



**Clackmannanshire  
Council**

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Comhairle Siorrachd  
Chlach Mhanann

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

# **Meeting of Clackmannanshire Council**

**Thursday 24 October 2019 at 9.30 am**

**Note: At 9.00 am, prior to the Council Meeting  
there will be a Presentation, Launch and Sign Off  
of the “Working Together Agreement”**

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

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at [committees@clacks.gov.uk](mailto:committees@clacks.gov.uk) or by telephone on 01259 452006 or 452004.

**16 October 2019**

**9.00 am Prior to the Council Meeting there will be a Presentation, Launch and Sign Off of the “Working Together Agreement”**

**A MEETING of the CLACKMANNANSHIRE COUNCIL will be held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 24 OCTOBER 2019 at 9.30 am.**

  
**FIONA MCOMISH**  
**Strategic Director (People)**

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

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1. Apologies	--
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3. Confirm Minute of Meeting of Clackmannanshire Council held on Thursday 22 August 2019 (Copy herewith)	07
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(iii) Place Committee on 12 September 2019	
(iv) People Committee on 3 October 2019	
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## **EXEMPT INFORMATION**

**It is anticipated (although this is not certain) that the Council will resolve to exclude the press and public during consideration of these items.**

**It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 12 of the Local Government (Scotland) Act 1973.**

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**It is considered that the undernoted report is treated as exempt from the Council's general policy of disclosure of all papers by virtue of Schedule 7A, Part 1, Paragraph 1 of the Local Government (Scotland) Act 1973.**

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## Clackmannanshire Council – Councillors and Wards

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### Councillors

### Wards

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





**MINUTES OF MEETING of the CLACKMANNANSHIRE COUNCIL held within the Council Chamber, Kilncraigs, Greenside Street, Alloa, FK10 1EB, on THURSDAY 22 AUGUST 2019 at 9.30 am.**

**PRESENT**

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

**IN ATTENDANCE**

Nikki Bridle, Chief Executive  
Pete Leonard, Strategic Director (Place)  
Fiona McOmish, Strategic Director (People)  
Fiona Duncan, Chief Social Work Officer  
Chris Alliston, Senior Service Manager (Partnership & Performance)  
Cherie Jarvie, Senior Service Manager (Partnership & Performance)  
Derek Barr, Procurement Manager  
Murray Sharp, Service Manager, Revenues and Strategy  
Owen Munro, Team Leader, Planned Works & Compliance  
Elizabeth Hutcheon, Team Leader, Management Accountancy  
Allan Finlayson, Team Leader, Planning and Building Standards)  
Grant Baxter, Principal Planner  
Gordon Smail, Audit Scotland  
Lindsay Thomson, Senior Service Manager (Partnership & Performance) (Clerk to the Council)  
Gillian White, Committee Services (Partnership and Performance)

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**The Provost welcomed the new Strategic Director (Place) along to his first meeting of Council.**

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**The Provost advised Council of the recent death of Ian Fraser, Strategic Policy Manager in Economic Development. The Council stood for a minutes silence in remembrance.**

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**CC.239          APOLOGIES**

None.

**CC.240            DECLARATIONS OF INTEREST**

None.

**CC.241            MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL  
27 JUNE 2019**

The minutes of the meeting of the Clackmannanshire Council held on 27 June 2019 were submitted for approval. The exempt part of the minute was a separate item on the Agenda.

**Decision**

The minutes of the meeting of the Clackmannanshire Council held on 27 June 2019 were agreed as a correct record and signed by the Provost.

**CC.242            COMMITTEE MEETINGS CONVENED SINCE THE PREVIOUS COUNCIL  
MEETING ON 27 JUNE 2019**

The Council agreed to note the Committee meetings that had taken place since the last ordinary meeting on 18 April 2019.

- (i) Appointments Committees on 16 July 2019, 31 July 2019, 6 August 2019, 8 August 2019, 15 August 2019 and 20 August 2019.
- (ii) Education Appeals Committee on 23 July 2019
- (iii) Local Review Body on 13 August 2019

**CC.243            CLACKMANNANSHIRE COUNCIL BEST VALUE ASSURANCE  
REPORT – ACTION PLAN**

The report, submitted by the Chief Executive, sought approval of an Action Plan to progress the recommendations contained in the Best Value Assurance Progress Report which was published by Audit Scotland in June 2019 and presented to Council at its meeting of 27 June 2019.

Gordon Smal from Audit Scotland presented the report and responded to questions about the content of the audit report.

**Motion**

That Council agrees the recommendations set out in the report.

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

**Decision**

The Council agreed:

1. To note the Accounts Commission findings and Audit Scotland's recommendations (Appendix A and paragraph 3.3); and
2. The action plan as set out in Appendix C to the report.

**Action**

Chief Executive



#### **CC.244 ORGANISATIONAL REDESIGN: UPDATE**

The report, submitted by the Chief Executive, updated Council on progress with implementing the organisational design it agreed as part of the 2018/19 Budget approved on 8 March 2018. The report aimed to provide information on the key actions to be prioritised within the broader framework of activity planned over the coming 12 – 18 months.

#### **Motion**

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

Moved by Councillor Ellen Forson. Seconded by Councillor Donald Balsillie.

#### **Decision**

The Council agreed:

1. The range of planned activity which represents Phase 2 of the Council's organisational redesign (set out in Exhibit 2 and paragraph 3.8 of the report);
2. To note the timescale of phase 2 activity up to February 2021 and the intention to integrate sustainable service and financial planning in the medium term (set out in paragraph 3.2 of the report);
3. To note the intention to regularly update and refine the phase 2 plan to reflect contextual changes, new opportunities and learning, whilst updating Council on a regular basis (set out in paragraphs 3.3 and 3.4 of the report);
4. To note the priority aspects of development work highlighted in paragraph 3.8 of the report; and
5. To note that the next update report for Council will present an updated plan with responsibilities and indicative timescales incorporated, alongside progress to date.

#### **Action**

Chief Executive

#### **CC.245 CLACKMANNANSHIRE COUNCIL BUSINESS PLANS**

The report, submitted by the Chief Executive, presented the Council's three business plans for Partnership and Performance; Place; and People Directorates for the 2019/20 reporting year.

#### **Motion**

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

Moved by Councillor Graham Lindsay. Seconded by Councillor Craig Holden.

#### **Decision**

The Council agreed to approve the business plans for 2019/20 and noted that progress on each will be reported through the service committees.

#### **Action**

Chief Executive

## **CC.246            EMPOWERING OUR COMMUNITIES**

The report, submitted by Strategic Director, Partnership and Performance, sought agreement on a number of further innovations to support and empower our communities, including dynamic pricing arrangements.

### **Motion**

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

Moved by Councillor Helen Lewis. Seconded by Councillor Les Sharp.

### **Decision**

Having challenged and commented on the report, the Council agreed:

1. That innovations proposed at paragraph 3.6 of the report should be implemented on a trial basis during 2019/20;
2. To note proposals (as set out in paragraph 3.9 of the report) for the disbursement of £30,000 agreed by Council in March 2019 to support community groups that have recently taken on the management of former Council facilities ; and
3. To make consequential arrangements to the Council's Income and Charging Strategy and Register of Charges.

### **Action**

Strategic Director, Partnership and Performance

## **CC.247            TOWN CENTRE CAPITAL FUND**

The report, submitted by the Strategic Director (Place), informed Council of the process proposed to identify Town Centre Capital Projects which may be eligible for all or part of the £683,000 awarded to Clackmannanshire by the Scottish Government as part of its £50 million Town Centre Fund announced on 1 March 2019. The Town Centre Fund is supporting Councils to ensure their town centres are more diverse, sustainable and successful in the face of changing and evolving retail patterns.

### **Motion**

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

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

### **Decision**

The Council agreed:

1. To utilise the Town Centre Capital fund to deliver the initial projects ( 1-5, Table 1, paragraph 2.12 of the report) identified through the Town Centre Masterplanning process such that they are at least legally committed within the required timescale (31 March 2020); and
2. To explore other external funding opportunities with key stakeholders for projects emerging through the Masterplanning process to achieve wider town centre information.

### **Action**

Strategic Director, Place

*In line with Standing Order 10.24, the Provost adjourned the meeting at this point in the proceedings (12.25pm). When the meeting reconvened at 12.40pm, 18 members remained present.*

**CC.248 WEIR MULTICON NON TRADITIONAL HOUSE UPGRADE – CAROLINE CRESCENT, ALVA**

The report, submitted but the Strategic Director (Place), provided the Council with an update on the upgrade of the 17 Weir Multicon homes located in Caroline Crescent, Alva as approved by Council in August 2018, and provided a further option for consideration following structural assessment. The report detailed the actions taken so far, recent developments and the next steps.

*Councillor Darren Lee withdrew from the Chamber during questions (1.00 pm).*

**Motion**

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

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

**Decision**

The Council agreed:

1. To pursue a pilot scheme, involving a revised scheme of works towards the application of an external render system on two properties (subject to Building Control approval); and
2. To consider a further report, on completion of any pilot, prior to approving the upgrade of the remaining 15 properties.

**Action**

Strategic Director, Place

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

**CC.249 EXEMPT MINUTES OF MEETING OF CLACKMANNANSHIRE COUNCIL 27 JUNE 2019**

The exempt minutes of the meeting of the Clackmannanshire Council held on 27 June 2019 were submitted for approval.

**Decision**

The exempt minutes of the meeting of the Clackmannanshire Council held on 27 June 2019 were agreed as a correct record and signed by the Provost.

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

#### **CC.249 POST PROJECT IMPLEMENTATION REVIEW**

The report, submitted by the Strategic Director (Place) related to the full project evaluation of the Tron Court Improvement Project which was agreed at Council on 21 February 2019. The report and appendix were provided to members at the meeting.

Councillor Holden asked that the meeting was adjourned in accordance with Standing Order 10.23 to allow all political groups and individual members sufficient time to properly scrutinise the report. Councillor Holden requested that the adjournment last for no longer than one hour and as that exceeded the time period allowed under Standing Order 10.23, that Council agree to suspend Standing Orders to allow the Council to do this.

The Clerk advised that while the Provost had discretion under Standing Order 10.23 to allow an adjournment, under Standing Order 20.2, the suspension of Standing Orders to allow an adjournment of one hour would have to be agreed by a majority of at least two thirds of the votes of councillors present and eligible to vote at the meeting (11 members).

#### **Procedural Motion 1**

To adjourn the meeting for one hour to allow all political groups and individual members sufficient time to properly scrutinise the report.

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

#### **Decision on Procedural Motion 1**

The Council agreed to adjourn for a period of one hour to allow all political groups and individual members sufficient time to properly scrutinise the report.

*The meeting adjourned at 1.25 pm. When the meeting reconvened at 2.30 pm, 13 members remained present. Councillors Matchett, Stewart, Watson and Martin withdrew during the adjournment.*

#### **Procedural Motion 2**

That Council agrees to continue this item of business to the next meeting of Clackmannanshire Council. The Council further agrees that all elected members will be provided with a copy of the full report (non-redacted) to facilitate discussions with the Chief Executive and Monitoring Officer in such an environment which protects the integrity of the report.

Moved by Councillor Craig Holden. Seconded by Councillor Dave Clark.

#### **Decision on Procedural Motion 2**

The Council agreed to continue this item of business to the next meeting of Clackmannanshire Council. The Council further agreed that all elected members will be provided with a copy of the full report (non-redacted) to facilitate discussions with the Chief Executive and Monitoring Officer in such an environment which protects the integrity of the report.

#### **Action**

Strategic Director (Place)

Ends: 2.45 pm

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**Report to: Clackmannanshire Council**

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**Date of Meeting: 24 October 2019**

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**Subject: Committee Recommendations Referred to Council**

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**Report by: Chief Executive**

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## **1.0 Purpose**

- 1.1. The purpose of this report is to seek Council approval of recommendations which have been made by the Audit Committee on 20 June, 2019 and the Partnership and Performance Committee of 29 August, 2019.
- 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 20 June, 2019** in relation to the report entitled "*Financial Regulations*"
    - (a) agrees to adopt the revised Financial Regulations as set out in Appendix 1 of the report
  2. from the **Partnership and Performance Committee of 29 August, 2019** in relation to the report entitled "*HR Policies*"
    - (a) approves HR Policies for Disclosure Scotland Referral and Career Breaks
- 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 20 June, 2019.

b) Agenda, together with Minute of the Partnership and Performance Committee of 29 August, 2019.

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

### Approved by

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	





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**Report to: Clackmannanshire Council**

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**Date of Meeting: 24 October, 2019**

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**Subject: Organisational Redesign: Update**

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**Report by: Chief Executive**

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## **1.0 Purpose**

The purpose of this report is to update Council on progress with implementing the organisational redesign it agreed as part of the 2018/19 Budget, approved on the 8<sup>th</sup> March 2018. This report provides an update on key organisational design activity which is being developed and progressed. It is based on the 18 month Phase 2 organisational redesign plan approved by Council in August 2019.

## **2.0 Recommendations**

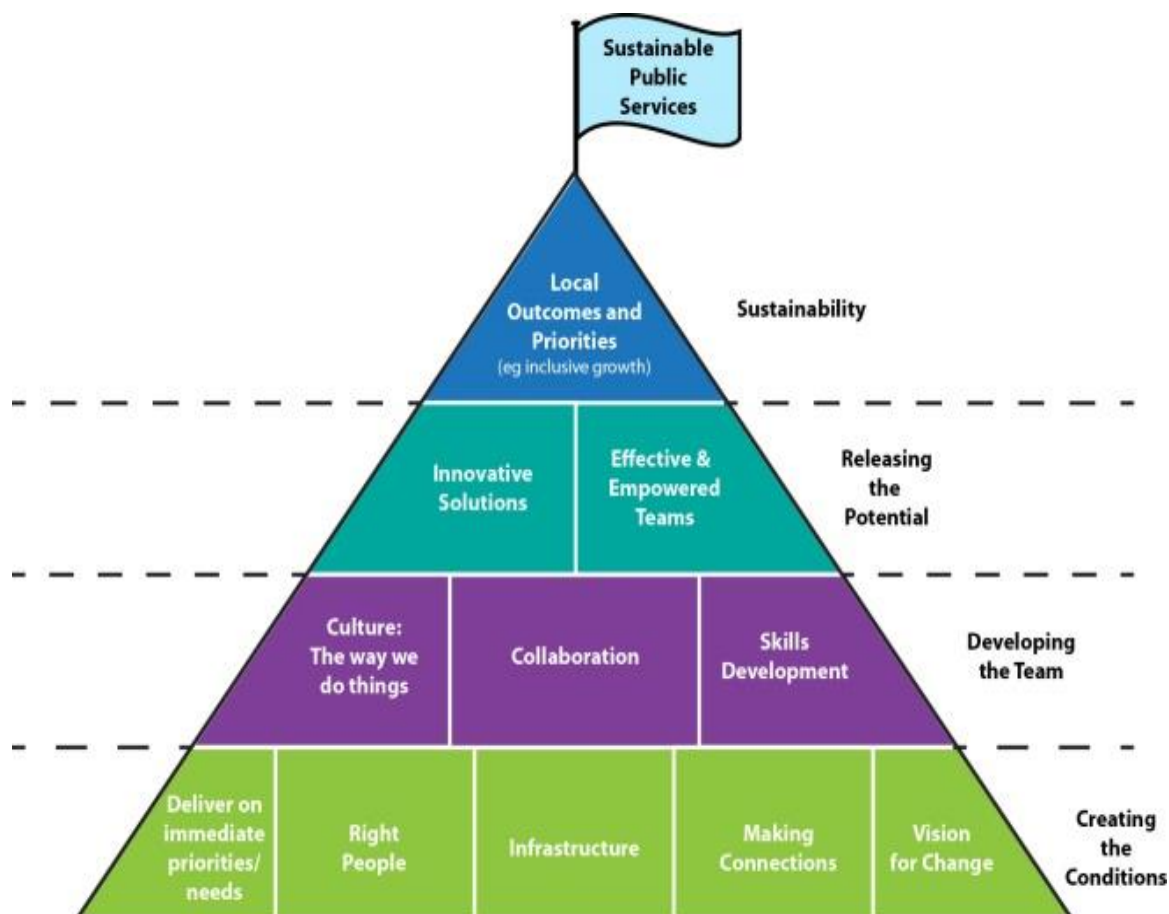
It is recommended that Council:

- 2.1. Notes the progress in the development of the medium term Transformation Plan (paragraphs 4.1-4.4)
- 2.2. Notes the adoption of the iESE Innovation Mandate work, resourced by the Improvement Service (paragraphs 4.5 and 4.6)
- 2.3. Approves £25k (plus VAT and expenses) investment from the Transformation Fund to secure support from iESE to augment the draft Transformation Programme and to identify efficiency releasing proposals in the short term, (paragraphs 4.8-4.10)
- 2.4. Approves Council membership of iESE and nominates an elected member representative (paragraphs 4.12 and 4.13)
- 2.5. Notes progress with regards the highlighted redesign activity set out in paragraphs 5.2-5.7
- 2.6. Notes that a full update on progress will be presented to the next Council meeting (paragraphs 3.5 and 5.1).

### 3.0 Background

- 3.1. At the meeting on 22 August 2019, Council considered an update report which set out proposals for Phase 2 of the Council's organisational redesign, covering the period up to the end of February 2021. The timescales agreed reflect the intention to integrate the Council's service and financial planning in the medium term. In time, it is anticipated that these approaches will be fully integrated and a continuous cycle of innovation, learning and review activity will represent 'business as usual' across the range of public services delivered locally.
- 3.2. A clear framework is in place for monitoring and evaluating progress and refining activity based on four key phases which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not designed to be sequential but run concurrently. The four phases are as follows:
- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council's internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
  - **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council's vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.
  - **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
  - **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.
- 3.3. Planned key actions are highlighted at this stage but this is designed to be a dynamic plan which will continue to be updated to reflect new opportunities or changes to plans, for instance in response to lessons learned as we continue to implement transformational change across the range of services we deliver, or due to contextual and environmental changes.
- 3.4. As stated in Council's previous update report, the framework and activity set out in Exhibit 1 is complementary to, and aligned with, the Council's Transformation Strategy which was agreed in March 2019. The framework sets out the broad phases of activity required to deliver sustainability.

