknowledged that there are occasions when things can go wrong; when this occurs it is important we act quickly to resolve the situation. Complaints allow us to examine and identify where we are not achieving what people expect of us, and where we are failing to meet agreed standards. An effective complaints process offers us the opportunity to take actions to improve the quality of our services. Actively listening to service users, unpaid carers and the wider community helps us to put things right and to learn from our mistakes. This helps us identify areas for further development and to understand where there may be particular operational pressures.

Our service seeks to resolve customer dissatisfaction as close as possible to the point of service delivery and to conduct thorough, impartial and fair investigations of Social Service complaints, so that, we can make evidence-based decisions on the facts of the case. Resolving complaints early means we can resolve them locally and quickly whilst enabling us to better understand how to improve our services by learning from complaints. This provides a positive and prompt resolution for the individual. While the service aims to resolve issues where possible we recognise the nature of the service can inhibit complaint, perhaps especially where people are in receipt of a service on a compulsory basis. It is important to ensure those receiving services have an understanding of how to complain about Social Services. Corporate Complaints leaflets are available in all offices to support this, together with information on Clacksweb.

Complaints Data and Recording

Corporate complaints databases and the complementary Social Services database are utilised to improve the recording of complaints at all stages. Complaint Information is also reported quarterly and annually to SPSO and the general public have access to complaint information on a quarterly basis through the corporate reporting mechanism.

The Complaints Officer's role in managing the processes, policy and guidance was helpful in advising, guiding and supporting managers with complaints and ensuring all complaints reported were recorded for quality assurance purposes.

We have continued to utilise a robust auditing process, which provides analysis on the progress made, with respect to the outcomes and recommendations made following complaints, the experience of the process and following up with complainants to improve the overall quality and delivery of Social Services and to further enhance the overall customer experience.

Staff Sessions

We continue to place a focus in providing support to operational managers to become more effective in handling complaints. This has developed frontline managers' skills base and confidence in dealing with complaints by achieving early resolution on a formal basis and enhancing working relationships with service users and families.

We held mandatory briefing sessions on the new Social Work Complaints Handling Procedures for all managers across Social Services. All Complaint Policy and Procedural documentation is available electronically, together with a range of forms and pro-forma letters, to assist managers in dealing with complaints efficiently within the set guidelines and legislative parameters.

All Complaints 2017-2018

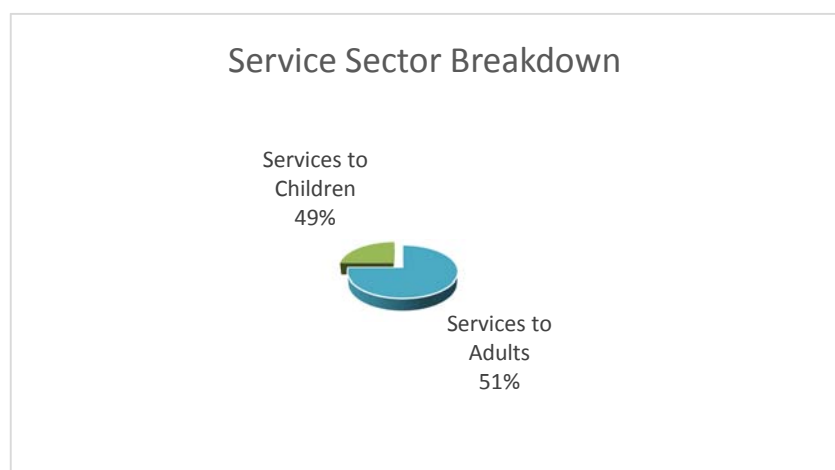
Clackmannanshire	2016-2017	2017-2018	Change from 2016-2017 figures
Total Complaint enquiries	24	40	+16(67%)
Those dealt with through informal resolution	12	N/A	N/A
Stage 1	12	39	+27
Upheld	5 (41.5%)	9(24%)	+4
Part Upheld	6(50%)	8(20%)	+2
Not Upheld	1 (8.5%)	22(56%)	+21
Stage 2	3	4	+1
Upheld	1(33.3%)	2(50%)	+1