## Exhibit1: Organisational redesign framework



Appendix A sets out the key planned improvement priority actions for Phase 2 of the Council's organisational redesign. Phase 2 is characterised by a focus on embedding and better integrating the work undertaken to date, promoting a positive customer focused organisational culture, and providing a specific focus on securing innovation in our relationships with our communities as well as promoting the profile and contribution of Clackmannanshire. To facilitate these developments, Appendix A incorporates three key areas which are considered to be critical to delivering organisational sustainability. These are:

- **empowering families and communities:** revitalising our communities and working in partnership to develop, innovate and sustain community participation and empowerment with regards the delivery of local services
- **embedding Council vision and values:** promoting a positive and consistent customer focused organisational culture which ensures that collaboration, inclusive growth and innovation are at the heart of all we do whilst demonstrating our organisational values as set out within Be the Future
- **continuing to raise the profile of Clackmannanshire locally, regionally, nationally and internationally:** working collaboratively and in partnership to create opportunities for inclusive growth and jobs and skills development aligned with City Region Deal and the development of a Regional Economic Strategy .

3.5 As previously indicated, clear responsibility and accountability for taking forward tasks is in the process of being allocated. The next Council update aims to clarify key officers leading on each of the specific priority proposals. It is intended that senior managers and strategic directors will take corporate leadership roles which aims to promote matrix working within the new structures. This approach also aims to facilitate skills development and succession planning and thereby enhance organisational resilience. This was intended to be the main item for this Council report but has been deferred in the light of higher priority developments which are set out in section 3.

#### **4.0 Development of the Council's Transformation Plan**

4.1 Since August 2019, aligned with the preparation of the Council's next Budget, significant priority has been invested in the development of the medium term Transformation Plan. Whilst the Council's Organisational redesign activity is focussed on how we improve and develop our organisation to support sustainable change, the Transformation Plan is focussed on developing a programme of specific functional reviews with the aim of providing better integrated, customer and service user focused models of service delivery which are also financially sustainable.

4.2 Early work has identified a range of potential proposals. These are currently being classified into the following six key themes:

- Asset management
- Commercialisation
- Collaboration
- Commissioning and procurement
- Digital transformation
- Service redesign.

4.3 The proposals gathered to date have been informed by a combination of: review of the Transformation plans in place within other UK wide public sector organisations; internal staff proposals for change; senior management analysis and engagement through senior and professional networks such as APSE, SOLACE, Scottish Leaders Forum and through a cross service workshop which was held in September 2019.

4.4 A prioritisation tool is also in development to assist Council in prioritising the 'running order' for the development of business cases for proposals initiated through the Transformation Plan. At this stage, the Plan is envisaged to cover a 3-5 year time period for planned activity. These developments will also continue to be shared through scheduled Programme Governance Board meetings.

4.5 To augment the content of the Transformation Plan as well as to assist with prioritisation of early efficiency gains and sustain the pace and momentum currently in place, it is proposed that some additional external diagnostic work is undertaken. Through our partnership approach with the Improvement Service, the Council is undertaking the 'Innovation Mandate' with iESE, a not-for-profit social enterprise (see Appendix B for further information). The cost of this work is being met by the Improvement Service.

4.6 The Innovation Mandate is a tool which is applied prior to a transformation or a sense check on progress and collective understanding in terms of an organisations transformation approach and plans. It checks or establishes the parameters for transformation. It is delivered through a workshop format and involves the leadership cohort of Members and Officers. The aim of the approach is to optimise the transformation programme established.

The timeliness of this 'readiness' evaluation is extremely good when considered alongside the current priority activity of developing the Transformation Plan.

- 4.7 In discussion with iESE, a range of other potential supports have been described which could be delivered alongside the Innovation Mandate to establish a portfolio of proposals with short term benefits realisation i.e. early/ quick wins, as well as highlighting longer term opportunities to deliver operational improvements and financial efficiencies. These proposals could then be added to the Transformation Plan.
- 4.8 The Chief Executive has engaged with iESE to develop a targeted diagnostic based on the following iESE tools:
- Customer focus diagnostic
  - Cultural diagnostic
  - Efficiency and Effectiveness Diagnostic

The resultant diagnostic approach blends aspects of each of the approaches, seeking to maximise the efficiency gains of running a more focussed range of activity concurrently. The specific service focus would be agreed prior to implementation but is open to considering most, if not all, aspects of the Council's operational service delivery.

- 4.9 Beyond this initial engagement, iESE could also be considered for further phases of work which would build on phase 1 work. This could include using iESE's Cultural diagnostic and Cultural Compass which allows for evaluation and tracking of behaviours to monitor change against the original diagnostic baseline. Consideration is also being given to a commissioned services tool (available for both adult and children's services) aimed at supporting open and transparent negotiation of costs for specialist care placements. Progressing such options would be dependant on evaluation of performance and benefits realisation of the initial phase of work and governance for any further potential work is not being sought from Council at this point.
- 4.10 The total cost of the proposed diagnostic work is £25k plus VAT and expenses. Council is asked to approve this expenditure from the Transformation Fund established in the 2019/20 Budget setting process.
- 4.12 Alongside this the Council is asked to take up a membership of iESE. Membership is open to any public body delivering public services in the UK. iESE has members in England, Scotland, Wales and Northern Ireland. East Ayrshire Council was iESE's first Scottish public body and Moray and North Ayrshire Councils have also subsequently joined. New memberships are currently in process for East Lothian and Perth and Kinross Councils and the Scottish Fire and Rescue Service. Clackmannanshire's current proposal benefits from an 'early adopter' discount for the services outlined.
- 4.13 There is no joining or annual membership fee and there is a £1 limit of liability for members. In return, the Council is asked to provide an elected member representative to vote at the annual general meeting. iESE members also nominate candidates for election to the company Board on an annual basis, again these are usually elected members.
- 4.14 The Programme Governance Board was briefed on the development of this potential partnership and the diagnostic activity at its meeting on the 4 September 2019. Partnering with iESE and becoming an early adopter of its package of diagnostic tools presents opportunities and potential to significantly bolster the range and pace of our transformational planning.

## **5.0 Organisational redesign plan update**

- 5.1 There is a range of wider organisational redesign activity being progressed and as indicated in paragraph 2.6, a fuller update will be provided in the next report to Council. However some key aspects of current work are highlighted for elected members in the following paragraphs.
- 5.2 A cross service working group is in place to further develop the evidence base and narrative on the 'Clacks Effect' research which focuses on identifying Clackmannanshire's distinctive context. Elected members may recall that analysis had previously been commissioned with Stirling University to establish whether there is an evidential base for the proposal that the level of complexity and vulnerability demonstrated within the Clackmannanshire context, trends at a rate beyond that suggested by the deprivation profile for the area. This in turn, it is proposed, results in a greater need for public service support and resources which is not recognised through any current funding mechanism or measurement framework.
- 5.3 The initial work undertaken by Stirling University does indicate that there appears to be merit in further development of this work. On this basis, the focus of the work has been extended and the sub –group includes representation from key services such as Education, Housing, Social Work, Strategy and Health and Social Care. Links have also been established through the Clackmannanshire HSCP Locality Manager in to NHS Forth Valley. Police Scotland have now also suggested they would like to be involved. Consistent themes appear to be emerging across services. These emergent themes appear to be supportable to an extent, by a range of existing statistical indicators. This information is currently being collated and consolidated into a more coherent strategic narrative with a view to identifying transformational proposals for redesigning the areas where service demand is particularly acute across public services. This is a medium to longer term ambition as it reflects an extremely complex set of challenges aligned with the delivery of our LOIP.
- 5.4 It is likely that a significant factor in the 'Clacks effect' picture is the area's economic performance. As a consequence, work in respect of the Council's City Region Deal with Stirling University and Stirling Council continues to be prioritised, alongside the review of potential Forth Valley Wide opportunities for joint working within the Regional economy. As specific projects are approved and implemented, it is anticipated that there will be improved access for local residents, communities and young people to skills, business development and employment opportunities. The improved access to employment that these initiatives strive to deliver will in turn aim to improve the social and financial independence of our communities.
- 5.5 A further area that is currently being developed is in respect of Empowering Families and Communities. At present, a range of community based services are provided by the Council. As a precursor to identifying redesign opportunities and options, and engaging with communities or partner organisations, the range of Council services is being mapped across the Council's three portfolios (People, Place and Partnership and Performance). This information can then be used to inform potential redesign options and/or provide the foundations for broader engagement with partners. It is likely that as options for redesign are developed, arrangements for piloting proposed approaches with communities will be developed. This work is also aligned with the development of the Council's Participatory Budgeting arrangements.
- 5.6 The Council is currently in the process of implementing the Senior Manager structures across the three portfolios. Alongside this, original proposals for senior manager leadership development have been further developed as well as for tiers of management and

supervisory staff below. The proposals are currently being refined prior to finalisation. However, it is anticipated that these approaches will be rolled out in the near future. They are designed to be aligned with, and complementary to, the approach in place for the Extended Senior Leadership Group. The Chief Executive has also recently undertaken the Leadership Sonar exercise (a form of 360 degree review), This will now start the cascade of this activity through senior management as a basis for leadership development aligned with the Council's agreed values.

5.7 Work is also being progressed to look at how broader staff engagement and involvement in the identification and involvement of transformation proposals can be facilitated and supported.

**6.0 Sustainability Implications**

6.1 N/A

**7.0 Resource Implications**

*7.1 Financial Details*

7.2 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

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

*7.4 Staffing*

**8.0 Exempt Reports**

8.1 Is this report exempt? No

**9.0 Declarations**

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

(1) **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)

**10.0 Equalities Impact**

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

**11.0 Legality**

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

**12.0 Appendices**

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

Appendix A: Phase 2 Organisational Redesign Priorities

Appendix B: iESE background

Appendix C: Case Study: support services review

**13.0 Background Papers**

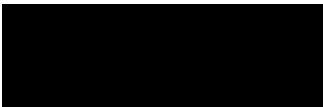
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Nikki Bridle	Chief Executive	452002

**Approved by**

NAME	DESIGNATION	SIGNATURE
Nikki Bridle	Chief Executive	



## Appendix A - Priority Activity – Phase 2 Organisational Redesign

Phase	Activity	Planned Work
Creating the Conditions	Deliver on immediate priorities/needs	<ul style="list-style-type: none"> <li>• Balanced Budget 2020/21+</li> <li>• Reprioritised Capital investment programme</li> <li>• City Region Deal: Full Deal incorporating financial profiling</li> <li>• Improve visibility: Roadshows and briefings on Culture, values and change, new Corporate Plan</li> <li>• Potential election events</li> <li>• Health and Social Care Partnership Service and Financial sustainability</li> <li>• Chief Officer Group relaunch and conference: Protection</li> </ul>
	Right People	<ul style="list-style-type: none"> <li>• Appointment to Senior Management roles</li> <li>• New HSCP Chief Officer/ Review of HSCP resourcing</li> <li>• Organisational restructuring in all portfolios aligned with new service delivery proposals</li> <li>• Additional capacity: Funding officer and communications officer</li> <li>• Specialist capacity: Transformation and CRD</li> </ul>
	Infrastructure	<ul style="list-style-type: none"> <li>• Capital Strategy</li> <li>• Medium Term Financial Plan</li> <li>• HSCP Recovery Plan</li> <li>• Learning Estate Strategy</li> <li>• Local development Plan</li> <li>• Strategic Housing Investment Plan</li> <li>• Developing and Implementation of Sport and Active Living Infrastructure</li> <li>• Devolved business support model</li> <li>• Digital Strategy: priority automation proposals</li> <li>• Embed Programme Governance Board</li> <li>• Communications: internally and externally</li> </ul>
	Making Connections	<ul style="list-style-type: none"> <li>• Collaborative work with Improvement Service: PMO joint appointment</li> <li>• Develop joint proposals with SFT/Hubco for specialist support</li> <li>• Collaborative work with Scottish Enterprise: CRD PMO appointment</li> <li>• Forth Valley CEs meetings to review opportunity to develop joint business cases progressed</li> <li>• Forth Valley Regional Economic Strategy development proposal</li> <li>• Federation of Small Businesses, Clacks Business and FV Chamber of Commerce Engagement to review and improve arrangements for Business engagement</li> </ul>
	Vision for Change	<ul style="list-style-type: none"> <li>• New Corporate Plan: Streamlined priorities: Be the Future</li> <li>• Aligned LOIP</li> <li>• Strategic narrative on economic impact of CRD and regional Economic Strategy</li> </ul>

Developing the Team	Culture: the way we do things	<ul style="list-style-type: none"> <li>Embed corporate vision and values: New corporate Values: Be the Future campaign (Staff, Trade Unions and Stakeholders)</li> <li>Workforce Strategy</li> <li>Maximising attendance/ health and well-being campaign</li> <li>Healthier Working Lives Gold Standard accreditation</li> <li>Development of Employee Voice initiatives</li> </ul>
		<ul style="list-style-type: none"> <li>Develop Empowering Families and Communities proposal</li> </ul>
	Collaboration	<ul style="list-style-type: none"> <li>Develop sustainable health and social care models of care aligned with housing strategy and leading edge research: Programme and investment priorities</li> <li>Public Service procurement options appraisal</li> <li>Collaborative models to increase capacity/skills: Improvement Service and Scottish Enterprise</li> <li>Clacks Effect work: potential options for wider collaboration on issues re disproportionate public sector resource need and scale factors</li> </ul>
	Skills Development	<ul style="list-style-type: none"> <li>New PRD process</li> <li>Extend Leadership development: Senior managers, supervisors, trade union and elected member to be considered</li> <li>Develop succession planning arrangements</li> <li>Senior Leadership Forum established</li> </ul>
Releasing the Potential	Innovative Solutions	<ul style="list-style-type: none"> <li>Poverty and Inclusive Growth Summit and Legacy</li> <li>Primrose Street implementation</li> <li>Social Work Management information system</li> <li>CRD procurement approach</li> <li>Programme Governance Board multi year Transformation programme</li> <li>Developing public service focus and options/models with communities and partners</li> <li>Partnership work with CTSI: food and waste initiative</li> <li>Collaborative service delivery: Internal Audit; Street Lighting</li> </ul>
	Effective and empowered teams	<ul style="list-style-type: none"> <li>Management Charter and Action plan for extended Senior Leadership Group</li> <li>Transition to new portfolios under new Senior Management Structure</li> <li>Significant refresh and new workforce policies e.g. carers, menopause, various Health and Safety</li> </ul>
Sustainability	Local outcomes and Priorities	

## **APPENDIX B iESE BACKGROUND (edited extract from iESE proposal)**

iESE is a not-for-profit social enterprise that works in partnership to support the Public sector, Private sector and the Third sector. iESE has been supporting organisations for over 10 years, to help them meet the challenges they face, and to date, have delivered real savings of over £1Billion.

iESE has a core consultancy team and works with a network of experienced, professional associates who share iESE's values and can offer specific and leading experience from the Public and Private sectors.

The underlying ethos and approach of iESE is one of systems thinking, which means that everything developed is from a customer's perspective. iESE aims to co-design the outcomes with staff and transfer the skills to staff to build capacity not dependency on external consultants. This approach ensures that there are significant achievements in all of iESE's interventions across four key dimensions:

- Improved experience for the customer, both internal & external
- Reduction in overall costs or increased efficiency
- Development of internal capacity and capability
- Improved staff morale.

iESE's experience is extensive, from whole organisation design and development through to reviewing and remodelling individual service areas. iESE has supported a wide variety of transformations from the first voluntary merger of two councils in England to the complete reorganisation of local government in Northern Ireland, from 26 councils to 11 councils with new powers. Over that time, iESE has developed a method which gives structure to the approach and better enables skills transfer. The iESE way covers both the 'hard' as well as the 'soft' changes of people process and technology.

The team will be a combination of the following members:

### **Andrew Woodward, iESE Associate**

Andrew is a successful Senior Programme Manager, experienced in the delivery of strategic objectives in complex environments. During a 20-year consulting career, he has completed over 100 ICT and digital transformations, major performance improvements, cost reduction and organisational transformations across Europe, America and Africa. His current interests include the development of cultural alignment and engagement across organisations, and executive coaching during transformation. Andrew holds an engineering and languages degree from Coventry University and a master's in organisational consulting from Ashridge Business School.

### **Vanda Leary, Programme Manager and Digital Business Lead**

Vanda has been delivering technically and organisationally complex programmes for over 30 years. She started her career in advanced engineering technology before taking her expertise in business process information systems into the public sector. Since then, Vanda has managed numerous large ICT& business change programmes for a variety of local authorities. She joined iESE in 2010 and is the Digital Business Lead. Vanda read natural sciences at Cambridge and has a master's in advanced manufacturing systems engineering from Nottingham University. She is a chartered IT professional and a member of the British Computer Society.

### **Matt, Radcliff, iESE Senior Consultant**

With more than 10 years of change management experience across local government, the NHS and higher education, Matt is passionate about organisational development and getting the most out of your people. Specialising in the design, development and delivery of OD and people strategies, he spent several years as Workforce Development Manager at Calderdale Council, before taking his skills to the NHS and then Bradford University, where he shaped leadership and organisational development strategy. He is equally comfortable identifying and delivering innovative OD initiatives, alongside developing whole-organisational OD strategies and resources. Matt joined iESE in 2017 and his experience across the wider public sector gives added depth to the iESE team.

### **Dave Downes, iESE Senior Consultant**

An experienced programme manager having delivered projects for local authorities, education and the health sector. Dave has significant expertise in business modelling and business case development giving organisations a clear view of the scope and impact of the change projects.

### **Graham Simmons, iESE Senior Consultant**

Graham has worked on end-to-end transformation projects in the public sector for 25 years. After starting his career in railway signal engineering with London Underground, he moved into project management in 1990. Over the next five years he led almost 20 local government implementations across planning, land charges and IT systems, before joining Charteris as a management consultant, developing customercentric models for health & social care providers. He led customer journey mapping projects for 16 councils across the south-west (as part of the South West REIP programme) and has led care transformation programmes for Wiltshire Council as well as the London tri-borough partnership. He is an expert with experience of working at all levels of the sector.

## **Jim Weir, iESE Senior Consultant**

Jim is one of the UK's leading authorities on integrated social care service design, and a key part of iESE's approach to delivering innovation in modernising the care sector. After graduating from North Carolina University in America with a BSc in Psychology, he obtained his certificate of qualification in social work (CQSW) from Plymouth University before specialising in health & social care. He has held high profile roles as the lead manager for brain injuries at both Momentum (formerly Rehab UK) and more recently Lifeways social care, delivering specialist integrated care solutions for people with highly complex health needs.



Case study: Bracknell Forest Council

### The challenge

- Restructuring council-wide support services into a single unit
- Developing a more enabling culture and better customer service
- Making better use of existing technology

### The Solution

- Process mapping of the roles done by support staff
- Undertaking customer workshops to get the customer's view
- Making some tasks, such as within HR, self-serve

### Why iESE?

- iESE can broach difficult conversations with staff as an intermediary
- iESE shares its knowledge from projects with other local authorities
- iESE works hard to upskill in-house staff rather than sell additional consultancy

### Results

- £800,000-worth of annual savings
- A more enabling culture for staff
- Better customer service.



**Tim Wheadon,**  
Chief Executive.

*'Taking savings to ever increasing levels meant having to undertake whole system reviews rather than relying on more limited tactical changes. iESE brought a certainty born out of practical experience to those parts of the overall programme that they supported'.*



### Bracknell Forest Council

When Bracknell Forest Council (BFC) needed to make significant savings by restructuring its council support services (IT, finance and HR) it looked to iESE for help. The end result was the co-design of a new operating model, with the identification of £800,000-worth of annual savings and a more enabling culture for staff.

At Bracknell each of the directorates (Environment, Adults and Children) had its own support staff. The challenge was whether the support services could be brought together into a single unit to improve resilience, deliver more consistent services and create sustainable savings with a better customer experience.

### Working together for change

Support staff in each directorate were brought together and were helped to recognise the benefits of becoming a single unit through a series of workshops. There was a focus on engagement and communication throughout, including an intranet site where staff could ask FAQs.

The process involved understanding how each directorate did their work, so iESE carried out workshops where it undertook process mapping - a forensic analysis of each of the roles involved - to see whether tasks could be done more consistently and in a more simplified way.

iESE also held workshops to get customers' views (council staff using the services) about the existing support services and how they could be improved. The process identified that some



**Case study: Bracknell Forest Council**



**Alison Sanders,  
Director of  
Resources.**

*'iESE engaged all of the teams across the council to design the best operating model for us. It was an exemplar of engagement and communication throughout, involving staff and their customers and delivering great results'.*

***'Support staff in each directorate were brought together and were helped to recognise the benefits of becoming a single unit through a series of workshops. There was a focus on engagement and communication throughout, including an intranet site where staff could ask FAQs'.***

things, such as within HR, needed to be more self-serve and other processes could be stopped or radically redesigned.

By simplifying some processes the council was able to implement the self-service modules of a HR system it had already invested in, allowing staff to input information for appraisals, make leave requests and get electronic payslips. This has brought a more enabling culture and the customers were keen on the approach.

### **Empowering people**

Part of the change programme involved demystifying the idea that managers don't want to do things for themselves. Prior to the transformation, which took a year from concept to implementation, each head of service used a finance person to do their budgeting. iESE identified that managers needed to manage their own budgets and that, furthermore, managers wanted this control.

Working out where the single unit of support services would be located was also part of the task. While each of the teams needed to sit together, it didn't really matter where HR sat in relation to finance and IT, for example.

The initial savings, made through doing some things more efficiently, stopping doing some things and changing the operating model, were significant. And as the council changes shape in the future the new model of support services is now flexible enough to move with it and allow further savings.

#### **A helping hand**

Throughout the process, an iESE consultant sat on the council's programme board, becoming a trusted team member who helped the council think differently about the way it operated. In line with its ethos of building skills from within, iESE carried out training sessions with Bracknell Forest Council's programme board and workshops with other staff to give them the capability of redesigning any service from a customer perspective. As a result, the council now has the tools to analyse what people are doing and the value of what people are doing for itself.



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**Report to Clackmannanshire Council**

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**Date of Meeting: 24 October 2019**

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**Subject: Budget Strategy Update**

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**Report by: Chief Finance Officer**

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**1.0 Purpose**

1.1. The purpose of this report is to maintain Council's regular update on the approved Budget Strategy. This report provides an update on the Budget process for 2020/21.

The report sets out:

- progress on delivery of 2019/20 approved savings;
- update of indicative funding gap;
- expected timing of draft Scottish Budget;
- Current levels of Reserves;
- progress on Budget Process and timeline, and
- approach for setting Capital budget.

**2.0 Recommendations**

Council is asked to:

- 2.1.1 note updated annual and cumulative budget gap after reduction in assumptions on demand pressures;
- 2.1.2 note impact of a change in core grant funding;
- 2.1.3 note that spending restraint has been imposed for the remainder of 2019/20;
- 2.1.4 approve additional funding towards resources to carry out 2 reviews within Health & Social Care Partnership and authorise the S95 Officer to agree the basis of cost allocation, and
- 2.1.5 otherwise note the contents of the report.

### 3.0 Progress on 2019/20 Approved Savings

- 3.1 At its budget meeting in March 2019, Council approved savings of £4.810m. The table below shows the split of these savings across Directorates and indicates the forecasted achievement of those savings by 31 March 2020.

**Table 1: General Services Revenue Budget 2019/20 distribution of planned savings by directorate and forecasted achievement.**

Directorate	Approved Savings 2019/20 £'000	Achieved/ Likely to be achieved £'000	At risk £'000	Unlikely to be achieved £'000
<b>People</b>	1,626	1,489	97	40
<b>Place</b>	562	411	-	151
<b>Partnership &amp; Performance</b>	2,622	2,107	63	452
<b>Total</b>	<b>4,810</b>	<b>4,007</b>	<b>160</b>	<b>643</b>
		<b>83.3%</b>	<b>3.3%</b>	<b>13.4%</b>

- 3.2 The above table indicates that 83.3% of savings have been or are likely to be achieved, with a further 16.7% unlikely to be achieved in 2019/20. Managers will work towards achieving the approved level of savings or identify compensatory savings to ensure a balanced budget.
- 3.3 Appendices A to C provide a breakdown by division of those savings that are currently being forecast as unlikely to be achieved.
- 3.4 Within Partnership & Performance, £0.363m of the saving for Organisational Redesign is unlikely to be achieved due to the deferment of the implementation of the Corporate redesign the People directorate. This was noted to Council at its meeting in June 2019.

### 4.0 Budget gap 2020/21 – 2022/23

- 4.1 The indicative funding gap for 2020/21 to 2022/23 as agreed at the budget setting meeting in March 2019 is detailed in the table below. This shows an indicative gap of £10.257m in 2020/21 rising to £23.472m by 2022/23.

#### 4.2 Table 2: General Services Budget 2020/21-2022/23 Indicative funding gap

	2020/21	2021/22	2022/23
	£000	£000	£000
Net expenditure	132,157	138,067	143,798
Net Funding	121,900	121,117	120,326
Cumulative indicative Funding Gap	10,257	16,950	23,472
Annual indicative Funding Gap	10,257	6,693	6,522

#### Demand Pressures

- 4.3 Included in the indicative funding gap are demand pressures of £3m. This is to cover both contract Inflation and general Inflation. This assumption has been based on the level of pressures received in previous years and is reviewed annually.
- 4.4 Demand pressures are submitted by services annually and are assessed by Senior Leadership Group and Chief Finance Officer. For 2020/21 bids of £1.7m for both Contract and General inflation have been submitted for pressures across services. Bids of £1.4m were approved in 2019/20. As a result of the reduced level for both the current and previous year, the assumption of £3m for pressures has been reduced to £2m for 2020/21 and future years. The impact on the annual and cumulative funding gaps of this reduction in assumption is set out in the table below.

**Table 3: General Services Budget 2020/21-2022/23 Indicative funding gap adjusted for Demand Pressures £2m**

	2020/21	2021/22	2022/23
	£000	£000	£000
Net expenditure	131,157	136,067	140,798
Net Funding	121,900	121,117	120,326
Cumulative indicative Funding Gap	9,257	14,950	20,472
Annual indicative Funding Gap	9,257	5,693	5,522

- 4.5 Demand pressures for Health and Social Care Partnership are also being prepared. These will be considered alongside consideration of the Councils budgeted contribution towards the Partnership.

## Grant Funding

- 4.6 One of the biggest factors which affect the indicative funding gap is the assumption on the level of core grant funding.
- 4.7 The Scottish Government had previously announced its intention to publish a 3 year settlement, however, this was dependent on the UK Government doing the same. In August the Chancellor announced that there would be a 1 year spending round with a Spending Review in 2020. The Scottish Government has indicated that as a result they would announce a 1 year Scottish Budget with indicative figures produced for future years. This is also the case for Capital grant funding.
- 4.8 Indications from the UK settlement were that there was an increase in funding of 6% (4.1% real term). When passed through the Barnett consequentials this was expected to translate to a real term increase of around 2.1% for Scotland. However this increase is across all public sector funding. It is expected that some of this additional growth will be for services such as the Police and NHS. The expected increase for local authorities is therefore between flat cash and a 2% reduction.
- 4.9 The current assumption included within the indicative funding gap is a reduction in core grant funding of 2% for 2020/21 and future years. For every 1 % change in the core grant this would equate to approximately £750k. The impact of a change in funding is set out below:

**Table 3: Impact on gap of a change in grant funding**

	<b>Reduction of 2% (already assumed) £'000</b>	<b>Reduction of 1% £'000</b>	<b>Flat Cash £'000</b>
Adjustment to funding	-	750	1,500
Revised funding gap 2020/21	9,257	8,507	7,757

- 4.10 The exact level of funding will not be known until after the draft Scottish Budget has been announced. Derek Mackay has confirmed his intention to announce the draft Scottish Budget on 12 December 2019. Following this, officers will work through to update the assumptions included in the indicative gap.

## 5.0 Council Reserves

- 5.1 Following the audit of the 2018/19 Annual Accounts, the Council held the following reserves as at 1<sup>st</sup> April 2019:

	£m	£m
<b>General Reserves</b>		<b>8.6</b>
- Committed	3.8	
- Uncommitted	4.8	
<b>Capital Receipts</b>		<b>3.6</b>
<b>Transformation Fund</b>		<b>0.5</b>

- 5.2 At 1<sup>st</sup> April 2019, the Council held general reserves of £8.6m. £3.8m of those are committed to fund specific items of expenditure including on areas that are ring-fenced. The Councils policy is to retain uncommitted reserves at a level of 3% of net budgeted expenditure. For 2019/20 this equates to £3.8 therefore uncommitted general reserves are £1m above this minimum level. This is before the consideration of any in year outturn position and means that the Council has little reserves above the minimum level available to fund additional unbudgeted priorities through the year.
- 5.3 Capital Receipts can be used for Capital Expenditure and permitted elements of revenue expenditure including voluntary severance and loans fund repayments. Recent flexibility by the Scottish Government has also allowed Capital Receipts to be used to form a Transformation Fund. The Council created a Transformation Fund of £500k as part of the 2019/20 Budget setting Process. It is intended that this fund will be used to support the Councils Transformation Plan and commitments against this fund will be brought to Council for approval.
- 5.4 The use of reserves to support the budget is not recommended as this position would not be sustainable over the longer term. Reserves are one-off sources of funding and would add to the gap in future years.

### Spending Restraint

- 5.5 The indicative funding gap set out above assumes that 2019/20 expenditure is met within budget and all savings are achieved. In preparing the August financial outturn, early indications are that there are several emerging pressures that may cause the Council to overspend on its approved budget.
- 5.6 The position reported to Audit Committee in September based on the June financial outturn was a projected overspend of £0.038m. This was exclusive of the £1.7m projected overspend on the Clackmannanshire locality of the Health and Social Care Partnership.
- 5.7 Due to this forecasted overspend position and the level of reserves as noted above, I have instructed that a spending restraint be put in place for the remainder of the financial year. This means that only essential spend should be undertaken and services should work to reduce costs as much as possible.

5.8 The financial situation will be monitored closely and reviewed as further forecast information becomes available.

## **6.0 Health and Social Care Partnership**

6.1 At the IJB Board meeting in September, it was agreed that the Chief Officer would produce a report to be brought back to the Board identifying the resource requirements for the Partnership to address Service and Financial sustainability.

6.2 From this work, 2 specific reviews have been identified that would require additional resource; a Best Value review of Care at Home and a review of Adult Social Care. Estimated costs to carry out these reviews are £40k for both. It is anticipated that this cost will be shared between the two Local Authority Partners, the basis of which is still to be agreed. Council is asked to approve additional budget for the reviews and authorise the S95 Officer to agree an allocation of costs between this Council and Stirling Council on a proportionate basis.

6.3 Council should note that this contribution would increase the agreed budgeted contribution for the partnership for 2019/20 and add to the financial pressure currently faced by this Council.

6.4 A number of other proposals have also been identified by the Chief Officer and Partners are working together to provide support within existing resources on a short term basis. This will include support to finalise the 3 year recovery plan and develop a new operating structure within the Partnership.

## **7.0 Budget Process 2020/21**

7.1 In line with the timetable set out in this report to Council in June budget sessions have been held with officers in July, August and September and a workshop session was held with the Administration Group in September.

7.2 An initial session was held with the Extended Strategic Leadership Group (ExSLG) on 3<sup>rd</sup> July. This session set out the current budget gap and latest assumptions identifying the estimated level of savings required to set a balance budget. Directors were tasked with identifying savings of 8% within their portfolio. This session also set out the budget approach and how this would work alongside the Transformation Board.

7.3 A further session for the ExSLG was held in August, facilitated by the Transformation Programme Manager. At this meeting the group reviewed initial Transformation and savings proposals and demand pressures. Officers were asked to refine savings proposals and identify further proposals.

7.4 On the 11<sup>th</sup> September, a budget workshop was held with senior officers. This session gave an update on budget gap and assumptions after the current level of savings and demand pressures, set out the transformation visions for each of the service areas identifying future pressures and considered case studies of transformations within other organisations.

- 7.5 A budget workshop was held with the Administration Group on 30<sup>th</sup> September. This set out the current level of transformation proposals and demand pressures and the model behind them. The workshop also generated further ideas and agreed the approach towards formulating a draft budget in November.
- 7.6 At this session it was agreed that management efficiencies and savings requiring a policy decision would come forward through Budget Strategy reports to Council for approval during the year. This is a move away from the annual Budget process and will allow decisions to be taken as and when they arise to maximise savings. The gap will also be adjusted to ensure a focus on level of savings required.
- 7.7 This is seen as a hybrid process with the management efficiencies and policy savings addressing the short term gap until savings are generated from the transformation plan. Over the medium to long term these savings will not be required as transformation is embedded and Council moves towards financial sustainability.

7.8 The future timeline for the budget process is set out below:

<b>October</b>	Briefings for Members and Trade Unions will be held providing information on new savings proposals, progress on previously approved savings, and an update on the budget gap. This will also include savings that have come through the change board.
<b>November</b>	meeting with Administration Group setting out draft budget
<b>December</b>	Draft Scottish Budget expected, impact on Budget Gap to be calculated.  Demand Pressures to be reviewed by Section 95 Officer and SLG.
<b>January</b>	Briefings to be held with Members and Trade Unions providing a progress update from ExSLG and the Change Board on Settlement impact, refreshed assumptions, approved savings and demand pressures and resulting budget gap.  A workshop will also be held with Senior Officers and the Administration Group to finalise outstanding items.
<b>February</b>	Full Council meeting to set 2020/21 Budget.

- 7.9 Alongside the specific sessions detailed above, consultation and engagement has been carried out with stakeholder through various channels including; Change Board meetings, Officer meetings with Conveners, Shadow Conveners and trade unions to update on proposals. Specific engagements have also been held with specific user groups and young people.
- 7.10 Each business case will include stakeholders and user groups affected and embed the consultation and engagement process. This will ensure it is targeted to the affected groups and outputs of the consultation will be used to shape the final proposals. Equalities impact assessments and Fairer Scotland Duty assessments will also be carried out for each Transformation proposal.

## 8.0 Capital Budget Approach

- 8.1 At the budget workshop with the Administration it was agreed that a zero-based approach would be taken in formulating the Councils capital budget. This will involve a full review of existing projects and committed spend over the next 10-15 years.
- 8.2 Directors and Convener will work together to agree priorities to formulate the capital budget. This will be aligned with the new divisional strategic plans and incorporate the requirements of new priorities including City Deal, Town Centre Regeneration, and asset plans including the Learning Estate Strategy and Leisure Strategy.
- 8.3 This review will be supported by the Capital Operations Group (COG) who will take an overall view of the programme to support the development of the Capital Strategy and provide scrutiny of new Bids.
- 8.4 The borrowing and investment strategy will also be reviewed to align with the capital programme. To inform this, a review of the loans fund is also being undertaken with support of the Councils treasury advisors.
- 8.5 A workshop with officers and elected members will be set up over the coming months to produce a draft capital budget.

## 9.0 Sustainability Implications

- 8.1 The Councils risk in relation to financial sustainability remains high.

## 10.0 Resource Implications

### 10.1 Financial Details

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

## 11.0 Exempt Reports

- 11.1 Is this report exempt? No

## 12.0 Declarations

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

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

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



- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

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

**13.0 Equalities Impact**

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

**14.0 Legality**

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

**15.0 Appendices**

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

none


**16.0 Background Papers**

- 16.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)  
 Yes  (please list the documents below)
- Council Financial Performance 2019/20 – June Outturn presented to Audit Committee on 26<sup>th</sup> September 2019;
  - Local Government Finance Circular 2/2019, and
  - General Services Revenue and Capital Budget 2019/20.

**Author(s)**

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

**Approved by**

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer	



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**Report to Clackmannanshire Council**

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**Date of Meeting: 24 October 2019**

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**Subject: Proposal to Integrate Local Police Services at Kilncraigs**

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**Report by: Strategic Director, Partnership & Performance**

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**1.0 Purpose**

- 1.1. The purpose of this report is to seek Council agreement to integrate local police services, currently based in Alloa Police Station at Tullibody Road, Alloa, within the Council's headquarters complex at Kilncraigs Mill, Alloa.

**2.0 Recommendations**

- 2.1. It is recommended that the Council:
- a. comments on and challenges the contents of this report and the related business case (provided as a background paper to all councillors);
  - b. having commented on and challenged the report, and the related business case, agrees to the integration of local police services within the Kilncraigs Mill complex, subject to similar agreement at a later date by the Scottish Police Authority; and,
  - c. subject to agreeing the recommendation at paragraph 2.1b, agrees to allocate £68,000 capital funding to the project to enable implementation.