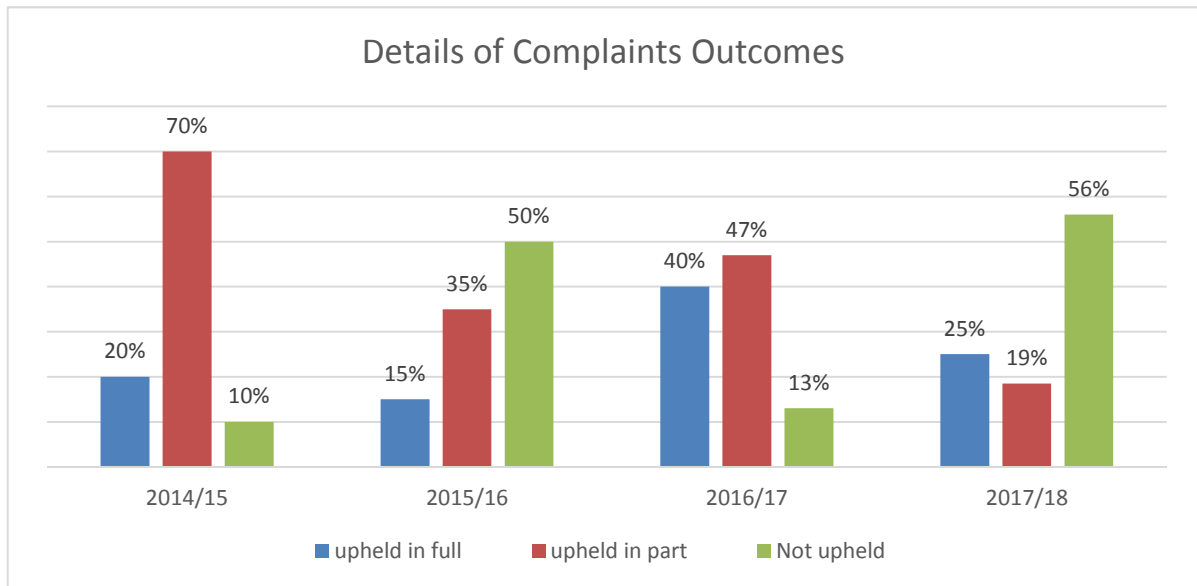
Part Upheld	1(33.3%)	0	-1
Not Upheld	1(33.3%)	2(50%)	+1
% upheld in full or part	87%	44%	-43%
Within time- Yes	9 (60%)	33(77%)	+24
Within time- No	6 (40%)	10(23%)	+4
Children	7 (44%)	21(49%)	+14
Adults	9 (56%)	22(51%)	+13
CJS	0	0	None
CRP/SPSO Stage 3	1	0	-1

The total number of complaints formally registered by the Service in 2017-2018 was 43. There were 40 complaint enquiries to Social Services resolved on a formal basis by local managers. In 2017-2018 we responded to 77% of complaints within target timescales (5 or 20 working days). The remaining 23% being out with target timescales, but most were completed at Stage 1 within a maximum of 10 days. The reasons for delays in responding to complaints were due to a range of contributory factors, including complexity of the investigation and the non-availability of the complainant or key staff. The Service advised complainants of the progress of their complaints and where necessary extended time scales were agreed in line with procedures.

Of the complaints received, these can be broken down into service sectors as follows:

- Services to adults (51%)
- Services to children (49%)
- Criminal Justice (0%)





Commentary

Complaint enquiry figures across Social Services in Clackmannanshire indicate a 67% increase, from 24 in 2016-2017 to 40 in 2017-2018. All complaints enquiries under the new model are now dealt with on a formal basis, which would explain the increase in registered complaints this year, especially the high number of cases (33) which were resolved quickly within the Stage 1&2 timescales, were many of these complaints would have previously been categorised as informal complaints under the old procedures. The numbers of formal complaints dealt with by operational managers were recorded for quality assurances purposes, allowing the opportunity to learn and improve our service in line with Complaint Procedures and Guidelines.