**3.0 Considerations**

- 3.1. The Christie Commission report (2011) stated that: "Reforming the delivery of [public] services is not only a matter of fiscal necessity. We also have to implement reforms that improve the quality of public services to better meet the needs of the people and the communities they seek to support".
- 3.2. One of four principles in the Christie report is 'integrated service provision', whereby public service providers must work much more closely in partnership "to have effective and sustainable public services capable of meeting the challenges ahead".
- 3.3. Consistent with Christie's principles, public sector reform lies at the heart of transformation agenda in the Council's recently agreed Corporate Plan and

Police Scotland's *'Policing 2026: Our 10-year strategy for Policing in Scotland'*.

- 3.4. Council officers and Police Scotland, supported by the Scottish Futures Trust and other partners, have been exploring the potential for a more integrated approach to local service delivery for over 2 years, culminating in the business case that has been shared with all members, and which formed the basis of a recent member briefing.
- 3.5. The business case concludes that there is a compelling case for the integration of local police and council services at Kilncraigs Mill, both financially but perhaps more crucially given our local contexts, enabling more coordinated and rapid preventative and earlier interventions for our most vulnerable citizens and those on the cusp of statutory service intervention.
- 3.6. A summary of the main benefits set out in more detail within the business case include:
  - Opportunities to improve services and access to services for citizens;
  - Opportunities to develop a cutting edge on site multi-agency tasking and coordinating group to respond rapidly to those at risk of vulnerability;
  - Opportunities to further develop co-operation, closer working relationships and further preventative initiatives with police, housing, social services, education and other partners;
  - Opportunities to reduce costs to the public purse and fairly share the cost of public assets and liabilities, creating a benefit to the Council of approximately £1.5M over the period of a 15 year lease agreement;
  - Opportunities to respond positively to climate change by co-locating services within a reduced overall building footprint and a more sustainable operating environment.
- 3.7. The business case also sets out a number of risks and challenges associated with the project, which may need to be managed or mitigated. These include:
  - Police Scotland's essential policing requirements are not met at the Kilncraigs site
  - Scottish Police Authority (SPA) does not approve the funding for Police Scotland's implementation and set-up costs
  - Police Scotland's information security requirements and GDPR compliance is not met
  - Delays in the governance process means delays to the project plan and benefits being realised
- 3.8. In developing the business case, consultation took place with the community, services users and staff of respective organisations. A number of issues were raised, including preservation of respective organisational identities, parking congestion and potential reluctance of services users to access services.

- 3.9. The business case concludes that mitigation measures can be put in place to significantly address most concerns. Loss of parking capacity, particularly in Candleriggs Lane, is an area where further work is ongoing. Whilst it is unlikely that this can be mitigated fully within site constraints, options are being explored to minimise the net loss. At this stage it is believed that associated costs are likely to be relatively modest; therefore, current intention is to work within contingency allocations. Should additional expenditure prove necessary, appropriate governance will be sought.
- 3.10. The project has also investigated and addressed a significant and complex range of issues including security of assets and information, traffic management, ICT, information sharing and design.
- 3.11. A long list of 8 options were explored, which, through a process of review, was reduced to a short list of two: Option A do nothing; and the recommended option, Option B, Alloa Police Station to co-locate with Council Services at Kilncraigs, with the provision of a separate police front reception counter.
- 3.12. The majority of capital costs associated with project implementation would be met by Police Scotland; these will be the subject of a separate business case being prepared for the SPA by Police Scotland. There are, however, other aspects of capital spend required by the Council of circa £68,000 primarily to enhance security and pedestrian and road safety in and around the car park and adjacent Greenside Street.
- 3.13. Should Council agree to the implementation of this project, it should be noted that it cannot proceed until the SPA similarly agree Police Scotland's separate business case. At this stage it is anticipated that the SPA will consider the Police Scotland business case in late 2019. If the Council and the SPA agree to proceed, it is projected that work will commence on site in late spring 2020, with an operational start date likely to be around November 2020.

## **Conclusions**

- 3.14. This proposal represents a cutting-edge and innovative transformational opportunity for the Council, Police Scotland and our partners and communities that is likely to be of national significance.
- 3.15. It provides the opportunity for significant medium to long term financial, non-financial and environmental sustainability benefits that are consistent with the Council's corporate priorities and the Public Service Reform agenda.
- 3.16. Whilst there are always risks with major innovations on this scale, the associated business case concludes that these can be mitigated, and that overall, these are significantly outweighed by the opportunities and benefits that exist.

## **4.0 Sustainability Implications**

- 4.1. The proposal presents opportunities to substantially reduce the combined environmental footprint of public service provision in Clackmannanshire.

## 5.0 Resource Implications

### 5.1. Financial Details

5.2. The full financial implications of the recommendations are set out in the report (and the associated business case). 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 – there are no identified staff resourcing implications. There will be, however, a requirement to relocate those staff currently housed on the 1<sup>st</sup> floor to other parts of the building to facilitate this proposal.*

## 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)

*Corporate Plan 2018-22, Be the Future.*

## 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

**Clackmannanshire Council Transformation Programme Business Case – Alloa Police Station to share space with Clackmannanshire Council at Kilncraigs, Alloa**

### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127
Fiona Grinly	Strategy & Performance Advisor	2391

### Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	





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**Report to Clackmannanshire Council**

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**Date of Meeting: 24 October 2019**

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**Subject: City Region Deal Documents Signing**

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**Report by: Monitoring Officer**

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**1.0 Purpose**

- 1.1. This report advises Council that it is anticipated that the final City Region Deal sign-off documents will be ready for signature in the near future. Council is asked to agree the signing arrangements for those documents.

**2.0 Recommendations**

- 2.1. It is recommended that Council
- 2.1.1. Notes that the City Region Deal sign off documents will be ready for signature in the near future
- 2.1.2. Notes that the City Region Deal Joint Committee will review and approve the City Region Deal sign off documents before they are submitted to Scottish and UK Government for final approval and
- 2.1.3. Agrees to delegate authority to the Leader of Council and the Depute Leader (if required) to sign the documents on behalf of Clackmannanshire Council on the conclusion of the approval process.

**3.0 Considerations**

- 3.1. During the course of the last few months there has been a significant amount of work carried out across this Council, Stirling Council and the University of Stirling to prepare a suite of City Region Deal sign off documents. These documents have been reviewed by UK and Scottish Governments and feedback has been incorporated into the drafts. These documents are required for full deal sign and are now almost finalised. They are:-
- 3.1.1. City Region Deal Narrative
- 3.1.2. City Region Deal Implementation Plan
- 3.1.3. City Region Deal Framework

#### 3.1.4. City Region Deal Communications Protocol.

- 3.2. In accordance with the previous agreed delegation form this Council to the Joint Committee in August 2018 the Joint Committee has the authority to carry out the functions set out in the appendix (copy from Council paper 23 August 2018). However it does not have the delegated authority to sign documents on behalf of partners.
- 3.3. The City Region Deal documentation requires the sign off of each of the three partners and it is considered appropriate that this delegation rests with the Leader of Council and the Depute Leader (if required).
- 3.4. Members have received a number of briefings and updates in relation to the progress of City Region Deal. The documentation which will be signed can be shared with members as soon as it is available.
- 3.5. Finally, members may recall that similar delegation arrangements were put in place to allow City Region Deal Head of Terms to be signed last year.

#### 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 )

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

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

**8.0 Equalities Impact**

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

**9.0 Legality**

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

**10.0 Appendices**

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


**11.0 Background Papers**

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

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Lindsay Thomson	Monitoring Officer	2084

**Approved by**

NAME	DESIGNATION	SIGNATURE
Lindsay Thomson	Monitoring officer	



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**Report to Council**

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**Date of Meeting: 24 October 2019**

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**Subject:           Parking Strategy**

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**Report by:       Strategic Director (Place)**

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**1.0 Purpose**

- 1.1. The Council agreed at its meeting of 8 March 2018 as part of its General Services Revenue and Capital Budget 2018/19 to :
- a) pursue Decriminalised Parking Enforcement Powers with necessary consultation subject to evidence of financial sustainability
  - b) develop a business case for town centre traffic management with estimated income across a range of potential options.
- 1.2. This report provides an update on the feasibility of creating a Special Parking Area (SPA) across the Council's administrative area, this being an area in which on-street parking offences are decriminalised. The Feasibility Study Report is appended to this report and was presented to the Elected Members' Workshop on 1<sup>st</sup> May 2019.
- 1.3. It identifies the opportunity to fund an SPA by implementing a management strategy for public car parks and town centre streets.
- 1.4. It also identifies the opportunity to relocate long stay car parking away from the core town centre area.
- 1.5. The report also presents an opportunity to readdress an existing legacy legal agreement for Greenside Street Car Park that currently limits the Council's ability to implement a town centre parking strategy.

**2.0 Recommendations**

- 2.1. It is recommended that the Council :
- (a) agrees to make application to The Scottish Government to create a SPA on completion of the necessary preparatory work
  - (b) agrees to prepare a parking management strategy that includes the option to fund the enforcement of the SPA through parking charges

- (c) agrees to carry out a feasibility study on the relocation of long stay car parking in Alloa, and
- (d) agrees to vary the title conditions for Greenside Car Park, Alloa enter into a lease agreement all as set out in section 3.3 of this report.

### **3.0 Considerations**

#### **3.1. *Creation of a Special Parking Area (SPA)***

- 3.1.1. An SPA is an area in which on-street parking offences are decriminalised. In an SPA, the responsibility for the enforcement of most parking restrictions passes from Police Scotland to the local Roads Authority as Decriminalised Parking Enforcement (DPE). The feasibility study carried out on behalf of Clackmannanshire Council by RTA Associates investigated whether DPE is a viable power to be acquired and the implications of doing so should the Council decide to proceed.
- 3.1.2. With the withdrawal of the traffic warden service by Police Scotland the enforcement of parked vehicles has reduced to almost nothing. The adoption of DPE would place the Council in a position to enforce both on and off-street parking in a co-ordinated manner which would provide a single policy for the control of public parking in the whole of Clackmannanshire. This will be particularly important once the Transport (Scotland) Bill, currently at Stage 3, is enacted as this will place the duty for enforcing pavement parking and double parking on the local Roads Authority.
- 3.1.3. To acquire DPE powers, the Council will have to formally apply to The Scottish Government for a Designation Order which decriminalises parking enforcement across the SPA area (i.e. all the towns and villages in Clackmannanshire). The preparatory process, prior to making application, is estimated to take around 9 months with a similar timescale, once the application has been made, to introduce DPE. Once DPE has been introduced Police Scotland will no longer be able to enforce most parking offences and the Council must be ready to undertake the responsibilities.
- 3.1.4. The feasibility report concludes that adopting DPE and the creation of a Special Parking Area is operationally desirable but would need substantial financial input. Even accounting for the revenue that could be achieved from the issuing of Penalty Charge Notices (PCN) there is no business case that shows that the scheme can show a surplus, the scheme requiring an investment in the region of £167,000 set up costs and ongoing subsidies of £50,000 per year. These figures are solely to cover the DPE operations and do not include costs of setting up and running a charging strategy (these costs are discussed in section 3.2).
- 3.1.5. The Feasibility Study Report is included in Background Papers.

#### **3.2. *A Management Strategy for Town Centre Parking***

- 3.2.1. A management strategy for town centre parking would provide sufficient spaces and facilities for the various stakeholders' requirements. Town centre businesses rely on people being able to access available parking spaces close to the town centre. Designating short stay parking places will provide a

turnover of parking spaces throughout the business day at the most convenient locations. Disabled drivers require adapted spaces at convenient locations. A proportion of the short stay parking in Alloa could remain free to use during the week and all parking could be free at weekends. The remainder of the parking could be subject to charging. Long stay parking can ideally be relocated away from the core town centre areas but still within a short walk of most destinations. Managed parking in other settlements could remain free to use.

Section 55 of the Road Traffic Regulation Act 1984 ring fences the income from parking charges to be used for parking, public transport and road management. Income from parking charges could be used to offset the costs of the DPE scheme with any surplus funding future transportation initiatives.

- 3.2.2. RTA Associates Ltd carried out a tariff review to provide an estimate of income from car parking charges both on and off-street. This was based on (i) typical income from other local authority areas, (ii) tariffs set to be commensurate with neighbouring towns and cities, (iii) a range of short stay free, short stay charged, medium stay charged and long stay charged parking places, and (iv) no charging at weekends.
- 3.2.3. Up to 100 spaces would be retained as short stay and free to use in Alloa Town Centre under the terms detailed in section 3.3. This will ensure a ready supply of free spaces aimed at encouraging shopping visits to the town centre businesses. Free parking at weekends is aimed at encouraging weekend shopping in the town centre.
- 3.2.4. The additional set-up costs for charging are likely to be; on-street £35,000 and for charging in car parks £17,000. The additional running costs are likely to be; on-street £73,000 and in car parks £50,000.
- 3.2.5. After accounting for the running costs, year two annual net income would be; on-street £126,000 and off-street £100,000. This could be used to offset the running costs of DPE.
- 3.2.6. The above costs are based on a model that assumes the buy-in of back office systems and on the ground enforcement from other local authority or external providers. Other models will be considered during the design and consultation phase of the project.
- 3.2.7. Surplus revenue could be used to help fund the capital outlay of the project and to provide funding for further parking at other locations around the town centre.

### 3.3. ***Proposed Lease of Greenfield Street Car Park***

- 3.3.1. The parking management strategy proposal provides the opportunity to deal with a legacy legal issue relating to Greenside Street Car Park which will at the same time help to implement the strategy;
- 3.3.2. The Council owns the Greenside Street Car Park (Appendix 1) but there is a title condition which restricts the operation of the car park such that (i) the car park must be maintained for use principally by shoppers whose average duration of stay is less than 3 hours, (ii) the Council is not entitled to impose

charges for parking without the consent of the proprietors of the supermarket site, (iii) the site should be retained as a car park for the duration on the Deed of Conditions (The period of the deed of Conditions being 99 years from 29<sup>th</sup> March 1996), and (iv) the car park shall be used only for the parking of private motor vehicles.

3.3.3. The owner of the 'supermarket site' has been in discussions with the Council regarding a tenant in the retail unit who is looking to lease part of Greenside Street car park. The current heritable proprietors of the site are currently in discussions with Clackmannanshire Council regarding the replacement of the Deed of Conditions with a significantly shorter period lease agreement.

3.3.4. The basis of the proposed lease agreement is :

- (i) The proprietor of the supermarket site would lease the car park for a period of 20 years or thereby,
- (ii) The extent of the car park would be reduced in area to only include the portion of Greenside Street Car Park that lies to the east of the vehicular entrance,
- (iii) The car park would remain free to use by any member of the public to park private motor cars,
- (iv) The proprietor would be permitted to manage a 2 hour maximum stay restriction in the car park, using a third party car park management company,
- (v) The proprietor will be responsible for the maintenance of the car park,
- (vi) All terms and conditions to be agreed, and
- (vii) In exchange for the lease, the owner of the retail unit would agree to vary the title condition to allow for charging amongst others.

#### **4.0 Sustainability Implications**

4.1. Decriminalised Parking Enforcement (DPE) supports Scottish Government policies and the Council's Local Transport Strategy for restraint of traffic growth in urban areas and encouraging active and healthy travel. It also complements other Government measures such as, encouraging the use of public transport, restraint of commuter based parking and provides a valuable tool in improving the economic well-being of town centres. It is a traffic management tool and not a revenue earner.

4.2. By integrating DPE with a structured charging policy for town centre on and off-street parking, the scheme can financially be self-sustaining.

4.3. The Parking Strategy will assist in the Council's duty to respond to the Climate Change (Scotland) Act 2009.

4.4. The creation of an SPA will allow the Council to enforce additional powers that will arise on the enactment of the Transport (Scotland) Bill.



## 5.0 Resource Implications

### 5.1. *Financial Details*

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

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

### 5.4. *Staffing*

5.5. Implementation of the SPA and the parking strategy will require 0.5 FTE for up to 18 months. Future management of the scheme will require 0.5 FTE for the model assumed in this report. Should the enforcement be delivered in-house this would increase to 1.0 FTE.

## 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 – Greenside Street Car Park, Alloa

## 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)

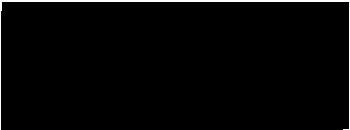
Clackmannanshire Council Decriminalised Parking Enforcement: Feasibility Study Report. Prepared by RTA Associates Ltd.

Deed of Conditions by Clackmannanshire Council. Subjects: Greenside Street Car Park, Alloa.

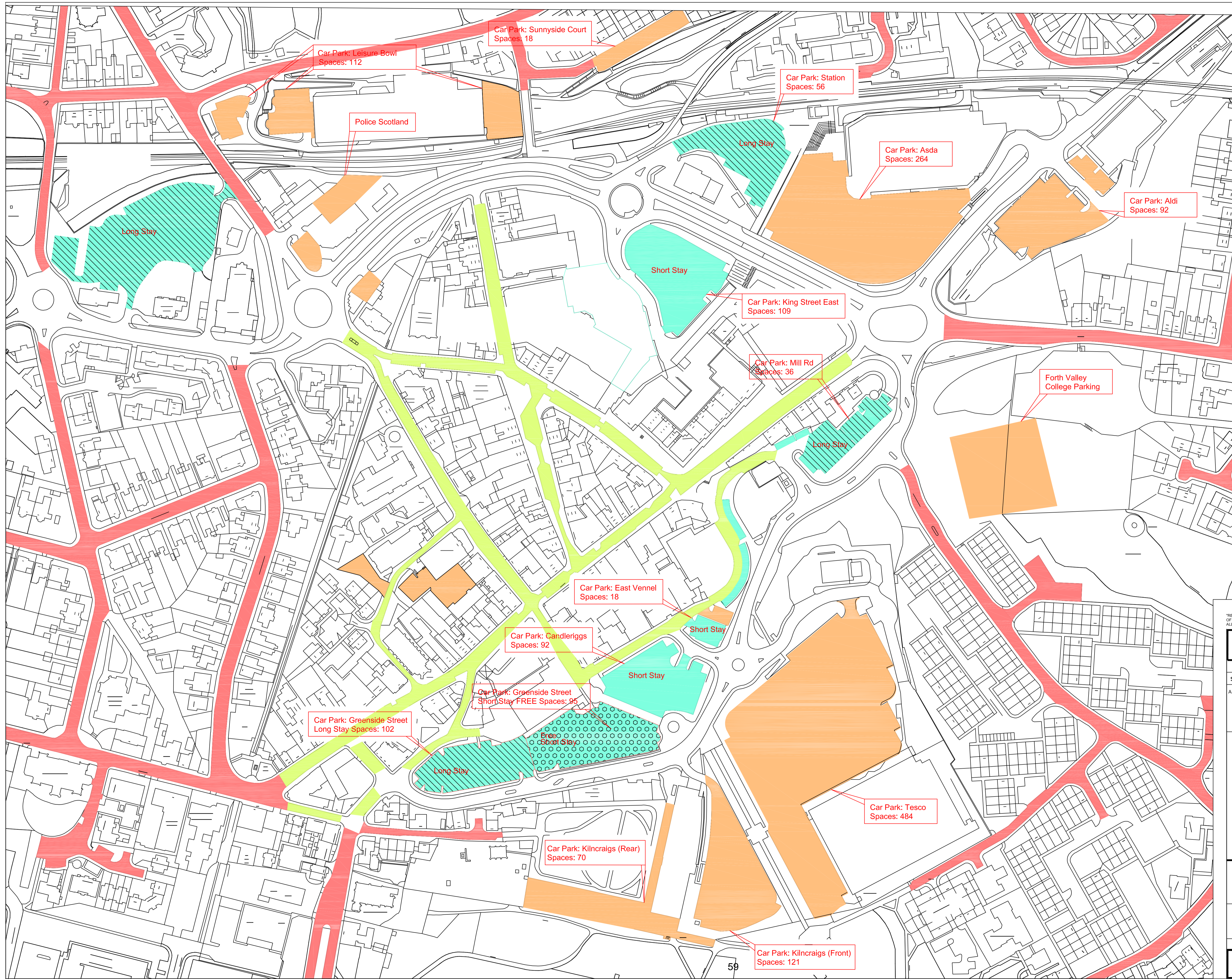
### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Alan Murray	Team Leader (Traffic & Transportation)	Extension : 2565

### Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	





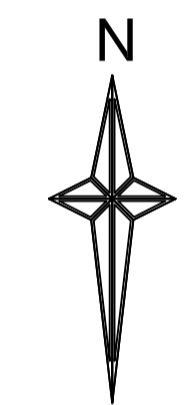
- Legend**
- Car Park (Private)
  - Car Park (Public) - Short Stay
  - Car Park (Public) - Long Stay
  - On Street Short Stay
  - Extended Residents Zone (400m Radius From Town Centre)

**Notes / Tariff**

**On-Street Tariff**  
 1.3. Tariff - £0.50 / 20mins  
 £1.00 / 2 hrs

**Car Park Tariff**  
 2.4.3. Tariff - £1.00 / 3 hrs - £1.50 / 4 hrs (Short Stay)  
 £1.00 / 4 hrs - £2.00 / per day (Long Stay)

Short stay only car parks include:  
 Kings Street East, Candleriggs, Greenside Street and East Vennel.  
 Long stay car parks include:  
 Marshall, Mill Road, King Street West and Station.  
 This option would push all day parking to the less accessible car parks keeping the more accessible areas for use by shoppers, visitors and disabled users.



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REVISIONS.			
SUFF	DATE	BY	CONTENTS
A	30.5.19	GF	Revisions to King Street and Greenside Street Car Parks

**Clackmannanshire Council**  
 www.clacksweb.org.uk

**ROADS & TRANSPORTATION**  
 SERVICES TO COMMUNITIES  
 Kinraigs  
 Greenside Street  
 Alloa FK10 1EB  
 Tel: 01259 450000 Fax: 01259 727451  
 email: roads@clacks.gov.uk

**PROJECT**  
 Alloa Town Centre  
 Parking Strategy

**DRAWING**  
 Options Appraisal - Option 2.4 / 1.3

scale	1:1250 @ A1	drawn	G.F.	checked	A.M.	date	21/05/2015
DRG NO.	CP / 2015 / 2.4 / 1.3						
Rev.	A						





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**Report to Council**

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**Date of Meeting: 24<sup>th</sup> October 2019**

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**Subject: Single use plastics**

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**Report by: Strategic Director (Place)**

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**1.0 Purpose**

- 1.1. To bring Council up to speed on the measures that have been put in place to transition away from single use plastics (SUP's) and what further measures will be required to achieve elimination of SUP's.

**2.0 Recommendations**

- 2.1. The Council is asked to note:
- The current and proposed actions aimed at reducing and eliminating (where appropriate) single use plastics.
  - That a policy to reduce and eliminate (where appropriate) single use plastics will be included in the forthcoming updated Sustainability and Climate Change Strategy which will be brought to Council for approval early in 2020.

**3.0 Considerations**

- 3.1. A motion was passed by Council at its meeting of 21<sup>st</sup> February setting out a commitment to transition away from using SUP's, a copy of which can be seen in Appendix 1.
- 3.2. SUP's are wide and varied and according to the Institute for European Environmental Policy SUP's can include any disposable plastic item which is designed to be used only once. Single use items are often used in packaging, consumer products, cosmetics and healthcare. Examples include: light-weight plastic bags, disposable utensils, stirrers, beverage containers, coffee capsules, and wet wipes.
- 3.3. The European Commission proposes to set out new rules on single use plastics designed to tackle wasteful and damaging plastic litter. This will include a ban on certain plastic products, the setting of consumption reduction targets, obligations for producers, plastic collection targets, new labelling requirements as well as an obligation to raise awareness of the negative impact of littering of single use plastics.

- 3.4. There is also an imperative for the Council to tackle climate change with the recent declarations by the UK and Scottish Governments that climate change is a global emergency. The reduction and elimination of single use plastics will contribute to a reduction of CO<sub>2</sub> emissions as well as other environmental benefits.

### Measures to date

- 3.5. Understanding the levels of SUP consumption and who is buying them is not straight forward because the number of items is not purposely recorded, however the table below has been compiled using purchasing information for 2018/19.

#### Consumption in 2018/19

Number of single use plastic cups purchased by the Council	102000
Number of pieces of single use plastic cutlery purchased by the Council.	41780
Number of drinks purchased in single use plastic bottles.	38490
Number of single use plastic waste bin liners purchased by the Council. (for use in offices and other internal places).	8000

- 3.6. It is notable that plastic straws do not appear in the above table of purchases and that is down to a change of milk supplier in August 2018. The Scotland Excel milk contract ended in 2018 and one of the factors in choosing the new contractor was that they could supply milk cartons of a type that did not require plastic straws. None the less, the Council's policy will require to future procurement to ensure plastic straws continue to be eliminated.
- 3.7. The list of items in the table above is only part of the picture, there are many other single use plastic items that need action to be taken to reduce or eliminated their use e.g.
- Hot drinks cups
  - Plastic containers used for example to hold cleaning chemicals. The use of larger containers to dispense into smaller ones can help reduce waste.
  - Bottled water
  - Milk cartons
  - Sandwich wedges, food pots (for fruit, pastas and salads etc.)
  - Polypockets
- 3.8. Single use plastic cups form the basis of what we consume the most, costing £850 in 2018/19 and initial efforts have been targeted at reducing/eliminating these. They are primarily used at water dispensers, located across Council buildings. A review has therefore taken place of the current provision of water dispensers, identifying there are 89 dispensers across the Council's

buildings, mostly of the type that require plastic cups to be supplied. These will require to be replaced with a type that does not require plastic cups. The opportunity will also be taken to reduce the overall numbers to help reduce costs.

- 3.9. A staff survey was conducted during September 2019, with the aim of identifying the best option for the provision of drinking water whilst eliminating the need for single use of plastic cups. The results of the survey at the time of writing this report were not available, but a verbal update can be given at the Council meeting.
- 3.10. A working group of key officers has been created to take forward actions to reduce and eliminate (where possible) single use plastics.
- 3.11. Our primary and secondary schools in Clackmannanshire are active through their Eco Committees and there are a range of other initiatives across schools such as increasing food waste recycling, introducing reusable metal water bottles and metal straws.
- 3.12. A high proportion of our schools have Green Flag Status and two out of three of our Secondary Schools have been involved in the Climate Ready Classrooms initiative sponsored by Keep Scotland Beautiful. Lornhill Academy was the first school in Scotland to be involved in the Climate Ready Classrooms and featured on the promotional video. Climate Change is being covered in interdisciplinary learning across all schools.
- 3.13. The Clackmannanshire Youth Council is also prioritising the Environment in their work plan. They have a ECommunitiy youth group which is made up of a group of young people supported to develop this action area. They are planning to work with the Academies, communities and the Rangers to clean up local areas.
- 3.14. The Scottish Youth Parliament (on which Clackmannanshire is represented), have agreed on “Environmental Protection” as their next campaign. During the sitting of the Scottish Youth Parliament in Clackmannanshire in the summer, the Clackmannanshire Youth Council promoted an environmental friendly weekend, collecting non recyclable plastics donated to Alloa Academy to make ECO bricks for school projects.

### **Future Actions**

- 3.15. SUP's can be very useful in every day life, but there is increasing evidence that plastics are seriously harming our environment both on land and in particular marine life in our seas. As plastics may take centuries to degrade, these environmental impacts could be very long lasting. The Council must take action in everyway it can to reduce its impact upon the environment as well as encourage others to do the same.
- 3.16. The Council will develop a policy that sets out its commitment to reduce and eliminate SUP's and this will be incorporated into the updated Council's Sustainability & Climate Change Strategy. This policy will set out our approach to procurement, including how tendering can influence suppliers, the promotion of staff awareness, how we monitor our performance and on a wider front how the Council will raise awareness at a Community level.

- 3.17. There is a need to act now, and not wait until the policy is complete, so early actions on reducing and eliminating (where appropriate) SUP's will focus on the items we consume the most giving priority to achieving this here at Kilncraigs.
- 3.18. Schools are a major consumer of plastics, such as plastic cutlery and plastic drinks bottles, food pots, sandwich either supplied by the catering service or from vending machines and other school outlets. The Scottish Government has announced a commitment to introducing a deposit return scheme to assist in the recycling of drinks bottles and this is anticipated to come into effect on 1<sup>st</sup> April 2021. In the meantime work will be done through ECO schools and the education service to put school pupils at the heart of the solution going ahead.
- 3.19. A programme of raising awareness and encouraging behavioural change will be an issue for the working group to tackle. Part of this is expected to include an on-line training module within Clacks Academy for employees, and beyond this out to the wider community. The Council has signed up to Climate Change week, which runs from 7<sup>th</sup> to 11<sup>th</sup> October and will run a series of presentations and talks on Climate change including Single Use plastics.
- 3.20. The Scottish Parliament passed the new Climate change Bill on 25<sup>th</sup> September, now the Climate Change (Scotland) Act 2019, setting the target for net zero emissions by 2045. Associated with this will be the potential opportunity for funds to assist councils and others to tackle climate change. The Council will take every opportunity to work with partners to secure funding to take forward initiatives to reduce and eliminate SUP's.
- 3.21. The motion previously passed by Council set the priority to tackle SUP's in Kilncraigs and therefore an early action will be to meet with the vending machine supplier to see what can be done to discourage the use of single use plastic dispensed at the vending machines. Suppliers of vending machines in other buildings will also be approached.
- 3.22. Finally by adopting an aspirational policy on the elimination of SUP's then action can be taken to eliminate the use of all other types of single use plastics.

#### **4.0 Sustainability Implications**

- 4.1. The whole purpose of reducing and eliminating SUP's will have a positive impact

#### **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 Implications

5.5. It is anticipated that there are no staffing implications as a result 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	<input type="checkbox"/>
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 - Motion to Clackmannanshire Council of Thursday 21<sup>st</sup> February, 2019

## 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
Ian Doctor	Regulatory Services Manager	Extention : 2577

### Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

**Motion to Clackmannanshire Council  
Meeting of Thursday 21<sup>st</sup> February, 2019**

That the Council recognises the devastating impact plastic pollution is having on our environment and the Council's own contribution to this, in particular via single use plastics.

The Council acknowledges we must lead by example, step up our own efforts to reduce single use plastic waste and encourage others to follow suit.

Clackmannanshire Council will begin by transitioning away from single-use plastics commencing at Kilncraigs.



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**Report to: Council**

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**Date of Meeting: 24 October 2019**

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**Subject: Vulnerable Persons Resettlement Scheme**

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**Report by: Strategic Director (Place) and Strategic Director (People)**

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## **1.0 Purpose**

- 1.1. This report seeks consideration of Clackmannanshire Council's continued participation in the resettlement of vulnerable persons (refugees). The UK Government has recently announced the extension of the scheme which has seen the Council work with partner organisations to resettle 24 families in the local community.

## **2.0 Recommendations**

- 2.1. That the Council continues to participate in the resettlement of refugees and that:
- notes the success of Clackmannanshire Council's involvement the current scheme to re-settle Syrian refugees under the VPRS,
  - agrees to confirm to the Home Office its continued support for involvement in the extended scheme,
  - notes, if continued support is agreed by Council, that officers will suggest to the Home Office that Clackmannanshire Council could rehome four families a year until 2025.

## **3.0 Background**

- 3.1. The UK Government in 2015 committed to resettle 20,000 refugees fleeing the conflict in Syria under the Vulnerable Persons Resettlement Scheme (VPRS). Clackmannanshire Council agreed to participate in the scheme and committed to providing assistance to 24 families.
- 3.2. The VPRS was to come to an end in 2020 but the UK Government has announced that it is to continue with a broadened scheme in future years. It is planned to settle in the region of 5,000 persons in the first year of operation across the UK.
- 3.3. The Home Office is seeking confirmation of continued support from Local Authorities.

## 4.0 Considerations

- 4.1. Under the current scheme Local Authorities are contracted by the Home Office to provide a range of services, (principally furnished accommodation, personal support for 12 months and English classes, again for 12 months), in return for the provision of funding. There is a requirement to provide access to interpreting services for a five year period. We have adopted a more robust support service to the resettled families, and are still providing housing support and English classes past the 12 month period as we feel that this method will enable the families to integrate more effectively into the Clackmannanshire community.
- 4.2. In all other respects, resettled individuals are to have the same access to services as any other UK citizen and there is no continuing specific Council responsibility beyond the five year agreement.
- 4.3. The sums provided by the Home Office under this agreement are sufficient to meet the costs associated with provision.
- 4.4. Settlement of the families in Clackmannanshire has caused minimal issues and there has been no identified reaction from the community. The families are settling well into the community and making good progress with their English. We have a number of individuals in employment and have had three new businesses opening with another one planned.
- 4.5. Housing and Education have developed closer working during the management of the scheme. Education has used its allocation of funding (£125,785 for 18/19) to develop a partnership model, based on the principles from the New Scots Refugee Integration Strategy 2018-2022 which was developed jointly by COSLA, the Scottish Refugee Council and the Scottish Government. The purpose of the partnership has been to improve learning and well-being outcomes for all Syrian refugee families re-settled into Clackmannanshire. A range of supports have been put in place for the children and families:
  - 1:1 well-being support for nursery and school aged children
  - Educational Psychologist's Intensive Therapeutic Service for trauma and loss
  - Community integration events
  - English language provision (formal and informal) for adults
  - Employability support
  - Supported family learning and homework activities
  - 1:1 language teaching support in schools
  - Mother and baby groups
  - Staff training in supporting refugee children

- Circle of Friends group for school age children
  - Targeted youth work and holiday programmes.
- 4.6. This has resulted in an increase in adults and learners participating in community programmes and accessing accredited ESOL learning; an increase in primary and secondary school pupils receiving targeted 1:1 English as an Additional Language Support; an increase in employability skills' and engagement in adults; volunteering in the community; improvements in attainment, achievement and well-being. This is evidenced by feedback from a range of hard and soft data, including qualifications data, feedback from Syrian families and professionals, trauma scores.
- 4.7. The work of the Education Refugee Team was recognised with a national award in 2019 by Scottish Government and is summarised in the report at Appendix 1. At a recent event organised by Education, two of the refugees shared their stories and positive experiences in Scotland. These stories are at Appendix 2.
- 4.8. COSLA and the Scottish Government have identified our model of delivery as one of good practice and the Senior Housing Support Officer has been asked to be involved in various good practice sharing protocol meetings. Most recently to visit Bute and meet with delegates from Sweden, Italy and Cyprus to discuss practices and exchange experiences of their management of the scheme. From this there will also be some future involvement in other meetings. We have built up a good working relationship with both COSLA and the Home Office.
- 4.9. In July this year members of the Education Refugee Team and Housing Support visited Dundee to learn more about their programme of support. Learning from this visit will be taken forward in our 2019/20 activity.
- 4.10. The resettlement of families into Clackmannanshire has been a success story. The families are on the whole happy and well integrated, and our funders and Scottish Government are impressed by our approach. We have been able to distribute funds to partners and have developed robust skills in working with this client group.

## **5.0 Finances**

- 5.1. The last approved family under the scheme arrived in August 2019 and this has allowed us to more accurately project the costings of the scheme over its complete life, i.e. 2015/16 – 2023/24.
- 5.2. Total funding received for the period is expected to be £2,705,663. Predicted expenditure is expected to be £2,553,840. £151,823 is currently uncommitted and is available to respond to unanticipated demand over the remainder of the project.
- 5.3. There are no specific ongoing contractual liabilities in respect of the resettled families beyond the five year agreements with the Home Office. It should be noted, however, that the impact of trauma upon individuals may not become

apparent within this timeframe and there may be a future demand for specialist psychological support services.

## **6.0 Future Provision**

- 6.1. The new scheme, though extended in terms of the geographic origin of persons covered, is to operate under the same principles and funding regime as the previous VPR scheme.
- 6.2. We feel we are well placed to continue to participate in the resettlement scheme having developed the skills and expertise over the preceding years.
- 6.3. The original decision to participate in the VPR scheme was in part influenced by the demographic challenges that Clackmannanshire is predicted to experience. These challenges have not gone away and the continued inward migration of families will help mitigate the situation.
- 6.4. Given the above it is recommended that:
  - we continue to participate in the scheme,
  - we seek to rehome four families per year till 2025,
- 6.5. Should, for any reason, the scheme be terminated before 2025 the Council's commitment would come to an end.
- 6.6. Should there be any significant reduction in funding for the scheme Council will be notified and a decision sought on continued participation.

## **7.0 Conclusion**

- 7.1. It is recommended that Clackmannanshire Council continues to participate in the resettlement of refugees. Playing our part in tackling this humanitarian crisis provides demographic benefits to the Council at a cost neutral position to the council. The community has also in the main been supportive of our efforts.