The number of complaints from Adult services was slightly higher than the number received by Children's services but there was an increase in both sectors over the last year. This increase can be explained due to the introduction of the new model, which also widened access to the complaints process to other groups in the community i.e. foster parents, neighbours living in close proximity to care homes or anyone affected as a result of action taken by a Social Service etc. it is noted that Criminal Justice Service had no recorded complaints this year.

When formal complaints were upheld or partially upheld, remedial action was undertaken to reach a resolution to the issues presented, and to improve the quality of service delivery where required. The main areas of dissatisfaction were in relation to communication by staff or the service, staff conduct or attitude, service standard and resources not available, adequate, or suitable.

The Quality Assurance framework allowed us the scope to identify these learning and improvement action points and to highlight the need for further investigation of individual or team performance, through effective supervision, learning reviews and casefile auditing, in order to address any performance issues quickly and make improvements where required. This mainly resulted

in the provision of additional staff training; change to procedures where required; focussed team development meetings, and consultation with commissioned services to improve the quality of service provision.

In conclusion, in 2017-2018, Social Services made a successful transition to the new complaints handling model and now operate under a standardised two stage corporate procedure. We maintained a commitment to valuing complaints and provide high quality services to service users, unpaid carers and the wider community.

Councillor Dave Clark

Ward 2 Clackmannanshire North (Multi Member Ward)

Kilncraigs, Greenside Street, Alloa, FK10 1EB

Telephone: 01259 452241 Mobile: 07814 174 516

Email: daveclark@clacks.gov.uk



**Clackmannanshire
Council**

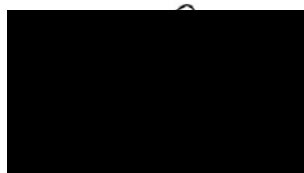
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Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO ITEM 14
ON THE AGENDA**

**Motion for Clackmannanshire Council
Meeting on 20th December 2018**

This Council recognises that Universal Credit has done harm to families in Clackmannanshire.



Councillor Dave Clark
Ward 2, Clackmannanshire North
7th November 2018

Councillor Phil Fairlie

Ward 3 Clackmannanshire Central (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
Telephone: 01259 452287 Mobile: 07814 174 321
Email: pfairlie@clacks.gov.uk



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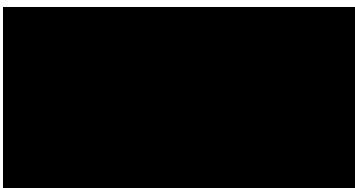
Comhairle Siorrachd
Chlach Mhanann

**THIS PAPER RELATES TO ITEM 15
ON THE AGENDA**

Council Meeting Thursday 20th December 2018

Motion to Council

Following discussions between members of the Administration and trade unions, the Council agrees to reverse its decision of 8 March 2018 in recommendation 2.1.4 of the General Services Revenue and Capital Budget 2018/19 in respect of the Schedule of Savings reference RGP02, described as "Changes in Terms and Conditions" and totalling savings of £415,000 over two financial years.



Councillor Phil Fairlie
Ward 3, Clackmannanshire Central

10th December 2018

Councillor Les Sharp

Ward 1 Clackmannanshire West (Multi Member Ward)
Kilncraigs, Greenside Street, Alloa, FK10 1EB
Telephone: 01259 452286 Mobile: 07854 370 904
Email: lsharp@clacks.gov.uk



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Comhairle Siorrachd
Chlach Mhanann

THIS PAPER RELATES TO ITEM 16
ON THE AGENDA

Council Meeting Thursday 20th December 2018

Motion to Council Meeting

That this Council recognises that 19th November 2018 marked the tenth anniversary of the opening of the Clackmannanshire Bridge.

Unique in its design and build, the bridge is actually outwith the boundaries of the County but through the efforts of Elected Members and Officers successfully campaigned to have the 'Upper Forth Crossing' named The Clackmannanshire Bridge.



Councillor Les Sharp
Ward 1, Clackmannanshire West

10th December 2018