## **8.0 Sustainability Implications**

None

## **9.0 Resource Implications**

### *9.1. Financial Details*

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

### *9.3. Staffing*

- 9.4. Staffing requirements are funded via funds provided by the home office.



## 10.0 Exempt Reports

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

## 11.0 Declarations

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

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

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

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

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

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

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

## 12.0 Equalities Impact

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

Yes

No

## 13.0 Legality

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

## 14.0 Appendices

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

Appendix 1 – Education Refugee Team Annual Report 2018/19

Appendix 2 – Refugee Stories

## 15.0 Background Papers

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

Yes

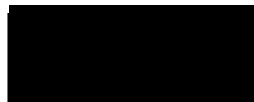
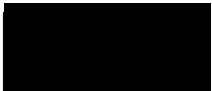
No

(please list the documents below)

**Author(s)**

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Wilson Lees	Team Leader (Housing)	Extension : 2357
Mary Fox	Team Leader (Community Learning & Development)	Extension : 5072
Lorraine Sanda	Improving Outcomes Manager	Extension : 2425

**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Pete Leonard	Strategic Director (Place)	
Fiona McOmish	Strategic Director (People)	



**Clackmannanshire  
Council**

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

Comhairle Siorrachd  
Chlach Mhanann

# **Education Refugee Team Annual Report April 2018 – March 2019**

## Introduction

Over the past three years Clackmannanshire has welcomed over 20 Syrian refugee families into the authority. Data showed that these children and their families were finding it extremely challenging to adapt to their new surroundings and educational settings. All of these families were potentially very vulnerable due to communication barriers, social isolation and experience of trauma and loss.

Recognising these challenges and using quality improvement methodology to support the design, implementation and evaluation of the project, the Education Refugee Team was implemented to provide an innovative service delivery model to improve well-being and learning outcomes for all Syrian refugee families.

The **Team** consists of:

- Education Community Learning Development
- Clackmannanshire Schools Support Service Outreach
- Inclusion EAL (English as an Additional Language)
- Education Psychologists

The aim of the Education Refugee Team is ***'to improve learning & wellbeing outcomes 100% for all Syrian refugee families re-settled into Clackmannanshire by June 2020.'***

The project is partnership-based and has implemented a range of supports at different levels including:

- sensory-led, 1 to 1 well-being support for nursery & school aged children
- direct 1 to 1 EAL support
- Educational Psychologist's Intensive Therapeutic Service for trauma & loss (Eye Movement Desensitisation & Reprocessing - EMDR therapy)
- community integration events
- ESOL provision (formal and informal) for adults
- employability support
- supported activity and homework programmes
- enhanced Primary 7 transition
- delivery of staff training in supporting refugee children
- 'Circle of Friends' groups for school aged children
- Targeted youth work & holiday programmes
- Refugee mother & baby groups

The successful development of this partnership model has embraced a holistic, needs led approach to build capacity amongst young people where vision and innovation are key. The project has made a vast impact in ensuring refugee families' well-being & learning needs are being met, and that they are being signposted for further support where necessary. It has been creative and ambitious at every opportunity, in driving forward change in outcomes for Syrian refugees integrating into Clackmannanshire and adapting to living in Scotland.

***This annual report highlights the support and interventions delivered by the Team over the past 12 months. It documents the outcomes, feedback from service users, spend during this period, and our next steps for the coming year 2019 -20.***

# Story board

## Working Together to improve learning & wellbeing for refugee families

Kate Gibney, Education Refugee Team Co-ordinator, Clackmannanshire



### RATIONALE

Over the past two years Clackmannanshire has welcomed 20 Syrian refugee families into the authority. The children of these families have found it extremely challenging to adapt to their new surroundings and educational settings. The Education Refugee Team was established to provide an innovative service delivery model to improve well-being and learning outcomes for all Syrian refugee families.

### AIM

To improve learning & wellbeing outcomes 100% for all Syrian refugee families re-settled into Clackmannanshire by June 2020

### Method

The children and young people were potentially very vulnerable due to communication barriers, social isolation and experience of trauma and loss. The Education Refugee team used quality improvement methodology to support the design, implementation and evaluation of the project.

### Process Change

Aim	Primary Drivers	Secondary Drivers
To improve learning & wellbeing outcomes 100% for all Syrian refugee families re-settled into Clackmannanshire by June 2020	Partnership based approach	<ul style="list-style-type: none"> <li>Adult ESOL provision</li> <li>Targeted 1 to 1 EAL support for pupils</li> <li>Targeted 1 to 1 wellbeing support for pupils</li> <li>Staged of intervention for assessment of need in schools</li> <li>Educational Psychologist Service's Intensive Therapeutic Service</li> <li>Community integration support</li> <li>Housing</li> </ul>
	Funding	<ul style="list-style-type: none"> <li>Staffing:                             <ul style="list-style-type: none"> <li>EAL provision</li> <li>Wellbeing provision</li> <li>ERT co-ordinator</li> </ul> </li> <li>ESOL provision</li> <li>Interpreters</li> <li>Viewpoint</li> <li>Resources</li> </ul>
	Measures	<ul style="list-style-type: none"> <li>EAL specific measures</li> <li>Intensive Therapeutic Service screening tools</li> <li>ESOL specific measures</li> <li>Strategic planning and reporting document for adult ESOL provision</li> <li>School based measures of pupil progress</li> </ul>

This model has completely changed the way Syrian refugees are supported within the authority with a co-ordinated **'Team Around the Family'** approach and clear pathway of support in practice, where well-being and learning needs are being highlighted and prioritised amongst all professionals supporting these children & families.

Successful interventions have included:

- Sensory-led 1-2-1 well-being support for children & young people
- 1-2-1 EAL support for school aged pupils
- Community integration events
- Supported activity and homework programmes
- Enhanced P7 transition
- Employability support
- ESOL provision for adult learners
- Targeted youth work and holiday programmes
- Refugee mother & baby groups

### Achievements

Improved, needs led targeted support for children and families has led to an increase in school attendance and engagement, increased participation & accreditation in adult learning and an increase in employment/volunteering. There has been very positive feedback from the families involved.

### Results

**113% increase** in learners (adults & children) voluntarily participating in community programmes supporting integration  
**49% increase** in adult learners accessing accredited ESOL learning.

**78% increase** in Primary aged school pupils receiving targeted 1 to 1 EAL support

**44% increase** in Secondary aged school pupils receiving targeted 1 to 1 EAL support.

Feedback from participants

I can make appointments for me and my child myself

Helped my integration into Scottish society, stopped us feeling lonely, sad and depressed

Helped my confidence

### Conclusions

The successful development of this partnership model has embraced a holistic, needs led approach to build capacity amongst Syrian families where vision and innovation are key.

Staff now regularly link in with all members of the individual families to gain their knowledge and insight into how best to develop this collaborative project. Families have also been involved in the delivery of staff training rolled out in schools.

The project has made a vast impact in ensuring refugee families' well-being & learning needs are being met, improving support and leading the way in refugee provision within Scotland.



Further information contact: [Clkgibney@glow.sch.uk](mailto:Clkgibney@glow.sch.uk)

## Family of Measures for QI Planning

### Predictions

- Increase employability skills
- Increase adult engagement with further education
- School attendance and attainment will improve
- Engagement in school education with increase
- Wellbeing will improve
- 
- will reduce

PTSD scores

Measure name	When collected	Who collects	Data type (qualitative/quantitative)	Measure type (outcome, process, balancing)
EAL pupil profile of competence	Twice a year	EAL teacher	Quantitative	Outcome
Intensive therapeutic service (CROPS, PROPS, LITE)	Pre & post intervention	Educational psychologists	Quantitative	Outcome
Observation of adult ESOL skills (needs analysis)	Termly	Community Learning Development	Qualitative	Process
Adult individual education plans	Pre, during & post	Community Learning Development	Qualitative	Outcome
Monitoring of attendance for wellbeing & EAL support	Weekly	EAL teacher/ wellbeing support worker	Quantitative	Process
Observation of pupil wellbeing	Weekly	EAL teacher/ wellbeing support worker	Both	Outcome
Monitor engagement of pupils in wellbeing sessions using the Leuven Scale	Pre & post intervention	Wellbeing support worker	Quantitative	Outcome
Monitor engagement of pupils in EAL sessions	Pre & post intervention	EAL teacher	Quantitative	Outcome
Monitor of school attendance, behaviour profile & academic attainment	Pre & post intervention	School	Quantitative	Outcome
Attendance at Forth Valley College ESOL courses by adult learners	Weekly	Community Learning Development/Housing	Quantitative	Outcome
Engagement of adults & children at community	Termly	Community Learning Development	Quantitative	Process

## Quality Improvement Plan

### What are we trying to accomplish?

The increasing number of Syrian refugee families being re-settled into Clackmannanshire required a partnership approach to provide an innovative service delivery model to improve wellbeing & learning outcomes for all Syrian refugee families.

### How will we know that a change is an improvement?

- Feedback from Syrian refugee families
- Feedback from professionals
- Data (see measurement plan)

### Aim

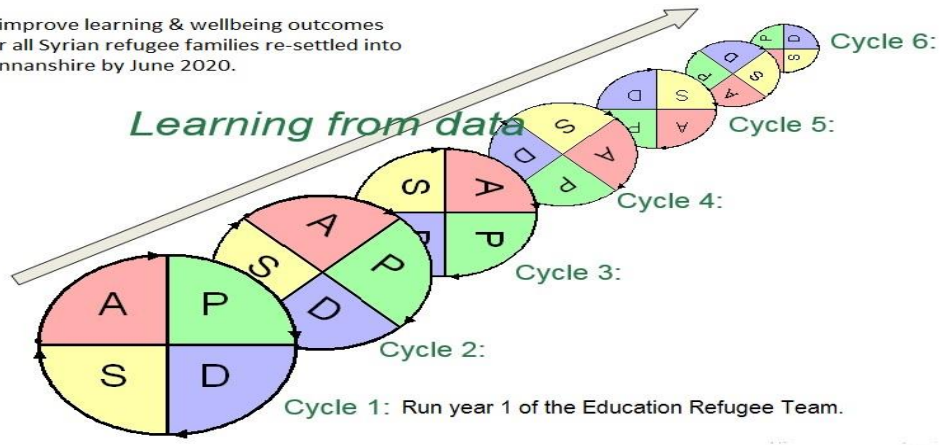
To improve learning & wellbeing outcomes 100% for all Syrian refugee families re-settled into Clackmannanshire by June 2020.

### Measures

See measurement plan.

<b>Plan</b>	
<i>List the tasks needed to be set up this change (i.e. how will we do it?)</i>	See driver diagram.
<i>Predict what will happen when the test is carried out (i.e. what do you think will happen?)</i>	<ul style="list-style-type: none"> <li>- Increase employability skills</li> <li>- Increase adult engagement with further education</li> <li>- School attendance and attainment will improve</li> <li>- Engagement in school education with increase</li> <li>- Wellbeing will improve</li> <li>- PTSD scores will reduce</li> </ul>
<b>Do</b>	
Describe what will happen when you ran the test?	Still in this phase.
<b>Study</b>	
Describe the measured results & how they compared to the prediction	
<b>Act</b>	
Describe what modifications to the plan will be made for the next cycle	

**Aim:** To improve learning & wellbeing outcomes  
100% for all Syrian refugee families re-settled into  
Clackmannanshire by June 2020.





# Driver Diagram

Aim	Primary Drivers	Secondary Drivers	Tasks
<p>To improve learning &amp; wellbeing outcomes 100% for all Syrian refugee families re-settled into Clackmannanshire by June 2020</p>	<p>Partnership based approach</p>	<ul style="list-style-type: none"> <li>• Adult ESOL provision</li> <li>• Targeted 1 to 1 EAL support for pupils</li> <li>• Targeted 1 to wellbeing support for pupils</li> <li>• Staged of Intervention for assessment of need in schools</li> <li>• Educational Psychologist Service’s Intensive Therapeutic Service</li> <li>• Community integration support</li> <li>• Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Pull together existing interventions into co-ordinated plan for support</li> <li>• Liaise closely with Housing</li> <li>• Create education guidance for supporting Syrian refugees</li> <li>• Monthly Education Refugee Team Meetings</li> <li>• Monthly Viewpoint meetings</li> <li>• Termly management strategic meeting</li> <li>• Create joint measurement plan</li> <li>• Deliver interventions</li> </ul>
	<p>Funding</p>	<ul style="list-style-type: none"> <li>• Staffing:               <ul style="list-style-type: none"> <li>- EAL provision</li> <li>- Wellbeing provision</li> <li>- ERT co-ordinator</li> <li>- ESOL provision</li> </ul> </li> <li>• Interpreters</li> <li>• Viewpoint</li> <li>• Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Use co-ordinated plan to identify project team</li> <li>• Identify appropriate resources</li> </ul>
	<p>Measures</p>	<ul style="list-style-type: none"> <li>• EAL specific measures</li> <li>• Intensive Therapeutic Service screening tools</li> <li>• ESOL specific measures</li> <li>• Strategic planning and reporting document for adult ESOL provision</li> <li>• School based measures of pupil progress</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Educational Psychologist Service regarding use of Viewpoint</li> <li>• Weekly, mid &amp; long term planning</li> <li>• Monitor attendance at adult ESOL classes &amp; targeted youth work programmes</li> <li>• Monitor attainment</li> <li>• Monitor engagement of pupils in wellbeing &amp; EAL sessions</li> <li>• Monitor school attendance</li> <li>• Behaviour profile</li> </ul>



# Adult learning

## *Driver*

*Improvement in attainment, particularly in literacy and numeracy.*

## *Intended impact*

*Learners will progress to college, employment, volunteering and training reporting that their confidence has increased within the wider community. Families are more confident about engaging with schools and supporting their child's learning.*

Education Community Learning Development offers English for Speakers of Other Languages (ESOL) for every Syrian refugee adult learner. Programmes have been developed in-line with SQA 'ESOL Introduction to Beginners Literacies' (Level 1 and 2); and SQA National Level ESOL 2, 3 and 4. On-site crèche facility is available for pre-school children. This has proven to be successful in reducing barriers to learning, where a lack of child care may have impacted on attendance at the ESOL provision.

Community integration programmes are also supported by the CLD service.

## **ESOL**

From April 2018 - March 2019, 39 adult learners have engaged in Syrian ESOL programmes of learning. Community based ESOL provision sustains a minimum of eight hours per week.

Prior to April 2018, 12 learners had progressed to Forth Valley College for accredited national awards in ESOL. This year, an additional 7 learners progressed to Forth Valley College bringing the total learners accessing accredited national awards to 19 (49%).

*Out of the 19 learners accessing Forth Valley College:*

- 11 are now working at National Level 2 ESOL.
- 5 have progressed to National 3 ESOL.
- 3 have progressed to National 4 ESOL.

## **Community programmes**

- This year 19 learners (49%) have engaged in various additional community programmes supporting their integration.
- There has been an increase from five to eight learners (8%) engaged in volunteering within the community.
- A supported homework club is facilitated weekly for school aged children to attend, accompanied by their parents.

## **Driving licenses**

Obtaining a UK driving license is a high priority for many of the learners as this assists with their integration, whilst offering them increased independence. Specific driving related language sessions are now being offered by Education CLD.

- From April 2018 – March 2019, 3 learners passed their driving test. Therefore 6 out of the 39 learners (16%) now hold a full UK driving license.
- A further 15 learners have been working towards obtaining their driving license.
- Out of the 15, 7 learners (47%) have passed their driving theory test.

## ESOL holiday programmes

- Programmes are delivered during school holidays (Easter and summer), which allows learners to 'touch base' with ESOL staff. This allows adult learners to revise their ESOL learning whilst having the opportunity to experience 'informal' ESOL opportunities; e.g. visits to local cafes and tourist attractions.
- Some older children opt to accompany their parents to these informal 'ESOL' sessions.
- During school holidays, their children (of all ages) can attend the on-site crèche. This allows the children to socialise and engage in structured play with peers.
- Some older children opt to accompany their parents
- Upper primary and secondary aged children can be referred to CLD's wider holiday programme which includes outdoor activities and creative arts.

## Anecdotal feedback from adult learners:

*How has attending Education CLD ESOL classes helped you?*

*"talk to other mums in the playground and at school"*

*"make appointments for me and my children, by myself"*

*"with my children's homework"*

*"talk to bus and train drivers about travel"*

*"go shopping"*

*"deal with people"*

*"with my confidence"*

*"helped my integration into Scottish society, stopped us feeling lonely, sad and depressed"*



## Adult Learning Case Study

Learner A arrived in the UK in the summer of 2017 with very little English and could not hold a conversation with anyone. They required an interpreter to support their formal ESOL learning and commenced with 'Emergency English' which consisted of basic English phrases, comprehension and pronunciation of their own personal information and important signs and symbols they would require initially in the community. This immediate period was made more difficult for Learner A due to their children being so upset at leaving them and thus making it extremely difficult to access the on-site crèche provision. The family had to at times split their time during ESOL with the crèche to help settle their children.

During 2017 – 2018 they were extremely motivated to learn and progress with their English ability quickly, thus working extremely hard to achieve. In line with the SQA ESOL assessment criteria they advanced from Beginners Literacy level ESOL to National 2 level ESOL. They were keen to obtain any extra ESOL support that we could offer, attended regularly and were clear on areas they needed to develop in which meant support was tailored to their needs.

Throughout this period they constantly highlighted how much they missed working as they worked full time in Syria. During 2018 they began to consider what would be required to start their own business in Scotland. They accessed additional ESOL support to allow them to work towards and subsequently pass their driving test, started volunteering in a local business and obtained formal guidance via New Enterprise Allowance with the long term goal to set up on their own.

At the start of 2019 their own local business became a reality, which has allowed them to meet new people and establish friendships in the local community. Their passion, determination and commitment to learning and progression in Scotland have been the key driving factors in making such quick progress and their ultimate success.

## Employability

Four Syrian refugees are now in full / part time employment, this figure has doubled from the previous year.

- 2 have jointly opened their own business in Alloa town centre.
- Another is in the process of establishing their own business due to open in Alloa town centre in April 2019.
- 3 are in employment within Clackmannanshire



## Education Psychologist Team

- **Intensive Therapeutic Service** - Education can refer pupils who are struggling with trauma and loss. Support is delivered through Eye Movement Desensitisation & Reprocessing (EMDR) therapy.
- **Consultation service** – Educational Psychologists are available to offer advice and strategies to best support pupils' educational placements.
- **Learning assessments** – if required Educational Psychologists are able to carry out learning assessments.

Educational Psychology Service can offer consultation and direct assessment and intervention where appropriate to support refugee pupils' educational progress through the Team Around the Child (TAC) and Staged Intervention Processes.

# Early Years and School Education

## Driver

*Pupils fully engaged in learning whilst well-being needs are prioritised.*

## Intended impact

*Pupils are improving their English language and achieving their learning targets, whilst building confidence, self-esteem and developing resilience.*

From April 2018 – March 2019, 47 Syrian pupils accessed Clackmannanshire education establishments:

- 9 within nursery placements
- 27 within primary placements
- 9 within secondary placements
- 2 within specialist provision

All pupils are placed on staged of intervention level 3 on arrival into Clackmannanshire. They remain on a minimum of SOI level 2 throughout their educational placements, in accordance with the Additional Support for Learning Act (Scotland 2009).

Out of the 47 pupils, 32 (68%) are living with SIMD deciles 1 and 2.

## Targeted 1 to 1 intervention:

### English as an Additional Language (EAL) Support

1 to 1 EAL support has been provided from April 2018 – March 2019 for:

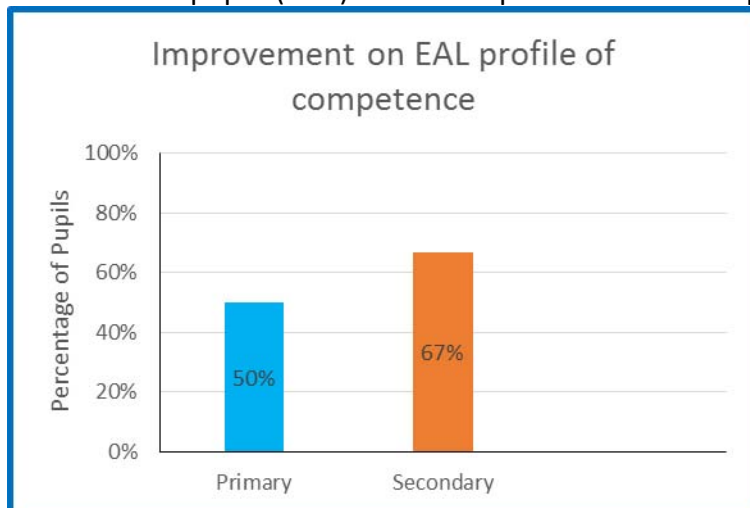
- 1 nursery pupil (only on a consultative basis)
- 20 primary pupils
- 3 secondary pupils

#### Primary

10 out of the 20 pupils (50%) showed improvement on EAL profile of competence.

#### Secondary

2 out of the 3 pupils (67%) showed improvement on EAL profile of competence.





## Well-being support

Weekly 1 to 1 sensory-led wellbeing support has been provided from April 2018 – March 2019 for:

- 9 primary pupils
- 8 secondary pupils
- 1 pupil in specialist provision

### **Primary**

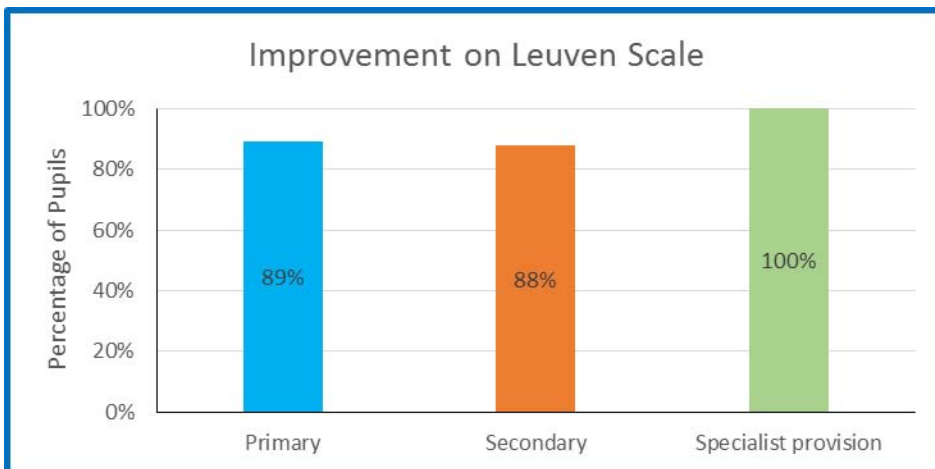
8 out of the 9 pupils (89%) showed improvement on the Leuven well-being scale.

### **Secondary**

7 out of the 8 pupils (88%) showed improvement on the Leuven well-being scale.

### **Specialist Provision**

The Pupil has shown improvement on the well-being scale.



### **Pupil feedback**

100% of pupils stated when asked that well-being support had a positive impact on them.





## School Pupil Case Study

Pupil X is a 14 year old female Syrian refugee pupil who arrived into Clackmannanshire 3 years ago. She lives with her mother and younger sibling. Her parents separated before war broke out in Syria, and her father still resides in Syria. During her first year within education she presented as being disengaged with learning and extensive well-being concerns arose. Barriers to learning included:

- Communication difficulties – no English language at all
- Gaps in learning
- Learning difficulty
- Socially isolated
- Chronic trauma
- Victim of cyber blackmail/ vulnerable to online risk taking
- Low self esteem
- Significant grief and loss
- Issues with sleep
- Health condition

Through a co-ordinated team around the child approach, the following interventions were put in place in order to engage Pupil X in learning and improve her well-being:

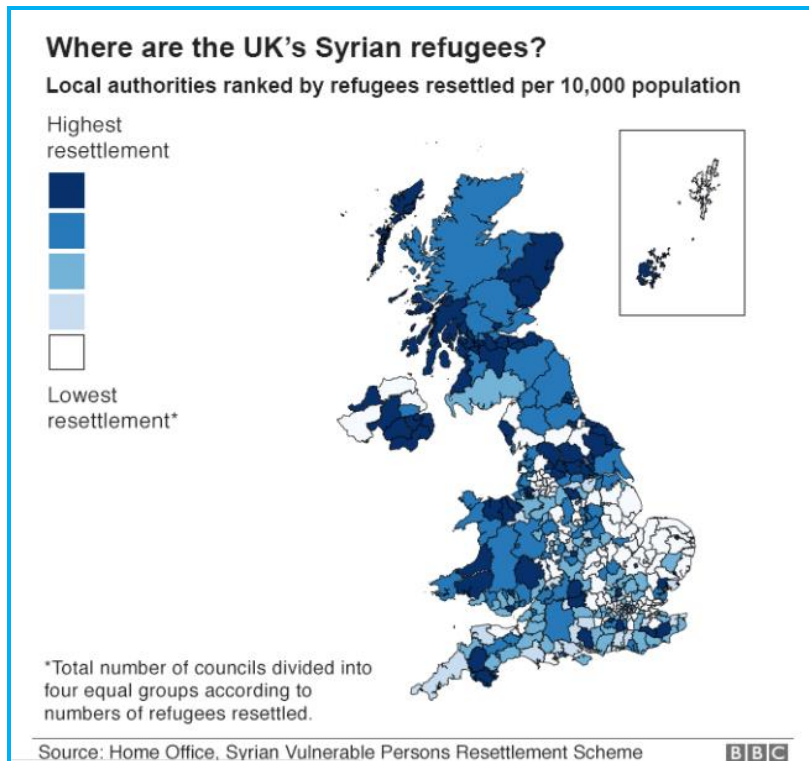
- Learning assistant support to access mainstream classes
- Access to small group education facilitated by the education establishment's pupil support team
- Targeted EAL 1 to 1 support from EAL teacher
- Targeted 1 to 1 well-being support from Outreach Support
- Psychological Service Intensive Therapeutic Service – EMDR
- Targeted youth work 1 to 1 and group work programmes facilitated by Community Learning Development
- Cognitive learning assessment by Educational Psychological Service
- Health assessment by the school nurse
- Internet safety awareness session facilitated by the Community Police Officer
- Lunch clubs facilitated by Pupil Support/Outreach
- Referral to Intensive Family Support Team (Child Care Services) for targeted family support

The outcome of this support has been that Pupil X is now fully accessing education. She presents far more motivated and enthusiastic within school. Her self-esteem, confidence and overall well-being has improved.

## Budget and Spend for this period (Education only)

<b>Item</b>	<b>Cost</b>
Staffing	£120,907.83
Mileage	£ 1350.00
IT equipment	£ 282.00
Teaching materials	£ 100.00
Interpreting services	£ 2199.00
Staff training	£ 950.00
<b>Total</b>	<b>£125,785.00</b>

## Comparative Terms



**Top five intake of Syrian refugees relative to population within the UK (over 9 per 10,000 population):**

- Clackmannanshire, Scotland
- Gateshead, England
- Argyll and Bute, Scotland
- Hartlepool, England
- Pendle, England

**Clackmannanshire currently has 19 re-settled Syrian refugees per 10,000 population.**

## Looking forward to 2019-20

- Plan for the arrival for the confirmed arrival of 4 new families, and the possibility of further families arriving.
- Develop a digital micro learning tool for all education staff supporting Syrian refugee families.
- Plan for how integration support will continue past June 2020 when existing funding sources cease.
- Integrate learning and practice into the Additional Support Needs Strategy and Action Plan and Scottish Attainment Challenge Exit Strategy.
- Plan with Social Work and Housing on an integrated model of Family Support.
- Explore co-creation of employability and post-school pathways with ClacksWorks and third sector partners.
- Present NIF stand up to Education staff at Kilncraigs.
- Include in Annual NIF Report as a case study.
- Share report with Housing.



## THE TRAGEDIES OF WAR

I have been asked to write about a difficult or emotional experience. Most people think they have one or two hard experiences in their life but in fact I have had a lot in my childhood. I will not only speak about my own personal suffering, but I will speak about the suffering generally - of all the people in the war in Syria. This war created devastation; not only the destruction of buildings but also the spirits of the people. Both were broken – many beyond repair. This war especially affected all the children.

The war made education difficult because the army closed the schools sometimes for one or two months. Also, it was not safe for children to leave home. Some parents thought if they sent their children to school maybe they would be hurt by a stray bullet or maybe someone would kidnap them, so they kept their children at home. Throughout the whole world when children know they cannot go to school they feel so happy; when the children in Syria know they cannot go to school they know something bad has happened. Some children are denied the right to education because they move to another country and the schools do not welcome them; other schools do welcome the children but only if they have money and most people who move do not have money. This has a huge effect on the children.

What affects children the most is being separated from their family. Lots of children are forced to leave someone from their family and this is very hard for them but if you leave someone, there is hope to see them again even if the hope is very small. It is a small flame that keeps burning – even though sometimes you can hardly see it. The

hardest is to lose a person who is dear to you. This means that there is no hope to see this person again. There is no flame. No hope. I am not just speaking about losing someone from a family; I mean if you lose any person, for example a friend or a neighbour or any one you are close to you. The idea that this person was beside you one minute and gone the next is very hard to understand and accept. This feeling is particularly hard for children. Everyone needs a glimmer of hope to keep them going.

Every parent's nightmare is losing a child. Every parent wants to keep their children safe. For some parents one way to do this in times of war is moving or travelling to another country. It is very hard to decide to leave your own country or your home and abandon all the beautiful memories, but if you want to escape from war with the least damage you must do this. When you move to another country it is very hard to start a new life, because you must find a new job and a new home and adapt to the country. Adapting to the country also means learning a new language and this is the hardest thing. You also have to learn everything about this country and its culture to be able to integrate into this new society. European countries and Arab countries are hugely different in terms of culture, language and law. I know this from my own experience. On top of all this, when you move to a new country the hardest thing is to build a new life in a country that doesn't want you and tries to expel you. Often people treat you with disrespect and they take away your rights. However, you stick with it, not because you love it, but because it is your only chance to live in safety. Some people are even willing to live in humiliation in exchange for safety. There are so many hurdles to cross that often it all becomes exhausting and sometimes you just want to stop running.

The people have not only escaped from war and destruction; they have escaped from death. At the beginning of the war lots of people

were afraid of dying. They were frightened to go to sleep in case they didn't wake up in the morning. Many also feared dying from hunger. Because there were no jobs there was no money so no food. Every day people felt close to death. This feeling seeps into every fibre of your being. It is inescapable.

People who never experience war can never feel this terror. They can't feel what it is to be so close to death on a permanent basis or to feel permanently hungry and they can't find food to eat. They can't understand the feeling of losing a home or longing for someone dear to you. They can't feel the way a mother feels when she loses her son in front of her eyes. The hardest feeling is to wait for people to return to you: you know in your heart that they will not return, but you put this in your head to try to stay alive without them. People don't know how much suffering and pain the war has caused; if I spoke about all these feelings for years and years, they still wouldn't understand what I mean.

From my experience in the war in Syria I have come to know some of these feelings. I can't understand all of them because I stayed in the war just four years then my family and I left with fewer losses than other people. Some people are still suffering from the pain of war even now. War is a three-letter word but it bears all the meanings of conflict, disputes and murder. If you saw just one day of war, you would ask god never to show you war again. The biggest problem of war is that it solves nothing and just leaves people dead – both literally and metaphorically. I hope that no one else has to suffer the effects of war. I hope that people try to understand that those who left the war have been forced to do so and that all they ask for is compassion.





## **Dima's Story – from Syria to Scotland**

In Syria we were surrounded by the smell of death from everywhere. There was a kind of battle inside each of us between the life and death. At the time when we felt that the life has become impossible, and thought that we may lose our children or those who we love around us, we decided to leave our country, and that was the most difficult decision to make back then. This happened because of the intense air and ground shelling and the suffering we had experienced, which made the situation difficult to endure.

I still vividly remember my last moments in my country, I remember when my husband came to me and said “ the time has come to leave our home, we cannot carry anything with us to Lebanon, as we will not settle there for a long time, as soon the war is over we will return home”. Back then, I had only two little girls, one of them was only 20 days old. It was a difficult decision to give a birth while we were at the heart of war, but this happened. I carried my baby girl and put in a small bag with some clothes for my children. We had not pay any attention to ourselves; me and my husband, only our children were in the centre of our attention.

Me and my husband were extremely afraid since we did not know our future, and we did not whether we would be able to cross the border safely towards Lebanon. After a hard journey we could arrive in Lebanon, but Lebanon was not a good place to live in, although we felt safe to some extent.

After we arrived in Lebanon, we had begun a new journey, a journey of finding a job to live on. With difficulties my husband could finally find a job of low income, but we could manage to rent a house of which I was certain that the house was very bad but I found it safe to live in. the most difficult feeling is when you decide to leave your home and live in another country where people do not welcome you (or hate you), this is what happened to us in Lebanon.

Over the time we lived in Lebanon we attempted several times to leave Lebanon, but without success as back then no country was ready to receive Syrian refugees, as well as we did not have our passports in the hand, therefore we decided to stay in Lebanon despite of all the humiliation we had faced there.

Later, we were lucky to have our family picked up to be taken out of Lebanon and settled in Scotland. I think this was the biggest and the greatest stage of my life and of the future of my children. Indeed, we arrived in Scotland, on our arrival everything was strange to me in the beginning, streets, buildings, people, culture, tradition, and the most important one the language.

No one can imagine our feeling at that time when we had to do an important thing in our daily life, such as having an appointment with a doctor, or giving help to our children at school, as we were unable to understand what the other person is saying.

Now I can remember my first morning in Scotland when I woke up with a weird feeling, asking myself; where are we? What is this house? Where

on earth are we? To where this road may go? I can say everything was strange.

However, people here are very friendly; they help us to be integrated with the local community, especially the supporting team of the council which helped us to know our rights and duties in this new country.

Special thank you goes to the education team of Clackmannanshire Council who have helped us to improve our language. With their help we can now communicate in English after it was impossible.

Now we dream of a better future, with the help of people around us we can fulfill all our dreams. From the bottom of our hearts, thank you United Kingdom.



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**Report to: Council**

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**Date of Meeting: 24 October 2019**

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**Subject: Scottish Housing Regulator Annual Assurance Statement**

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**Report by: Strategic Director (Place)**

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## **1.0 Purpose**

- 1.1. This report provides an update for members on the recent changes to the regulatory framework for social housing in Scotland and seeks council approval for submission of Clackmannanshire Council's Annual Assurance Statement to the Scottish Housing Regulator (SHR) by the deadline of 31<sup>st</sup> October 2019. (The council's Annual Assurance Statement is attached as Appendix 2).

## **2.0 Recommendations**

- 2.1.1 It is recommended that the Council:
- 2.1.2 Approve the 2019/20 submission of the Annual Assurance Statement to the Scottish Housing Regulator, noting the relevant changes to the regulatory framework for social housing in Scotland.

## **3.0 Considerations**

- 3.1. As required by section 31 of the Housing (Scotland) Act 2010, the Scottish Ministers set the standards and outcomes that all social landlords should aim to achieve when performing their housing activities.
- 3.2. The Charter was approved by resolution of the Scottish Parliament in 2012, taking effect from 1 April 2012. Reporting on performance against the Charter is undertaken via the Annual Return of Charter (ARC), which all social landlords are required to return annually by 31st May.
- 3.3. Following consultation a revised Regulatory Framework was introduced in February 2019 detailing revised regulatory requirements for social landlords in Scotland:
- New requirements for collection and publishing of data,
  - New requirement for social landlords to submit annually an Annual Assurance Statement to the SHR to provide assurance that social

landlords are meeting the standards and outcomes set out within the Scottish Social Housing Charter,

- How forward engagement by the SHR with landlords will take place.

#### 3.4. ***The Annual Assurance Statement***

- 3.5. The introduction of the Annual Assurance Statement requires that all social landlords in Scotland provide assurance to the regulator that they comply with the relevant regulatory standards and legal requirements, and are able to provide evidence in support of this. Areas of non-compliance are required to be stated, these termed as “material non-compliances”.
- 3.6. The first submission of the Annual Assurance Statement is to be made to the Regulator by 31<sup>st</sup> October 2019. Clackmannanshire Council’s first submission is attached as Appendix 2.
- 3.7. The Council is required to publish and make available to tenants and service users the Assurance Statement submission, the Statement will be made available on the Council’s website relating to Housing Performance.
- 3.8. SHR guidance suggests that the statement submitted should provide a short overview of compliance level with supplementary evidence to support the statement being held elsewhere by each landlord. This overview evidence has been shared with elected members.
- 3.9. The supplementary evidence provides assurance that the Council has in place robust mechanisms to ensure that appropriate levels of governance and monitoring of relevant service provision against the statutory and regulatory standards takes place.
- 3.10. Supplementary evidence has been gathered through interrogation of both local and corporate arrangements currently in place to ensure effective service delivery. It is a key requirement by the SHR that assurance be reviewed by each landlord throughout the year, for Clackmannanshire Council the Housing Business Management Team will lead a working group to review performance quarterly.
- 3.11. The Convenor (Place) is required to sign off on the Assurance Statement as being a true and accurate reflection of assurance within the housing service.
- 3.12. ***Forward engagement by SHR***
- 3.13. Clackmannanshire Council achieve all but the following standard and outcome in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services:
- Involve tenants, and where relevant other service users, in the preparation and scrutiny of performance information.*
- 3.14. This area of service delivery has been reported to the regulator as an item of material non-compliance given our current lack of tenant scrutiny arrangements.

- 3.15. The Council took the decision corporately in 2014 to no longer pursue Customer Service Excellence accreditation, a key aspect of this accreditation being service user engagement and partnership working.
- 3.16. In addition, there have been significant challenges over the past 18 months within the position of tenant participation officer and the resourcing of this role (this reported to Council in February within the approved paper on the HRA budget 2019-20). A lesser level of available resource capacity and the ongoing internal restructure within the place service have hampered our ability to provide provision for tenant scrutiny.
- 3.17. Areas of non-compliance must be reported. Where assurance is provided to the SHR that effective plans and the capacity and willingness to improve or resolve the issue are in place the SHR will ask to be kept up to date on progress within the improvement area.
- 3.18. In these circumstances the SHR will not engage with the landlord unless the issue presents such a significant risk to the interests of tenants and service users that they need to monitor it closely, or take action, to ensure it is resolved successfully.
- 3.19. A forward plan of improvement actions has been developed and is being implemented to address the under performance within the area of tenant scrutiny. These actions as outlined within the Assurance Statement.

#### **4.0 Sustainability Implications**

- 4.1. The information contained within the Assurance Statement and its supporting evidence demonstrates that housing priorities contribute positively to sustainability.

#### **5.0 Resource Implications**

##### *5.1. Financial Details*

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

#### **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 click on the check box )  
 Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all   
 Our families, children and young people will have the best possible start in life

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

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

(2) **Council Policies** (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**

Appendix 1 - Clackmannanshire Council SHR Engagement Plan

Appendix 2 – Annual Assurance Statement to the Scottish Housing Regulator 2019/20.

**11.0 Background Papers**

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

Yes

No

(please list the documents below)

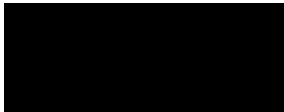
*Clackmannanshire Council – SFHA & ALACHO Self Assurance evaluation working papers – distributed to members*

**Author(s)**

NAME	DESIGNATION	TEL NO / EXTENSION
Andrew Buchanan	Team Leader Business Improvement	Extension : 5169
Murray Sharp	Senior Manager (Housing)	Extension : 5113



**Approved by**

<b>NAME</b>	<b>DESIGNATION</b>	<b>SIGNATURE</b>
Pete Leonard	Strategic Director (Place)	



## Clackmannanshire Council

### Why we are engaging with Clackmannanshire Council (Clackmannanshire)

We are engaging with Clackmannanshire about its **services for people who are homeless**.

To assess the risks to people who are homeless we have reviewed and compared the data for all councils from the Scottish Government's 2017/18 national homelessness statistics and the Annual Returns on the Charter. From this we identified areas where we require further information from Clackmannanshire:

- Clackmannanshire's assessment of homelessness applications:
  - the percentage where contact was lost before assessment is above the Scottish average;
  - the percentage withdrawn before assessment is above the Scottish average; and
  - the percentage assessed within 28 days is below the Scottish average.
- temporary accommodation: the percentage of offers of temporary or emergency accommodation refused is above the Scottish average; and
- outcomes for people who are homeless: the percentage of unintentionally homeless people with whom Clackmannanshire lost contact is above the Scottish average.

### What Clackmannanshire must do

Clackmannanshire must provide us the information we require in relation to its homelessness service.

### What we will do

We will review:

- review the information we require from Clackmannanshire and determine what more we may require it to do;
- review our engagement with Clackmannanshire when it has finalised its Rapid Rehousing Transition Plan; and
- progress with homes not meeting Scottish Housing Quality Standard (SHQS) when we receive its Annual Return on the Charter in June 2019. At the end of the 2017/18, 115 of its homes did not meet SHQS.

### Regulatory returns

Clackmannanshire must provide us with the following annual regulatory returns:

- Annual Assurance Statement;
- Annual Return on the Charter; and
- the return on the Energy Efficiency Standard for Social Housing.

It should also notify us of any material changes to its Annual Assurance Statement, and any tenant and resident safety matter which has been reported to or is being investigated by the Health and Safety Executive or reports from regulatory or statutory authorities or insurance providers, relating to safety concerns.



**[Read more about Clackmannanshire Council >](#)**

**Our lead officer for Clackmannanshire Council is:**

**Name:** Kelda McMichael, Regulation Manager  
**Address:** Buchanan House, 58 Port Dundas Road, Glasgow, G4 0HF  
**Telephone:** 0141 242 5575  
**Email:** [Kelda.McMichael@scottishhousingregulator.gsi.gov.uk](mailto:Kelda.McMichael@scottishhousingregulator.gsi.gov.uk)



## Clackmannanshire Council

### Annual Assurance Statement 2019 to the Scottish Housing Regulator

Clackmannanshire Council complies with all relevant regulatory requirements set out in Chapter 3 of the Regulatory Framework.

We meet all legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

The Scottish Housing Regulator Engagement Plan (2019/20) for Clackmannanshire Council highlights, an intention to analyse the councils work in relation to services to people who are homeless. We will continue to work with the SHR in 2019/20 by providing required information on our homeless service, see Appendix 1.

We achieve all but the following standard and outcome in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services:

- Involve tenants, and where relevant other service users, in the preparation and scrutiny of performance information.

The below noted actions are aimed at ensuring improvements are made to achieve adequate levels of tenant and resident engagement and scrutiny –

1. A new Tenant Participation Strategy to be entered into working collaboratively with TIS (Tenant Information Service) and Paragon HA. This partnership working has worked well on previous TP strategies and is to be progressed with members, officers and RTOs being asked to participate.
2. Recruitment to be undertaken to position of Tenant Participation Officer (this was noted within HRA Business Plan approved by Council in February 2019).
3. A Scrutiny Panel (& or re-establishment of tenant HRA Board) to be set up to monitor and assess performance across the housing service.
4. A focus will be placed on reaching out to RTOs to re-engage with the council and foster sound lines of communication and partnership working.
5. The results from the recently completed tenant's satisfaction survey (3 yearly survey) to be assessed and areas of under performance addressed through joint working between the council and RTOs.

To meet our level of assurance we considered appropriate evidence against each of the requirements and will continue to do so during the course of the year.

The Annual Assurance Statement 2019 to the Scottish Housing Regulator was approved at Council on 24th October 2019.

**Signed:**

**Convenor (Place):**

**Date:**

**Senior Manager (Housing):**

**Date:**

**Strategic Director (Place):**

**Date:**



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**Report to Council**

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**Date of Meeting: 24 October 2019**

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**Subject: Glentana Mill Site, Alva**

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**Report by: Strategic Director (Place)**

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## **1.0 Purpose**

- 1.1. This report provides an update for Council on the current position in respect of the Glentana Mill site in Alva. It reaffirms the intentions for the site as set out in the report to Council of 23 August 2018 and the report to Place Committee of 21 March 2019 and accordingly seeks funding approval for its demolition. It also provides an overview for the Council's Housing Revenue Account (HRA) to develop the site for affordable housing, this would include specialist housing and house types suitable for older people, in line with priorities set out in the Local Housing Strategy 2018-2023 and Strategic Housing Investment Plan 2019-2024. The recommendation is for the site to be transferred to HRA.

## **2.0 Recommendations**

- a) It is recommended that the Council approve the transfer of the site to the Council's Housing Revenue Account (HRA) based on the independent surveyor's valuation (5.2). This will secure the aspirations of the Council's Strategic Housing Investment Plan (SHIP) and to achieve an early capital receipt,
- b) It is recommended that the Council agrees to utilise the current HRA revenue surplus to purchase the site from the councils General Fund (GF), less costs of demolition and site clearance,
- c) It is recommended that the Council agrees to utilise the current HRA revenue surplus to demolish and clear the site,
- d) Note that HRA Business Plan will be updated to reflect this fiscal transfer.

## **3.0 Historical Background**

- 3.1. Glentana Mill was built in 1873 as the Dalmore Works and extended in 1887. The mill was built for the Wilson Brothers and it specialised in the production of shawls, tweeds and tailor made ladies wear. The former mill was a large

complex with a brick chimney, weaving sheds and an engine house to the rear. The current Glentana Mill element of the complex was initially a two storey building.

- 3.2. It was partly re-built in 1895 after a storm with further additions in 1912 and 1916. In 1941, a fire destroyed the main two storey mill building and was re-built as a single storey building.
- 3.3. Glentana Mill remained in industrial use until around 1979, producing scarves, rugs and blankets in mohair, wool and cashmere.
- 3.4. Around 1993, the associated mill buildings and chimney were demolished and principally replaced by a car park. This served the remaining building which was converted into the Mill Trail Visitor Centre and coffee shop and later as a bike shop/clothing and textile shop.
- 3.5. The building was fully vacated in January 2019 and the tenant, Scotcrest, relocated into the former Alva CAP.
- 3.6. Historic Environment Scotland (HES) received a request, on 4 March 2019, to assess Glentana Mill as to its potential to be listed as a building of special architectural or historic interest. This repeats a consideration for Listing in 2010. HES confirm that in 2010 the building was not found to meet the criteria for listing. HES confirmed again on 28 August 2019 that they have decided **not** to list the building, largely due to it being a fragmentary remnant of a once larger mill complex and not representative of its industrial building type; it having had significant alterations including the loss of much of its original fabric and its setting being substantially altered.

#### **4.0 Considerations**

- 4.1. The Council agreed at its meeting of 23 August 2018 to “declare the former Glentana Mill and the adjacent site (Appendix 1) surplus to requirements and for it to be marketed for sale”. The report stated that the site is allocated for business use in the adopted Local Development Plan (LDP) which reflected the business use of the former mill at the time of plan preparation and the potential for adjacent business development which was not realised. It confirmed that the former mill building is not fit for purpose and is recommended for demolition and the resultant vacant site is considered to be most appropriate for residential development, given its location between housing/pensioners centre and the Cochrane Park. It further states that it is considered that it would be an ideal site for elderly/specialist housing. It is not considered viable for the property to be brought back in to productive use and there has been no recent development interest for the site, nor any viable interest for the buildings re-use given its condition and significant cost implications.
- 4.2. A subsequent report to the Place Committee of 21 March 2019 gave an update of disposals already approved, such that “tenders for demolition are being sought”. However, it is now proposed that the site be transferred to HRA and that the building will be demolished thereafter. A formal tender exercise is underway.



The delay in pursuing demolition was due to the consideration of HES regards potential listing of the property which took from March to August 2019. Recent indications for demolition costs are in the region of £130k - £150k<sup>1</sup>.

- 4.3. Clackmannanshire Council's Strategic Investment Plan 2019 – 2024 (SHIP), approved by Council in November 2018, defines the Council's priorities for housing investment, as set out from the Local Housing Strategy 2018 – 2023 and sets out a 5 year delivery plan.
- 4.4. The resources available from Scottish Government grant to deliver affordable housing from 2019/20 to 2020/21 is £12.706 million allowing completion of around 240 new affordable homes to 2021. The Scottish Government is currently working on their approach to delivering housing beyond 2021 but remains committed to meeting future need. It has been assumed in the SHIP that subsequent annual allocation for Clackmannanshire will continue to be around £6 million.
- 4.5. A key driver in the housing market in Clackmannanshire is the ageing population and demographics. The SHIP sets out aims to provide specialist housing in collaboration with the IJB to work towards meet this need and mitigating the impact on shared budgets.
- 4.6. Glentana Mills is identified in the current SHIP as a potential site for affordable housing and particularly suitable for housing for older people. The ambition of the SHIP is to recognise suitable Council owned sites for future development allowing for greater strategic control to meet local housing needs and compliment local regeneration.
- 4.7. The LDP Main Issues report will be presented to the Place Committee on 7 November 2019. It proposes that the Glentana Mill site be amended from business use to mixed use, reflecting the considerations in the report to Council of 23 August 2018. There have been individual Ward discussions and wider Member briefings between June 2018 and October 2019.
- 4.8. We have received no formal application under the Community Empowerment Act for the transfer of Glentana building, although we have received enquiries/expressions of interest from different community/voluntary groups.
- 4.9. Demolition will achieve savings to the Council for rates and utilities that are currently some £20,000 per annum.

## **5.0 Development Proposal**

- 5.1. It is considered that the Glentana Mill site has the potential to be developed for social housing (potentially with a partnering Registered Social Landlord (RSL)).
- 5.2. The site is currently being valued for transfer to HRA for social housing and members will be advised at the meeting if the valuation has been received. It

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<sup>1</sup> Based on recent demolition costs of other buildings.

is anticipated that some 42 units for specific local need will be developed on the site, which will achieve around £44,000 per annum in Council tax<sup>2</sup>.

5.3. Members are recommended to approve transfer of the site to HRA.

## 6.0 Sustainability Implications

6.1. Development of sites/properties will enable land and buildings to be brought into/retained in productive use, while delivering environmental improvement and economic regeneration.

## 7.0 Resource Implications

### 7.1. *Financial Details*

7.2. 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

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

### 7.4 *Staffing*

7.5 There are no staffing implications arising from this report.

## 8.0 Exempt Reports

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

## 9.0 Declarations

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

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

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

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

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

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

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<sup>2</sup> Based on Band B & C.

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

### 10.0 Equalities Impact

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

Yes  No

### 11.0 Legality

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

### 12.0 Appendices

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

Appendix 1 – Map of site of former Glentana Mill, West Stirling Street, Alva

### 13.0 Background Papers

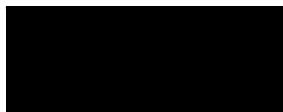
13.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes  (please list the documents below) No

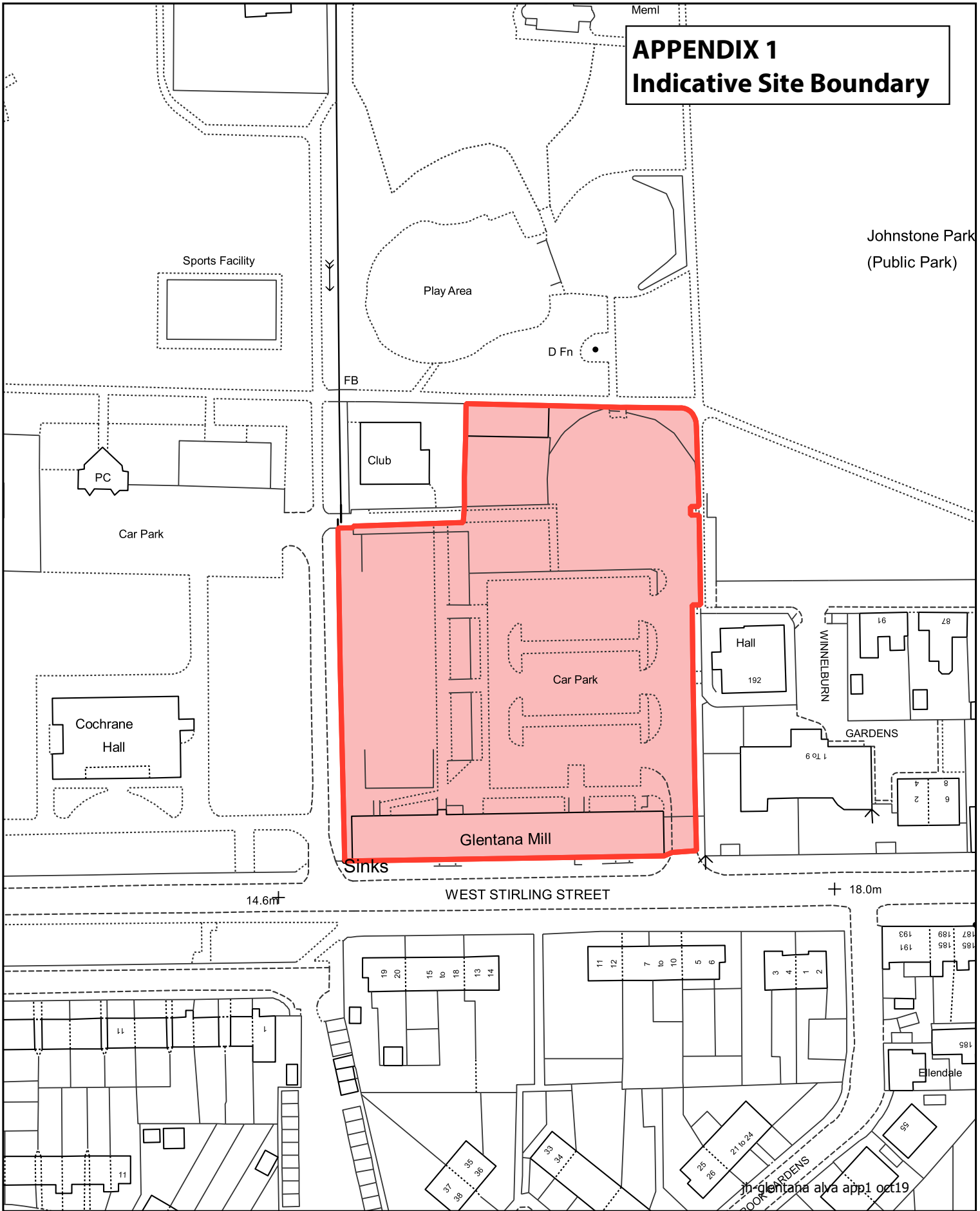
#### Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Julie Hamilton	Service Manager Development	Extension : 2657

#### Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

# APPENDIX 1 Indicative Site Boundary



0 10 20 30 40 metres




Scale: 1:1250

Date printed: 14 October

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Site of Former Glentana Mill  
West Stirling Street  
Alva  
FK12 5EN

 Area = 2.37 Acres

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